

Clayoquot Biosphere Trust: 2020 Strategic Business Plan



APPROVED BY THE CBT BOARD OF DIRECTORS: DECEMBER 5, 2019

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1. Introduction

The 2020 Strategic Business Plan marks a refreshed approach to the annual planning process. In preparation for the 20th anniversary of the Clayoquot Sound UNESCO Biosphere designation and the upcoming periodic review process by UNESCO, the Clayoquot Biosphere Trust (CBT) approached this annual exercise as an opportunity to continue to refine its alignment with the local, national, and international mandates of a UNESCO biosphere and a community foundation.

The CBT has recently developed a theory of change (TOC) to describe our work and to identify the differences we seek to make with community partners. Our strategic business plan is organized around the five actions identified in the TOC. As a first step, board and staff provided input on the priorities that could be achieved in the next one to two years. The staff then participated in a strategic planning workshop led by Scott Graham of SPARC BC to generate the scope of work for the upcoming year. The 2020 Strategic Business Plan was then presented to the board for review and approval, along with a three-year operating budget providing staff with a basis for individual work planning, reporting, and learning forward.

This plan contains a brief overview of the CBT and a description of how our work aligns with our mandates. Within each of the five actions are a series of initiatives and programs that define staff priorities for the current fiscal year with a view to capture the overarching goals of the CBT. These activities, along with ongoing operational tasks, will be planned and tracked using standardized work plans and progress report templates.

2. About the Clayoquot Biosphere Trust

The Clayoquot Biosphere Trust (CBT) is a registered charity based on the west coast of British Columbia, Canada. Established in 2000, the CBT is the only organization in Canada that is both a community foundation and a UNESCO biosphere region. We pair this spirit of community with the power of a global presence to bring more people together for a shared understanding. We are one of 1,800 community foundations worldwide implementing United Nations' Sustainable Development Goals (SDGs) to reduce poverty, end hunger, ensure quality education, and protect the environment. The CBT also oversees the Clayoquot Sound Biosphere Region (CSBR), one of Canada's 18 UNESCO biosphere regions, and sustainability is at the heart of everything we do. Our team works to strengthen the development of all citizens, communities, and the ecosystems on which we all depend, for a future we can all be proud of.

Our Vision

The community of the CSBR will live sustainably in a healthy ecosystem, with a diversified economy, and strong, vibrant, and united cultures, while embracing the Nuuchahnulth First Nations living philosophies of *iisaak* (living respectfully), *qwa' aak qin tiic' mis* (life in the balance), and *hisukniš' cawaak* (everything is one and interconnected).

Our Mission

The mission of the CBT is to assist the CSBR 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.

Our Team

The CBT relies on the vision and strategic direction of a committed Board of Directors representing a diversity of experience, skills, and interests that support our roles as a UNESCO biosphere and a community foundation. The Board of Directors is comprised of appointments from Hesquiaht First Nation, Ahousaht, Tla-o-qui-aht First Nations, Yuułu?it?atḥ Government, Toquaht Nations, District of Tofino, District of Ucluelet, and Alberni-Clayoquot Regional District Area C, as well as two at-large directors. We also appreciate the dedication of non-voting board advisers appointed by Environment and Climate Change Canada, the Department of Fisheries and Oceans, Parks Canada, and the Province of British Columbia.

The CBT staff, board and volunteers are catalysts for positive change and a sustainable future. As champions, change-makers, researchers, advocates, and allies, our team—with our diverse backgrounds and education—works to achieve the priority actions set out in this document.

3. Mandates and How Our Work Connects

In January 2000, Clayoquot Sound was designated as a UNESCO Biosphere Region with the support of all communities in the region. To mark this designation, the Canadian government entrusted a \$12M grant to Clayoquot Sound communities, and the CBT was created to manage the endowment fund to uphold the spirit and intent of the biosphere region designation through innovative education programs, sustainability research, and annual grants.

In 2012, the CBT became a community foundation and joined the Community Foundations of Canada (CFC), an association of 191 community foundations across Canada that provides networking, resources, funding, expertise, and opportunities for its members. Since becoming the regional community foundation, CBT has worked with donors to create a diversity of endowment funds while building capacity as a grantmaking organization, all with the goal of leveraging its invested funds for the benefit of our region's communities and ecosystems.

The CBT is one of the only organizations in the world that is both a community foundation and a UNESCO biosphere region and is uniquely positioned to simultaneously address social and environmental issues. Our two complementary mandates allow us to enhance the vitality of the region's socioecological systems in an integrated way, embodying the spirit of *hišukniš čawaak*—that everything is one and interconnected—as stated in our organization's mission.

As a member organization of both the World Network of Biosphere Reserves (WNBR) and the CFC, we use several frameworks adopted by these networks to align our work with our mandates. These frameworks include: the United Nations' Sustainable Development Goals, the Truth and Reconciliation Commission's Calls to Action, Statutory Framework of the World Congress of Biosphere Reserves, and the Lima Action Plan. The latter two frameworks are specific to the WNBR, while the former two are used by both the CFC and the WNBR. Detailed explanations of how specific CBT programs contribute to these frameworks can be found in Appendix B: Program Key Messages and Rationale.

4. Theory of Change: a Living Vision Guiding Our Planning and Partnerships

A Theory of Change (TOC) is a description and graphical representation of how and why a desired change is expected to happen in a particular context. It shows what an organization is in terms of values, and how these values are transformed into actions leading to positive outcomes for communities being served.

As the CBT continues to advance the global goals of UNESCO biospheres, while also responding to community priorities in ways consistent with the roles of a community foundation, it is valuable to have a simple graphical representation of how the CBT bridges these complementary functions. Given that the CBT will continue to evolve and grow, it is important that the TOC continue to guide the CBT by:

- informing internal and community-focused communication about what the CBT is, what it does, and how it works in collaboration with community partners and stakeholders;
- giving shape to program and initiative-specific evaluations and assessments in a way that brings coherency and alignment among diverse evaluation and assessment activities over time; and,
- guiding strategic and program planning activities so existing and new initiatives are working to contribute to the forms of change that CBT is expressly aspiring to manifest in the Biosphere.

The CBT TOC shown on the next page was used by staff and board this past fiscal year to guide conversations and to set priorities for the coming year.

Theory of Change

The communities of the Clayoquot Sound UNESCO Biosphere Region will live sustainably in a healthy ecosystem, with a diversified economy, and strong, vibrant, and united cultures while embracing the Nuu-chah-nulth First Nations living philosophies of *iisaak living respectfully*, *qwa'aak qin tilič mis life in the balance*, and *hišukniš čawaak everything is one and interconnected*.

VALUES

Why we are connected . . .

- culturally safe practise
- connection to place, land, and territory
- partnerships
- engagement
- trust
- resources

ACTIONS

What moves us . . .

- healthy community and ecosystem initiatives
- empowering youth
- sustainability research, education, and training
- achieving the biosphere centre
- granting and governance

OUTCOMES

Where we are going together . . .

- increase engagement in regional planning and decision-making
- understanding and collaboration for biodiversity conservation, sustainable development, and reconciliation
- knowledge and data to support understanding about complex social and ecological systems
- awareness of sustainability issues to achieve healthy ecosystems
- co-learning and capacity development opportunities
- share lessons and successes locally, nationally, and internationally



clayoquot
BIOSPHERE TRUST

The CBT's Theory of Change was inspired by Hithiyis, the carving created by Robinson Cook to reflect the Hisingwih regional gathering of September 17, 2017.

clayoquotbiosphere.org

5. Approach to Strategic Planning

The CBT uses a seven-step process to complete its annual strategic plan, operating budget, and staff work plans, outlined in the table below.

Planning tasks	Task characteristics	Timeline
Step 1: Review priorities for the upcoming year and how they connect to current priorities of the CBT board and staff.	Through regular board and staff meetings, a series of guiding questions around existing priorities will be discussed, with a view to generating a list of possible options for further discussion in the strategic planning workshop described below.	October
Step 2: Host a one-day strategic planning workshop with staff to generate the scope of work for the upcoming operating year, based on board input and direction.	Prior to the workshops, all options for upcoming year priorities for work will be printed, organized into priority categories, and posted on the wall for discussion and further additions and clarifications, ultimately leading to decisions for the upcoming fiscal year's priorities.	November
Step 3: Develop a draft (v1) strategic plan.	Translate the results of the workshop in step 2 into a draft strategic plan for further engagement and budgeting.	November
Step 4: Develop a draft (v2) strategic plan and annual operating budget.	Based on board and staff feedback on v1 of the strategic plan, draft a revised version and an operating budget.	November
Step 5: Develop final strategic plan and operating budget for board approval.	After final adjustments to v2, staff generate a final version of the strategic plan and operating budget, based on all input and considering available resources.	December
Step 6: Approve the strategic plan.	The strategic plan and the operating budget will be presented to the board and board and staff work plans developed to reflect the new priorities.	December
Step 7: Engaging in Staff Individual Work Planning, Reporting and Learning Forward	On a regular basis, staff will gather to share successes, brainstorm common challenges, and participate in team-building activities.	Quarterly or as needed.

6. Priority Actions for 2020

CBT is guided by five overarching priority actions. Within each priority action is a series of initiatives and programs that define CBT staff focus for the current fiscal year.



CBT Staff team (from left to right): Colin Robinson, Laura Loucks, Nicole Gerbrandt, Erika Goldt, Brooke Wood, Verena Merkel, Brett Freake, Rebecca Hurwitz

Priority 1: Facilitating and Coordinating Healthy Community and Ecosystem Initiatives

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

The CBT facilitates and coordinates a range of initiatives, programs, and grantmaking activities that contribute to healthy communities and ecosystems.

Initiatives and Programs		Ongoing (O) or New (N)
1.1	Develop an elder-in-residence position to be a guide for CBT staff and board following protocols aligned with Nuu-chah-nulth values.	N
1.2	Coordinate Coastal Family Resources Coalition & Decoda Literacy Program.	O
1.3	Deliver Leadership Vancouver Island.	O
1.4	Coordinate Eat West Coast.	O
1.5	Research & Environment Grants	O
1.6	Youth & Education Grants	O
1.7	Arts & Culture Grants	O
1.8	Community Development Grants	O
1.9	Vital Grants	O
1.10	Biosphere Research Award	O
1.11	Neighbourhood Small Grants (including themed cycles)	O
1.12	Field Trip Funding	O

Priority 2: Empowering Youth

Like many rural and remote areas, the CSBR has limited resources and opportunities for youth. The CBT supports healthy youth development by empowering youth to gain the necessary skills and capacity to positively impact their lives, the lives of others, and to contribute to community change and sustainability. Education is recognized as a social determinant of health and is a key component of youth empowerment.

The CBT coordinates a range of initiatives that support youth, including: education awards to graduating high school students, field trip funding to schools in the CSBR for experiential learning opportunities, and sponsoring local youth to participate in the Students on Ice Foundation's annual Arctic expedition. The CBT supports youth leadership and decision-making by inviting youth to participate on the CBT Board of Directors and advisory granting committees. Further, the CBT provides youth-led grants for community projects spearheaded by local youth.

Initiatives and Programs		Ongoing (O) or New (N)
2.1	Engage youth in conversations about how they would like to be more involved in the work of the CBT and a potential new youth leadership program, with a view to enhance youth involvement in decision making and direction setting.	N
2.2	Develop partnerships for increasing funding and support for youth pursuing education and training opportunities (such as Future Launch & Students on Ice).	O
2.3	Celebrate the youth presently involved with CBT with a view to making participating with CBT as appealing option for more youth.	O
2.4	Deliver education awards	O

Priority 3: Co-Leading Sustainability Research, Education, and Training

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

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

The key goals of the CBT's Research and Education program are to build local knowledge capacity and share local stories. This will enable our collective reflection on lessons learned through the lens of sustainability science (social-ecological system indicators) and environmental education.

The CBT Research and Education Program is strongly aligned with the CBT's vision, mission, and goal to support conservation and social-ecological sustainability through initiatives that build local knowledge capacity, enable environmental stewardship, and human well-being within the CSBR. We follow the principles and practices of the CFC network, including the tracking and reporting of local and regional trends in the Vital Signs® report to better understand our communities within the CSBR. We also share our knowledge with the communities through an iterative process of knowledge gathering, reflection, evaluation, and dialogue.

Initiatives and Programs		Ongoing (O) or New (N)
3.1	Increase public profile of CBT ecosystem research by enhancing communications and facilitating engaging events.	N
3.2	Complete the self-study in preparation for the UNESCO periodic review.	N
3.3	Explore the development of a publication on the natural history of the biosphere region, in partnership with other interested organizations.	N
3.4	Continue to attract and coordinate education and training programs that provide direct community-based access to education opportunities in remote communities, with emphasis on university transfer courses, training in entrepreneurship, and life skills training all to be offered through the West Coast N.E.S.T. (Nature. Education. Sustainability. Transformation.)	N
3.5	Deliver Regional Sustainability Research & Knowledge Symposium (funding dependent).	N
3.6	Coordinate NEST program in collaboration with partners.	O
3.7	Support and facilitate monitoring partnerships with universities and communities.	O
3.8	Continue the implementation of the remote listening station at the Sydney Inlet cabin and share the findings with the Ahousaht community.	O
3.9	Coordinate the Sydney Inlet Acoustic Refugium Monitoring Project 2020-2023.	O
3.10	Advance Vital Conversations, with focus on SDGs, climate change, sustainable tourism, etc.	O

Priority 4: Achieving the Biosphere Centre

The CBT is working to create a permanent home for the delivery of the CSBR programs and projects. The biosphere centre will be a place of sharing and learning in and for the CSBR. Over the past decade, the CBT board and staff have engaged in numerous community consultation activities, visioning, research, criteria-setting, and planning. Informed by the voices of our communities, we envision a welcoming place and a community space—where residents, visitors, and researchers feel equally comfortable, and where scientists and storytellers can share their valuable information and teachings. We picture a community “living room” that brings together people, place, and learning.

The CBT has recently purchased a property in Tofino (301 Olsen Road), which will be our future, permanent home.

Initiatives and Programs	Ongoing (O) or New (N)
4.1 Design and proceed with development of the biosphere centre at 301 Olsen Road by following protocols, initiating the rezoning process, and raising funds.	O
4.2 Ensure that community voices help shape the biosphere centre by asking for input on the building’s design and use.	N
4.3 Identify opportunities for advancing a development project as a model for appropriate and ethical development, including creating a procurement policy that can help guide the build process and selection of potential contractors in order to utilize local labour, support capacity building, and implement sustainable building practices.	N
4.4 Actively document the process of community consultation and construction with a view to seeing the project as a tool for community development.	N

Priority 5: Stewarding Granting and Governance Processes

Granting and governance are two separate but intertwined functional areas of CBT. Both are strategic and process-oriented, and serve as bridges that connect the broad range of CBT healthy ecosystem and community initiatives. In order for our granting and governance to be effective, the CBT requires community input in partnership with the work conducted by board and staff.

Initiatives and Programs		Ongoing (O) or New (N)
5.1	Administer all existing streams of CBT granting.	O
5.2	Actively contribute to local, national, and international networks.	O
5.3	Raise the CBT's profile and celebrate the CSBR's 20th anniversary with partners	N
5.4	Engagement with communities about CBT grant opportunities, with a focus on outreach to chief and councils.	N
5.5	Utilize campaigns, and the CBT's nonprofit directory and grant catalogue, to support fundraising using the new CBT website and CSuite.	N

Appendix A: Cost of Living Adjustment (COLA) Calculation

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

The status of the Canada Fund is summarized below.

Table 1. Fund Status as of December 31, 2019

Original Fund Value (May 5, 2000)	\$ 12,000,000
Current market value of the Canada Fund December 31, 2019	\$ 17,034,064
Current market value of the liquid assets in the Operating Reserve Fund December 31, 2019	\$ 101,040
Funding agreement obligation as of December 31, 2019 (\$12,000,000 plus cost of living adjustment)	\$17,197,050
Surplus (deficit) above COLA before expenses	\$ (61,946)

Appendix B: Program Key Messages and Rationale

West Coast NEST

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

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

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

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

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

United Nations Sustainable Development Goals

1. No Poverty

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

8. Decent Work and Economic Growth

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

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

The Statutory Framework of the World Congress of Biosphere Reserves

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

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

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

Lima Action Plan

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

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

Truth and Reconciliation Calls to Action

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

Eat West Coast

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

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

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

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

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

EWC's food focus is strongly linked to CBT's Living Wage and Vital Signs projects. Access to food—as a critical measure of poverty and socioeconomic health—is tracked and recorded as part of these projects. As EWC

programming grows, there is increasing opportunity to continue formalizing connections between regional food security initiatives and the broader environmental, conservation, and biosphere sustainability conversations that are convened by CBT.

In the past two years, EWC has focused on building partnerships across organizations and communities to support local priorities and increase local capacity. Priorities include strengthening food access networks, addressing food issues for children, emergency food planning for natural disasters, and recognition of west coast food security in the Alberni-Clayoquot Regional District priorities and strategic plans. The CBT also renewed its contract with Island Health to continue coordination of the food hub program into 2019.

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

United Nations Sustainable Development Goals and Targets

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

The Statutory Framework of the World Congress of Biosphere Reserves

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

Objective II.3: Integrate biosphere reserves into regional planning.

Objective III.2: Improve monitoring activities.

Lima Action Plan

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

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

A7.1 Identify ecosystem services and facilitate their long-term provision, including those contributing to health and well-being.

Truth and Reconciliation Commission Calls to Action

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

Leadership Vancouver Island

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

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

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

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

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

United Nations Sustainable Development Goals and Targets

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

The Statutory Framework of the World Congress of Biosphere Reserves

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

Objective III.4 Improve training for specialists and managers.

Lima Action Plan

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

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

Truth and Reconciliation Commission Calls to Action

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

Coastal Family Resource Coalition

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

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

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

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

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

United Nations Sustainable Development Goals and Targets

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

The Statutory Framework of the World Congress of Biosphere Reserves

Objective II.3 Integrate biosphere reserves into regional planning.

Lima Action Plan

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

Truth and Reconciliation Commission Calls to Action

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

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

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

Research and Education Programming

Research plays a vital role in our advocacy for community and ecosystem health. We constantly seek and support new discoveries to build a disciplined body of scientific work, for deeper meaning and heightened relevance in today's world. Our research efforts are carried out in collaboration with our community to make a difference locally, nationally, and internationally.

Our research initiatives include:

- producing the biennial Vital Signs report using a sustainability science approach
- building research alliances for biodiversity conservation
- coordinating social and ecological research and education projects that contribute to the United Nations 17 Sustainable Development Goals
- funding research projects led by charities, local governments, and First Nations
- maintaining an observatory for climate change monitoring, located within the heart of the Clayoquot Sound Biosphere Region

United Nations Sustainable Development Goals and Targets

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

The Statutory Framework of the World Congress of Biosphere Reserves

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

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

Objective II.3 Integrate biosphere reserves into regional planning.

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

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

Objective III.2: Improve monitoring activities.

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

Objective III.4 Improve training for specialists and managers.

Lima Action Plan

A.1.1 CSBR actively contribute to achieving SDGs

A1.3 Establish alliances at local, regional, international levels for biodiversity conservation and benefits to local people, taking into consideration the rights of indigenous people.

A.4 Research, practical learning and training opportunities that support the management of biosphere reserves and sustainable development in biosphere reserves.




















A4.1. Establish partnerships with universities/research institutions to undertake research, especially UNESCO chairs and centres

























Truth and Reconciliation Commission Calls to Action

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
















Appendix C: Programs and Initiatives Staff Matrix

Priority 1: Facilitating and Coordinating Healthy Community and Ecosystem Initiatives














Initiatives and Programs	Ongoing (O) or New (N)	Executive Director	Bookkeeper	Office & Com. Coord.	Eat West Coast Coord.	Education Coordinator	Outreach Coordinator	Program Coordinator	Research Director
1.1 Develop an elder-in-residence position to be a guide for CBT staff and board following protocols aligned with Nuu-chah-nulth values	N								
1.2 Coordinate Coastal Family Resources Coalition & Decoda Literacy Program	O								
1.3 Deliver Leadership Vancouver Island	O								
1.4 Coordinate Eat West Coast	O								
1.5 Research & Environment Grants	O								
1.6 Youth & Education Grants	O								
1.7 Arts & Culture Grants	O								








































Initiatives and Programs	Ongoing (O) or New (N)	Executive Director	Bookkeeper	Office & Com. Coord.	Eat West Coast Coord.	Education Coordinator	Outreach Coordinator	Program Coordinator	Research Director
1.8 Community Development Grants	O								
1.9 Vital Grants	O								
1.10 Biosphere Research Award	O								
1.11 Neighbourhood Small Grants (including themed cycles)	O								
1.12 Field Trip Funding	O								

Priority 2: Empowering Youth














Initiatives and Programs	Ongoing (O) or New (N)	Executive Director	Bookkeeper	Office & Com. Coord.	Eat West Coast Coord.	Education Coordinator	Outreach Coordinator	Program Coordinator	Research Director
2.1 Engage youth in conversations about how they would like to be more involved in the work of the CBT and a potential new youth leadership program, with a view to enhance youth involvement in decision making and direction setting.	N								
2.2 Develop partnerships for increasing funding and support for youth pursuing education and training opportunities (such as Future Launch & Students on Ice).	O								
2.3 Celebrate the youth presently involved with CBT with a view to making participating with CBT as appealing option for more youth.	O								
2.4 Deliver education awards	O								

Priority 3: Co-Leading Sustainability Research, Education and Training

























Initiatives and Programs	Ongoing (O) or New (N)	Executive Director	Bookkeeper	Office & Com. Coord.	Eat West Coast Coord.	Education Coordinator	Outreach Coordinator	Program Coordinator	Research Director
3.1 Increase public profile of CBT ecosystem research by enhancing communications and facilitating engaging events.	N								
3.2 Complete the self-study in preparation for the UNESCO periodic review.	N								
3.3 Explore the development of a publication on the natural history of the biosphere region, in partnership with other interested organizations.	N								

Initiatives and Programs	Ongoing (O) or New (N)	Executive Director	Bookkeeper	Office & Com. Coord.	Eat West Coast Coord.	Education Coordinator	Outreach Coordinator	Program Coordinator	Research Director
3.4 Continue to attract and coordinate education and training programs that provide direct community-based access to education opportunities in remote communities, with emphasis on university transfer courses, training in entrepreneurship, and life skills training all to be offered through the West Coast N.E.S.T. (Nature. Education. Sustainability. Transformation.)	O								
3.5 Deliver Regional Sustainability Research & Knowledge Symposium (funding dependent).	O								
3.6 Coordinate NEST program in collaboration with partners.	O								
3.7 Support and facilitate monitoring partnerships with universities and communities.	O								
3.8 Continue the implementation of the remote listening station at the Sydney Inlet cabin and share the findings with the Ahousaht community.	O								
3.9 Coordinate the Sydney Inlet Acoustic Refugium Monitoring Project 2020-2023.	O								
3.10 Advance Vital Conversations, with focus on SDGs, climate change, sustainable tourism, etc.	O								

Priority 4: Achieving the Biosphere Centre

Initiatives and Programs	Ongoing (O) or New (N)	Executive Director	Bookkeeper	Office & Com. Coord.	Eat West Coast Coord.	Education Coordinator	Outreach Coordinator	Program Coordinator	Research Director
4.1 Design and proceed with development of the biosphere centre at 301 Olsen Road by following protocols, initiating the rezoning process, and raising funds.	O								
4.2 Ensure that community voices help shape the biosphere centre by asking for input on the building's design and use.	N								
4.3 Identify opportunities for advancing a development project as a model for appropriate and ethical development, including creating a procurement policy that can help guide the build process and selection of potential contractors in order to utilize local labour, support capacity building, and implement sustainable building practices.	N								
4.4 Actively document the process of community consultation and construction with a view to seeing the project as a tool for community development.	N								

Priority 5: Stewarding Granting and Governance Processes

Initiatives and Programs	Ongoing (O) or New (N)	Executive Director	Bookkeeper	Office & Com. Coord.	Eat West Coast Coord.	Education Coordinator	Outreach Coordinator	Program Coordinator	Research Director
5.1 Administer all existing streams of CBT granting.	O								
5.2 Actively contribute to local, national, and international networks.	O								
5.3 Raise the CBT's profile and celebrate the CSBR's 20th anniversary with partners	N								
5.4 Engagement with communities about CBT grant opportunities, with a focus on outreach to chief and councils.	N								
5.5 Utilize campaigns, and the CBT's nonprofit directory and grant catalogue, to support fundraising using the new CBT website and CSuite.	N	