



Clayoquot Biosphere Trust Program Audit (Spetember 2018) Final Report

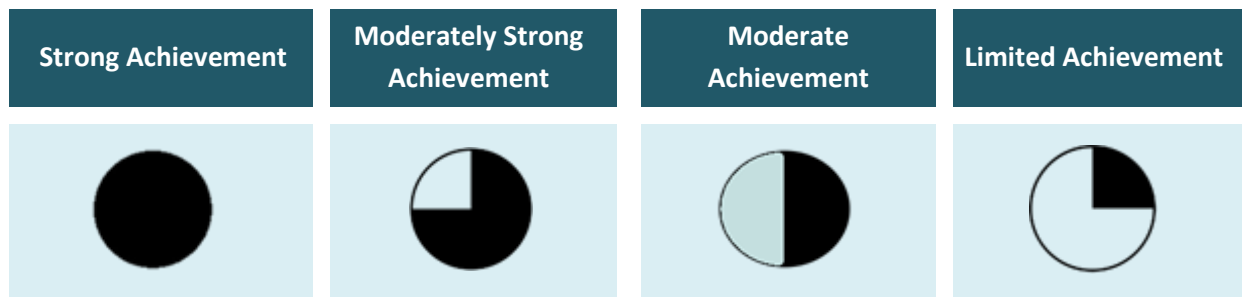
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1. Executive Summary

This program audit aims to address the following question: To what degree has the Clayoquot Biosphere Trust Society (CBT) met its objective in supporting local projects related to increasing local capacity, knowledge, participation and innovation through research, education and training initiatives for the sustainability of the Clayoquot Sound UNESCO Biosphere Region?

In addressing this question, this program audit focuses on four (4) program objectives of the Canada Fund and six (6) key program outcomes of the CBT (see logic model in section 5). To assess performance in each outcome area, two online surveys were administered (one for staff and board members and one for community stakeholders) and financial and administrative information was reviewed. To assess the level of achievement made on each objective, an achievement and outcome scale has been developed. The levels of achievement are represented below.



Overall assessment

In light of our review, we are pleased to report that the CBT has made very strong achievements towards meeting its objectives and contributing toward its guiding outcomes. Overall, the evidence collected through this review demonstrates a high functioning organization that is very effective at supporting local projects related to increasing local capacity, knowledge, participation and innovation through research, education and training initiatives for the sustainability of the Clayoquot Sound UNESCO Biosphere Region.

This Executive Summary provides some highlight information that exhibits growth at CBT as demonstrated through the administrative data, as well as an assessment of the level of achievement made towards the Canada Fund Program Objectives and the Key Program Outcomes.

Administrative Data Review

A wide variety of metrics were gathered administratively, and a complete dataset is located in *Appendix F: CBT Program Performance Measures & Key Indicators years 2015-2017* and the assessment is located in Section 6.0. This data clearly exhibits the strong level of achievement and growth the CBT has demonstrated across program areas since 2015. Below is a summary of findings based on the performance measures.

Local conservation and sustainability projects are funded:

- Proposals **increased** from 67 in 2015 to 81 in 2017;
- Community group disbursements **increased** from 14 in 2015 to 22 in 2017; and,
- Funded projects **increased** from 45 in 2015 to 66 in 2017.

Residents of the Region are actively involved in initiatives that benefit healthy communities, sustainability and conservation:

- Healthy Communities funding **increased** from \$58,692 in 2015 to \$66,672 in 2017;
- Youth and the Biosphere funding **increased** from \$54,812 to \$80,112;
- Biosphere Centre funding **increased** from \$2,792 to \$101,234; and,
- West Coast NEST was created since the last program audit.

Funds are leveraged, and partnerships are created to increase funding available for core projects:

- Donations **increased** from \$3,198 in 2015 to \$40,670 in 2017; and,
- Partner contributions **increased** from \$17,078 in 2015 to \$136,730.

Community awareness is raised regarding sustainability issues and presence of CBT is recognized:

- The CBT promoted 493 capacity building events and training on the NEST website;
- The CBT promoted 153 courses on the NEST website;
- The CBT has over 1200 Facebook followers as of December 31, 2017; and,
- The CBT was mentioned in the media 41 times in 2017 and increase from 29 in 2015.

Canada Fund Program Objectives

Objective #1: Strong achievement has been made towards enabling local communities and First Nations in the Clayoquot Sound area to plan, manage and complete projects aimed at protecting, conserving, enhancing and restoring habitats, sites and ecosystems.



Strong Achievement

Objective #2: Strong achievement has been made towards encouraging those of Clayoquot Sound area to become actively involved in environmental and sustainable development projects that will result in tangible, measurable environmental benefits.



Strong Achievement

Objective #3: Strong achievement has been made towards enabling those of the Clayoquot Sound area to respond to specific environmental and economic needs and emerging issues at the regional or ecosystem level.



Strong Achievement

Objective #4: Strong achievement has been made towards leveraging non-federal government, voluntary-in kind and financial support for training, education and research projects; and enhance Environment Canada's departmental or federal presence in the Biosphere.



Strong Achievement

Key Program Outcomes

Outcome #1: Moderately strong achievement has been made towards ensuring dialogue and enhanced collaboration among stakeholders in the region lead to solutions toward conservation, sustainable development and healthy communities.



Moderately Strong Achievement

Outcome #2: Strong achievement has been made towards ensuring the economy of the region is diversified through research, education and training.



Strong Achievement





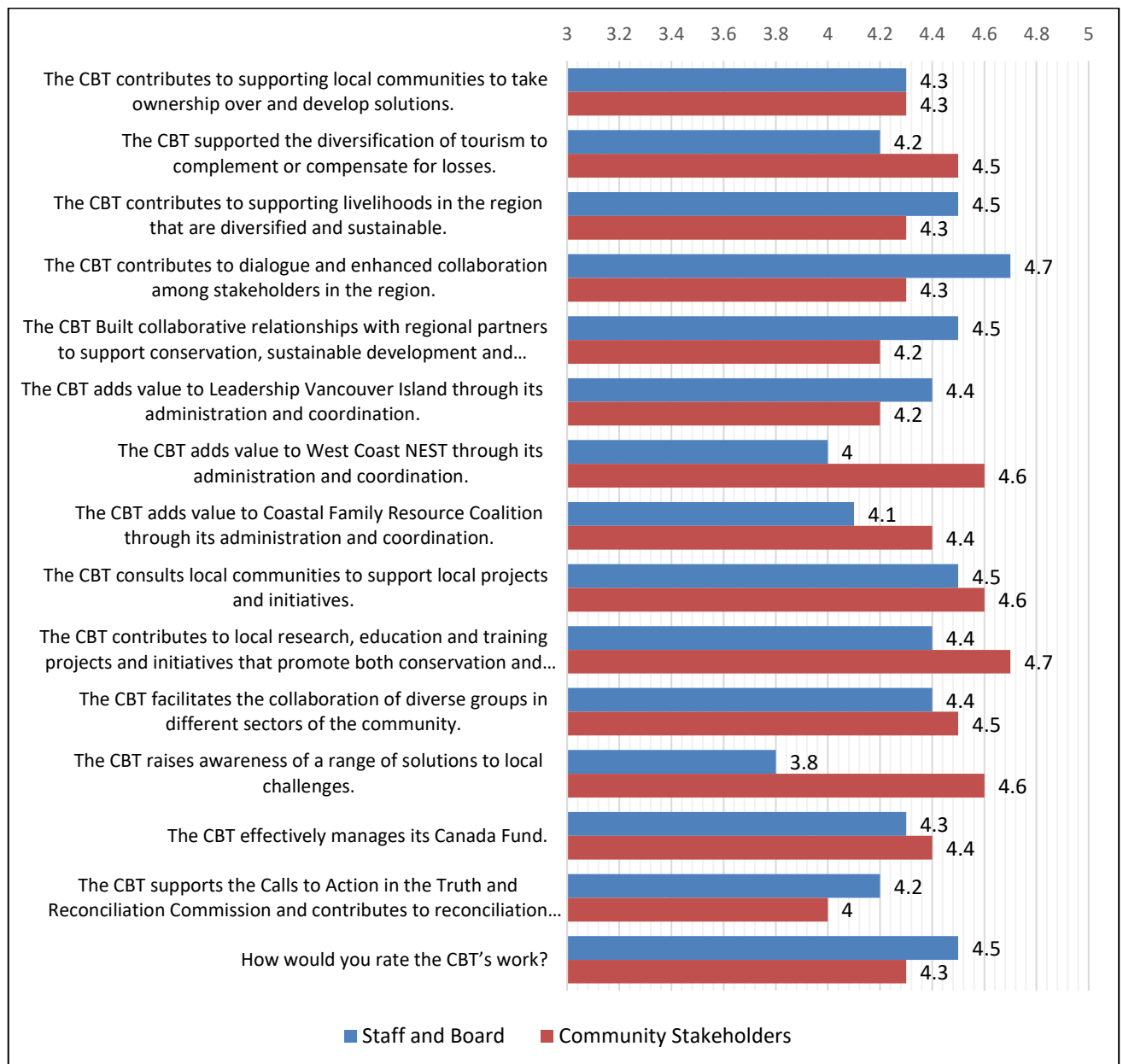
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| <p>Outcome #3: Strong achievement was made toward ensuring residents of the region are actively involved in projects and initiatives that result in tangible, measurable benefits towards conservation, sustainable development and healthy communities.</p> |  <p>Strong Achievement</p> |
| <p>Outcome #4: Moderately strong achievement has been made towards Increased awareness of range of solutions enables residents to respond to specific conservation and sustainable development needs and issues at the regional or ecosystem level.</p> |  <p>Moderately Strong Achievement</p> |
| <p>Outcome #5: Strong achievement has been made in ensuring fund management and development are targeted towards increasing the funding available for local research, education and training.</p> |  <p>Strong Achievement</p> |
| <p>Outcome #6: Strong achievement has been made in ensuring local research, education and training projects and initiatives that promote both conservation and sustainable development are funded/supported.</p> |  <p>Strong Achievement</p> |

Figure 1 illustrates the aggregate scores on key outcome measures from staff/board members (13 respondents) and community stakeholders (11 respondents). On a scale of 1 to 5 (1 = strongly disagree, 5 = strongly agree), staff/board members and community stakeholders provided high average scores on all outcome measures, indicating the CBT is achieving the outcomes and objectives it has set for itself.

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



As illustrated in Figure 1, eight (8) of the fifteen (15) outcome measures provided slightly higher scores from community stakeholders than staff/board members, indicating a positive yet unassuming assessment from staff and board members, which is corroborated by local stakeholders to a greater degree in most cases. The complete assessment of each outcome is provided in the full report. With a view to continual improvement, there are areas where the CBT could strengthen its programs in the community.

Recommendations

Based on the recommendations from the 2015 Audit, it is clear that the CBT has taken great strides to implement the actions that will continue to strengthen n the CBT. The implementation of recommendations is noted in the body of the report.

In a spirit of continual improvement, the following list of recommendations are advanced, which can serve as starting points for dialogue and deliberation about how the CBT can build on its success of working with communities in the region.

1. Continue to build on the Neighborhood Grant initiative by making 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 at the regional or ecosystem level;
2. Continue to track and maintain the ongoing partnership development work with researchers, organizations, Nations and government groups;
3. Continue to track and monitor the direct and indirect contributions that CBT makes in the communities it serves and use this information in the implementation of recommendation #4 below;
4. 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;
5. Work to respond to the Calls to Action from the Truth and Reconciliation Commission by hiring more Indigenous people; and,
6. Enhance future program audits with by introducing a stronger mixed methods design so the survey work is done in person and in the context of Learning Circles with the community and staff/board members to collect more qualitative data about the impacts of the CBT.

2. Introduction

This independent program audit was conducted by the Social Planning and Research Council of BC (SPARC BC) and led by a Credentialed Evaluator with the Canadian Evaluation Society. This program audit aims to address the following question: To what degree has the Clayoquot Biosphere Trust Society (CBT) met its objective in supporting local projects related to increasing local capacity, knowledge, participation and innovation through research, education and training initiatives for the sustainability of the Clayoquot Sound UNESCO Biosphere Region?

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

Building on the Results Measures Framework for the Clayoquot Endowment Fund (March 2007) (hereafter RMF) and the program audit completed in 2015, this audit concentrates on assessing the anticipated results noted in the RMF and new emerging outcomes and processes relevant to the CBT. The program audit will mostly concentrate on activities that occurred in from 2015-2017, with some focus on results that have been many years in the making.

There are ten (10) sections in this report and six (6) appendices. In section 3, *Overview of the CBT*, the current focus and structure of the CBT is described. Section 4, *Methods*, presents the types of data collection, analysis and assessment work completed through the program audit. Section 5, *Logic Model for Program Audit*, illustrates the main features of the CBT and the specific outcome measures of concern to this program audit. Section 6 *Assessment of Administrative Data* presents the information regarding performance measures found in *Appendix F*. Section 7, *Assessment of Program Objectives*, presents the assessment of the degree to which the CBT has achieved specified objectives relevant to the Canada Fund Agreement. Section 8, *Assessment of Program Outcomes* presents the conclusions on whether the CBT has achieved specified outcomes and if so to what degree. Section 9, *CBT's Approach to Addressing 2015 Recommendations* reviews how CBT approached the recommendations from the 2015 program audit. Section 10, *Recommendations*, presents suggestions for ongoing program improvements at the CBT. The technical appendices include: *Appendix A Online Survey for Community Stakeholders*; *Appendix B Online Survey for Staff and Board Members*; *Appendix C: Clayoquot Biosphere Trust Survey Data for Staff and Board Members*; *Appendix D: Clayoquot Biosphere Trust Survey Data for Community Stakeholders*; *Appendix E: Comparison Between Staff and Board Member and Community Stakeholder Responses*; and, *Appendix F: CBT Program Performance Measures and Key Indicators Years 2015- 2017*.

3. Overview of CBT

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

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

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

The mission of the 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.

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

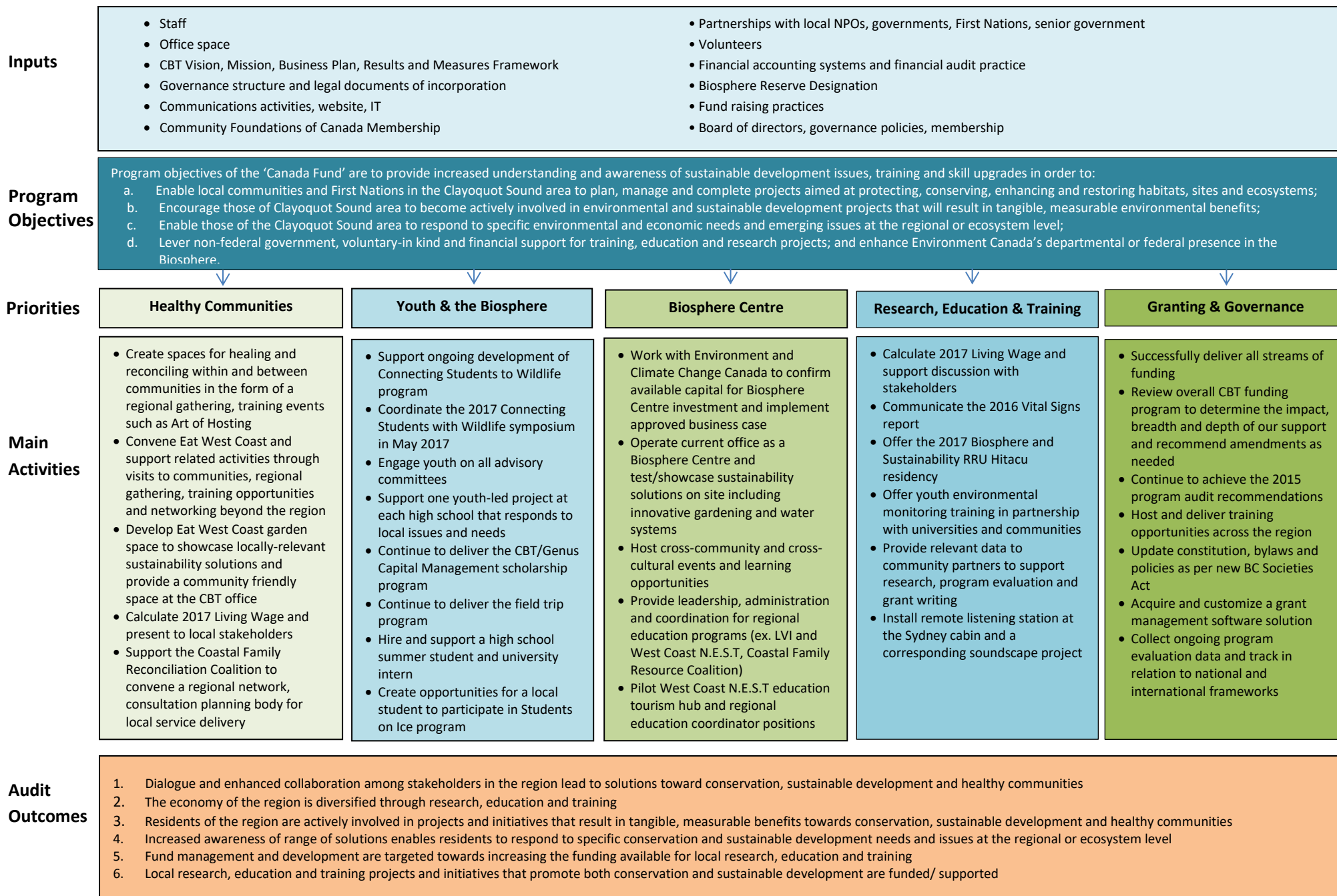
4. Methods

Three methods were used in the conduction of the program audit: one survey of staff/board members, one survey of community stakeholders and a review of financial and administrative information provided by CBT staff. The surveys were open from June 28, 2018 to July 20, 2018. The community stakeholder survey yielded eleven (11) responses and the staff/board member survey had thirteen (13) respondents for a total of twenty-four (24) responses. Comparatively, in the 2015 program audit, there were a total of twenty-six (26) responses. Although the responses were low, there is little concern as there was a general consensus regarding the strength of the work of the CBT. For future audits, a different evaluation approach including Focus Groups may be considered to garner a larger number of responses. Survey data was also collected for the evaluation other program areas (West Coast NEST, Leadership Vancouver Island and Coastal Family Resource Coalition) which are mutually reinforcing the system or programs and services for the CBT of which the Canada Fund is a partial contributor. For this audit, community members completed the survey from the following organizations:

- West Coast Aquatic;
- Ucluelet Aquarium Society;
- Westcoast Community Resources Society;
- University of Victoria;
- Ucluelet First Nation;
- Wild Pacific Trail Society;
- Surfrider Foundation, Pacific Rim;
- Wickaninnish Community School;
- Royal Roads University; and,
- Island Health.

The survey data was analyzed according to an aggregation of total responses and summary analysis where appropriate for open ended questions. Two survey reports were produced and can be found in the appendix of this report. An analysis of the program data was also conducted. As part of the evaluation process, the Executive Director was interviewed regarding progress on recommendations provided in the 2015 evaluation report.

5. Logic Model for Program Audit



6. Assessment of Administrative Data

This section presents the main highlights and supporting evidence for the CBT program audit gleaned from the administrative data. A wide variety of metrics were gathered administratively, and a complete dataset is located in *Appendix F: CBT Program Performance Measures & Key Indicators years 2015-2017*. This data clearly exhibits the strong level of achievement and growth the CBT has demonstrated across program areas since 2015.

Under the performance measurement regarding local conservation and sustainability, there was an increase of proposals from 67 in 2015 to 81 in 2017 and the disbursement of funds to community groups increased from 14 to 22. The total number of funded proposals increased from 45 in 2015 to 66 in 2017 which is significant growth in granting capacity.

To ensure residents of the region are actively involved in initiatives that benefit healthy communities, sustainability and conservation, an increase of funding was provided from \$8,692 in 2015 to \$66,672 in 2017. Within the healthy communities initiative, Neighbourhood grants saw the funding increase from \$2,600 in 2015 to \$8,400 in 2017 which is an increase of \$5,800. The CBT also invested greatly in youth development and increased funding for Youth and the Biosphere from \$2,962 in 2015 to \$20,112 in 2017 which is an increase of \$17,150

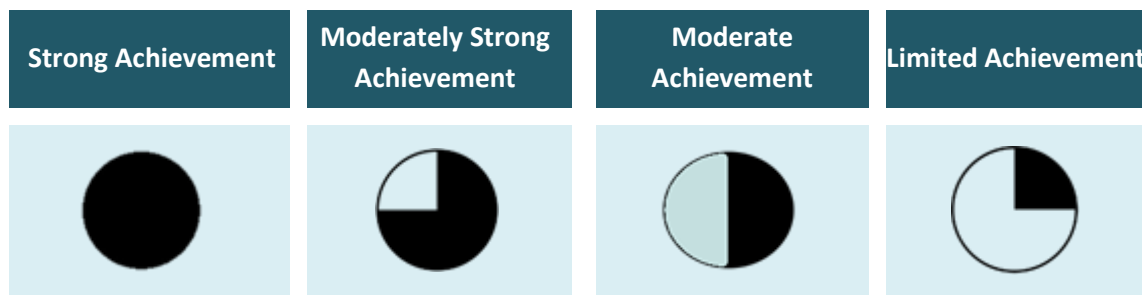
Notably, the CBT established the West Coast NEST, an organization that focuses on nature, education and sustainability. A substantial amount of devoted energy and planning went into coordinating and administering West Coast NEST as shown by the increase of funding from \$0 in 2015 to \$98,116 in 2017. Overall, the total actual committee projects and funding increased from \$211,612 in 2015 to \$535,420 2017 which is an increase of \$323,808.

The CBT was also hard at work increasing awareness and building capacity. For example, the CBT was mentioned in the media 41 times in 2017, an increase from 29 in 2015. The CBT's Facebook following continues to grow and had 1202 followers as of December 31, 2017. Five funds in the Community Foundation Endowment were added between 2015-2017 with an increase of donors from 2 in 2015 to 18 in 2017. The CBT built capacity by promoting 493 trainings and events and 153 courses on the NEST website, which was not possible before the NEST creation.

Evidently, the CBT has had a high level of achievement, exhibited tremendous growth and positive contribution towards sustainability from 2015-2017.

7. Assessment of Program Objectives

This section presents the main assessments and supporting evidence for the CBT program audit. There is a total of four (4) project objectives of the Canada Fund that served as the focus of this program audit and each is assessed based on up to three (3) lines of evidence: survey data from staff/board, survey data from community stakeholders, granting and administrative data from 2015 to 2017. To assess the level of achievement made on each objective, an achievement scale has been developed. The levels of achievement are represented below.



Canada Fund Objective 1

Objective #1: Strong achievement has been made towards enabling local communities and First Nations in the Clayoquot Sound area to plan, manage and complete projects aimed at protecting, conserving, enhancing and restoring habitats, sites and ecosystems.



Assessment of Achievement:

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

Supporting Evidence: All but one staff/board and one community stakeholder expressed either agreement or strong agreement when asked to assess the CBT's contributions to supporting local communities to take ownership over and develop solutions to local economic, social and environmental challenges in the region. On a scale of 1 to 5 (1 = strongly disagree, 5 = strongly agree), staff/board respondents and community stakeholders reported an average achievement score for this outcome of 4.3.

In terms of organizational performance that contributes to the achievement of this outcome, the CBT funded 184 projects from 2015-2017. Grants were awarded to local community groups, non-government conservation organizations, university researchers, education organizations, local

government, federal government, local schools, local First Nations communities and individuals for NSG's. From 2015-2017 a grand total of \$746,491.00 was granted across organizations.

For Nations that were not eligible for funding, the CBT provided opportunities for legal advice in order to ensure applications for funds would be eligible to receive grants. An outreach worker position was additionally established to work towards developing projects in collaboration with community members.

Canada Fund Objective 2

Objective #2: Strong achievement has been made towards encouraging those of Clayoquot Sound area to become actively involved in environmental and sustainable development projects that will result in tangible, measurable environmental benefits.



Assessment of Achievement:

Strong achievements have been made toward this outcome, with high scores from both staff/board member and community stakeholder respondents on this measure. The CBT's continued investment in community projects that will result in tangible, measurable environmental benefits is also evident.

Supporting Evidence:

All staff and board members and 82% of community stakeholders agreed or strongly agreed that the CBT contributes to dialogue and enhanced collaboration among stakeholders in the region that lead to solutions towards conservation, sustainable development and healthy communities. On a scale of 1 to 5 (1 = strongly disagree, 5 = strongly agree), staff/board member respondents scored an average of 4.7 and community stakeholder respondents had an average score of 4.3.

All staff/board members and 82% of community stakeholders agreed or strongly agreed that the CBT has built collaborative relationships with regional partners to support conservation, sustainable development and education opportunities. On a scale of 1 to 5 (1 = strongly disagree, 5 = strongly agree), staff/board member respondents scored an average of 4.5 and community stakeholder respondents had an average score of 4.3.

Since 2016, the CBT has made investments in Leadership Vancouver Island, West Coast NEST, Eat West Coast, and Coastal Family Resource Coalition. Staff/board members and community stakeholders were asked to rate their level of agreement that the CBT adds value to each respective organization through its administration and coordination work. The average scores

on a scale of 1 to 5 (1 = strongly disagree, 5 = strongly agree) were as follows:

- Leadership Vancouver Island: 4.4 staff/board, 4.2 community stakeholders;
- West Coast Nest: 4.0 staff/board, 4.6 community stakeholders; and,
- Coastal Family Resource: 4.1 staff/board, 4.4 community stakeholders.

To encourage those of Clayoquot Sound area to become actively involved in environmental and sustainable development projects, the CBT has made consistent and balanced investments in projects and funded a total of 184 projects from 2015-2017. Additionally, in 2017, \$21,000 was awarded in scholarships to youth for environmental based projects.

Canada Fund Objective 3

Objective #3: Strong achievement has been made towards enabling those of the Clayoquot Sound area to respond to specific environmental and economic needs and emerging issues at the regional or ecosystem level.



Assessment of Achievement:

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

Supporting Evidence:

All but one staff/board and one community stakeholder expressed either agreement or strong agreement when asked to assess the CBT's contributions to supporting local communities to take ownership over and develop solutions to local economic, social and environmental challenges in the region. On a scale of 1 to 5 (1 = strongly disagree, 5 = strongly agree), staff/board respondents and community stakeholders reported an average achievement score for this outcome of 4.3.

The CBT from 2015-2017 funded 184 projects. Grants were awarded to local community groups, non-government conservation organizations, university researchers, education organizations, local government, federal government, local schools, local First Nations communities and individuals for NSG's. The CBT continues to enable those in the region through the West Coast NEST, Leadership Vancouver Island, Eat West Coast and the Coastal Family Resource Coalition. The CBT also provides training such as the Art of Hosting to help support individuals to develop the skillset to respond and engage to specific environmental and economic needs and emerging issues.

Canada Fund Objective 4

Objective #4: Strong achievement has been made towards leveraging non-federal government, voluntary-in kind and financial support for training, education and research projects; and enhance Environment Canada's departmental or federal presence in the Biosphere.



Assessment of Achievement:

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

Supporting Evidence:

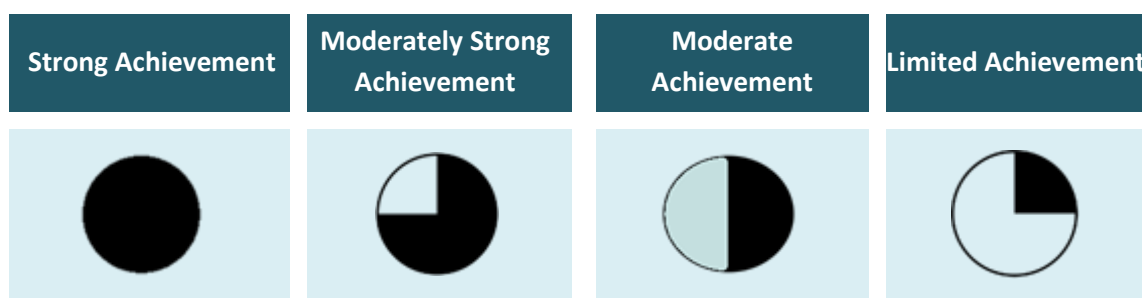
The CBT has been successful in leveraging funds and partnerships to increase funding available for its core priorities. Its ratio of core priority project funding (total) to in-kind contributions from project applications increased from 62% (\$101,663) in 2014 to 70% (\$217,677), which indicates strong and growing collaboration among partner organizations. In addition to funds received for grants, the CBT also secured \$74,888 in donations from individual donors between 2015-2017.

When asked whether the CBT effectively manages its Canada Fund (and related endowments) and targets its efforts towards increasing the funding available for local research, education and training 63% of community stakeholders agreed or strongly agreed and 36% of respondents did not know/had opinion for an average score of 4.4. Amongst staff and board members, 92% agreed or strongly agreed and 8% strongly disagreed for an average score of 4.3.

The CBT also has an investment portfolio with the Community Foundation Endowment which increased from 0 funds prior to 2015 to 5 funds in 2017. The CBT additionally has established a funding relationship with Island Health and the Vancouver Foundation.

8. Assessment of Program Outcome Achievement

This section presents the main assessments and supporting evidence for the CBT program audit. There is a total of six (6) program outcomes that served as the focus of this program audit and each is assessed based on up to three (3) lines of evidence: survey data from staff/board, survey data from community stakeholders, granting and administrative data from 2015 to 2017. To assess the level of achievement made on each objective, an achievement scale has been developed: strong achievement, moderately strong achievement, moderate achievement and limited achievement. The levels of achievement are represented below.



Program Outcome 1

Outcome #1: Moderately strong achievement has been made towards ensuring dialogue and enhanced collaboration among stakeholders in the region lead to solutions toward conservation, sustainable development and healthy communities.



Assessment of Achievement:

The CBT is realizing this outcome based on respondent's answers to questions about this measure. Moderately strong achievement has been made as work towards supporting the Calls to Action in the Truth and Reconciliation Commission (TRC) is continuous and there are still many opportunities to learn further how to support the Calls to Action as evidenced in the responses regarding the Calls to Action.

Supporting Evidence:

All but one staff/board and one community stakeholder expressed either agreement or strong agreement when asked to assess the CBT's contributions to supporting local communities to take ownership over and develop solutions to local economic, social and environmental challenges in the region. On a scale of 1 to 5 (1 = strongly disagree, 5 = strongly agree), staff/board respondents and community stakeholders reported an average achievement score

for this outcome of 4.3.

All staff and board members agreed or strongly agreed that the CBT contributes to dialogue and enhanced collaboration among stakeholders in the region that leads to solutions toward conservation, sustainable development and healthy communities. For community stakeholders 82% strongly agreed or agreed. On a scale of 1 to 5 (1 = strongly disagree, 5 = strongly agree), staff/board respondents reported an average achievement score for this outcome of 4.7, while community stakeholders provided an average score of 4.3.

All staff/ board members and community stakeholders agreed or strongly agreed that the CBT consults local communities to support local projects and initiatives that result in measurable benefits towards conservation, sustainable development and healthy communities. On a scale of 1 to 5 (1 = strongly disagree, 5 = strongly agree), staff/board respondents reported an average achievement score for this outcome of 4.4, while community stakeholders provided an average score of 4.6.

81% of community stakeholders agreed or strongly agreed that the CBT supports the Calls to Action in the Truth and Reconciliation Commission and 84% of staff/board members strongly agreed or agreed. On a scale of 1 to 5 (1 = strongly disagree, 5 = strongly agree), staff/board respondents reported an average achievement score for this outcome of 4.2, while community stakeholders provided an average score of 4.0. Suggestions to advancing the Calls to Action included hiring more Indigenous people, building relationships between non-Indigenous and Indigenous organizations and providing information on how to enact the TRC. This work is ongoing which contributes to the level of achievement as moderately strong.

The CBT established that it is important to support communities in what they view as priorities and that it is the community's responsibility to work towards solutions collectively. The CBT has enhanced the collaboration among stakeholders in the region by including impact pages within the Vital Signs that help support conversations around areas that are important issues for the community.

Program Outcome 2

Outcome #2: Strong achievement has been made towards ensuring the economy of the region is diversified through research, education and training.



Assessment of Achievement:

Strong achievement has been made toward this outcome because a wide variety of grants were provided across communities and respondents provided a high rating for related questions.

Supporting Evidence:

Grants were accessed from each granting stream in order to ensure diverse research, education and training. The grant streams included:

- Research & Environment;
- Youth & Education;
- Community Development;
- Arts and Culture;
- Call for Projects (now called Vital Grant);
- Biosphere Research Award;
- Neighbourhood Small Grant; and,
- Community Fund for Canada's 150th.

Of staff/board members 87% strongly agreed/agree and 72% of community stakeholders strongly agreed/agreed that the CBT supported the diversification of tourism to complement or compensate for the losses in other markets, employment and community well-being over the past ten-years. One staff/board member strongly disagreed and three community member did not know/had no opinion. On a scale of 1 to 5 (1 = strongly disagree, 5 = strongly agree), staff/board respondents reported an average achievement score for this outcome of 4.2, while community stakeholders provided an average score of 4.5. The CBT continues to collaborate with Tourism Tofino, Tourism Ucluelet, Pacific Rim National Park Reserve.

When asked if the CBT contributes to supporting livelihoods in the region that are diversified and sustainable, 82% of community members strongly agreed/agreed, one respondent strongly disagreed and one respondent did not know. For staff/board members, all either agreed/strongly agreed. On a scale of 1 to 5 (1 = strongly disagree, 5 = strongly agree), staff/board respondents reported an average achievement score for this outcome of 4.5, while community stakeholders provided an average score of 4.3.

The West Coast NEST has also been established which has a mandate to, "support diversification and economic growth in local education organizations, businesses, and communities." The CBT administers and coordinates the program which helps ensure the economy of the region is diversified through research, education and training. The CBT additionally has partnered with Royal Roads University and the University of Washington Tacoma to support research.

Program Outcome 3

Outcome #3: Strong achievement was made toward ensuring residents of the region are actively involved in projects and initiatives that result in tangible, measurable benefits towards conservation, sustainable development and healthy communities.



Assessment of Achievement:

Strong achievements have been made toward this outcome as indicated by high scores provided by both staff/board member and community stakeholder respondents as well as through the development of West Coast NEST and the addition of an outreach coordinator position.

Supporting Evidence:

All staff/ board members and community stakeholders agreed or strongly agreed that the CBT consults local communities to support local projects and initiatives that result in measurable benefits towards conservation, sustainable development and healthy communities. On a scale of 1 to 5 (1 = strongly disagree, 5 = strongly agree), staff/board respondents reported an average achievement score for this outcome of 4.4, while community stakeholders provided an average score of 4.6.

All staff/board members and 82% of community stakeholders agreed or strongly agreed that the CBT has built collaborative relationships with regional partners to support conservation, sustainable development and education opportunities. On a scale of 1 to 5 (1 = strongly disagree, 5 = strongly agree), staff/board member respondents scored an average of 4.5 and community stakeholder respondents had an average score of 4.3.

90% of community stakeholders and 85% of staff/board members strongly agreed or agreed that the CBT facilitates the collaboration of diverse groups in different sectors of the community. Two (2) staff and board members were neutral and one (1) community member was neutral. On a scale of 1 to 5 (1 = strongly disagree, 5 = strongly agree), staff/board member respondents scored an average of 4.4 and community stakeholder respondents had an average score of 4.6.

One method to actively engage residents was through the launch of West Coast NEST in 2016-2017. The mission of West Coast NEST is to share knowledge, build a stronger understanding and strengthen the foundation for the future. The CBT also created an outreach coordinator position to work with the community and actively engage residents in the work of the CBT.

Program Outcome 4

Outcome #4: Moderately strong achievement has been made towards increasing awareness of a range of solutions that enables residents to respond to specific conservation and sustainable development needs and issues at the regional or ecosystem level.



Assessment of Achievement:

The CBT is raising awareness of sustainability issues and responses across the region. Success of this outcome is demonstrated by high scores for the CBT from community stakeholder survey respondents. Staff/board members had a lower score of 3.8, which indicates moderately strong achievement. The outcome achievement is further exemplified by strong CBT community engagement through the Vital Signs project and numerous media engagements over the course of the past two years.

Supporting Evidence:

Of staff/ board members, 77% agreed or strongly agreed, 15% were neutral and one respondent (8%) strongly disagreed and 75% community stakeholders agreed or strongly agreed and 27% did not know/had no opinion that the CBT raises awareness of a range of solutions to local challenges that help residents respond to specific conservation and sustainable development needs and issues at the regional or ecosystem level. On a scale of 1 to 5 (1 = strongly disagree, 5 = strongly agree), staff/board respondents reported an average achievement score for this outcome of 3.8, while community stakeholders provided an average score of 4.6.

Several features of the CBT's organizational performance exemplify its work to raise awareness of community sustainability issues. From 2015-2017, the CBT produced and disseminated over 1,500 Vital Signs reports to community members and stakeholders, accompanying the release with dialogues and speaking engagements to raise local awareness of the health of the region. The Vital Signs page on the website was viewed over 2000 times from 2015-2017 and the CBT Facebook page has over 1200 followers as of December 31, 2017. The CBT was also mentioned a total of 93 times in the media over the course of three years (2015-2017), demonstrating strong media engagement capability. In order to increase awareness further, a dedicated communications position was created in 2017.

Program Outcome 5

Outcome #5: Strong achievement has been made in ensuring fund management and development are targeted towards increasing the funding available for local research, education and training.



Assessment of Achievement:

The CBT is effectively managing its Canada Fund, as evidenced by the completion of audited financial statements and resounding support from staff/board members and community stakeholders. All respondents (staff/board and community stakeholders) rated the overall work of the CBT as good to excellent. This is a strong indicator of effective management of funds.

Supporting Evidence:

When asked whether the CBT effectively manages its Canada Fund (and related endowments) and targets its efforts towards increasing the funding available for local research, education and training 63% of community stakeholders agreed or strongly agreed and 36% of respondents did not know/had opinion for an average score of 4.4. Amongst staff and board members, 92% agreed or strongly agreed and 8% strongly disagreed for an average score of 4.3.

Given that a significant portion of how the CBT is animated is a result of the Canada Agreement, the overall performance of the CBT is a good measure of the effective management of this fund.

The average score for from staff/board members (with 5 = excellent, 1 = poor or weak) was 4.5, with the following number of respondents by rating level:

- Six respondents (46%) rated the CBT as excellent; and,
- Seven respondents (54%) rated the CBT as very good.

The average score for this statement from community stakeholders (with 5 = excellent, 1 = poor or weak) was 4.3, with the following number of respondents by rating level:

- Five respondents (56%) rated the CBT as excellent;
- Two respondents (22%) rated the CBT as very good; and,
- Two respondents (22%) rated the CBT as good.

Since 2015 the Community Foundation Endowment increased from 0 funds to 5 funds in 2017. The Community Foundation endowment had an increase in donors to the fund from 2 in 2015

to 18 in 2017 indicating the growth of the fund.

Program Outcome 6

Outcome #6: Strong achievement has been made in ensuring local research, education and training projects and initiatives that promote both conservation and sustainable development are funded/supported.



Assessment of Achievement: Strong achievement has been made based on the high rating provided for the related question as well as the high investment made into local research, education and training projects.

Supporting Evidence:

Of staff/ board members, 93% agreed or strongly agreed, one respondent (8%) strongly disagreed and 91% community stakeholders agreed or strongly agreed and 9% did not know/had no opinion that the CBT contributes to local research, education and training projects and initiatives that promote both conservation and sustainable development. On a scale of 1 to 5 (1 = strongly disagree, 5 = strongly agree), staff/board respondents reported an average achievement score for this outcome of 4.4, while community stakeholders provided an average score of 4.7.

In reference to community investment performance, the CBT provided a total of \$51,174 in funding to biosphere reserve research in 2015 and spent almost \$15,000 more in 2017 for a total of \$64,482. From 2015-2017 the CBT also contributed a combined total of \$54,000 to scholarships and \$171,921 from 2016-2017 on the West Coast NEST. The West Coast NEST website promoted over 500 training and capacity building events and courses since 2016. The CBT additionally has partnered with Royal Roads University and the University of Washington Tacoma to support research.

9. CBT's Approach to Addressing 2015 Recommendations

The table below provides information on the progress related to the recommendations established in the 2015 CBT Program Audit report. The CBT modified their resources and diligently worked towards achieving the outcomes related to each recommendation. The Executive Director of the CBT was also interviewed to gather further information around the actions extending from the 2015 recommendations. Each recommendation had time devoted towards its actualization.

| 2015 Recommendation | Discussion on Actions Extending From 2015 Recommendations |
|---|--|
| 1. Engage remote First Nations leadership and stakeholders in dialogue about how the CBT can better engage and partner with their communities moving forward | <ul style="list-style-type: none"> • In 2016 as part of the Canada 150 celebration, the CBT hosted partners and community members to discuss how to move towards healing and reconciliation. This was an important step towards engaging First Nations leadership and stakeholders in dialogue about how the CBT can better engage and partner with communities; • For Nations that did not qualify as donees, outreach work was done to encourage and provide support with legal advice to make applications eligible to receive grant funding; • An Outreach coordinator position was created in 2017 to work towards developing projects in collaboration with community members; and, • Nuu-Chah-Nulth summer student was hired in 2017. |
| 2. Continue to build on the Neighborhood Grant initiative by making simple direct community investments that help animate local small-scale projects | <ul style="list-style-type: none"> • From 2015 – 2017 the Neighborhood Small Grants grew from \$2,600 awarded in 2015 to \$8,400 awarded in 2017 which is a growth of \$5,800; • Two other grants streams were established, the “Canada 150 Funding” and the “Literacy Grants”; • Canada 150 Funding provided communities with smaller grants similar to the Neighbourhood Small Grants; and, • Literacy Grants were established through a partnership with Coastal Family Resource Coalition to fund literacy projects. |
| 3. Research, assess and identify organizations that would be suitable longer-term collaborators with the CBT in one or both of its main functions: as a community foundation and as a biosphere trust | <ul style="list-style-type: none"> • The CBT collaborates with West Coast NEST, Leadership Vancouver Island, Eat West Coast and the Coastal Family Resource Coalition as the coordinator and administrator of these organizations; • The CBT also continues to collaborate with many organizations nationally, specifically, the Canadian Biosphere Reserve Association and Community Foundations of Canada; |

| | |
|---|--|
| | <ul style="list-style-type: none"> • CBT has established funding relationships with Island Health and Vancouver Foundation; • Research partnerships has formed with Royal Roads University to develop a field school as well as University of Washington Tacoma; and, • Tourism partners include Tourism Tofino, Tourism Ucluelet, and Pacific Rim National Park Reserve. |
| 4. Enhance communication strategies for reaching community residents and First Nations citizens about the work of the CBT and the opportunities it makes available to people living in the region | <ul style="list-style-type: none"> • The CBT distributed 1500 Vital Signs reports in 2016 and the website was viewed over 2000 times; • The CBT Facebook page has over 1200 followers as of December 31, 2017 and continues to grow; • In 2016 the West Coast NEST launched a website in order to reach community residents and First Nations citizens about the work of the region; • In 2017 a dedicated communications position was created to enhance communication strategies for reaching community residents and First Nations citizens; and, • An outreach position was created in 2017 to reach community residents and First Nations in the community. |
| 5. Research, assess and identify new fund development strategies that can leverage the existing approaches to fund development | <ul style="list-style-type: none"> • The CBT has two different investment portfolios, the Canada Fund and the Community Foundation Endowment; • The Community Foundation Endowment increased from 0 funds prior to 2015 to 5 funds in 2017. • The Community Foundation endowment had an increase in donors to the fund from 2 in 2015 to 18 in 2017 indicating the growth of the fund. |
| 6. Explore how the CBT can serve as a convener and dialogue facilitator regarding contentious community issues | <ul style="list-style-type: none"> • The Board considered this recommendation extensively and had ongoing conversations in 2015 and 2016; • The Board noted that it is important to remain neutral which is difficult when approaching contentious issues. While the group recognized the need for a third party to convene communities and mediate, they questioned if the CBT is the appropriate group; • The CBT established it is important to support communities in what they view as priorities; • One CBT role is funding events and community discussions. The group agreed that it is each community's responsibility to work towards a solution to resolve conflicts; • With Vital Signs, the CBT continues to develop community health snapshots, including impact pages (focus page on area or issue that is a local priority); • Impact pages helped to support conversations around areas that are issues for the community; and, |

| | |
|--|---|
| | <ul style="list-style-type: none"> • The regional gathering was a way to support local discussion and to recognize Canadas 150th anniversary both at the board and in the volunteer planning group to provide space for participants to reflect on what the anniversary meant. |
| <p>7. Continue to refine the specific measures of performance success and community impact and develop the practice of conducting regular evaluations of the work of the CBT for organizational learning and communication purposes.</p> | <ul style="list-style-type: none"> • The CBT maintained a detailed record of distributed funds, programs developed and community impact. The CBT releases annual reports for the community; and, • The CBT implemented a grant management system in 2017 which will allow for consistent tracking of grants but also consistent data collection across all grant streams. |

10. Recommendations

Overall, the CBT is achieving the ten (10) outcomes and objectives it has set for itself. However, there are still areas where the CBT could continue to strengthen its role in the community. The following list of recommendations can serve as starting points for dialogue and deliberation about how the CBT can build on its success of working with communities in the region. Some of the recommendations continue to build on the good work accomplished by the CBT from the recommendations developed during the 2015 program audit.

1. Continue to build on the Neighborhood Grant initiative by making 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 at the regional or ecosystem level;
2. Continue to track and maintain the ongoing partnership development work with researchers, organizations, Nations and government groups;
3. Continue to track and monitor the direct and indirect contributions that CBT makes in the communities it serves and use this information in the implementation of recommendation #4 below;
4. 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;
5. Work to respond to the Calls to Action from the Truth and Reconciliation Commission by hiring more Indigenous people; and,
6. Enhance future program audits with by introducing a stronger mixed methods design so the survey work is done in person and in the context of Learning Circles with the community and staff/board members to collect more qualitative data about the impacts of the CBT.

Appendix A: Online Survey for Community Stakeholders

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

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

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

Background Questions

1. Do you agree to participate in this survey?

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

2. What organization do you represent?

3. Did you receive a grant from the CBT in 2017? If no, skip to Q5.

4. If yes to Q3, what grant stream did you access?

- Research & Environment
- Youth & Education
- Community Development
- Arts and Culture
- Call for Projects (now called Vital Grant)
- Biosphere Research Award
- Neighbourhood Small Grant
- Community Fund for Canada's 150th

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

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

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

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

| 1 | 2 | 3 | 4 | 5 |
|-------------|---------|--------|-----------|-------------------------------|
| Very Little | In part | Mostly | Very Well | Cannot Comment/Not Sure |

Questions about Objectives and Outcomes

Please indicate your level of agreement with the following statements:

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

| 1 | 2 | 3 | 4 | 5 | 6 |
|-------------------|----------|------------------------|-------|----------------|-----------------------|
| Strongly Disagree | Disagree | Neither Agree/Disagree | Agree | Strongly Agree | Don't Know/No Opinion |

7. The CBT supported the diversification of tourism to complement or compensate for losses in other markets, employment and community well-being in the Clayoquot region.

| 1 | 2 | 3 | 4 | 5 | 6 |
|-------------------|----------|------------------------|-------|----------------|-----------------------|
| Strongly Disagree | Disagree | Neither Agree/Disagree | Agree | Strongly Agree | Don't Know/No Opinion |

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

| 1 | 2 | 3 | 4 | 5 | 6 |
|-------------------|----------|------------------------|-------|----------------|-----------------------|
| Strongly Disagree | Disagree | Neither Agree/Disagree | Agree | Strongly Agree | Don't Know/No Opinion |

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

| 1 | 2 | 3 | 4 | 5 | 6 |
|-------------------|----------|------------------------|-------|----------------|-----------------------|
| Strongly Disagree | Disagree | Neither Agree/Disagree | Agree | Strongly Agree | Don't Know/No Opinion |

10. The CBT has built collaborative relationships with regional partners to support conservation, sustainable development and education opportunities.

| 1 | 2 | 3 | 4 | 5 | 6 |
|-------------------|----------|------------------------|-------|----------------|-----------------------|
| Strongly Disagree | Disagree | Neither Agree/Disagree | Agree | Strongly Agree | Don't Know/No Opinion |

11. The CBT adds value to Leadership Vancouver Island through its administration and coordination.

| 1 | 2 | 3 | 4 | 5 | 6 |
|-------------------|----------|------------------------|-------|----------------|-----------------------|
| Strongly Disagree | Disagree | Neither Agree/Disagree | Agree | Strongly Agree | Don't Know/No Opinion |

12. Why do you think this? Please be as specific as possible.

13. The CBT adds value to West Coast NEST through its administration and coordination.

| 1 | 2 | 3 | 4 | 5 | 6 |
|-------------------|----------|------------------------|-------|----------------|-----------------------|
| Strongly Disagree | Disagree | Neither Agree/Disagree | Agree | Strongly Agree | Don't Know/No Opinion |

14. Why do you think this? Please be as specific as possible.

15. The CBT adds value to Coastal Family Resource Coalition through its administration and coordination.

| 1 | 2 | 3 | 4 | 5 | 6 |
|-------------------|----------|------------------------|-------|----------------|-----------------------|
| Strongly Disagree | Disagree | Neither Agree/Disagree | Agree | Strongly Agree | Don't Know/No Opinion |

16. Why do you think this? Please be as specific as possible.

17. The CBT consults local communities to support local projects and initiatives that result in measurable benefits towards conservation, sustainable development and health communities.

| 1 | 2 | 3 | 4 | 5 | 6 |
|-------------------|----------|------------------------|-------|----------------|-----------------------|
| Strongly Disagree | Disagree | Neither Agree/Disagree | Agree | Strongly Agree | Don't Know/No Opinion |

18. The CBT contributes to local research, education and training projects and initiatives that promote both conservation and sustainable development and are funded/ supported.
Note: sustainability is measured by looking at four aspects: social, environmental, economic and cultural sustainability.

| 1 | 2 | 3 | 4 | 5 | 6 |
|-------------------|----------|------------------------|-------|----------------|-----------------------|
| Strongly Disagree | Disagree | Neither Agree/Disagree | Agree | Strongly Agree | Don't Know/No Opinion |

19. The CBT facilitates the collaboration of diverse group in different sectors of the community (e.g. groups devoted to food security issues, local economic development, tourism, conservation of ecosystems, research and monitoring).

| 1 | 2 | 3 | 4 | 5 | 6 |
|-------------------|----------|------------------------|-------|----------------|-----------------------|
| Strongly Disagree | Disagree | Neither Agree/Disagree | Agree | Strongly Agree | Don't Know/No Opinion |

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

| 1 | 2 | 3 | 4 | 5 | 6 |
|-------------------|----------|------------------------|-------|----------------|-----------------------|
| Strongly Disagree | Disagree | Neither Agree/Disagree | Agree | Strongly Agree | Don't Know/No Opinion |

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

| 1 | 2 | 3 | 4 | 5 | 6 |
|-------------------|----------|------------------------|-------|----------------|-----------------------|
| Strongly Disagree | Disagree | Neither Agree/Disagree | Agree | Strongly Agree | Don't Know/No Opinion |

Importance of Truth and Reconciliation

Since the last program audit, the CBT has been working towards implementing the Truth and Reconciliation Calls to Action which are vital to community health and achieving the vision of the CBT.

22. In your view, the CBT supports the Calls to Action in the Truth and Reconciliation Commission and contributes to reconciliation efforts.

| 1 | 2 | 3 | 4 | 5 | 6 |
|-------------------|----------|------------------------|-------|----------------|-----------------------|
| Strongly Disagree | Disagree | Neither Agree/Disagree | Agree | Strongly Agree | Don't Know/No Opinion |

23. Do you have any further ideas on how the CBT can help advance the Truth and Reconciliation Calls to Action?

Questions about Challenges and Opportunities

24. In your opinion, what new strategies and approaches will be most effective to help the CBT achieve its vision?
25. What is the most significant change that the CBT makes in the Clayoquot Sound Biosphere Region?
26. In your opinion, what were the main factors that influenced the successes of the CBT activities?
27. How would you rate the CBT's work with the Region overall?

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

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

Appendix B: Online Survey for Staff and Board Members

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

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

Background Questions

1. Do you agree to participate in this survey?

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

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

Questions about Objectives and Outcomes

Please indicate your level of agreement with the following statements:

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

| 1 | 2 | 3 | 4 | 5 | 6 |
|-------------------|----------|------------------------|-------|----------------|-----------------------|
| Strongly Disagree | Disagree | Neither Agree/Disagree | Agree | Strongly Agree | Don't Know/No Opinion |

4. The CBT supported the development of tourism to complement or compensate for losses in other markets, employment and community well-being over the past ten years

| 1 | 2 | 3 | 4 | 5 | 6 |
|-------------------|----------|------------------------|-------|----------------|-----------------------|
| Strongly Disagree | Disagree | Neither Agree/Disagree | Agree | Strongly Agree | Don't Know/No Opinion |

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

| 1 | 2 | 3 | 4 | 5 | 6 |
|-------------------|----------|------------------------|-------|----------------|-----------------------|
| Strongly Disagree | Disagree | Neither Agree/Disagree | Agree | Strongly Agree | Don't Know/No Opinion |

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

| 1 | 2 | 3 | 4 | 5 | 6 |
|-------------------|----------|------------------------|-------|----------------|-----------------------|
| Strongly Disagree | Disagree | Neither Agree/Disagree | Agree | Strongly Agree | Don't Know/No Opinion |

7. The CBT has built collaborative relationships with regional programs to support conservation, sustainable development and education opportunities.

| 1 | 2 | 3 | 4 | 5 | 6 |
|-------------------|----------|------------------------|-------|----------------|-----------------------|
| Strongly Disagree | Disagree | Neither Agree/Disagree | Agree | Strongly Agree | Don't Know/No Opinion |

8. The CBT adds value to Leadership Vancouver Island through its administration and coordination.

| 1 | 2 | 3 | 4 | 5 | 6 |
|-------------------|----------|------------------------|-------|----------------|-----------------------|
| Strongly Disagree | Disagree | Neither Agree/Disagree | Agree | Strongly Agree | Don't Know/No Opinion |

9. Why do you think this? Please be as specific as possible.

10. The CBT adds value to West Coast NEST through its administration and coordination.

| 1 | 2 | 3 | 4 | 5 | 6 |
|-------------------|----------|------------------------|-------|----------------|-----------------------|
| Strongly Disagree | Disagree | Neither Agree/Disagree | Agree | Strongly Agree | Don't Know/No Opinion |

11. Why do you think this? Please be as specific as possible.

12. The CBT adds value to Coastal Family Resource Coalition through its administration and coordination.

| 1 | 2 | 3 | 4 | 5 | 6 |
|-------------------|----------|------------------------|-------|----------------|-----------------------|
| Strongly Disagree | Disagree | Neither Agree/Disagree | Agree | Strongly Agree | Don't Know/No Opinion |

13. Why do you think this? Please be as specific as possible.

14. The CBT consults local communities to support local projects and initiatives that result in measurable benefits towards conservation, sustainable development and health communities.

| 1 | 2 | 3 | 4 | 5 | 6 |
|-------------------|----------|------------------------|-------|----------------|-----------------------|
| Strongly Disagree | Disagree | Neither Agree/Disagree | Agree | Strongly Agree | Don't Know/No Opinion |

15. The CBT facilitates the collaboration of diverse group in different sectors of the community (e.g. groups devoted to food security issues, local economic development, tourism, conservation of ecosystems, research and monitoring).

| 1 | 2 | 3 | 4 | 5 | 6 |
|-------------------|----------|------------------------|-------|----------------|-----------------------|
| Strongly Disagree | Disagree | Neither Agree/Disagree | Agree | Strongly Agree | Don't Know/No Opinion |

16. The CBT contributes to local research, education and training projects and initiatives that promote both conservation and sustainable development and are funded/ supported.
Note: sustainability is measured by looking at four aspects: social, environmental, economic and cultural sustainability.

| 1 | 2 | 3 | 4 | 5 | 6 |
|-------------------|----------|------------------------|-------|----------------|-----------------------|
| Strongly Disagree | Disagree | Neither Agree/Disagree | Agree | Strongly Agree | Don't Know/No Opinion |

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

| 1 | 2 | 3 | 4 | 5 | 6 |
|-------------------|----------|------------------------|-------|----------------|-----------------------|
| Strongly Disagree | Disagree | Neither Agree/Disagree | Agree | Strongly Agree | Don't Know/No Opinion |

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

| 1 | 2 | 3 | 4 | 5 | 6 |
|-------------------|----------|------------------------|-------|----------------|-----------------------|
| Strongly Disagree | Disagree | Neither Agree/Disagree | Agree | Strongly Agree | Don't Know/No Opinion |

19. What changes, if any, has the CBT undertaken to further enhance the capacity of people and organizations in the biosphere reserve to address conservation and sustainable development?

Importance of Truth and Reconciliation

Since the last program audit, the CBT has been working towards implementing the Truth and Reconciliation Calls to Action which are vital to community health and achieving the vision of the CBT.

20. In your view, the CBT supports the Calls to Action in the Truth and Reconciliation Commission and contributes to reconciliation efforts.

| 1 | 2 | 3 | 4 | 5 | 6 |
|-------------------|----------|------------------------|-------|----------------|-----------------------|
| Strongly Disagree | Disagree | Neither Agree/Disagree | Agree | Strongly Agree | Don't Know/No Opinion |

21. Do you have any further ideas on how the CBT can help advance the Truth and Reconciliation Calls to Action?

Questions about Challenges and Opportunities

22. What is the greatest challenge facing the CBT in the management/coordination of the biosphere?
23. How has the overall governance of the biosphere reserve been strengthened?
24. What is the most significant change that the CBT makes in the Clayoquot Region?
25. In your opinion, could the CBT learn anything from other community foundations and Biosphere Reserves in Canada or elsewhere? If yes, please comment.
26. How would you rate the CBT's work with the community overall?

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

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

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

Introduction

The Clayoquot Biosphere Trust Survey for Staff and Board Members was administered during Summer 2018. The survey included twenty-seven questions, which were a mix of close-ended rating questions (e.g., agree, disagree) and open-ended questions. Thirteen (13) respondents in total answered the questions. Question 1 was not analyzed because it was simply a question to ask whether the respondent wanted to participate in the survey.

Question 2 (staff and board members)

Question 2 asked survey respondents “What is your title or position with the CBT (e.g., Board Member, Executive Director)?”. Thirteen respondents answered this question. Eight of the respondents were board members (or alternative board members) and five of the respondents were staff (executive director, coordinators, etc).

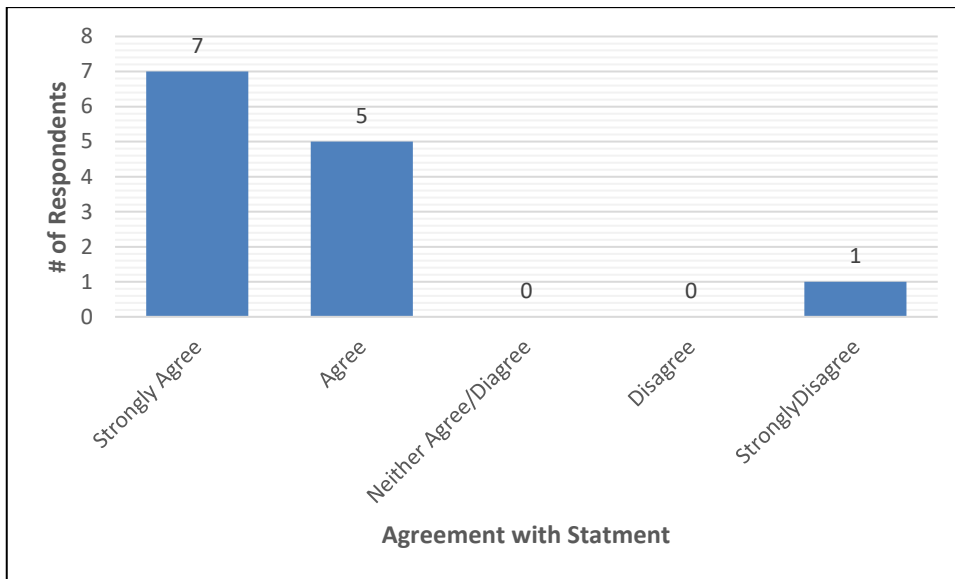
Question 3 (staff and board members)

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

The average agreement score for this statement (with 5 = strongly agree, 1 = strongly disagree) was 4.3, with the following number of respondents by level of agreement with the statement:

- Seven respondents (54%) strongly agreed with this statement;
- Five respondents (38%) agreed with this statement;
- One respondent (8%) strongly disagreed; and,
- Zero respondents (0%) were neutral (i.e., neither agreed nor disagreed), disagreed, or strongly disagreed with this statement.

Figure 1: Staff and board survey respondent level of agreement with question 3 statement (The CBT contributes to supporting local communities to take ownership over and develop solutions to local economic, social environmental and cultural challenges in the Clayoquot region)



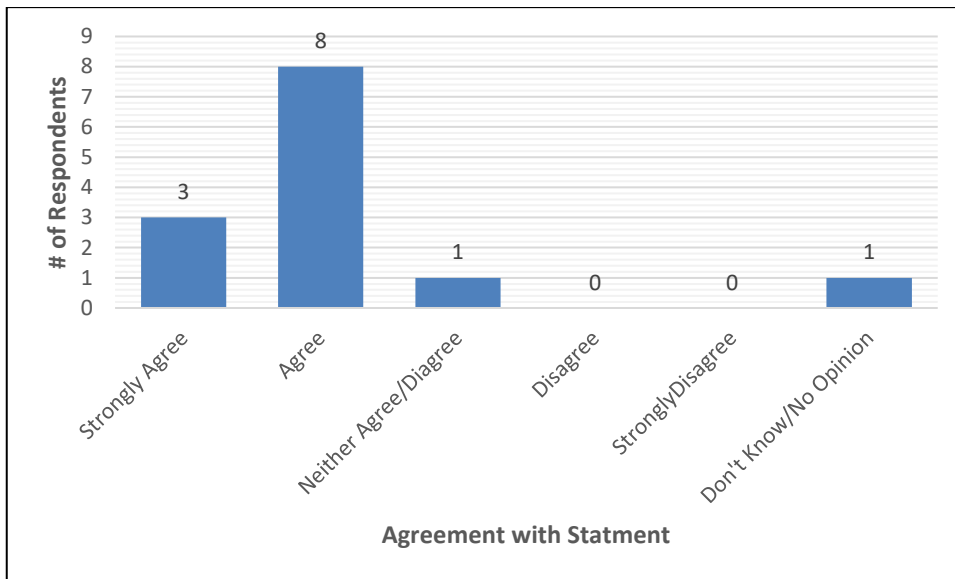
Question 4 (staff and board members)

Question 4 asked survey respondents whether or not they agreed with the following statement: “The CBT supported the diversification of tourism to complement or compensate for losses in other markets, employment and community well-being over the past ten years.” Thirteen respondents answered this question.

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

- Three respondents (23%) strongly agreed with this statement;
- Eight respondents (62%) agreed with this statement;
- One respondents (8%) neither agreed nor disagreed with this statement;
- One respondent (8%) did not know/had no opinion; and,
- Zero respondents (0%) disagreed, or strongly disagreed with this statement.

Figure 2: Staff and board survey respondent level of agreement with question 4 statement (The CBT supported the diversification of tourism to complement or compensate for losses in other markets, employment and community well-being over the past ten years)



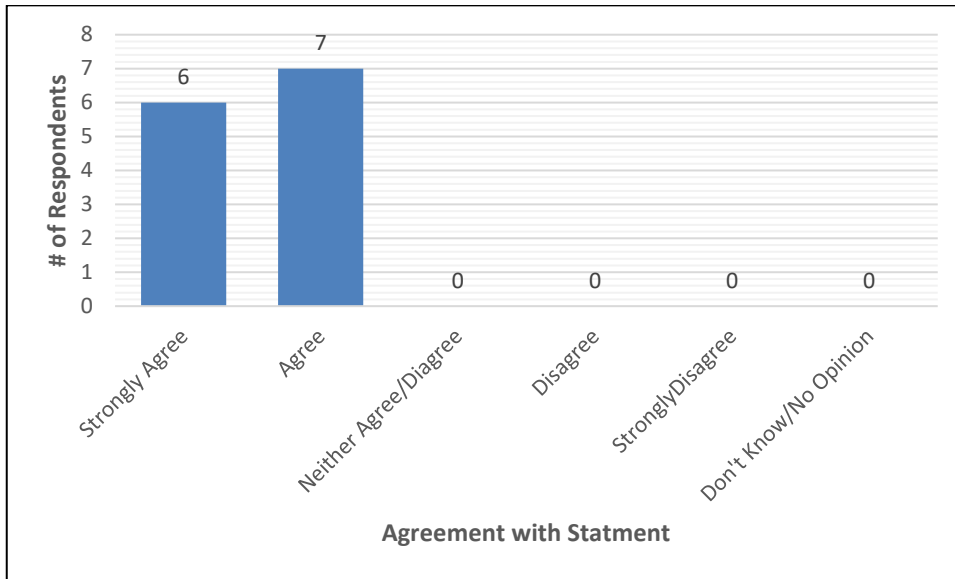
Question 5 (staff and board members)

Question 5 asked survey respondents whether or not they agreed with the following statement: “The CBT contributes to supporting livelihoods in the region that are diversified and sustainable.” Thirteen respondents answered this question.

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

- Six respondents (46%) strongly agreed with this statement;
- Seven respondents (54%) agreed with this statement; and,
- Zero respondents (0%) were neutral (i.e., neither agreed nor disagreed), disagreed, or strongly disagreed with this statement.

Figure 3: Staff and board survey respondent level of agreement with question 5 statement (The CBT contributes to supporting livelihoods in the region that are diversified and sustainable)



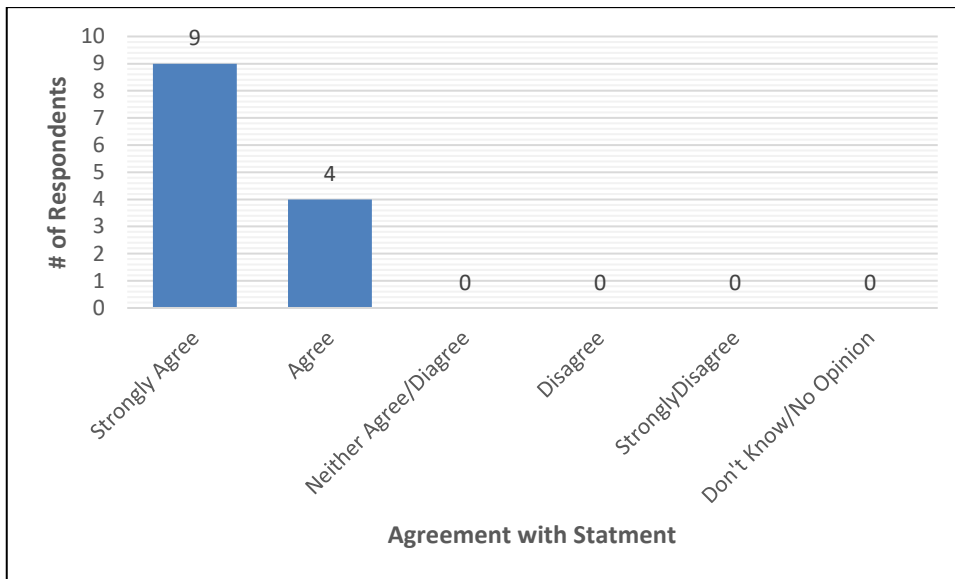
Question 6 (staff and board members)

Question 6 asked survey respondents whether or not they agreed with the following statement: “The CBT contributes to dialogue and enhanced collaboration among stakeholders in the region that leads to solutions toward conservation, sustainable development and healthy communities.” Thirteen respondents answered this question.

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

- Nine respondents (69%) strongly agreed with this statement;
- Four respondents (31%) agreed with this statement; and,
- Zero respondents (0%) were neutral (i.e., neither agreed nor disagreed), disagreed, or strongly disagreed with this statement.

Figure 4: Staff and board survey respondent level of agreement with question 6 statement (The CBT contributes to dialogue and enhanced collaboration among stakeholders in the region that leads to solutions toward conservation, sustainable development and healthy communities)



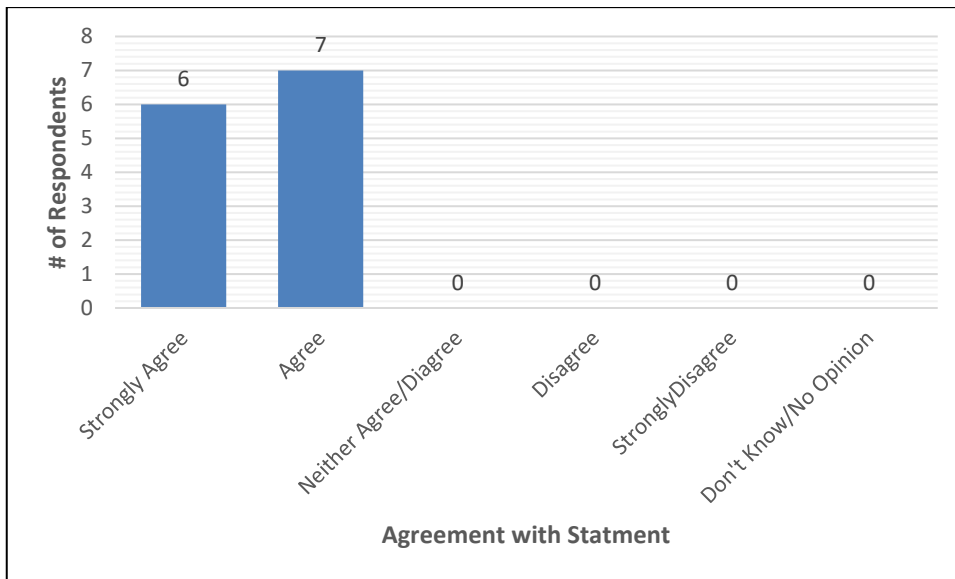
Question 7 (staff and board members)

Question 7 asked survey respondents whether or not they agreed with the following statement: “The CBT has built collaborative relationships with regional partners to support conservation, sustainable development and education opportunities.” Thirteen respondents answered this question.

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

- Six respondents (46%) strongly agreed with this statement;
- Seven respondents (54%) agreed with this statement; and,
- Zero respondents (0%) were neutral (i.e., neither agreed nor disagreed), disagreed, or strongly disagreed with this statement.

Figure 5: Staff and board survey respondent level of agreement with question 7 statement (The CBT has built collaborative relationships with regional partners to support conservation, sustainable development and education opportunities.)



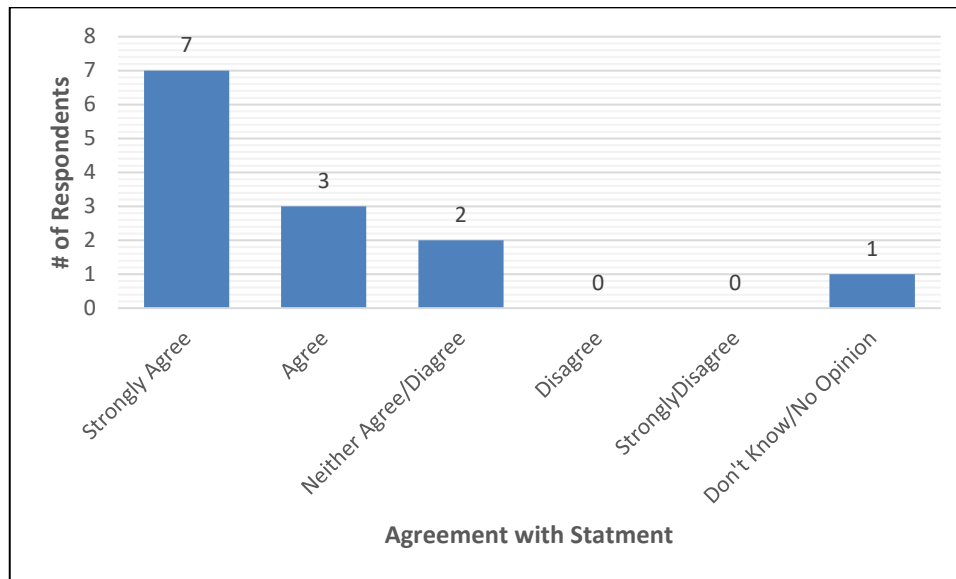
Question 8 (staff and board members)

Question 8 asked survey respondents whether or not they agreed with the following statement: “The CBT adds value to Leadership Vancouver Island through its administration and coordination.” Thirteen respondents answered this question.

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

- Seven respondents (54%) strongly agreed with this statement;
- Three respondents (23%) agreed with this statement;
- Two respondents (15%) neither agreed nor disagreed with this statement;
- Zero respondents (0%) disagreed or strongly disagreed with this statement; and,
- One respondent (8%) did not know/no opinion.

Figure 6: Staff and board survey respondent level of agreement with question 8 statement (The CBT adds value to Leadership Vancouver Island through its administration and coordination.)



Question 9 (staff and board members)

Question 9 was an open-ended response and asked survey respondents why they rated Question 8 the way they did. Thirteen respondents answered this question.

The most common theme noted amongst respondents was the perception that CBT has good relationships with communities and as a result is able to bridge communities together and build networks to create a strong LVI program. It was also noted that LVI candidates have excelled after the program and CBT's active participation and support adds value to the LVI.

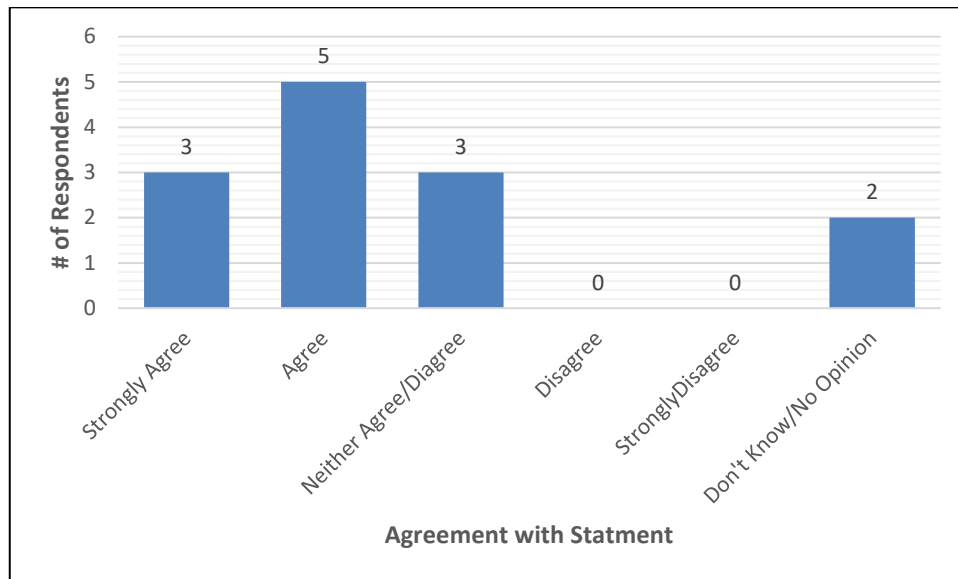
Question 10 (staff and board members)

Question 10 asked survey respondents whether or not they agreed with the following statement: "The CBT adds value to West Coast NEST through its administration and coordination." Thirteen respondents answered this question and one respondent skipped this question.

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

- Three respondents (23%) strongly agreed with this statement;
- Five respondents (38%) agreed with this statement;
- Three respondents (23%) were neutral (i.e., neither agreed nor disagreed);
- Zero respondents (0%) disagreed, or strongly disagreed with this statement; and,
- Two respondents (15%) selected don't know/no opinion.

Figure 7: Staff and board survey respondent level of agreement with question 10 statement (The CBT adds value to West Coast NEST through its administration and coordination.)



Question 11 (staff and board members)

Question 11 was an open-ended response and asked survey respondents why they rated Question 10 the way they did. Ten respondents answered this question.

The most commonly noted theme was the notion that CBT is a strong supporter of West Coast NEST in all aspects of the program. CBT helped West Coast NEST get started and continues to provide guidance. West Coast NEST additionally has a mandate that aligns well with CBT which enables CBT to provide continued support.

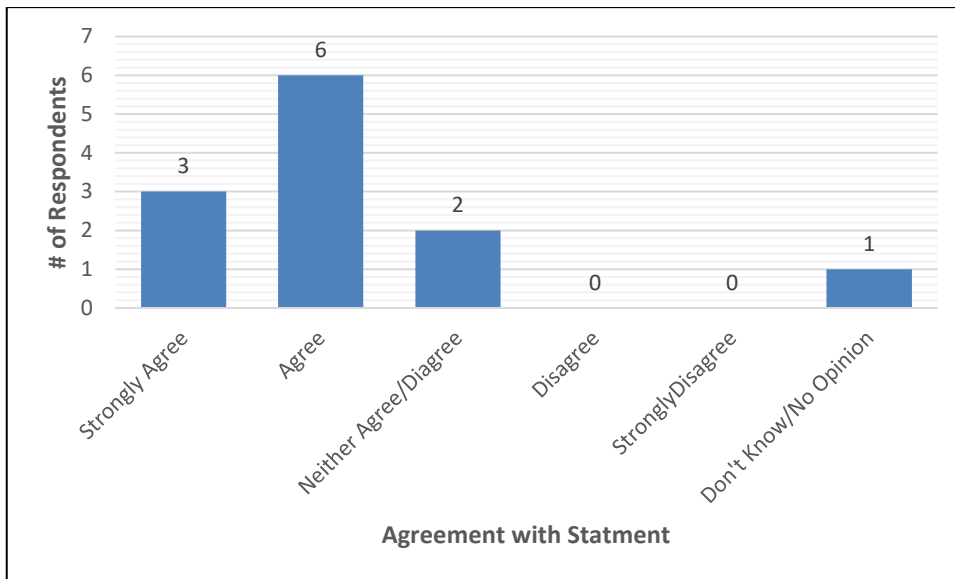
Question 12 (staff and board members)

Question 12 asked survey respondents whether or not they agreed with the following statement: "The CBT adds value to Coastal Family Resource Coalition through its administration and coordination." Twelve respondents answered this question and one respondent skipped this question.

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

- Three respondents (25%) strongly agreed with this statement;
- Six respondents (60%) agreed with this statement;
- Two respondents (17%) were neutral (i.e., neither agreed nor disagreed);
- Zero respondents (0%) disagreed, or strongly disagreed with this statement; and,
- One respondent (8%) selected don't know/no opinion.

Figure 8: Staff and board survey respondent level of agreement with question 12 statement (The CBT adds value to Coastal Family Resource Coalition through its administration and coordination.)



Question 13 (staff and board members)

Question 13 was an open-ended response and asked survey respondents why they rated Question 12 the way they did. Twelve respondents answered this question.

The most commonly noted theme was the notion that CBT is a strong supporter of the Coastal Family Resource Coalition as they have similar mandates. The CBT enables the CFRC to maintain stability and also helps the CFRC access more opportunities.

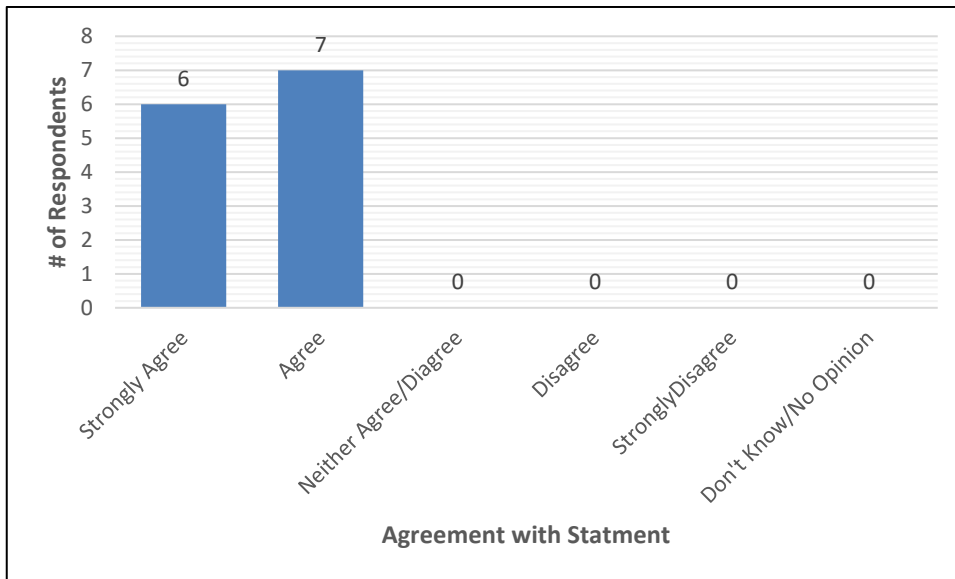
Question 14 (staff and board members)

Question 14 asked survey respondents whether or not they agreed with the following statement: "The CBT consults local communities to support local projects and initiatives that result in measurable benefits towards conservation, sustainable development and health communities." Thirteen respondents answered this question.

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

- Six respondents (46%) strongly agreed with this statement;
- Seven respondents (54%) agreed with this statement; and,
- Zero respondents (0%) were neutral, disagreed, or strongly disagreed with this statement

Figure 9: Staff and board survey respondent level of agreement with question 14 statement
The CBT consults local communities to support local projects and initiatives that result in
measurable benefits towards conservation, sustainable development and health
communities.)



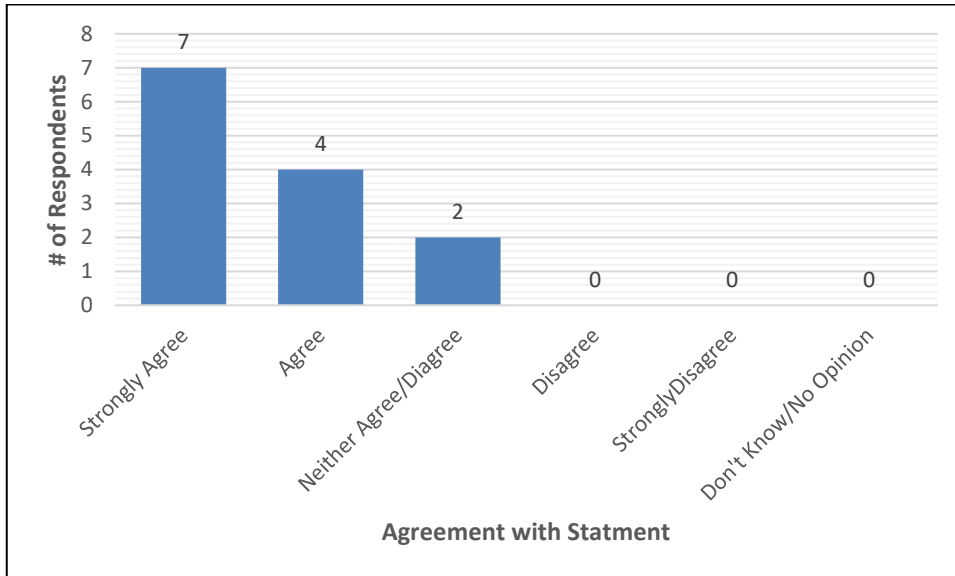
Question 15 (staff and board members)

Question 15 asked survey respondents whether or not they agreed with the following statement: “The CBT facilitates the collaboration of diverse groups in different sectors of the community (e.g. groups devoted to food security issues, local economic development, tourism, conservation of ecosystems, research and monitoring).” Thirteen respondents answered this question.

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

- Seven respondents (54%) strongly agreed with this statement;
- Four respondents (31%) agreed with this statement;
- Two respondents (15%) neither agreed/disagreed
- Zero respondents (0%), disagreed, or strongly disagreed with this statement

Figure 10--: Staff and board survey respondent level of agreement with question 15 statement
The CBT facilitates the collaboration of diverse groups in different sectors of the community
(e.g. groups devoted to food security issues, local economic development, tourism,
conservation of ecosystems, research and monitoring.)



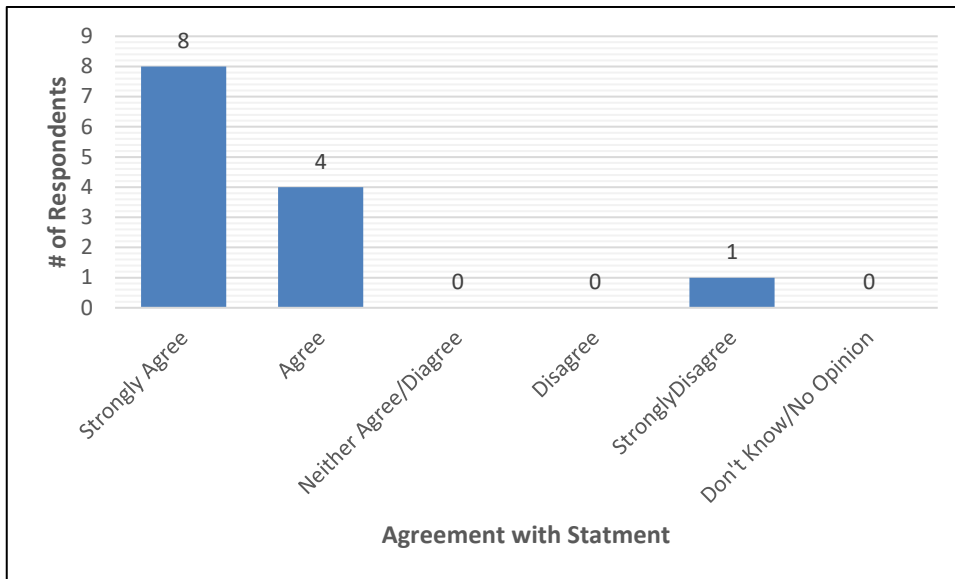
Question 16 (staff and board members)

Question 16 asked survey respondents “The CBT contributes to local research, education and training projects and initiatives that promote both conservation and sustainable development. Note: sustainability is measured by looking at four aspects: social, environmental, economic and cultural sustainability.” Thirteen respondents answered this question.

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

- Eight respondents (62%) strongly agreed with this statement;
- Four respondents (31%) agreed with this statement;
- Zero respondents (0%) neither agreed/disagreed or disagreed; and,
- One respondent (8%) strongly disagreed with this statement.

Figure 11: Staff and board survey respondent responses to question 16 (The CBT contributes to local research, education and training projects and initiatives that promote both conservation and sustainable development. Note: sustainability is measured by looking at four aspects: social, environmental, economic and cultural sustainability.)



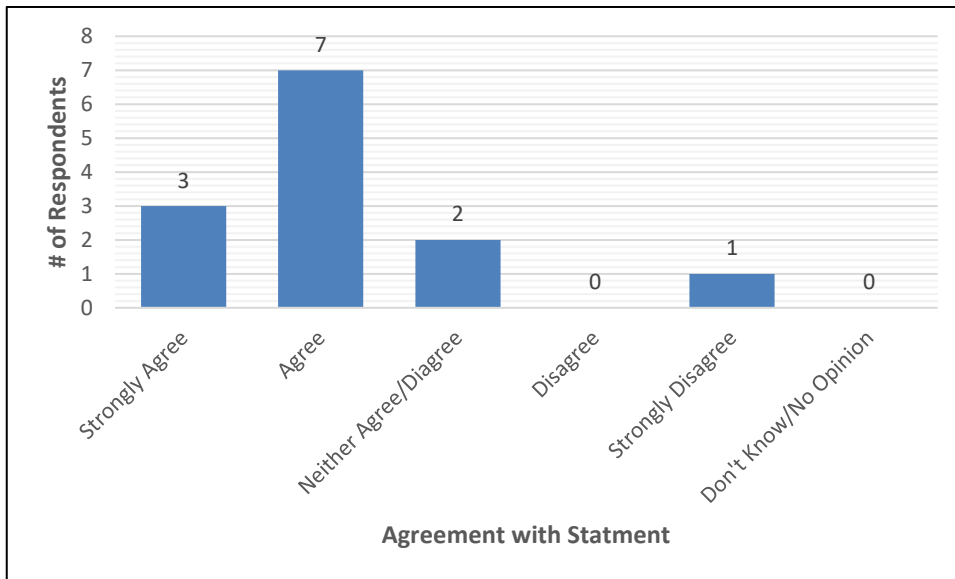
Question 17 (staff and board members)

Question 17 asked survey respondents “The CBT raises awareness of a range of solutions to local challenges that help residents respond to specific conservation and sustainable development needs and issues at the regional or ecosystem level.” Thirteen respondents answered this question.

The average score for this statement (with 5 = strongly agree, 1 = strongly disagree) was 3.8, with the following number of respondents by rating level:

- Three respondents (23%) strongly agreed with this statement;
- Seven respondents (54%) agreed with this statement;
- Two respondents (15%) neither agreed/disagreed; and,
- One respondent (8%) strongly disagreed with this statement.

Figure 12: Staff and board survey respondent responses to question 17 (The CBT raises awareness of a range of solutions to local challenges that help residents respond to specific conservation and sustainable development needs and issues at the regional or ecosystem level)



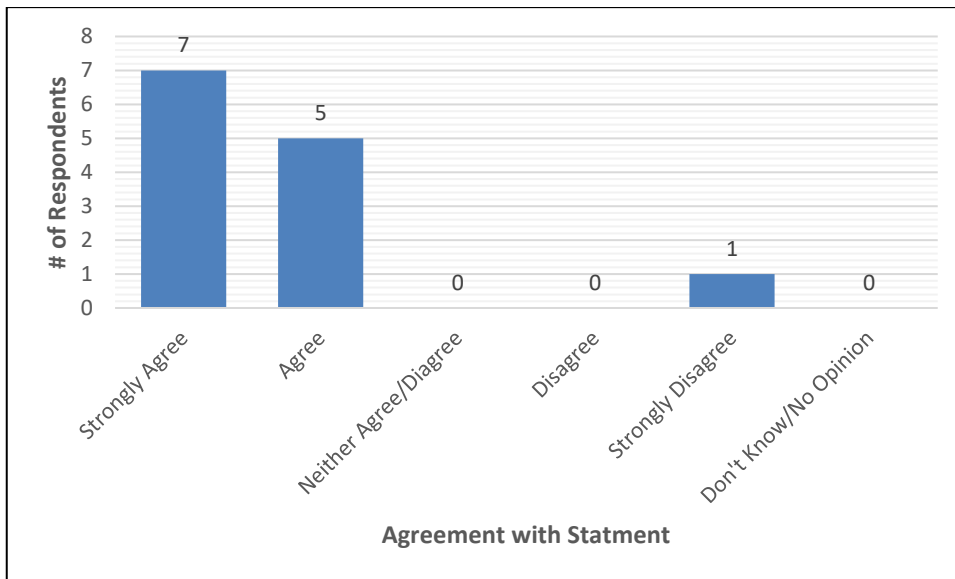
Question 18 (staff and board members)

Question 18 asked survey respondents “The CBT effectively manages its Canada Fund (and related endowments) and targets its efforts towards increasing the funding available for local research, education and training.” Thirteen respondents answered this question.

The average score for this statement (with 5 = strongly agree, 1 = strongly disagree) was 4.3, with the following number of respondents by rating level:

- Seven respondents (54%) strongly agreed with this statement;
- Five respondents (38%) agreed with this statement;
- Zero respondents (0%) neither agreed/disagreed or disagreed; and,
- One respondent (8%) strongly disagreed with this statement.

Figure 13: Staff and board survey respondent responses to question 18 (The CBT effectively manages its Canada Fund (and related endowments) and targets its efforts towards increasing the funding available for local research, education and training)



Question 19 (staff and board members)

Question 19 was an open-ended response and asked survey respondents “What changes, if any, has the CBT undertaken to further enhance the capacity of people and organizations in the biosphere region to address conservation and sustainable development?” Nine responses were recorded.

The following changes were noted:

- 2017 review of granting programs;
- Increased number of grants and capacity building initiatives for individuals;
- The CBT built partnerships to support youth capacity building;
- Introduced Vital Grants;
- Convenes CFRC and NEST;
- Assisted applicants with their applications;
- The West Coast NEST program has scaled-up the CBT's ability to enhance capacity of local organizations and people to engage in local education and training opportunities;
- The recent MOU with Royal Roads University further enhances our local capacity to support University Field Schools; and,
- The CBT Executive Director recent position as Chair to the Canadian Biosphere Reserve Association facilitates greater connectivity and networking between the CSBR and other Canadian BRs.

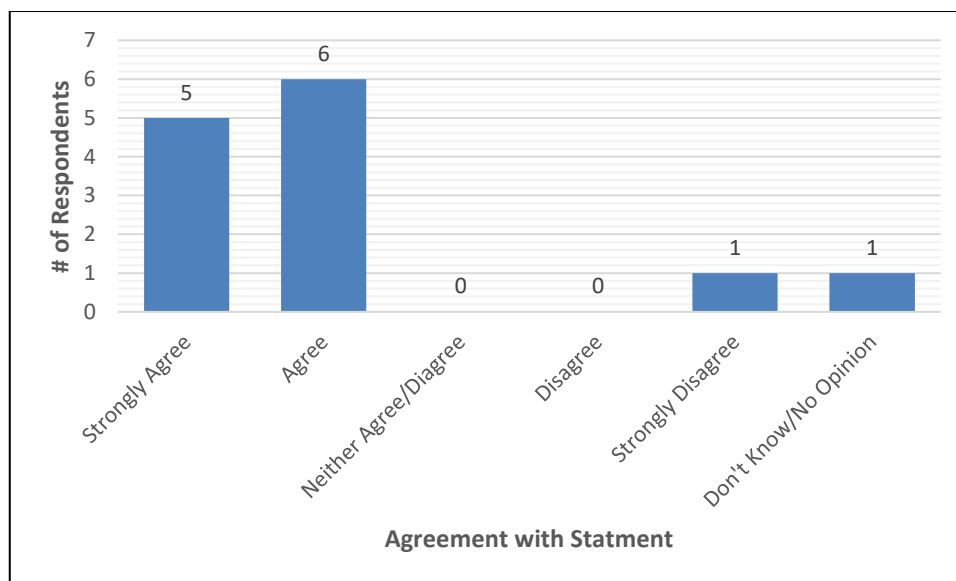
Question 20 (staff and board members)

Question 20 asked survey respondents “In your view, the CBT supports the Calls to Action in the Truth and Reconciliation Commission and contributes to reconciliation efforts.” Thirteen respondents answered this question.

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

- Five respondents (38%) strongly agreed with this statement;
- Six respondents (46%) agreed with this statement;
- Zero respondents (0%) neither agreed/disagreed or disagreed;
- One respondent (8%) strongly disagreed with this statement; and,
- One respondent (8%) selected don’t know/no opinion.

Figure 14: Staff and board survey respondent responses to question 20 (In your view, the CBT supports the Calls to Action in the Truth and Reconciliation Commission and contributes to reconciliation efforts)



Question 21 (staff and board members)

Question 21 was an open-ended response and asked survey respondents “Do you have any further ideas on how the CBT can help advance the Truth and Reconciliation Calls to Action?” Eleven responses were recorded.

The following ideas were noted:

- Work more closely with schools;
- Encourage and share information about reconciliation;
- Help build relationships between non-Indigenous organizations and Indigenous organizations/communities;

- Hire an Indigenous summer student each year;
- Continue building relationships with First Nation communities;
- Support cultural education;
- Support more education opportunities within Nuu-chah-nulth communities;
- Pilot education courses/programs in which Nuu-chah-nulth ways of knowing are taught by Indigenous knowledge holders alongside scientific ways of knowing;
- Hold dialogue opportunities; and,
- Increase publication of Truth and Reconciliation to the public.

Question 22 (staff and board members)

Question 22 was an open-ended response and asked survey respondents “What is the greatest challenge facing the CBT in the management/coordination of the biosphere region?” Ten responses were recorded.

The following challenges were noted:

- Balancing the diverse needs of communities (5 respondents);
- Not being legislated to manage the BR even though communities perceive CBT is
- Opposing views;
- Communicating the meaning of the BR designation and the work done as an organization to meet the vision and mission of the UNESCO MAB programme; and,
- Time, resources and active participation from the community.

Question 23 (staff and board members)

Question 23 was an open-ended response and asked survey respondents “How has the overall governance of the biosphere reserve been strengthened since the last program audit?” Six responses were recorded.

The following changes were noted:

- Regular meetings;
- Board member engagement in programs and research;
- Regular evaluation and modifications;
- Strong administration;
- Strengthened collaborative relations with regional partners; and,
- Renewed Societies Act and stable finances.

Question 24 (staff and board members)

Question 24 was an open-ended response and asked survey respondents “What is the most significant change that the CBT makes in the Clayoquot Region?” Twelve responses were recorded.

The most significant change that the CBT makes in the region is its ability to build bridges and relationships between communities and organizations as an umbrella organization. The CBT also

provides significant funding to promote conservation and research which helps foster sustainability. The CBT has additionally helped create a regional identity.

Question 25 (staff and board members)

Question 25 was an open-ended response and asked survey respondents “In your opinion, could the CBT learn anything from other community foundations and Biosphere Reserves in Canada or elsewhere? If yes, please comment.” Eleven responses were recorded.

The following learning opportunities were noted:

- Learn more about fund development;
- Learn about Indigenous worldview, knowledge and governance;
- Learn from other BR’s in Canada;
- Learn how to better communicate the meaning of the UNESCO BR designation; and,
- Learn from case studies and shared examples.

Overall, respondents believe CBT is a leader in sustainable development and has the ability to share key learnings with other communities.

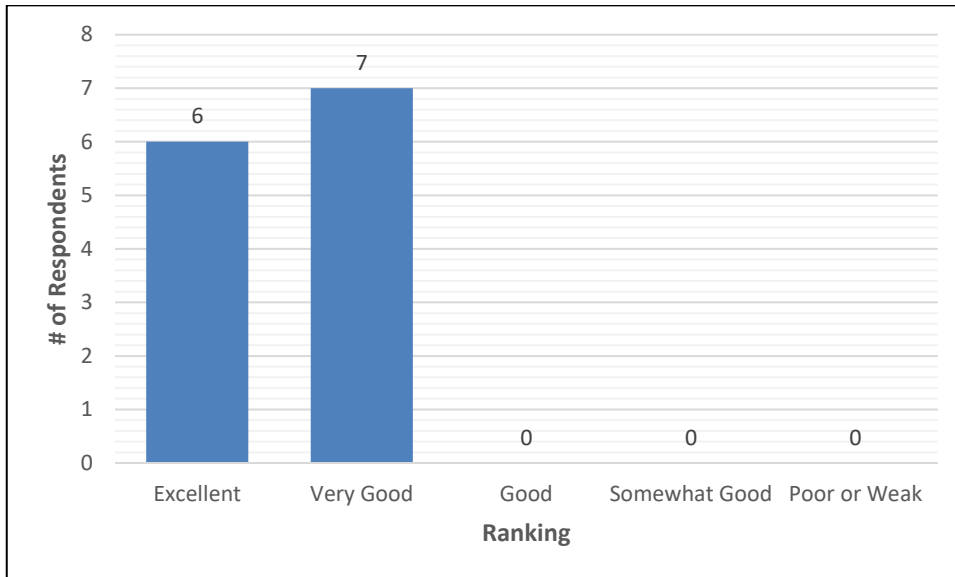
Question 26 (staff and board members)

Question 26 asked survey respondents “How would you rate the CBT’s work with the community overall?” Thirteen respondents answered this question.

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

- Six respondents (46%) rated the CBT as excellent;
- Seven respondents (54%) rated the CBT as very good; and
- Zero respondents (0%) rated the CBT as good, somewhat good, poor/week.

Figure 15: Staff and board survey respondent responses to question 26 (How would you rate the CBT's work with the community overall?)



Question 27 (staff and board members)

Question 27 was an open-ended response and asked survey respondents “Do you have any other comments or feedback about the CBT that you would like to share?” Five responses were recorded.

The following comments and feedback was provided:

- The CBT has a new office space in Ucluelet which has been great for increasing awareness and accessibility of CBT programs. It would be great to extend the presence in the Nuuchahnulth communities as well, even 1 day/month;
- Staff and board members are dedicated and work hard to achieve CBT goals;
- I believe they hold to their mandate of sustainability, education and bringing common goals and communities together;
- Create a communication plan that engages key partners in producing a joint Clayoquot Sound Biosphere Reserve report; and,
- Overall, I think the CBT does an excellent job.

Appendix D: Clayoquot Biosphere Trust Survey Data for Community Stakeholders

Introduction

The Clayoquot Biosphere Trust Survey for community stakeholders was administered during Summer 2018. The survey included twenty-eight questions, which were a mix of close-ended rating questions (e.g., agree, disagree) and open-ended questions. Eleven (11) respondents in total answered the questions. Question 1 was not analyzed because it was simply a question to ask whether the respondent wanted to participate in the survey.

Question 2 (community stakeholders)

Question 2 asked survey respondents “What organization do you represent?” Eleven respondents answered this question. The following organizations were represented:

- West Coast Aquatic;
- Ucluelet Aquarium Society;
- Westcoast Community Resources Society;
- University of Victoria;
- Ucluelet First Nation;
- Wild Pacific Trail Society;
- Surfrider Foundation, Pacific Rim;
- Wickaninnish Community School;
- Royal Roads University; and,
- Island Health.

Question 3 (community stakeholders)

Question 3 asked survey respondents “Did you receive a grant from the CBT in 2017?” Eleven respondents answered this question. Six respondents (55%) had received a grant from the CBT in 2017 and five respondents (45%) had not received a grant from the CBT in 2017.

Question 4 (community stakeholders)

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

- Two respondents (33%) had accessed youth & education grants;
- Two respondents (33%) had accessed research & environment grants;
- One respondent (17%) had accessed Vital Grants; and,
- One respondent (17%) had accessed arts and culture.

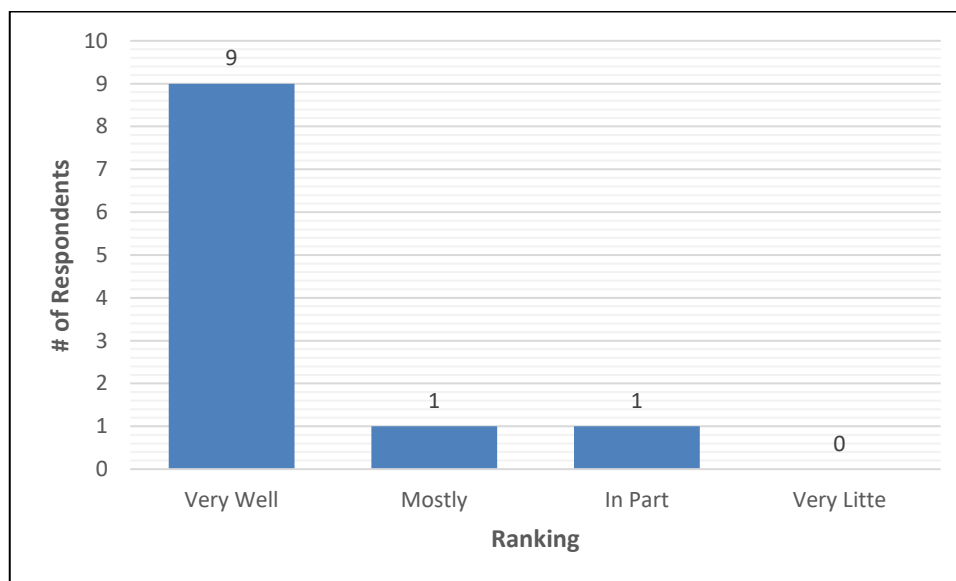
Question 5 (community stakeholders)

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

The average level of alignment score (with 4 = very well, 1 = very little) was 3.7, with the following number of respondents by level of organizational mandate alignment with the mandate of the CBT and the UNESCO MAB programme:

- Nine respondents’ (82%) organizational mandates aligned ‘very well’;
- One respondent (9%) organizational mandates ‘mostly’ aligned;
- One respondent (9%) organizational mandates aligned ‘in part’; and,
- Zero respondents (0%) selected ‘cannot comment/not sure’ or ‘very little’.

Figure 16: Community Stakeholder survey respondent responses to question 5 (How well does the mandate of your organization align with the mandate of the CBT and the UNESCO MAB programme?)



Question 6 (community stakeholders)

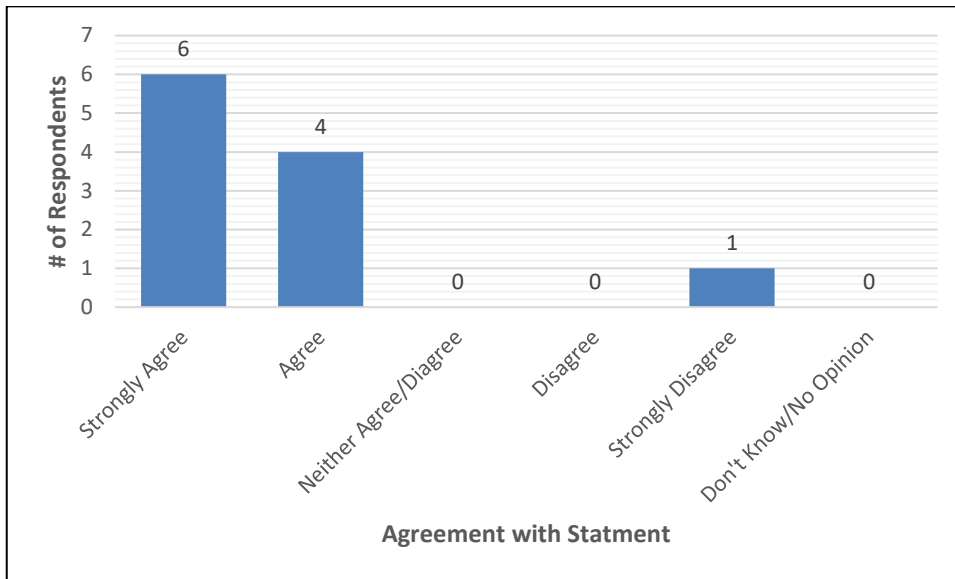
Question 6 asked survey respondents whether or not they agreed with the following statement: “The CBT contributes to supporting local communities to take ownership over and develop solutions to local economic, social, environmental and cultural challenges in the Clayoquot region.” Eleven respondents answered this question.

The average agreement score for this statement (with 5 = strongly agree, 1 = strongly disagree) was 4.3, with the following number of respondents by level of agreement with the statement:

- Six respondents (55%) strongly agreed with this statement;
- Four respondents (36%) agreed with this statement;

- One respondent (9%) strongly disagreed with this statement; and,
- Zero respondents (0%) were neutral or disagreed with this statement.

Figure 17: Community Stakeholder survey respondent responses to question 6 (The CBT contributes to supporting local communities to take ownership over and develop solutions to local economic, social, environmental and cultural challenges in the Clayoquot region.)



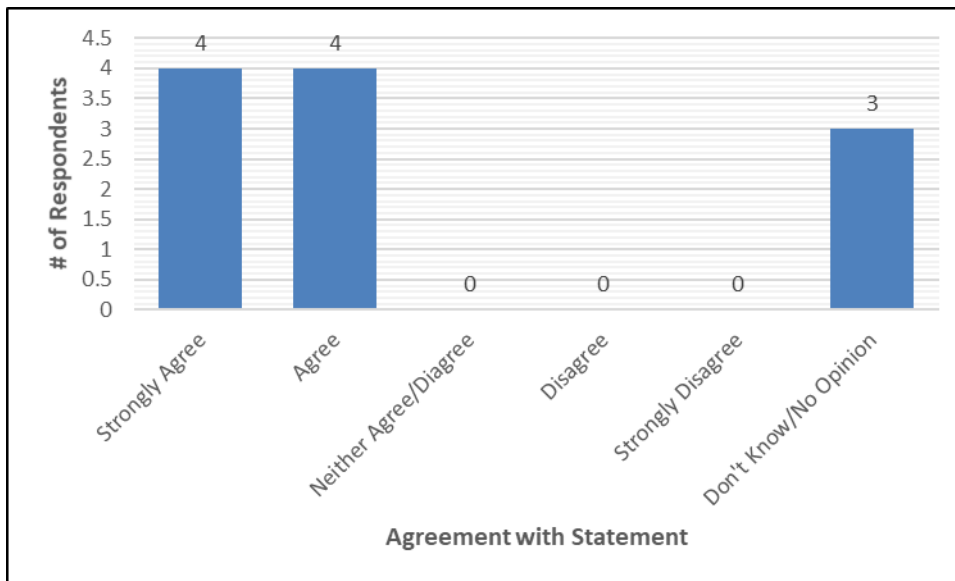
Question 7 (community stakeholders)

Question 7 asked survey respondents whether or not they agreed with the following statement: “The CBT supported the diversification of tourism to complement or compensate for losses in other markets, employment and community well-being in the Clayoquot region.” Eleven respondents answered this question.

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

- Four respondents (36%) strongly agreed with this statement;
- Four respondents (36%) agreed with this statement;
- Zero respondents (0%) were neutral (neither agreed nor disagreed), disagreed or strongly disagreed with this statement; and,
- Three respondents (27%) did not know/had no opinion.

Figure 18: Community Stakeholder survey respondent responses to question 7 (The CBT supported the diversification of tourism to complement or compensate for losses in other markets, employment and community well-being in the Clayoquot region.)



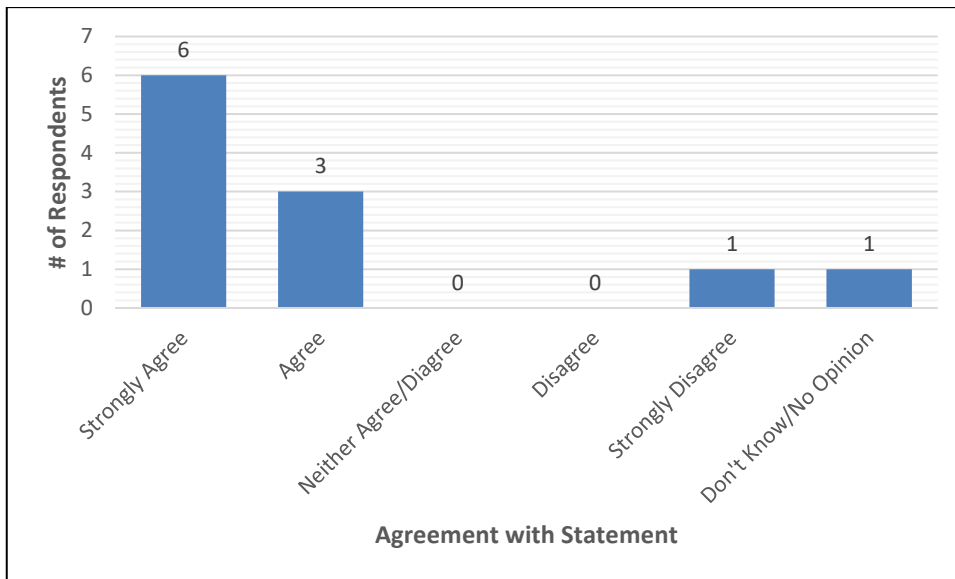
Question 8 (community stakeholders)

Question 8 asked survey respondents whether or not they agreed with the following statement: “The CBT contributes to supporting livelihoods in the region that are diversified and sustainable.” Fourteen respondents answered this question and two respondents skipped this question.

The average agreement score for this statement (with 5 = strongly agree, 1 = strongly disagree) was 4.3, with the following number of respondents by level of agreement with the statement:

- Six respondents (55%) strongly agreed with this statement;
- Three respondents (27%) agreed with this statement;
- One respondent (9%) strongly disagreed with this statement;
- Zero respondents (0%) were neutral (neither agreed nor disagreed), or disagreed with this statement; and,
- One respondent (9%) did not know/had no opinion.

Figure 19: Community stakeholder survey respondent level of agreement with question 8 statement (The CBT contributes to supporting livelihoods in the region that are diversified and sustainable.)



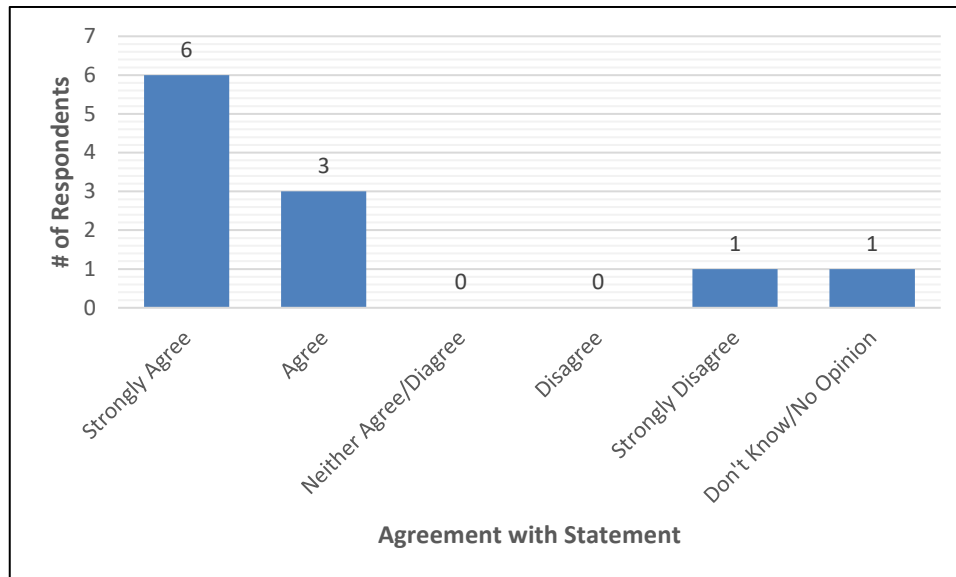
Question 9 (community stakeholders)

Question 9 asked survey respondents whether or not they agreed with the following statement: “The CBT contributes to dialogue and enhanced collaboration among stakeholders in the region that leads to solutions toward conservation, sustainable development and healthy communities.” Eleven respondents answered this question.

The average agreement score for this statement (with 5 = strongly agree, 1 = strongly disagree) was 4.3, with the following number of respondents by level of agreement with the statement:

- Six respondents (55%) strongly agreed with this statement;
- Three respondents (27%) agreed with this statement;
- One respondent (9%) strongly disagreed with this statement;
- Zero respondents (0%) were neutral (neither agreed nor disagreed), or disagreed with this statement; and,
- One respondent (9%) did not know/had no opinion.

Figure 20: Community stakeholder survey respondent level of agreement with question 9 statement (The CBT contributes to dialogue and enhanced collaboration among stakeholders in the region that leads to solutions toward conservation, sustainable development and healthy communities.)



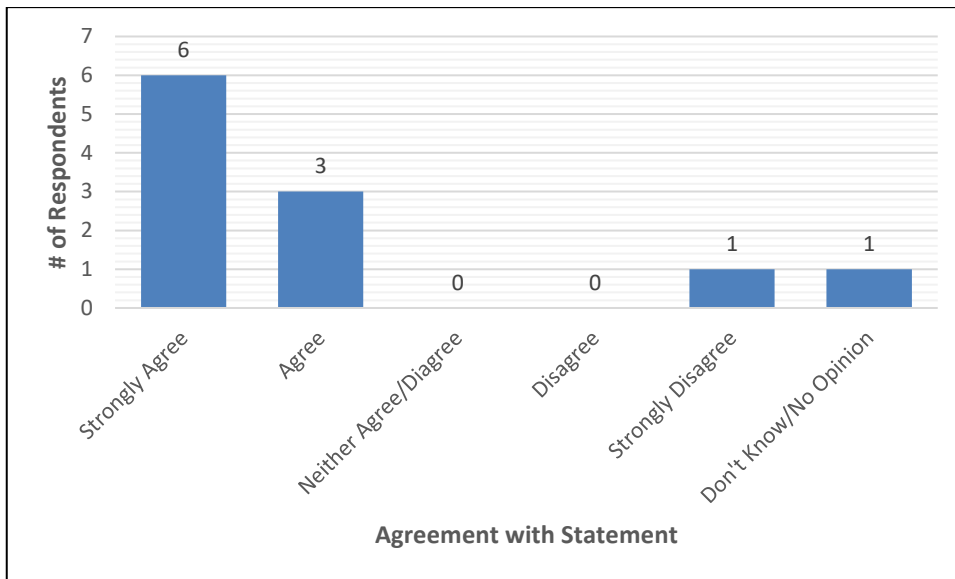
Question 10 (community stakeholders)

Question 10 asked survey respondents whether or not they agreed with the following statement: “The CBT has built collaborative relationships with regional partners to support conservation, sustainable development and education opportunities.” Eleven respondents answered this question.

The average agreement score for this statement (with 5 = strongly agree, 1 = strongly disagree) was 4.3, with the following number of respondents by level of agreement with the statement:

- Six respondents (55%) strongly agreed with this statement;
- Three respondents (27%) agreed with this statement;
- One respondent (9%) strongly disagreed with this statement;
- Zero respondents (0%) were neutral (neither agreed nor disagreed), or disagreed with this statement; and,
- One respondent (9%) did not know/had no opinion.

Figure 21: Community stakeholder survey respondent level of agreement with question 10 statement (The CBT has built collaborative relationships with regional partners to support conservation, sustainable development and education opportunities.)



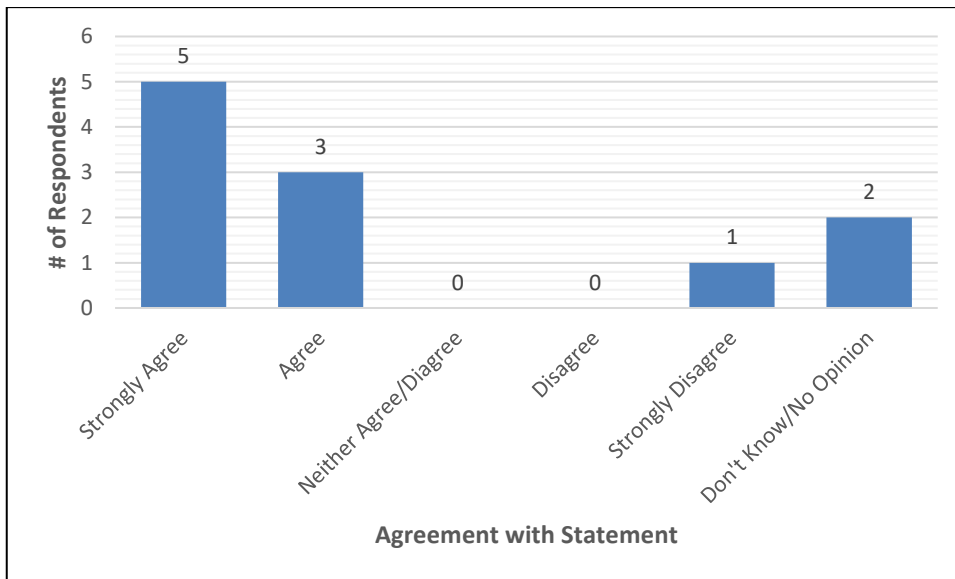
Question 11 (community stakeholders)

Question 11 asked survey respondents whether or not they agreed with the following statement: “The CBT adds value to Leadership Vancouver Island through its administration and coordination.” Eleven respondents answered this question.

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

- Five respondents (45%) strongly agreed with this statement;
- Three respondents (27%) agreed with this statement;
- One respondent (9%) strongly disagreed with this statement;
- Zero respondents (0%) were neutral (neither agreed nor disagreed), or disagreed with this statement; and,
- Two respondents (18%) did not know/had no opinion.

Figure 22: Community stakeholder survey respondent level of agreement with question 11 statement (The CBT adds value to Leadership Vancouver Island through its administration and coordination.)



Question 12 (community stakeholders)

Question 12 was an open-ended response and asked survey respondents why they rated Question 11 the way they did. Six respondents answered this question.

The following responses were provided:

- CBT administrative and coordinating role is essential to allow past experience and collected wisdom to enhance each successive year;
- They put efforts forward for language revitalization;
- CBT has close relationships to all communities and people living in them, and can help support relationships and connections;
- CBT has strong leadership; and
- CBT always has their mission as a first priority.

Question 13 (community stakeholders)

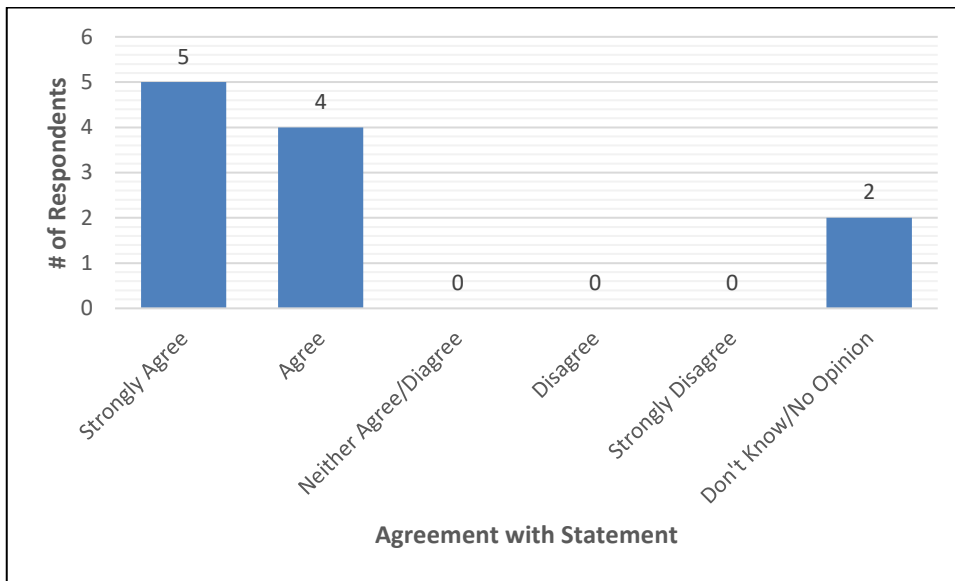
Question 13 asked survey respondents whether or not they agreed with the following statement: "The CBT adds value to West Coast NEST through its administration and coordination." Eleven respondents answered this question.

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

- Five respondents (45%) strongly agreed with this statement;
- Four respondents (36%) agreed with this statement;

- Zero respondents (0%) were neutral (neither agreed nor disagreed), strongly disagreed, or disagreed with this statement; and,
- Two respondents (18%) did not know/had no opinion.

Figure 23: Community stakeholder survey respondent level of agreement with question 13 statement (The CBT adds value to West Coast NEST through its administration and coordination.)



Question 14 (community stakeholders)

Question 14 was an open-ended response and asked survey respondents why they rated Question 13 the way they did. Four respondents answered this question.

The following responses were provided:

- CBT administrative and coordinating role is essential to allow past experience and collected wisdom to enhance each successive year (x2); and,
- Support with education (x2).

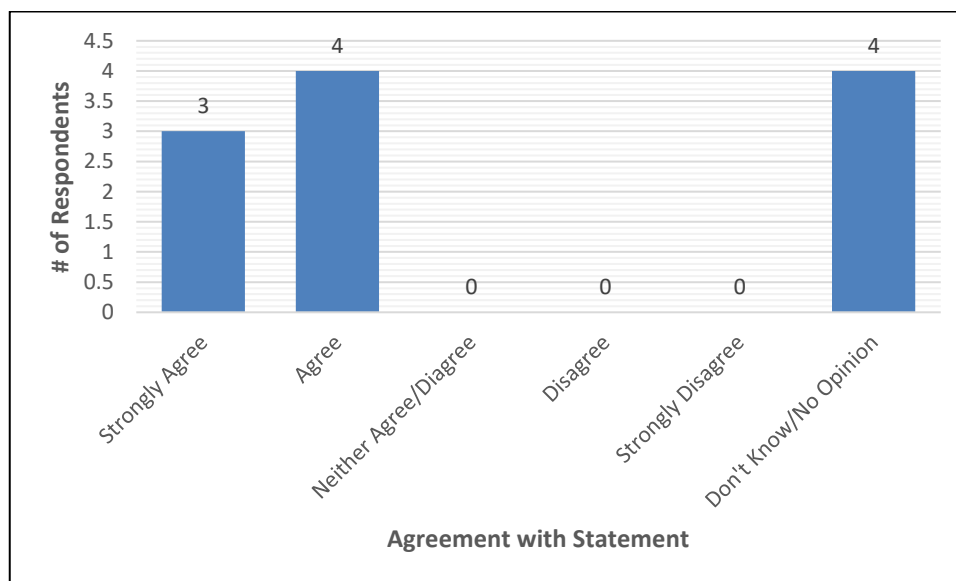
Question 15 (community stakeholders)

Question 15 asked survey respondents whether or not they agreed with the following statement: “The CBT adds value to Coastal Family Resource Coalition through its administration and coordination.” Eleven respondents answered this question.

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

- Three respondents (27%) strongly agreed with this statement;
- Four respondents (36%) agreed with this statement;
- Zero respondents (0%) were neutral (neither agreed nor disagreed), strongly disagreed, or disagreed with this statement; and,
- Four respondents (36%) did not know/had no opinion.

Figure 24: Community stakeholder survey respondent level of agreement with question 15 statement (The CBT adds value to Coastal Family Resource Coalition through its administration and coordination.)



Question 16 (community stakeholders)

Question 16 was an open-ended response and asked survey respondents why they rated Question 15 the way they did. Four respondents answered this question.

The following responses were provided:

- Using the existing CBT systems in place allows for great results;
- CBT administration attend events and are friendly;
- Creates and builds relationships; and,

- Help ensure positive outcomes.

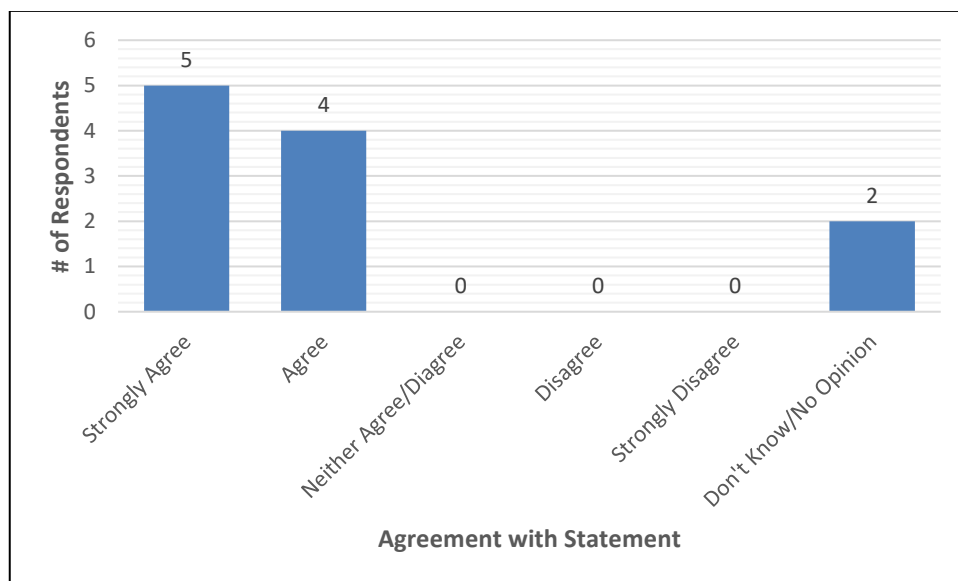
Question 17 (community stakeholders)

Question 17 asked survey respondents whether or not they agreed with the following statement: “The CBT consults local communities to support local projects and initiatives that result in measurable benefits towards conservation, sustainable development and healthy communities.” Eleven respondents answered this question.

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

- Five respondents (45%) strongly agreed with this statement;
- Four respondents (36%) agreed with this statement;
- Zero respondents (0%) were neutral (neither agreed nor disagreed), strongly disagreed, or disagreed with this statement; and,
- Two respondents (18%) did not know/had no opinion.

Figure 24: Community stakeholder survey respondent level of agreement with question 17 statement (The CBT consults local communities to support local projects and initiatives that result in measurable benefits towards conservation, sustainable development and healthy communities.)



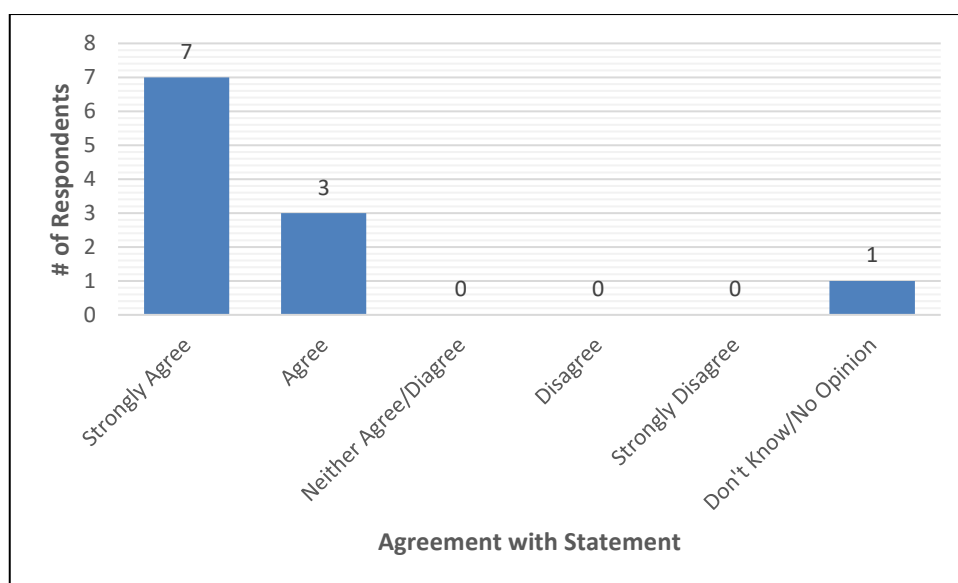
Question 18 (community stakeholders)

Question 18 asked survey respondents whether or not they agreed with the following statement: “The CBT contributes to local research, education and training projects and initiatives that promote both conservation and sustainable development. Note: sustainability is measured by looking at four aspects: social, environmental, economic and cultural sustainability.” Eleven respondents answered this question.

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

- Seven respondents (64%) strongly agreed with this statement;
- Three respondents (27%) agreed with this statement;
- Zero respondents (0%) were neutral (neither agreed nor disagreed), strongly disagreed, or disagreed with this statement; and,
- One respondent (9%) did not know/had no opinion.

Figure 25: Community stakeholder survey respondent level of agreement with question 18 statement (The CBT contributes to local research, education and training projects and initiatives that promote both conservation and sustainable development.)



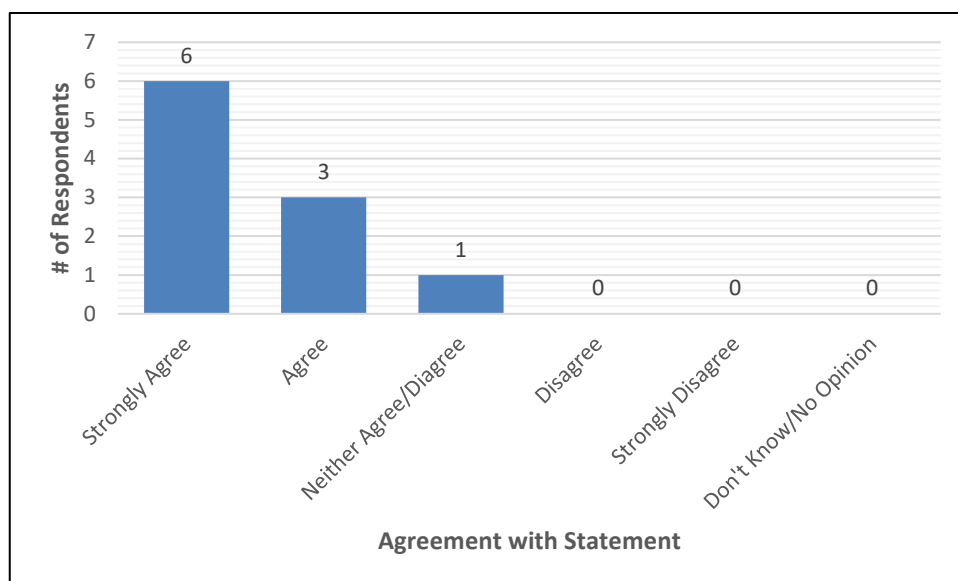
Question 19 (community stakeholders)

Question 19 asked survey respondents whether or not they agreed with the following statement “The CBT facilitates the collaboration of diverse groups in different sectors of the community (e.g. groups devoted to food security issues, local economic development, tourism, conservation of ecosystems, research and monitoring).” Ten respondents answered this question.

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

- Six respondents (60%) strongly agreed with this statement;
- Three respondents (30%) agreed with this statement;
- One respondent (10%) was neutral (neither agreed nor disagreed); and,
- Zero respondents (0%) disagreed or strongly disagreed.

Figure 27: Community stakeholder survey respondent level of agreement with question 19 statement (“The CBT facilitates the collaboration of diverse groups in different sectors of the community e.g. groups devoted to food security issues, local economic development, tourism, conservation of ecosystems, research and monitoring.”)



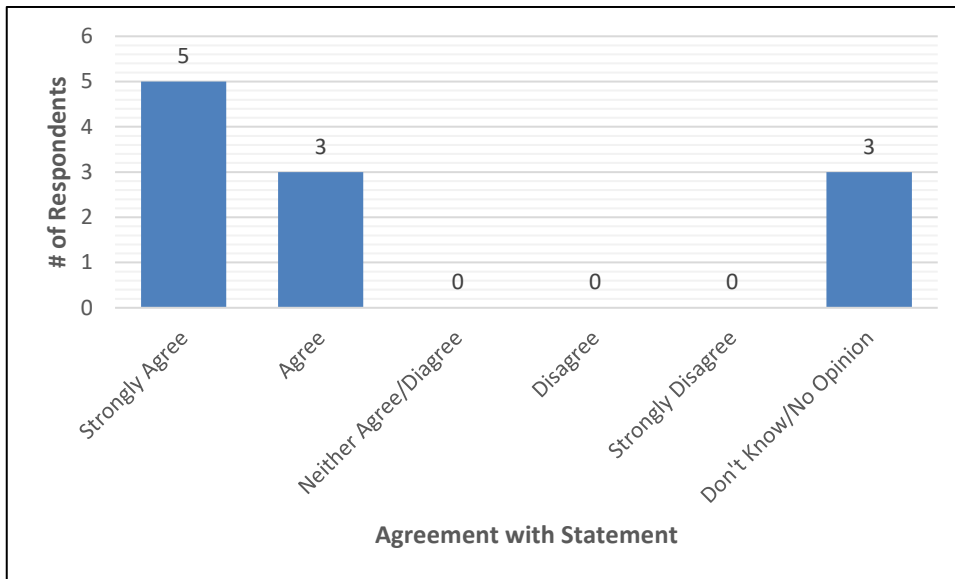
Question 20 (community stakeholders)

Question 20 asked survey respondents whether or not they agreed with the following statement “The CBT raises awareness of a range of solutions to local challenges that help residents respond to specific conservation and sustainable development needs and issues at the regional or ecosystem level.” Eleven respondents answered this question.

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

- Five respondents (45%) strongly agreed with this statement;
- Three respondents (30%) agreed with this statement;
- Three respondents (27%) did not know/had no opinion; and,
- Zero respondents (0%) were neutral, disagreed or strongly disagreed.

Figure 28: Community stakeholder survey respondent level of agreement with question 20 statement (The CBT raises awareness of a range of solutions to local challenges that help residents respond to specific conservation and sustainable development needs and issues at the regional or ecosystem level.)



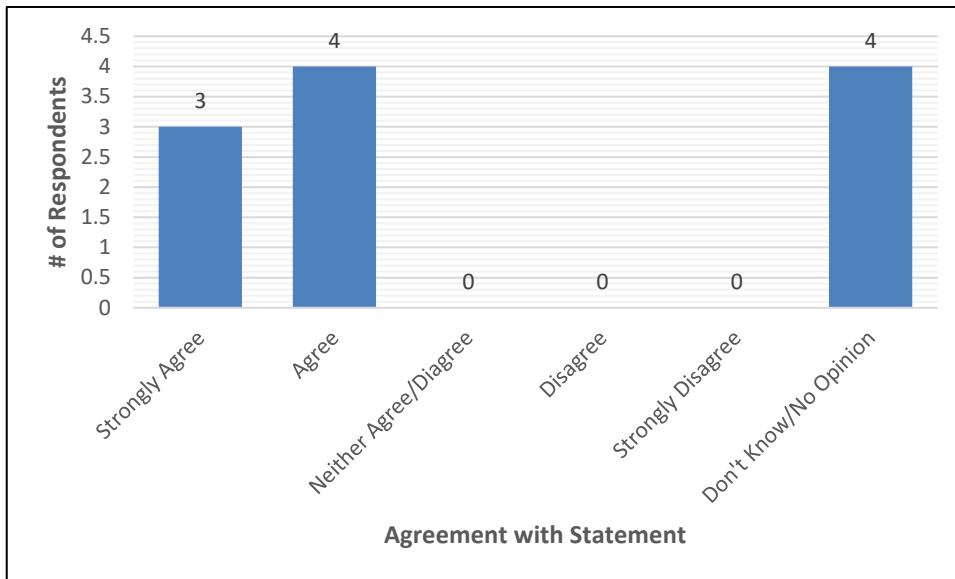
Question 21 (community stakeholders)

Question 21 asked survey respondents whether or not they agreed with the following statement “The CBT effectively manages its Canada Fund (and related endowments) and targets its efforts towards increasing the funding available for local research, education and training.” Eleven respondents answered this question.

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

- Three respondents (27%) strongly agreed with this statement;
- Four respondents (36%) agreed with this statement;
- Four respondents (36%) did not know/had no opinion; and,
- Zero respondents (0%) were neutral, disagreed or strongly disagreed.

Figure 29: Community stakeholder survey respondent level of agreement with question 21 statement (The CBT effectively manages its Canada Fund (and related endowments) and targets its efforts towards increasing the funding available for local research, education and training.)



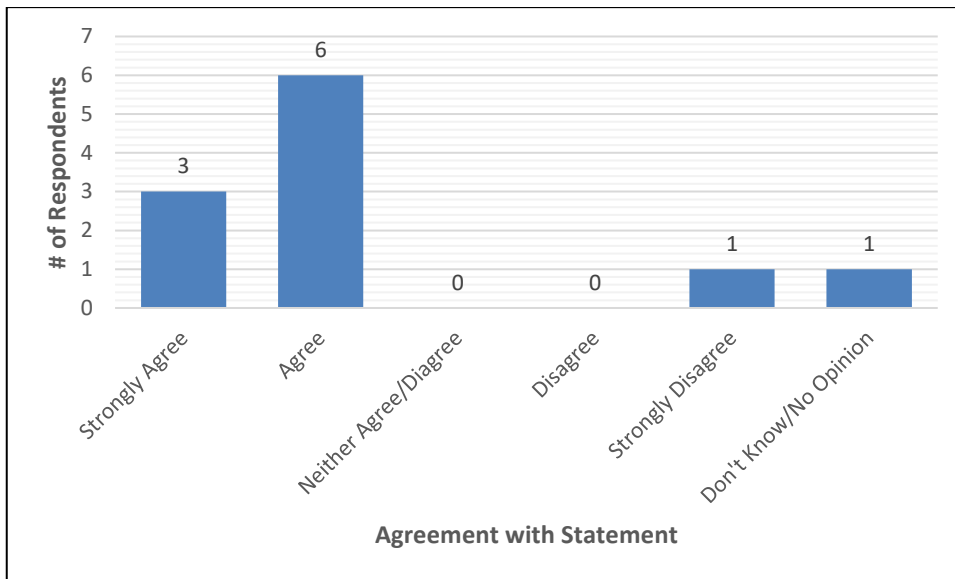
Question 22 (community stakeholders)

Question 22 asked survey respondents whether or not they agreed with the following statement “The CBT supports the Calls to Action in the Truth and Reconciliation Commission and contributes to reconciliation efforts.” Eleven respondents answered this question.

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

- Three respondents (27%) strongly agreed with this statement;
- Six respondents (54%) agreed with this statement;
- One respondent (9%) did not know/had no opinion;
- One respondent (9%) strongly disagreed; and,
- Zero respondents (0%) were neutral, or disagreed.

Figure 30: Community stakeholder survey respondent level of agreement with question 22 statement (The CBT supports the Calls to Action in the Truth and Reconciliation Commission and contributes to reconciliation efforts.)



Question 23 (community stakeholders)

Question 23 was an open-ended response and asked survey respondents “Do you have any further ideas on how the CBT can help advance the Truth and Reconciliation Calls to Action?” Six responses were recorded.

The following ideas were noted:

- More family gatherings with cultural activities;
- Provide information to community members about how to enact TRC;
- Hire Nuu-chah-nulth people. Develop further Nuu-chah-nulth participation on committees. Hire an (Indigenous) educator to focus on reconciliatory actions in the region;
- Support local initiatives that promote Nuu-Chah-Nulth language and Culture; and,
- Continue its educational efforts within its communities.

Question 24 (community stakeholders)

Question 24 was an open-ended response and asked survey respondents “In your opinion, what new strategies and approaches will be most effective to help the CBT achieve its vision?” Three community stakeholders responded.

The following ideas were noted:

- Hire First Nations people in the tourist visitor centre, for the “little big town” ambassador course and in contractual education for resorts and businesses;
- Share more information about the CBT;

- Collaborate more with environmental groups;
- Continued collaboration with community stakeholders including children and youth; and,
- Continue the current diversification towards education and tourism while consulting with local communities and stakeholders.

Question 25 (community stakeholders)

Question 25 was an open-ended response and asked survey respondents “Since the inception of CBT, what is the most significant change that the CBT makes in the Clayoquot Sound Biosphere Region?” Four responses were recorded.

The following ideas were noted:

- The region is recognized worldwide as a unique and valuable place; expanding local citizens' awareness of the incredible part this area plays in the international network of biospheres and environmental conservation;
- Providing grants to visionaries who make positive social and environmental changes in this region;
- Promoting/supporting local initiatives; and,
- A presence to promote high quality research and sustainability education in the region.

Question 26 (community stakeholders)

Question 26 was an open-ended response and asked survey respondents “In your opinion, what were the main factors that influenced the successes of the CBT activities?” Five responses were recorded.

The following ideas were noted:

- Excellent reputation, earned by consistent and constant relationship building;
- Community involvement and CBT extraordinary visionaries;
- Connected to grassroots programming;
- Community support, collaborations, being courageous and determined to take on new initiatives;
- Networking and Rebecca and Brooke.

Question 27 (community stakeholders)

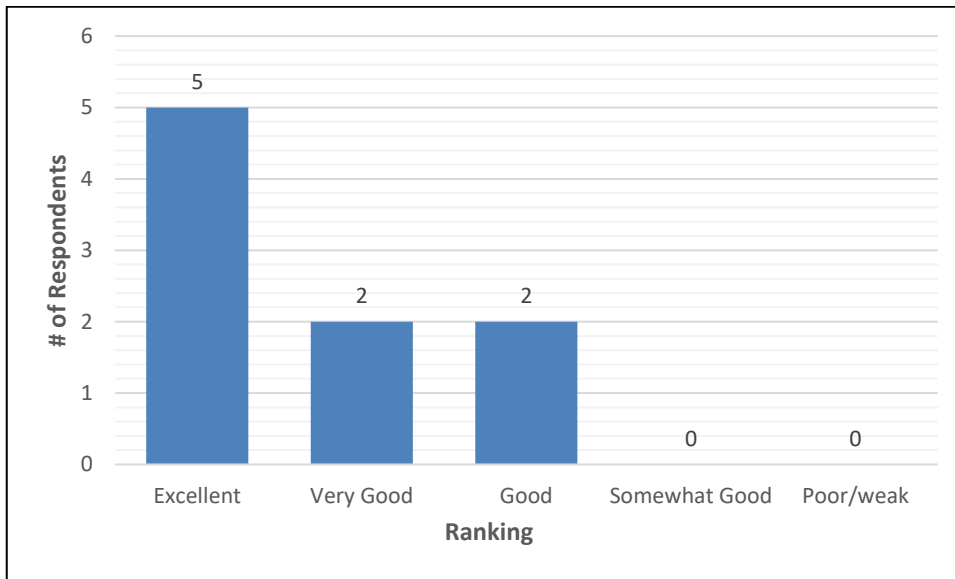
Question 27 asked survey respondents “How would you rate the CBT’s work with the Region overall?” Nine respondents answered this question.

The average score for this statement (with 5 = excellent, 1 = poor or weak) was 4.3, with the following number of respondents by rating level:

- Five respondents (56%) rated the CBT as excellent;
- Two respondents (22%) rated the CBT as very good;
- Two respondents (22%) rated the CBT as good; and,

- Zero respondents (0%) rate the CBT somewhat good, poor/week.

Figure 31: Community stakeholder survey respondent responses to question 27 (How would you rate the CBT's work with the region overall?)



Question 28 (community stakeholders)

Question 28 was an open-ended response and asked survey respondents “Is there anything else you would like to comment on regarding the work of the CBT?” Five responses were recorded.

The following ideas were noted:

- I think the CBT as a society and all its employees do a wonderful job. It has been a pleasure to work with the CBT through the years and we look forward to many more in the future! The Vital Signs report has been very useful to our organization, and useful in ensuring that we are paying our employees a living wage so that they can succeed on the coast. Thank you for all your great work;
- The bi-annual Vital Signs Reports are an invaluable tool for local grant writers applying to outside funders. CBT is regarded as a "go-to" for information and guidance for small groups with big ideas;
- The website could be updated;
- Four years for a volunteer director may be too long;
- Have always connected well with our school community in helping support a wide range of academic, cultural, and social-emotional programming; and,
- Bravo! Looking forward to working with CBT in the future.

Appendix E: Comparison Between Staff and Board Member and Community Stakeholder Responses

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

- The CBT contributes to supporting local communities to take ownership over and develop solutions to local economic, social, environmental and cultural challenges in the Clayoquot region (0.0 difference);
- The CBT supported the diversification of tourism to complement or compensate for losses in other markets, employment and community well-being over the past ten years (+0.3 difference);
- The CBT contributes to supporting livelihoods in the region that are diversified and sustainable. (-0.2 difference);
- The CBT contributes to dialogue and enhanced collaboration among stakeholders in the region that leads to solutions toward conservation, sustainable development and healthy communities. (-0.4 different);
- The CBT has built collaborative relationships with regional partners to support conservation, sustainable development and education opportunities. (-0.3 difference);
- The CBT adds value to Leadership Vancouver Island through its administration and coordination. (-0.2 difference);
- The CBT adds value to Coastal Family Resource Coalition through its administration and coordination (+0.3 difference);
- The CBT consults local communities to support local projects and initiatives that result in measurable benefits towards conservation, sustainable development and health communities (+0.1 difference);
- The CBT contributes to local research, education and training projects and initiatives that promote both conservation and sustainable development (+0.3 difference);
- The CBT facilitates the collaboration of diverse groups in different sectors of the community (+0.1 difference);

- The CBT effectively manages its Canada Fund (and related endowments) and targets its efforts towards increasing the funding available for local research, education and training (+0.1 difference); and,
- The CBT supports the Calls to Action in the Truth and Reconciliation Commission and contributes to reconciliation efforts (-0.2 difference).

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

- The CBT adds value to West Coast NEST through its administration and coordination (+0.6 different); and,
- The CBT raises awareness of a range of solutions to local challenges that help residents respond to specific conservation and sustainable development needs and issues at the regional or ecosystem level (+0.8 difference)

Community stakeholders gave a similar average score (4.3) for the overall work of the CBT to the average score given by staff and board members (4.5) (-0.2 score differential).

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

| Question Content | Average score – staff and board member survey | Average score – community stakeholder survey | Community stakeholder average score minus staff and board member survey average score |
|---|---|--|---|
| The CBT contributes to supporting local communities to take ownership over and develop solutions to local economic, social, environmental and cultural challenges in the Clayoquot region (question 3 – staff and board member, question 6 – community stakeholder) (1 = strongly disagree, 5 = strongly agree) | 4.3 | 4.3 | 0.0 |

| Question Content | Average score – staff and board member survey | Average score – community stakeholder survey | Community stakeholder average score minus staff and board member survey average score |
|---|--|---|--|
| The CBT supported the diversification of tourism to complement or compensate for losses in other markets, employment and community well-being over the past ten years (question 4 – staff and board member, question 7 – community stakeholder) (1 = strongly disagree, 5 = strongly agree) | 4.2 | 4.5 | +0.3 |
| The CBT contributes to supporting livelihoods in the region that are diversified and sustainable. (question 5 – staff and board member, question 8 – community stakeholder) (1 = strongly disagree, 5 = strongly agree) | 4.5 | 4.3 | -0.2 |
| The CBT contributes to dialogue and enhanced collaboration among stakeholders in the region that leads to solutions toward conservation, sustainable development and healthy communities. (question 6 – staff and board member, question 9 – community stakeholder) (1 = strongly disagree, 5 = strongly agree) | 4.7 | 4.3 | -0.4 |
| The CBT has built collaborative relationships with regional partners to support conservation, sustainable development and education opportunities. (question 7 – staff and board member, question 10 – community stakeholder) (1 = strongly disagree, 5 = strongly agree) | 4.5 | 4.2 | -0.3 |

| Question Content | Average score – staff and board member survey | Average score – community stakeholder survey | Community stakeholder average score minus staff and board member survey average score |
|---|--|---|--|
| The CBT adds value to Leadership Vancouver Island through its administration and coordination. (question 8 – staff and board member, question 11 – community stakeholder) (1 = strongly disagree, 5 = strongly agree) | 4.4 | 4.2 | -0.2 |
| The CBT adds value to West Coast NEST through its administration and coordination. (question 10 – staff and board member, question 13 – community stakeholder) (1 = strongly disagree, 5 = strongly agree) | 4.0 | 4.6 | +0.6 |
| The CBT adds value to Coastal Family Resource Coalition through its administration and coordination. (question 12 – staff and board member, question 15 – community stakeholder) (1 = strongly disagree, 5 = strongly agree) | 4.1 | 4.4 | +0.3 |
| The CBT consults local communities to support local projects and initiatives that result in measurable benefits towards conservation, sustainable development and health communities. (question 14 – staff and board member, question 17 – community stakeholder) (1 = strongly disagree, 5 = strongly agree) | 4.5 | 4.6 | +0.1 |

| Question Content | Average score – staff and board member survey | Average score – community stakeholder survey | Community stakeholder average score minus staff and board member survey average score |
|--|--|---|--|
| The CBT contributes to local research, education and training projects and initiatives that promote both conservation and sustainable development (question 16 – staff and board member, question 18 – community stakeholder) (1 = strongly disagree, 5 = strongly agree) | 4.4 | 4.7 | +0.3 |
| The CBT facilitates the collaboration of diverse groups in different sectors of the community (question 15 – staff and board member, question 19 – community stakeholder) (1 = strongly disagree, 5 = strongly agree) | 4.4 | 4.5 | +0.1 |
| The CBT raises awareness of a range of solutions to local challenges that help residents respond to specific conservation and sustainable development needs and issues at the regional or ecosystem level (question 17 – staff and board member, question 20 – community stakeholder) (1 = strongly disagree, 5 = strongly agree). | 3.8 | 4.6 | +0.8 |
| The CBT effectively manages its Canada Fund (and related endowments) and targets its efforts towards increasing the funding available for local research, education and training (question 18 – staff and board member, question 21 – community stakeholder) (1 = strongly disagree, 5 = strongly agree). | 4.3 | 4.4 | +0.1 |

| Question Content | Average score – staff and board member survey | Average score – community stakeholder survey | Community stakeholder average score minus staff and board member survey average score |
|--|---|--|---|
| The CBT supports the Calls to Action in the Truth and Reconciliation Commission and contributes to reconciliation efforts (question 20 – staff and board member, question 22 – community stakeholder) (1 = strongly disagree, 5 = strongly agree). | 4.2 | 4.0 | -0.2 |
| How would you rate the CBT's work (question 26 – staff and board member, question 27 – community stakeholder) (1 = poor/weak, 5 = excellent)? | 4.5 | 4.3 | -0.2 |

Appendix F: CBT Program Performance Measures & Key Indicators years 2015-2017

| Performance Measures | Indicators | 2015 | 2016 | 2017 | Difference (2015-2017) |
|--|---|---|-----------|-----------|------------------------|
| A. Local conservation & sustainability projects are funded | <i>Granting Details</i> | | | | |
| | Number of proposals received ₂ | 67 | 87 | 81 | 14 |
| (1) | <i>Total number of community members involved in CBT projects₂</i> | <i>to be included in project 2018 grant application forms</i> | | | |
| (2) | <i>Disbursement of CBT grant funds (# of projects)₂</i> | | | | |
| | Local community groups | 14 | 30 | 22 | 8 |
| | Non-government conservation organizations outside community | 2 | 1 | 0 | -2 |
| | University researchers | 0 | 0 | 3 | 3 |
| | Education organizations outside community | 3 | 1 | 1 | -2 |
| | Local government organizations | 3 | 6 | 6 | 3 |
| | Federal government organizations | 1 | 1 | 1 | 0 |
| | Local schools | 6 | 8 | 2 | 2 |
| | Local First Nation communities | 3 | 5 | 6 | 3 |
| | Other (now including individual for NSG) | 13 | 21 | 24 | 11 |
| (3) | Total number of proposals funded | 45 | 73 | 66 | 21 |
| (4) | Ratio of proposals funded to proposals received | | | | |

| Performance Measures | Indicators | 2015 | 2016 | 2017 | Difference (2015-2017) |
|---|--|---------------|---------------|---------------|------------------------|
| B. Residents of the Region are actively involved in initiatives that benefit healthy communities, sustainability and conservation | <i>Project Funding for Core Priorities₅</i> | | | | |
| | | | | | |
| | <i>(a.) Healthy Communities</i> | | | | |
| | Community Development Committee: | | | | |
| | Call for Projects | 15,000 | 15,025 | 16,000 | \$ 1,000.00 |
| | Discretionary Funds | 8,030 | 7,451 | 5,100 | -\$ 2,930.00 |
| | Culture and Events Committee: | | | | \$ - |
| | Call for Projects | 15,000 | 15,050 | 16,000 | \$ 1,000.00 |
| | Discretionary Funds | 12,450 | 4,750 | 10,000 | -\$ 2,450.00 |
| | Eat West Coast ₄ | 5,612 | 3,342 | 11,172 | \$ 5,560.00 |
| | Neighbourhood Small Grants | 2,600 | 7,130 | 8,400 | \$ 5,800.00 |
| | Total | 58,692 | 52,748 | 66,672 | \$ 7,980.00 |
| | | | | | |
| | <i>(b.) Youth and the Biosphere</i> | | | | |
| | Scholarships ₅ | 18,000 | 15,000 | 21,000 | \$ 3,000.00 |

| Performance Measures | Indicators | 2015 | 2016 | 2017 | Difference (2015-2017) |
|----------------------|--|---------------|---------------|---------------|------------------------|
| | Youth and Education Committee: | | | | |
| | Call for Projects | 14,950 | 15,000 | 13,000 | -\$ 1,950.00 |
| | Discretionary Funds | 4,900 | 8,200 | 10,000 | \$ 5,100.00 |
| | Education Success Grant | 10,000 | 10,000 | 10,000 | \$ - |
| | Field Trip Funding | 4,000 | 5,000 | 6,000 | \$ 2,000.00 |
| | Youth & the Biosphere | 2,962 | 4,000 | 20,112 | \$ 17,150.00 |
| | Total | 54,812 | 57,200 | 80,112 | \$ 25,300.00 |
| | | | | | |
| | (c.) Biosphere Centre | | | | |
| | Higher learning initiative | 0 | 0 | 0 | \$ - |
| | Biosphere Centre Development | 2,792 | 15,079 | 3,118 | \$ 326.00 |
| | West Coast NEST | | 73,805 | 98,116 | \$ 24,311.00 |
| | Total | 2,792 | 88884 | 101234 | \$ 98,442.00 |
| | | | | | |
| | (d.) Biosphere Reserve Research | | | | |
| | Research and Environment Committee: | | | | |
| | Call for Projects | 15,000 | 15,000 | 15,000 | \$ - |
| | Discretionary Funds | 5,000 | 9,980 | 10,000 | \$ 5,000.00 |

| Performance Measures | Indicators | 2015 | 2016 | 2017 | Difference (2015-2017) |
|----------------------|--|--|---------------------|--------------------|------------------------|
| | Biosphere Research Award | 20000 | 20,000 | 20,000 | \$ - |
| | Biosphere research & education conducted within CBT | <i>to be included in 2016 Program Evaluation</i> | | | |
| | <i>Remote Listening Station - Soundscape</i> | \$10,179.00 | \$9,026.00 | \$5,298.00 | \$ 4,881.00 |
| | <i>Research & Education</i> | \$995.00 | | \$3,638.00 | \$ 2,643.00 |
| | <i>LEO Network</i> | | | \$1,600.00 | \$ 1,600.00 |
| | <i>Student Science Symposium</i> | | | \$3,089.00 | \$ 3,089.00 |
| | <i>Vital Signs</i> | | \$13,683.00 | \$2,350.00 | \$ 11,333.00 |
| | <i>Sustainability & Biosphere RRU</i> | | | \$3,517.00 | \$ 2,517.00 |
| | | | | | |
| | Total | \$ 51,174.00 | \$ 67,689.00 | \$64,482.00 | \$ 16,515.00 |
| | Grand Total | \$ 167,470.00 | \$ 266,521.00 | \$312,500.00 | |
| | | | | | |
| | (e.) Special Grants | | | | |
| | Community Fund for Canada's 150th | 0 | 23,750 | 50,000 | |
| | | | | | |
| | Total Actual Committee Projects & Funding ₄ | 211,612 | 360,663 | 535,420 | \$ 323,808.00 |

| Performance Measures | Indicators | 2015 | 2016 | 2017 | Difference (2015-2017) |
|---|--|---------------|---------------|---------------|------------------------|
| (5) | Ratio of Core Priority Funding to Actual Project Granting | 79% | 74% | 58.37% | -21% |
| C. Funds are leveraged and partnerships are created to increase funding available for core priorities | <i>Total Dollar Value of Donor-Sponsorship Funds, Social Enterprise & Partner Contributions</i> ₄ | | | | |
| | Donations - Tax Receipt | 2,438 | 12,300 | 25,892 | \$ 23,454.00 |
| | Donations - Non Tax Receipt | 616 | 1,125 | 0 | -\$ 616.00 |
| | Donations - other charities | 144 | 17,543 | 14,778 | \$ 14,634.00 |
| (6) | Total | 3,198 | 30,968 | 40,670 | \$ 37,472.00 |
| | Fee for Service Contracts ₄ | 3,250 | 84,589 | 0 | -\$ 3,250.00 |
| | Grants for CBT Specific Programs ₄ | 16153 | 74,321 | 242,110 | \$ 225,957.00 |
| | <i>Administration of Regional Programs</i> ₄ | 25856 | 32,036 | 146716 | \$ 120,860.00 |
| | <i>Estimate of In-Kind Contributions</i> ₃ | 109927 | 165744 | 217677 | \$ 107,750.00 |
| (7) | Ratio of core priority project funding (total) to in-kind contributions from project applications | 66% | 62% | 69.66% | 4% |
| | <i>Partner Contributions</i> ₁ | 17,078 | 66,951 | 136,730 | \$ 119,652.00 |
| | Total Contributions Value | \$ 175,462.00 | \$ 454,609.00 | 647,173 | \$ 471,711.00 |

| Performance Measures | Indicators | 2015 | 2016 | 2017 | Difference (2015-2017) |
|---|---|---------------|-------------------------------|------------|------------------------|
| (8) | Ratio of total contributions value to actual Committee project granting | 83% | 126% | 120.87% | 38% |
| | | | | | |
| | Endowment Fund Balance (December 31) ₁ | 16445236 | 16,236,038 | 16,488,936 | \$ 43,700.00 |
| | Canada Fund Endowment Fund Operating | 179,034 | 981,816 | 1,351,025 | |
| | Community Foundation Endowment Fund Capital | 2,000 | 19,238 | 45,470 | |
| | | | | | |
| D. Increased awareness of community sustainability issues and presence of CBT is recognized | <i>Vital Signs Metrics</i> | | | | |
| (9) | Number of Vital Signs printed | | 1500 | | |
| (10) | Number of times CBT mentioned in the media | 29 | 23 (missing 6 months of data) | 41 | |
| (11) | Number of views of Vital Signs report on CBT website | | | | |
| | page views Vital Signs page on website | 79 | 1038 | 897 | |
| | number of Striking Balance views | | 395,000 | | |
| | Facebook followers on December 31 | not available | 990 | 1202 | |
| | Number of new funds in Community Foundation endowment | 2 | 2 | 1 | |
| | Number of donors to funds in Community Foundation endowment | 2 | 6 | 18 | |
| | Disbursements from Community Foundation endowment | | | \$749 | |

| Performance Measures | Indicators | 2015 | 2016 | 2017 | Difference (2015-2017) |
|----------------------|--|------|------|------|------------------------|
| | Number of training & capacity building events hosted on the NEST | | 0 | 493 | |
| | Number off training & capacity building courses hosted on the NEST | | 4 | 153 | |
| | Number of research partnerships | | | | |
| | Number of research publications | | | | |
| | | | | | |
| | Sources of Data: | | | | |
| | ¹ Smythe Ratcliffe Financial Audit | | | | |
| | ² CBT Project Tracking | | | | |
| | ³ Project Application Budgets | | | | |
| | ⁴ CBTS Comparative Income Statements | | | | |
| | ⁵ CBT Business Plan | | | | |