

clayoquot

BIOSPHERE TRUST

Business Plan and Budget

2019-2021

Approved 6 December 2018

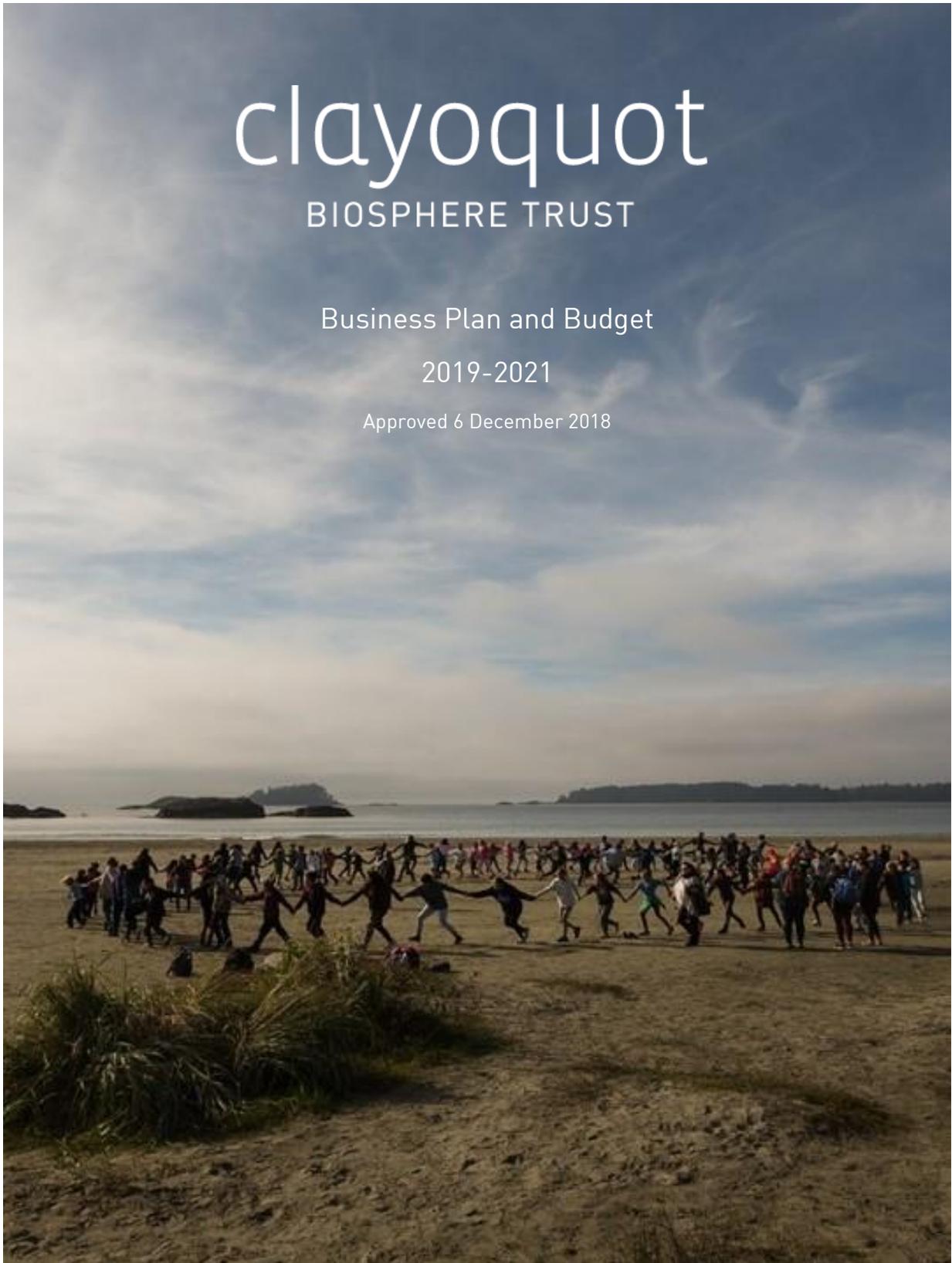


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1. Environmental Scan

1.1 Momentum Towards the Sustainable Development Goals

In 2015, the United Nations General Assembly adopted 17 Sustainable Development Goals designed to shift communities, both locally and globally, to a sustainable and resilient pathway known as Agenda 2030.¹ Canada is now gaining momentum towards these goals as businesses, philanthropists, academics, and all levels of governments align their expertise and resources to ensure the nation contributes globally. While the goals aren't a perfect fit for Canada, the collective energy is notable and having shared language and targets will help bridge sectors to solve the most pressing challenges of our time.

1.2 Reconciliation

The 150th anniversary of Confederation marked an important moment when Canada came together as a country to strengthen our communities and our connections to one another. Moving forward, the CBT has set high aspirational goals and are motivated to respond to the Truth and Reconciliation Commission's (TRC) calls to action. Canada has learned how much further we have to go on this road and work continues to create spaces for healing and reconciliation.

1.3 2019 United Nations Year of Indigenous Languages

Language play a crucial role in the daily lives of people, not only as a tool for communication and education, but also as a marker of identity, culture, and traditions. But despite their immense value, languages around the world continue to disappear at an alarming rate.

The United Nations has declared 2019 the Year of Indigenous Languages (IY2019). The spotlight on language will not only to benefit Indigenous people, but will also emphasize how a diversity of languages enriches the world's cultural diversity.²

1.4 Economic Outlook

Investors are beginning to feel uneasy as market risks continue to characterize the recent downturn as a correction typical of the volatile last stages of the business cycle. The business cycle is the natural rise and fall of economic growth—from expansion to peak to contraction to trough—that happens over time. In the current environment, worries over volatility are being amplified by the escalating trade war between the United States and China, Brexit misgivings, the Italian budget, and investors' concerns about a potential economic slowdown in Asia.

¹ <https://www.un.org/sustainabledevelopment/sustainable-development-goals/>

² http://psacunion.ca/sites/psac/files/attachments/pdfs/parks_en_exp_2018_august_4.pdf

1.5 Tourism Impacts and Community Life

The impacts of tourism on quality of life and public engagement are increasingly evident within the region. This comes as no surprise given that low wages and high cost of living– both characteristic of with a tourism economy– were identified as driving forces behind the poverty cycle, as they keep the calculated Living Wage³ out of reach for large segments of the labour market. The growth of the tourism economy may negatively impact community engagement. For example, three large annual events have taken a hiatus in 2018-2019 as local societies regroup in the face of dwindling volunteerism. These events were initially created to boost tourism in the shoulder months. Now that the season has extended in Tofino and Ucluelet, the continuing need is being reassessed.

1.6 Periodic Review: Looking Towards 2020

The periodic review is an important event in the life of a biosphere reserve. It is a 10-year review that assesses the function, zoning, and scale of the biosphere reserve as well as the involvement of the populations living within the site. The Statutory Framework for the World Network of Biosphere Reserves makes provision under Article 9 that “the status of each biosphere reserve should be subject to a periodic review every ten years, based on a report prepared by the concerned authority, on the basis of the criteria of Article 4, and forwarded to the secretariat by the State concerned.”

The periodic review’s objective is to improve the quality of the biosphere reserves and their functioning as sites for testing and demonstrating approaches to sustainable development.⁴ The review represents an opportunity to carry out a qualitative survey of the biosphere reserve’s programs and activities and their results. It’s a time to take stock of progress made by the biosphere reserve in regards to knowledge, skills, and expertise in resource and ecosystem management. It also provides an opportunity to review the zonation system and assess its relevance, to question the objectives and means of management policies, and to examine the issues and problems tied to implementation.

³ <http://clayoquotbiosphere.org/uncategorized/a-living-wage-for-the-clayoquot-sound-biosphere-region-2017-update/>

⁴ <http://www.unesco.org/new/en/natural-sciences/environment/ecological-sciences/biosphere-reserves/periodic-review-process/>

2. Our Vision and Mission

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 *iisaak* (living respectfully), *qwa' aak qin tič mis* (life in the balance), and *hš uknš čawaak* (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.

3. Theory of Change

This working draft document aims to support deliberate conversations regarding a Theory of Change for the CBT.

The CBT Theory of Change is informed by the work of Robinson Cook and Hithiyiis, the carving that he created for the CBT to reflect the his̓nq̓iit regional gathering of September 17, 2017 (see Appendix A). The carving has inspired thinking about the Theory of Change in a way that recognizes that the work of the CBT is interconnected and succeeds when we help each other and take care of the environment that nourishes all of us. We thank Robinson Cook for the inspiration to define our work.

According to the Centre for Theory of Change, “a Theory of Change is a description and illustration of how and why a desired change is expected to happen in a particular context. It is focused in particular on mapping out or ‘filling in’ what has been described as the ‘missing middle’ between what a program or change initiative does (its activities or interventions) and how these lead to desired goals being achieved.”

As the CBT continues to work toward advancing the goals of UNESCO biospheres worldwide, and, at the same time, respond to community priorities in a way that is consistent with the roles of the community foundation, it is valuable to have a simple and living picture illustrating how the CBT bridges these two functions. Given that the CBT will continue to evolve and grow, it is important that the Theory of Change is viewed as a living expression of the CBT with three main purposes:

1. To inform internal- and community-focused communication regarding the CBT, its activities, and how it works in collaboration with community partners and stakeholders.
2. To shape program- and initiative-specific evaluations and assessments in a way that brings coherency and alignment among diverse evaluation and assessment activities over time.
3. To guide strategic and program planning activities so existing and new initiatives contribute to the change that CBT is expressly aspires to in the biosphere.

Once completed, the CBT Theory of Change can be graphically represented on mid-size posters that help convey the CBT’s work and purposes to all people who live in the region. The basic graphic representation of a CBT Theory of Change provided below is nested within an illustration of the boundaries of Clayoquot Sound. It offers a starting point for discussion with the CBT board and staff, from which more refined connections between actions and outcomes can be made. To show alignment with the goals of biosphere reserves, the purposes of a community foundation, and CBT’s main actions, an alignment illustration is also provided below.

Living Theory of Change for Clayoquot Biosphere Trust

Hishuk ish ts'awalk How we see together...

The communities of the Clayoquot Sound UNESCO Biosphere Region 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 iisaak (living respectfully), qwa' aak qin teechmis (life in the balance), and hishuk ish ts'awalk (everything is one and interconnected).

Values

Why we are connected...

1. Culturally safe practice
2. Connection to place, land and territory
3. Strong, diverse, beneficial and humble partnerships
4. Inclusive and reciprocal grass roots engagement and sharing
5. Community trust
6. Resources for programs and initiatives

Actions

What moves us...

1. Facilitating and Coordinating Healthy Community and Ecosystem Initiatives
2. Empowering Youth
3. Co-Leading Sustainability Research, Education and Training
4. Achieving the Biosphere Centre
5. Stewarding Granting and Governance Processes

Outcomes

Where we are going together...

1. Increase engagement in regional planning and decision-making for healthy communities and ecosystems
2. Enhance mutual understanding and collaboration among communities and organizations for biodiversity conservation, sustainable development, and reconciliation
3. Co-create and promote knowledge and data to support public understanding about complex social and ecological system relationships
4. Increase local awareness and understanding of sustainability issues and the necessary collective actions to achieve healthy ecosystems
5. Improve equitable access to co-learning and capacity development opportunities for sustainable and healthy living
6. Share our experiences, lessons learned and successes locally, nationally and internationally

4. Core Priorities

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

The initial scoping, which resulted in three core priorities, took place in 2008 and included community open houses, discussions with the advisory committees, and input from all communities and stakeholders in the Clayoquot Sound Biosphere Region. The core priorities are:

- achieving the Biosphere Centre,
- facilitating and coordinating healthy community and ecosystem initiatives, and
- empowering youth.

Since then, the CBT has focused its activities in these program areas and has also leveraged additional resources from within and beyond the region to deliver activities and funding.

Regional Program Administration and Coordination

In recent years, the CBT has become the administration and coordination home to a number of regional programs. These programs align with the CBT mandate and create opportunities for community engagement while leveraging the CBT's administrative abilities. The CBT is able to assist with its staff expertise and knowledge of local communities, and can also provide office support including financial management and contract oversight. In addition, when it makes sense, we also assist with fundraising and program planning and development. By taking on the critical-but-time-consuming operations tasks, we help partner networks and initiatives focus their expertise on their individual programs. Programs include Leadership Vancouver Island, West Coast NEST and the Coastal Family Resource Coalition.

For the first time, we've highlighted these regional programs within this business plan and drawn specific attention to the connections to the CBT's core priorities, UNESCO mandate, and the TRC's Calls to Action.

4.1 Achieving the Biosphere Centre

The CBT is working to create a permanent home for the delivery of the UNESCO Biosphere Region programs and projects. The biosphere centre will be a place of sharing and learning in and for the Clayoquot Sound Biosphere Region. Consistent with 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.

In 2019, the CBT will continue on the path to establish a permanent biosphere centre. In partnership with the District of Tofino and the Vancouver Island Regional Library, the parties will advance the proposed development of a mixed-use building incorporating a number of complementary uses at 391 Main Street in Tofino.

Lima Action Plan- The biosphere centre with help to achieve numerous actions outlined in the 2016 Lima Action Plan:

A1.5 Promote green/sustainable/social economy initiatives inside biosphere reserves.

A3.2 Support effective governance and management structures in each biosphere reserve.

A4.3 Provide adequate research infrastructure in each biosphere reserve.

C3.2 Promote partnerships to raise funds from external entities with objectives that are compatible with those of the MAB Programme.

Deliverables

- Continue enthusiastic participation in the planning of a building that will house the CBT and Tofino’s public library at 391 Main Street, Tofino.
- Develop a letter of intent with the District of Tofino and the Vancouver Island Regional Library that outlines the roles of the parties and how each will contribute expertise and resources to the development of the mixed-use building.
- Take meaningful steps to realize the vision including completion of a risk assessment, cost benefit analysis, pro forma financial projections, and begin the design phase.
- Collaborate to raise funds from external sources to support the achievement of the biosphere centre including federal infrastructure grants.
- Continue to test and showcase sustainability solutions including innovative gardening and rainwater systems at the existing office location.

4.1.2 West Coast NEST

West Coast NEST

West Coast NEST (Nature. Education. Sustainability. Transformation.) is a regional collaboration led by the CBT along with communities, organizations, businesses, and individuals from Hesquiaht to Ucluelet, developed to expand local education opportunities, diversify the economy, and establish further employment opportunities.



The West Coast NEST works to diversify our region's economy by supporting the development of the education tourism economy. Education tourism seeks to connect visitors with experiential learning opportunities. Local experts and knowledge holders lead informative talks, guided tours, and hands-on workshops about a variety of topics such as nature, science, history, sustainability, language, culture, and art.

Education tourism contributes to a healthy ecosystem as is it non-destructive and provides opportunities to include conservation and sustainability issues in educational experiences. Many outdoor experiential learning opportunities provided on the west coast are centred around the Nuu-chah-nulth First Nations philosophies of *iisaak, qwa' aak qin tič mis*, and *hš uknš čawaak*. In support of a sustainable, healthy ecosystem, we are seeking to increase learning opportunities offered in off-peak seasons and in less-visited communities within our region.

The NEST provides funding and logistical support for education and training initiatives that promote conservation and sustainable development. By supporting the development of education programs and communicating those education opportunities to both local and visiting learners, NEST is supporting the CBT's mission to facilitate sharing and exchange of knowledge and experience locally and globally.

NEST core activities include: i) supporting the creation of new education and skills training programs for community members and visitors, ii) communication and marketing of the region's education programs to visiting learners, iii) coordinating the delivery of education programs for visiting high school, university, and adult learners, and iv) testing a financial sustainability model for this regional education tourism initiative.

Biosphere Centre & West Coast NEST

The biosphere centre will create a physical space where people will come to share and learn together. West Coast NEST connects both local and visiting learners with local experts, instructors, and knowledge holders. The biosphere centre will provide a new

space for classrooms, collaborative meeting spaces, and informal conversations that could lead to new educational programs and partnerships.

Through its programming, the West Coast NEST contributes to the following global agendas:

United Nations Sustainable Development Goals

1. No Poverty

By supporting the delivery of education programs; using the West Coast NEST website, social media, and other marketing tactics to expand the market of learners; and by connecting learners with local educators and knowledge holders.

8. Decent Work and Economic Growth

Several of the regions' communities have identified the West Coast NEST in their economic development plans as a means to advance local knowledge and innovation and to diversify their economies.

Historically, many Nuu-chah-nulth knowledge holders were not compensated when participating in the delivery of education programs. West Coast NEST is working to develop a pay for service model that seeks to provide equal pay for work of equal value.

The Statutory Framework of the World Congress of Biosphere Reserves

Objective II.1: Secure the support and involvement of local people.

Objective III.3: Improve education, public awareness, and involvement.

Objective IV.1: Integrate the functions of biosphere reserves.

Lima Action Plan

A1.1 Promote biosphere reserves as sites that actively contribute to achieving the SDGs.

A1.5 Promote green/sustainable/ social economy initiatives inside biosphere reserves.

Truth and Reconciliation Calls to Action

West Coast NEST works in the spirit of the TRC's calls to action by respectfully supporting First Nations community members in their efforts to develop and deliver new education programs, and by increasing access to quality education programs and skills training opportunities for First Nations community members.

West Coast NEST Deliverables

Administrative

- Complete an annual review of marketing metrics.
- Produce and distribute 2018 West Coast NEST annual report.
- Complete funding reports (Rural Dividend, NETP).
- Continue to test the West Coast NEST financial sustainability model.
- Host a West Coast NEST open house to share activities to date and solicit feedback from regional partners and other stakeholders.
- Apply to the Nuu-chah-nulth Employment and Training Program (NETP) under its Special Projects Program Funding to coordinate a local training program.
- Apply to the NETP for summer student funding.
- Secure funding in partnership with local stakeholders to sustain West Coast NEST beyond March 2020.

Marketing

- Westcoastnest.org and social media channels will be used to market our regional education tourism initiative by promoting our communities, regional partners, and the many learning opportunities available throughout the year.
- Work with a professional marketing team to promote education programs and events using targeted Google Adwords.
- Attend regional partner events and courses to promote learning on the west coast and gather content for marketing purposes. Take photos for use by West Coast NEST and partners, social media, and story content.
- Produce and distribute posters throughout the region to inform visitors about West Coast NEST events and course listings.
- Connect with accommodation providers to promote West Coast NEST events and courses with their visitors.
- Develop marketing strategies to support the promotion of new education programs.
- Develop partnerships with and solicit support from local Destination Marketing Organizations to support the promotion of new education programs.

Programs

Education and training initiatives for local capacity building:

- Host a workshop in grant writing and fundraising strategies for rural communities.
- Co-host a Mental Health First Aid course.
- Coordinate local training program with local Nuu-chah-nulth communities through NETP.

Education programs for visiting learners:

- Work with local organizations, businesses, and individuals to develop and deliver new educational programs for visiting learners such as:
 - high school outdoor education
 - knitting and weaving retreat
 - food-based learning events
 - spring break events (beginning 2020)
 - First Nations tourism training program

Coordination services for visiting groups:

- Implement education coordination services for visiting high school and university groups.
- Provide logistical support to visiting educators to enable education programs and events.

4.2 Facilitating and Coordinating Healthy Community and Ecosystem Initiatives

This core priority focuses on all aspects of our region that make people and communities healthy and is grounded in research on the social determinants of health, on belonging, and on the connection between people and their environment. Humans are part of ecosystems, as is inherent in *h̓ukn̓̓ čawaak*. Healthy ecosystems require healthy people and communities; one cannot care for the environment if they cannot care for themselves.

Coinciding with the TRC's 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 movement 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 areas of healing and reconciliation, which are vital to community health, and for achieving the vision of the CBT. The CBT will continue to coordinate programs and events to create opportunities for healing and reconciliation within and between communities building on the *hišinq̓iit* regional gathering that was held in September 2017. The CBT also delivers a suite of programs as a means of fostering a regional identity, belonging, and inclusion such as Random Acts of Kindness Day and Neighbourhood Small Grants (NSG).

The CBT, in partnership with the Victoria Foundation, will continue to pilot a Vancouver Island Neighbourhood Small Grants Network to develop a consistent approach and peer network across the island. Next steps include program development with partners in the Mt. Arrowsmith Biosphere Region, with other Vancouver Island community foundations, and with North Island College. This work is being carried out with financial support from the Vancouver Foundation. Key deliverables include:

- Partner with the Victoria Foundation on the development phase of the Vancouver Island NSG Network.
- Host an initial meeting of the Vancouver Island NSG Network partners.
- Train and assist program implementation with Vancouver Island NSG Network partners.
- Establish new NSG partners on Vancouver Island.

Although the scope of this priority is broad, a 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, the CBT 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 between organizations and communities in order to identify and tackle local food security priorities. In 2017, EWC began supporting collaborative projects with these new partnerships and new funding sources, which will continue and expand into 2019. Priorities include strengthening food access networks, addressing food issues for children, emergency food planning for natural disasters, and including west coast food security in the Alberni-Clayoquot Regional District's priorities and strategic plans. The CBT also renewed its contract with Island Health to continue coordination of the food hub program into 2019.

4.2.1 Eat West Coast

Eat West Coast

Eat West Coast (EWC) is a regional food security initiative of the CBT.

EWC is a member of Island Food Hubs, a collective of organizations working together under Island Health to address food security issues and ultimately improve health across Vancouver Island.



Food security exists when everyone in a community has physical and economic access to adequate amounts of nutritious, safe, and culturally-appropriate food. As a CBT priority, food security encompasses many of the things that lead to health: a clean environment, employment, cultural relevance, education, and self-esteem. This program aims to help communities and organizations in the CSBR develop effective, community-based responses to food access challenges and increase the understanding of healthy, affordable food choices.

EWC helps achieve the CBT's broad vision by bringing a holistic approach to food security program design and delivery, focusing on regional resilience and community building. The Nuu-chah-nulth philosophy of *iisaak* (living respectfully) is a recurring theme in EWC's work, highlighting the important connections between food, the environment from which it comes, the people who eat it, and the systems of which they are a part.

Given the integrated nature of food and food security, EWC helps deliver on CBT's mission broadly, through education and training focused on developing sustainable patterns of resource use in the biosphere region. More specifically, EWC facilitates the sharing and exchange of knowledge (including traditional knowledge) and skills at the local level. Through grants from national and international institutions, this local work is also transmitted globally.

EWC's food focus is strongly linked to CBT's Living Wage and Vital Signs projects. Access to food—as a critical measure of poverty and socioeconomic health—is tracked and recorded as part of these projects. As EWC programming grows, there is increasing opportunity to continue formalizing connections between regional food security initiatives and the broader environmental, conservation, and biosphere sustainability conversations that are convened by CBT.

In the past two years, EWC has focused on building partnerships across organizations and communities to support local priorities and increase local capacity. Priorities include strengthening food access networks, addressing food issues for children, emergency food planning for natural disasters, and recognition of west coast food

security in the Alberni-Clayoquot Regional District priorities and strategic plans. The CBT also renewed its contract with Island Health to continue coordination of the food hub program into 2019.

EWC bridges the CBT's biosphere reserve and community foundation mandates. Moving forward, there is potential for to make greater connections between regional food initiatives and regional research on the environment, climate change, and sustainable development. To strengthen these relationships it is important to build on the existing capacity and knowledge of communities in the biosphere region.

Facilitating and Coordinating Healthy Community and Ecosystem Initiatives & Eat West Coast

Alongside the Coastal Family Resource Coalition, EWC directly contributes to the CBT's core priority of healthy communities core priority by focusing on building capacity to source nutritional and environmentally sustainable food from the biosphere region while building community, strengthening and integrating traditional knowledge into contemporary practice, and increasing community resilience.

Through its programming, EWC contributes to the following global agendas:

United Nations Sustainable Development Goals and Targets

1. No Poverty
2. Zero Hunger
3. Good Health and Well-being
14. Life Below Water
15. Life on Land

The Statutory Framework of the World Congress of Biosphere Reserves

- Objective II.1: Secure the support of the local people.
Objective II.3: Integrate biosphere reserves into regional planning.
Objective III.2: Improve monitoring activities.

Lima Action Plan

- A1.1 Promote biosphere reserves as sites that actively contribute to achieving the SDGs.
A4.2 Establish partnerships with educational and training institutions...to undertake education, training, and capacity building activities.
A7.1 Identify ecosystem services and facilitate their long-term provision, including those contributing to health and well-being.

Truth and Reconciliation Commission Calls to Action

3. Jordan's Principle
5. Parenting Programs
10. Cultural Education
19. Measures of Health

Deliverables

- Convene the EWC network and support related activities through visits to all communities and by networking at Vancouver Island food hub meetings and conference.
- Coordinate the Vancouver Island food hub network by chairing meetings and the strategic planning retreat, as well as by supporting hub-wide projects.
- Deliver the West Coast Preservation Program, which includes resource development, two Train the Trainer sessions, and up to 10 locally led workshops.
- Continue development of the West Coast Farmer's Market Coupon program with local partners.
- Continue local healthy school initiatives by building connections through the school garden working group, identifying potential funding sources, and coordinating collaborative activities.
- Collaborate with West Coast NEST to pilot local educational food events or workshops.
- Develop partnerships to assess and advance a holistic understanding of the importance of food security and food sovereignty in the biosphere region.
- Finalize and distribute the coastal addendum to the Alberni-Clayoquot Regional District Agricultural Plan.

4.2.2 Leadership Vancouver Island

Leadership Vancouver Island

Leadership Vancouver Island is a regional program coordinated and administered by the CBT and guided by an ad hoc committee of the CBT.



As a community-focused, grassroots leadership development program, LVI aims to inspire and build capacity for outstanding leadership, learning, and service. The west coast chapter is focused on the Clayoquot Sound Biosphere Region and its communities. The purpose of the LVI is to foster leadership development, raise community awareness, and build innovative communities.

LVI is a program accredited by Vancouver Island University and guided by local leaders in government, business, and non-profit organizations. Over its 10-year history, LVI has evolved to become a unique and effective leadership development experience, and for the past four years, the west coast chapter has tailored a unique approach for west coast communities. The CBT coordinates and administers LVI on behalf of the region in order to grow local leaders, provide local educational opportunities, and develop cross-community and cross-cultural connections. Upon completion of the program, students are eligible to receive six credits from Vancouver Island University.

LVI helps the CBT to achieve its vision by growing capacity in local communities, facilitating cross-cultural community building, and supporting and strengthening traditional knowledge.

The CBT provides administration and coordination support for LVI in fulfillment of its mission; specifically, to provide logistical support for education and local training initiatives, and to help facilitate the exchange of local knowledge.

Facilitating and Coordinating Healthy Community and Ecosystem Initiatives & Leadership Vancouver Island

CBT administers and coordinates the Leadership Vancouver Island program. Over the past four years, LVI has become a key pathway for fostering cross-community and cross-cultural relationships that build the necessary understanding and respect that can help achieve healing, reconciliation, and ultimately healthy communities.

Through its programming, LVI contributes to the following global agendas:

United Nations Sustainable Development Goals and Targets

- 3. Good Health and Well-being
- 4. Quality Education
- 8. Decent Work and Economic Growth

The Statutory Framework of the World Congress of Biosphere Reserves

- Objective III.3: Improve education, public awareness, and involvement.
- Objective III.4 Improve training for specialists and managers.

Lima Action Plan

A4.2 Establish partnerships with educational and training institutions...to undertake education, training, and capacity building activities.

A4.5 Encourage managers, local communities, and other biosphere reserve stakeholders to collaborate in designing and implementing projects that inform the management and sustainable development of their

Truth and Reconciliation Commission Calls to Action

- 63. Building student capacity for intercultural understanding, empathy, and mutual respect.
- 57. Provide education to public servants on the history of First Nations peoples.

Leadership Vancouver Island Deliverables

- Contribute to the development and implementation of a LVI strategic plan prior to the 2019–2020 program.
- Provide leadership, administration, and coordination for the 2019–2020 LVI program.
- Provide alumni support and host a unique alumni event in spring 2019.
- Co-author a journal article to document and share the unique learning process of Nuu-chah-nulth leadership using the examples from LVI.

4.2.3 Coastal Family Resource Coalition

Coastal Family Resource Coalition

The Coastal Family Resources Coalition (CFRC) is a regional network coordinated and administered by the CBT and guided by an ad-hoc committee of the CBT.



The CFRC is an interdisciplinary network of service providers that develops capacity to address the needs of children, youth, families, and communities, and to improve communications between service providers, agencies, communities, and funders.

Monthly meetings are held from September until June in alternating communities to provide an opportunity to network, share resources, and reduce service delivery duplication. The CFRC's goal is to improve the overall health in our communities.

The coalition serves all west coast communities and contributes to building strong and united cultures. It helps the CBT achieve its mission by facilitating the local sharing and exchange of knowledge and experience that promotes social and cultural sustainable development.

In terms of knowledge transfer and mobilization, the CFRC is a key audience and stakeholder group for the community data presented in the Living Wage and Vital Signs reports. Also, the regional health priorities identified at CFRC meetings and the Coming Together Forum are referenced in the Vital Signs report, making the coalition a valuable source of community data.

Facilitating and Coordinating Healthy Community and Ecosystem Initiatives & Coastal Family Resource Coalition

The CFRC network contributes to the CBT's core priority of healthy communities by convening a dynamic group of community members and health service providers who meet monthly in all west coast communities. The meetings rotate between communities and provide an opportunity to share information about new programs and services, to communicate between agencies and sectors, and to network with the overarching goal of improved communications, collaboration, and the reduction of service duplication. At each meeting, the host community has the opportunity to identify and discuss their current health priorities. The CFRC executive committee is made up of funders, decision makers, and coalition members, and the health priorities and community requests/projects are brought to their attention by the community developer.

These regional health priorities can help identify priorities for the CBT's grantmaking.

The CFRC hosts the Coming Together Forum, a regional health planning event, every two years.

Literacy, a core program of the CFRC, is recognized by the United Nations as a fundamental human right and is essential for individual and community health as well as for sustainable development. “Literacy is also a driver for sustainable development in that it enables greater participation in the labour market; improved child and family health and nutrition; reduces poverty and expands life opportunities.”⁵

Through its programming, the CFRC contributes to the following global agendas:

United Nations Sustainable Development Goals and Targets

1. No Poverty
2. Zero Hunger
3. Good Health and Well-being
4. Quality Education

The Statutory Framework of the World Congress of Biosphere Reserves

Objective II.3 Integrate biosphere reserves into regional planning.

Lima Action Plan

A1.1. Promote biosphere reserves as sites that actively contribute to

Truth and Reconciliation Commission Calls to Action

The CFRC upholds and respects the principles laid out in the language and culture, health, and child welfare calls to action.

The CFRC hosted the Nuu-chah-nulth language gathering in 2018, which provided a space for celebrating language learning and revitalization. The gathering itself was a success but the planning process truly honoured this call to action:

14.iv. The preservation, revitalization, and strengthening of First Nations languages and cultures are best managed by First Nations people and communities.

Deliverables

- Host monthly service provider meetings in rotating west coast communities to identify regional health priorities and increase communication and collaboration between health agencies, service providers, and sectors.
- Host working group meetings (youth workers, early years, and harm reduction) to identify regional priorities and initiate collective action.
- Coordinate regional early years training offered by BC Aboriginal Childcare Society for early years’ capacity building and professional development certification.
- Communicate the findings from the 2018 Coming Together Forum regionally and advocate for action by organizations and leaders on identified health priorities.

⁵ <http://www.way.org.my/press-release-menu/603-ild-17>

- Maintain the CFRC website as an online directory of west coast health and health-related services for children, youth, and families.
- Provide oversight and guidance for the West Coast Children's Resilience Initiative, a partnership project between the CFRC, the CBT, and the Children's Health Foundation of Vancouver Island, to support west coast schools in becoming trauma-informed.
- Coordinate literacy activities, community literacy planning, and actions on goals identified in the Vancouver Island Central West Coast Dual Language Literacy Plan.
- Seek funding opportunities to expand the literacy program to include additional coordination time to deliver more regional community literacy events.
- Continue to host Nuu-chah-nulth Language Committee meetings quarterly to maintain relationships, share funding opportunities, and collaborate on regional initiatives.
- Support language keepers to host regional events in Nuu-chah-nulth languages.

4.3 Empowering Youth

The Empowering Youth priority aims to support healthy youth development by creating opportunities for youth to gain the necessary skills and capacity to positively impact their lives, the lives of others, and to contribute to community change and sustainability.

Education is recognized as a social determinant of health and is a key component of youth empowerment. Since 2002, the CBT, in partnership with Genus Capital, has provided annual education awards to graduating high school students to attend post-secondary school. The CBT also supports experiential learning for youth by providing field trip funding to each school in the biosphere region.

The CBT supports youth leadership and decision-making by providing youth-led grants for community projects spearheaded by local youth and also by inviting youth to participate on the CBT Board of Directors and advisory granting committees.

Deliverables:

- Provide two CBT Education Awards in partnership with Genus Capital, to students who have graduated from high school within the past year and are attending post-secondary school in the upcoming academic year.
- Provide field trip funding to each school in the region to provide students and teachers with experiential learning opportunities within the biosphere region.
- Partner with Students on Ice (SOI) Foundation to send one local youth on an Arctic expedition with SOI to learn first-hand about climate change and related socioeconomic and environmental issues.
- Distribute Youth & Education grants of up to \$5,000 to local organizations, schools, and other eligible donees to support learning, recreation, and capacity-building opportunities for youth in the biosphere region.
- Distribute small youth-led grants (\$50–\$500) to local youth (13–30 years) in the biosphere region to promote social connectedness and belonging. (2019 budget \$4,000 with \$2,000 leveraged from Vancouver Foundation NSG.)
- Increase youth engagement with CBT Board of Directors and granting committees.

5. Essential Functions

The following areas of activity are essential to the mandate of both a biosphere reserve and community foundation and provide the footing on which other programs operate.

5.1 Co-Leading Sustainability Research, Education, and Training

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

- tracking trends and indicators for social-ecological sustainability
- building awareness and local action for United Nations Sustainable Development Goals targets
- demonstrating social-ecological systems thinking and adaptive learning
- integrating Indigenous worldviews and knowledge
- testing models of collaborative governance
- developing new methods for monitoring biodiversity

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.

The CBT Research & Education Program is strongly aligned with CBT's vision, mission, and goal to support conservation and social-ecological sustainability through initiatives that build local knowledge capacity, enable environmental stewardship and human well-being within the Clayoquot Sound UNESCO Biosphere Region. We follow the principles and practices of the Community Foundations of Canada network, including the tracking and reporting of local and regional trends in the biennial Vital Signs® report to better understand our communities within the CSBR. We also share our knowledge with the community through an iterative process of knowledge gathering, reflection, evaluation, and dialogue. A core principle for this program is "we learn and share what we know."⁶

⁶ <https://communityfoundations.ca/guide/growing-smart-caring-communities/governance-fundamentals/2-1-community-foundation-principles/>

5.1.1 Research and Education Project Overview

CBT research projects aim to gather information, organize and generate knowledge, provide analytical support and research funding necessary for building healthy communities and ecosystems within the CSBR.

- Key objectives include:
 - enhance our understanding of the key interactions within the social-ecological system that supports conservation and sustainable livelihoods within CSBR;
 - develop indicators of sustainability;
 - develop and test new methods and approaches for monitoring biodiversity, social-ecological system sustainability, and quality of life; and
 - serve as a networking hub for knowledge exchange within the CSBR community.

- Key CBT research projects include:
 - Living Wage and Vital Signs reports
 - Vital Conversations that link to SDGs Agenda 2030
 - Sydney Inlet Remote Listening Soundscape Project

CBT education projects aim to support learning initiatives that benefit the CSBR communities in pursuit of healthy communities and healthy ecosystems. We do this in collaboration with local learners, visiting learners, local knowledge holders, and educational organizations with a shared vision to build our education capacity and awareness of the Clayoquot Sound UNESCO Biosphere Region and our pathway to biodiversity conservation and sustainable community livelihoods.

- Key objectives include:
 - encourage the involvement of the residents and school children of CSBR in educational activities; and
 - promote the development of educational resources within the CSBR.

- Key CBT education projects include:
 - Remote Listening Station; Soundscape Data-Base & Curriculum Development; Heartwood School Pilot Soundscape learning project
 - Biosphere and Sustainability university curriculum
 - Project partnerships e.g., Promo-science; water quality monitoring (University of Washington-Tacoma); Vector Science Expedition (Royal Roads University).

CBT Research and Education programming contributes to the following global agendas:

United Nations Sustainable Development Goals and Targets

1. No Poverty
2. Zero Hunger
3. Good Health and Well-being
4. Quality Education
5. Gender Equality
6. Clean Water and Sanitation
8. Decent Work and Economic Growth
- 10 Reduced Inequalities
11. Sustainable Communities
13. Climate Action
14. Life Below Water,
15. Life on Land
16. Peace, Justice and Strong Institutions

Lima Action Plan

- A.1.1 CSBR actively contribute to achieving SDGs
- A1.3 Establish alliances at local, regional, international levels for biodiversity conservation and benefits to local people, taking into consideration the rights of indigenous people.
- A.4 Research, practical learning and training opportunities that support the management of biosphere reserves and sustainable development in biosphere reserves.
- A4.1. Establish partnerships with universities/research institutions to undertake research, especially UNESCO chairs and centres.

The Statutory Framework of the World Congress of Biosphere Reserves

Goal II: Utilize biosphere reserves as models of land management and of approaches to sustainable development.

Objective II.1: Secure the support and involvement of local people.

Objective II.3 Integrate biosphere reserves into regional planning.

Goal III: Use biosphere reserves for research, monitoring, education, and training.

Objective III.1: Improve knowledge of the interactions between humans and the biosphere.

Objective III.2: Improve monitoring activities.

Objective III.3: Improve education, public awareness and involvement.

Objective III.4 Improve training for specialists and managers.

Truth and Reconciliation Commission Calls to Action

Action 62: university education, increase awareness and knowledge of Indigenous learning practices.

5.1.2 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 also 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 will update the calculation again in 2019. The results will be presented to community stakeholders inviting discussion about how factors impacting quality of life can be positively influenced across the region.

5.1.3 Vital Signs

The biennial Vital Signs report has become a go-to source for local data and stories. In 2018, the CBT produced and published the fourth Vital Signs report, building on the 2017 living wage research and expanding our reporting on regional efforts that contribute to the UN Sustainable Development Goals (SDG). Key findings from the report will be presented to local First Nations, municipal governments, and local organizations with an aim to inspire meaningful conversations and encourage specific action in priority areas.

The CBT 2018 Vital Signs report outlines local indicators that align with 14 of the 17 UN Sustainable Development Goals (SDG). Specifically, we identify local initiatives that address poverty, fight inequality, improve education, support biodiversity, initiate partnerships, and identify climate change solutions. The 2019 Vital Conversations will use the report to continue to highlight these linkages and identify shared goals to advance community sustainability while supporting international goals for sustainable development.

5.1.4 Remote Listening Station

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 an 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 2019, our objective is to facilitate more learning opportunities at the research cabin, support volunteer training to improve our sound database, and pilot elementary school curriculum on acoustic ecology.

5.1.5 Biosphere Reserve Management University Curriculum

CBT has partnered with Royal Roads University (RRU) for more than three years to deliver the course on *Sustainability and the Biosphere*, for the master's degree program, Environmental Education and Communication. The goal of this project is to

integrate place-based experiences shared by local knowledge holders into conceptual models that support sustainability science such as adaptive learning and resilience thinking.

5.1.6 Co-Leading Sustainability Research, Education, and Training Deliverables

- Present the 2018 Vital Signs report to stakeholders, leadership, organizations, and community groups throughout the region.
- Co-coordinate, support and facilitate Vital Conversations (max. of 4) with 2018 CBT Vital Signs report to actively contribute to UN SDG targets.
- Manage Sections 3 (Ecosystem Services) and 4 (Conservation) of the 2020 UNESCO Periodic Review for Biosphere Reserves.
- Coordinate and instruct the 2019 *Sustainability in the Biosphere* RRU summer residency.
- Support and facilitate monitoring partnerships with universities and communities (e.g., University of Washington-Tacoma water quality monitoring).
- Provide relevant data and support to community partners to aid research, program evaluation, and grant writing (e.g. Tofino Data Report for the District of Tofino).
- Coordinate and host quarterly What's Brewing in the Biosphere regional researcher networking events.
- Continue the implementation of the Remote Listening Station at the Sydney cabin and share the findings with the Ahousaht First Nation.
- Participate on the Clayoquot Sound Salmon Roundtable and coordinate the fundraising committee for the Clayoquot Sound Wild Salmon Fund.
- Co-manage with Pacific Rim National Park Reserve the secretariat for the iisaak sin hay tiič mis Network/West Coast Vancouver Island Coexistence Network.
- Continue to develop the Soundscape database, provide database training for sound file data entry.
- Test and pilot the Soundscape/Acoustic Ecology curriculum developed in 2018.
- Present the short film on community resilience and higher learning, *Bending the Curve*, in collaboration with West Coast NEST.
- With RRU Faculty of Tourism, present paper on tourism and community resilience: "*Landscape Authorship in Clayoquot Sound: Twenty Years of Community Resilience*," published in *Tourism Development and Planning*.
- Explore World Network of Island and Coastal Biosphere Reserves Membership
- Calculate and communicate the 2019 Living Wage.
- Engage local businesses, organizations, and governments in conversations around the socioeconomic benefits of adopting a living wage policy.
- Supervise a student intern from the office of Regional and International Community Engagement at the University of British Columbia on a project related to the SDGs and a living wage.

5.2 Stewarding Granting Processes

5.2.1 Vital Grants

First introduced in 2018, Vital Grants are a stream of partnership funding to address regional priorities and complex challenges that influence sustainability in the CSBR. These larger grants aim to support meaningful collaboration between organizations, communities, and cultures and must include a minimum of two project partners. The CBT has \$80,000 available in this funding stream and anticipates making four or five grants in the range of \$15,000–\$20,000. This will be the CBT’s 17th allocation of funds to support community projects.

5.2.2 Biosphere Research Award

For the fifth year, a \$20,000 grant will be awarded to support research that advances the local understanding of conservation challenges in our marine and/or terrestrial ecosystems and helps us to prioritize conservation actions within the CSBR. The goal of this award is to attract, sustain, and further academic research in the CSBR.

5.2.3 Advisory Committee Funding

The CBT benefits greatly from the volunteer commitment of more than 60 advisory committee members. These dedicated people provide direction on our funding programs and activities. The four committees are: Youth and Education, Research and Environment, Arts and Culture, and Community Development. Each advisory committee will be resourced with \$25,000 to award as small grants, to support training, and/or to implement committee-led projects. The maximum grant will be \$5,000.

5.2.4 Neighbourhood Small Grants

The Neighbourhood Small Grants program is based on a simple but powerful idea: that everyone is a valuable member of the community and that we all have something to share. Small grants will be available for projects initiated and undertaken by local residents with a focus on bringing people together, sharing skills and knowledge, building a sense of belonging and responsibility, and respecting and celebrating diversity. Approximately \$10,000 will be awarded to projects taking place between September 2019 and May 2020. For the first time 2019–20 program will have a specific focus given to projects that are youth-led with funding budgeted from the Empowering Youth priority.

5.2.5 Green Grants

Building on the success of the Neighbourhood Small Grants program, the CBT will develop and pilot a new Green Grant program. Small grants (\$50–\$500) will be awarded to promote environmental stewardship on a grassroots level. This grant stream in a new initiative in response to the 2018 program audit recommendation to make simple, direct community investments that help animate local small-scale projects and empower community members to respond to specific conservation and sustainable

development needs and issues. Approximately \$5000 will be awarded to projects taking place between February and May 2019.

5.2.6 Education Awards

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 of directors.

5.2.7 Students on Ice

Each year the CBT sends one local youth (14–18 years) to participate on a ship-based expedition with the Students on Ice Foundation (SOI). SOI educates youth from around the world about the importance of the polar regions, supports them in their continued personal and professional growth, and inspires and catalyzes initiatives that contribute to global sustainability.

5.2.7 Field Trip Funding

We believe that youth are the future of Clayoquot Sound and the biosphere. The children that grow up here often choose to live and work here as adults. They will become the leaders and decision-makers determining the path of environmental stewardship, sustainable development, quality of life and culture. One of the best ways to learn about the CSBR is by experiencing it first-hand. For the 11th year, the CBT is proud to offer field trip funding to all schools within the region. This maximum \$1,000 grant is provided to each school for educational outdoor field trips within the biosphere region. Our goal is to benefit as many students as possible and to see the funding shared amongst grades.

5.2.8 Granting Deliverables

- Continue to refine the online grant information system implemented in 2018 and provide training and support to grantees and volunteers as required.
- Successfully deliver all streams of funding in partnership with the respective advisory committees.
- Host information sessions, grant writing workshops, cheque release events, and wrap-up celebrations throughout the region.
- Establish and maintain relationships and agreements with funding partners for the Neighbourhood Small Grant and Green Grants programs.
- Establish and refine grant criteria as needed.
- Recruit, train, and acknowledge advisory committee members
- Pilot various reporting mechanisms including presentations of projects to committees and community and short project summary videos
- Encourage youth and school applications to support youth-led initiatives.
- Attend relevant conferences and events to learn and share successes.

5.3 Stewarding Governance Processes

5.3.1 Board of Directors

The strength of the CBT stems from its regional governance model that invites participation of all communities. The board of directors will continue 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.

5.3.2 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, the Lima Action Plan, and the broad UNESCO mandate for peace-building.

5.3.3 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 Statutory Framework of the World Network and the Lima Action Plan. The CBT will actively participate in the CBRA as a member of the board of directors and the executive committee. With all Canadian biosphere reserves, the CBT will participate in the Pathways to Target 1 project led by CBRA and funded by Environment and Climate Change Canada.

The 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 2019, the CBT will begin to draft its self-study document to summarize projects and impacts since 2010. Particular focus will be on 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.

5.3.4 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 of Directors to engage in fund development training.

5.3.5 Governance Deliverables

- Support participation of all communities on the board of directors.
- Strive to host board meetings in each community and provide meaningful opportunities to engage with each community.
- Participate in national and international network of biosphere reserves.
- 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 conferences and training opportunities with a particular focus on fund development training for board and staff.

5.4 Administration

5.4.1 Fund Development

The CBT will review and update the 2015 Fund Development Action Plan with a view to reflecting the Nuu-chah-nulth worldview within the plan, as well as building capacity and engaging interested board members. 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 2019. The CBT will implement fund accounting software when triggered by a significant donation to the community foundation endowment.

5.4.2 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, 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. Following the approval of the 2019 Business Plan, a 2019 Communications Plan will be created with specific strategies and campaigns directly linked to the initiatives outlined in the business plan. The communications plan will also outline new initiatives such as:

- Modernizing and revitalizing the CBT website.
- Inventory and revitalization CBT signage in the region.
- Inclusion of summer interns into communications efforts.
- Initiative to grow knowledge of CBT among local employees and visitors (e.g., inclusion of CBT information in guide training programs, such as the Tofino Ambassador Program).

This activity is a direct response to Recommendation 3 from the CBT Program Audit conducted by SPARC BC: “work to develop an overall communication strategy for CBT programs that helps unify the message of CBT’s work in the community and helps demonstrate the collective and individual impact of CBT programs.” It also supports Lima Action Plan Action A2.4: “ensure that biosphere reserves have clear communication plans and mechanisms to implement these.”

5.4.3 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.

The CBT will continue to pilot a satellite office in Ucluelet for 2019 to ensure there is adequate working space for CBT staff and contractors.

5.4.4 Grants Management Systems

Essential to the role of grantmaking is record keeping. The CBT will maintain an online grants management system that allows grantees, volunteers, and staff to streamline processes and increase rigor. The relatively new system will be used to evaluate 2018 impact utilizing reporting features previously unavailable.

5.4.5 Fund Accounting System

The CBT will research and implement an integrated fund accounting software to ensure the highest level of internal controls are exercised while reducing duplication and making sure donors have access to up-to-date information.

5.4.6 Administration Deliverables

- Update and implement the Fund Development Plan and seek training for staff and board.
- Continue to track and maintain the ongoing partnership development work with researchers, organizations, First Nations and government groups.
- Continue to track and monitor the direct and indirect contributions that CBT makes in the communities.
- Work to respond to the Calls to Action from the Truth and Reconciliation Commission by hiring more Indigenous people.
- Present endowment options to five organizations in 2019 and support their fundraising work.
- Provide fund reports to all fund holders.
- Continue to operate the Tofino office as a community asset and pilot a satellite office in Ucluelet.
- Continue tenancy arrangement for basement of building.

6. Budget

Budget Area	2019	2020	2021
Biosphere Centre	15,000.00	5,000.00	5,000.00
West Coast NEST	63,618.00	17,000.00	17,000.00
Healthy Communities & Ecosystems			
Eat West Coast Network	12,500.00	7,500.00	7,500.00
- Food Preservation Program	37,700.00	31,000.00	34,000.00
Celebration of the Biosphere	3,000.00	20,000.00	3,000.00
Empowering Youth	2,000.00	3,000.00	3,000.00
Students on Ice	12,500.00	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
Environmental Monitoring	5,000.00	5,000.00	5,000.00
Vital Signs	4,000.00	14,000.00	4,000.00
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
Vital 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	16,000.00	16,000.00	16,000.00
Green Grants	6,000.00	7,000.00	8,000.00
Neighbourhood Small Grants Island Network	12,720.00		
Community Development Grants	20,000.00	25,000.00	25,000.00
Arts & Culture Grants	20,000.00	25,000.00	25,000.00
Youth & Education Grants	20,000.00	25,000.00	25,000.00
Research & Environment Grants	20,000.00	25,000.00	25,000.00
Committee Logistics	4,000.00	5,000.00	5,000.00
Leadership Vancouver Island	25,680.00	18,000.00	18,000.00
CFRC - Coordination	43,223.00	40,200.00	40,200.00
- CFRC Communications	4,400.00	0.00	0.00
- CFRC Literacy	28,000.00	25,000.00	25,000.00
Children's Resilience Initiative	51,680.00		
TOTAL PROGRAMS	564,021.00	410,500.00	405,500.00
Payroll and Staff Expenses			
Wages/Salaries – Employees	459,773.00	475,000.00	490,000.00
Contract Services	10,000.00		

EI Expense	7,320.00	7,500.00	7,700.00
CPP Expense	16,371.00	16,500.00	16,700.00
Medical Services Plan	4,500.00		
Extended Health	26,674.00	27,500.00	28,500.00
WCB Expense	750.00	800.00	850.00
RRSP Contributions	45,977.00	47,500.00	49,000.00
Professional Development	8,000.00	8,000.00	8,000.00
TOTAL PAYROLL & STAFF	579,365.00	582,800.00	600,750.00
Administrative Expenses			
Reconciliation Deviations	50.00	50.00	50.00
Professional Services – Bookkeeping	20,000.00	21,000.00	22,000.00
Professional Services – Accounting	9,500.00	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 -- Human Resources	2,000.00	2,000.00	2,000.00
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	4,500.00	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	500.00	500.00	500.00
Dues, Subscription Fees & Licenses	20,000.00	16,000.00	16,500.00
Fundraising	2,000.00	2,000.00	2,000.00
Hospitality	2,000.00	2,000.00	2,000.00
Insurance	8,800.00	9,000.00	9,000.00
Interest or Bank/Credit Card Charges	100.00	100.00	100.00
Website & Communications	12,000.00	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	46,800.00	48,000.00	50,000.00
Telephone & Internet	7,000.00	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	4,500.00		4,500.00
Utilities	100.00	100.00	100.00

TOTAL ADMIN. EXPENSES	187,150.00	168,950.00	177,250.00
Fund Management Expense	66,000.00	73,000.00	75,000.00
Total Expenses	1,396,536.00	1,235,250.00	1,258,500.00
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	612,000.00	650,000.00	670,000.00
Leadership Vancouver Island	43,680.00		18,000.00
Fundraising and Fund Development	339,513.00	221,650.00	234,600.00
Rural Dividend Fund/West Coast NEST	127,320.00	25,250.00	0.00
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	20,000.00	20,000.00
Vancouver Foundation NSG	11,000.00	11,000.00	11,000.00
Island NSG Network	10,500.00	10,500.00	10,500.00
Royal Roads University	7,200.00	8,000.00	8,000.00
CFRC - Coordination	43,223.00	40,000.00	40,000.00
CFRC - Literacy	28,000.00	0.00	0.00
CFRC - Communications	4,400.00	25,000.00	25,000.00
Children's Resilience Initiative	51,680.00		
Program Admin. Cost Recovery	22,720.00	10,000.00	15,000.00
Program Coordination Cost Recovery	39,000.00	46,800.00	47,000.00
Total Revenue	1,396,536.00	1,105,700.00	1,137,200.00

Appendix A – 2019 Board of Directors Meeting Schedule

February

Thursday, February 6, 1–4 pm

Ty-histanis

April

Thursday, April 18, 1–5 pm

Hitacu

May 23

Thursday, May 23, 1– 4 pm

Ahousaht

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

June

Annual General Meeting

Thursday, June 13, 11–3 pm

Ucluelet

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

July/August

To be scheduled as required.

Hesquiaht

September

Thursday, September 19, 11–3 pm

Hot Springs Cove

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

October

Thursday, October 24, 1–4 pm

Macoah

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

December

Thursday, December 6, 10–12 pm

Tofino

Key topics: approve business plan, holiday event

Appendix B – Cost of Living Adjustment (COLA) Calculation

One of the primary objectives of the CBT's 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, 2019

Original Fund Value (May 5, 2000)	\$ 12,000,000
Current market value of the Canada Fund December 31, 2018	\$ 16,449,444
Current market value of the Reserve Fund December 31, 2018	\$ 529,992
Funding agreement obligation as of December 31, 2018 (\$12,000,000 plus cost of living adjustment)	\$ 16,868,282
Surplus (deficit) above COLA before expenses	\$ 111,154