



Clayoquot Biosphere Trust: Strategic Business Plan 2026-2028

Approved by the CBT Board of Directors on December 4, 2025



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In the spirit of truth, healing, and reconciliation, we acknowledge the territories of hiškwiiʔath (Hesquiaht First Nation), λaʔuukwiʔath (Tla-o-qui-aht First Nations), Yuuʔuʔitʔath Government (Ucluelet First Nation), and tuk^waaʔath (Toquaht Nation).

1. Introduction

The 2026-2028 Strategic Business Plan defines the priorities and strategies for the Clayoquot Biosphere Trust (CBT). As always, the CBT uses each annual planning cycle to enhance its relationships and refine its alignment with the local, national, and international mandates of a UNESCO biosphere and a community foundation. We are further guided by the CBT Theory of Change, which is a tool we use to ensure our plans strengthen our commitments to our many diverse and vitally important community partners. The plan maintains our core focus on effective use of our resources and capacities toward building equitable systems and working from a place of relationship.

The plan is approved by the Board of Directors along with a three-year budget providing staff with the foundation to implement the priorities and strategies in a supported way in the years ahead.

The plan includes an overview of the CBT, a description of how our work aligns with our mandates, as well as a summary of the CBT theory of change. The plan presents our priorities and strategies currently in focus. These strategies, along with the specific tactics for implementing them, are further planned and tracked in our operational plan, utilizing work plans and reporting templates led by our committed staff team.

2. About the Clayoquot Biosphere Trust

The CBT is a registered charity based on the west coast of British Columbia. 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 the 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) designation, one of Canada's 19 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 nuučaanūt (Nuu-chah-nulth) First Nations living philosophies of *iisaak* (living respectfully), *qwa' aak qin tiic' mis* (life in the balance), and *hišukniš' 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.

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, Tla-o-qui-aht First Nations, Yuułuʔiłʔatḥ Government, Toquaht Nation, 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 training, works to realize our priorities by implementing the strategies outlined in this plan.

3. Mandates and How Our Work Connects

In January 2000, Clayoquot Sound was designated as a UNESCO Biosphere Region with the support of all First Nations and 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 knowledge development, and annual granting programs.

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 cawaak* (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 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 Hangzhou Strategic Action Plan (2026-2035). The latter two frameworks are specific to the WNBR, while the former two are used by both the CFC and the WNBR.

4. Theory of Change: 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. The CBT's TOC was first created in 2018 and has been revised slightly since.

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. As such, the CBT TOC is a tool that helps 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 coherence 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 cultivate.

The CBT TOC shown on the next page was used to guide conversations and review priorities for the coming year. It is important to note that the CBT TOC is primarily a communication tool and that what is expressed as “actions” in the TOC is the equivalent of what is defined as “priorities” in this planning document.

Further, in a spirit of clarity, our planning sessions and the related CBT Strategic Business Plan use a set of standard planning concepts and related definitions to ensure alignment in the work we do to implement our plan. There are three core concepts that we use:

1. **Priorities:** The priorities are statements that guide a set of strategies and actions toward the vision and mission of the CBT, aligning with values at the same time.
2. **Strategies:** The strategies are the practical efforts that move the people and resources in CBT toward the set priorities, in pursuit of the CBT mission and vision.
3. **Actions:** The actions are the operational tasks that staff complete to implement strategies, expressed in detail in operational plan and staff and program work plans (not included in this Strategic Business Plan).

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 tiič 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
 - trust
- engagement
 - 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



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. Environmental Scan

Staff began the planning process with a broad environmental scan to identify trends, opportunities, threats, and stressors in relation to CBT. Highlights are summarized here:

External Opportunities:

- Nation and other government interest and commitment to the future of the Biosphere designation
- Healing & Reconciliation: Resurfaced trauma from residential school demolition highlights urgent need for generational healing
- Very supportive elected officials at the provincial and federal levels
- Indigenous youth leadership continues to grow, and Nations are staffing up in lands departments and more
- Engagement and enthusiasm to participate in person is strong; back to pre-COVID levels?
- Interest in a regional HR hub or collaboration

External Stressors:

- Global instability (wars, tariffs, human rights violations) and local challenges (substance use, lack of youth opportunities, transportation barriers)
- Funding cuts and rising cost of living reduce the relative value
- Staffing shortages and turnover across governments and nonprofits are leading to loss of institutional knowledge, relationships, and high workloads
- Land Title uncertainty: Cowichan decision creating concern, influencing trust, and development

Internal Stressors:

- Limited office space and delays in Biosphere Centre construction
- Diversity gaps in advisory committees and volunteer base
- Grant-dependent programming creates sustainability risks

Internal Opportunities:

- Capacity building through programs like LVI, West Coast NEST, and board development
- Leveraging existing networks (CFRC, Literacy, Climate, Eat West Coast, youth workers) for collaboration

- Engaging donors to address emerging needs and tapping new funding streams (e.g., Free to Play, climate funding)
- Biosphere designation as a platform for community engagement and relationships

6. CBT Priorities and Strategies for 2026-2028

The CBT has five current priorities that guide all our efforts toward the realization of our vision and mission. The diagram below shows these reinforcing priorities, and the information tables on the following pages details the specific strategies that we are using within each priority area.



- **Priority 1: Strengthening Healthy Communities, Ecosystems and Diversifying Economies**

Priority 1 focuses on all aspects of our region that make people and communities healthy. It is grounded in research on the social determinants of health, on belonging, and on the connection between people, how they work, 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. Caring for one another involves ensuring we all have a means to earning income and diversifying the local economy.

Strategies													
1.1	Deliver region-wide education tourism initiative.												
1.2	Coordinate Eat West Coast and support Coastal Agriculture Roundtable projects.												
1.3	Deliver and continually improve CBT grant programs: <table border="0" style="width: 100%; margin-left: 20px;"> <tr> <td style="width: 50%;">1. Arts & Culture Grants</td> <td style="width: 50%;">7. Research & Environment Grants</td> </tr> <tr> <td>2. Biosphere Research Award</td> <td>8. Vital Grants</td> </tr> <tr> <td>3. Community Development Grants</td> <td>9. Youth & Education Grants</td> </tr> <tr> <td>4. Free to Play Grants</td> <td>10. Youth-led grants</td> </tr> <tr> <td>5. Neighbourhood Small Grants</td> <td>11. Responsive and emerging grant opportunities</td> </tr> <tr> <td>6. Nuu-chah-nulth Language Grants</td> <td></td> </tr> </table>	1. Arts & Culture Grants	7. Research & Environment Grants	2. Biosphere Research Award	8. Vital Grants	3. Community Development Grants	9. Youth & Education Grants	4. Free to Play Grants	10. Youth-led grants	5. Neighbourhood Small Grants	11. Responsive and emerging grant opportunities	6. Nuu-chah-nulth Language Grants	
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6. Nuu-chah-nulth Language Grants													
1.4	Develop capacity and knowledge sharing amongst local organizations.												
1.5	Coordinate Island Neighbourhood Small Grant network.												
1.6	Conclude the 2024-2026 Biodiversity Conservation project as per Environment & Climate Change Canada contribution agreement and seek an extended or new agreement.												
1.7	Administer Coastal Family Resources Coalition & Decoda Literacy Program.												
1.8	Deliver Leadership Vancouver Island and coordinate meaningful alumni events.												

Priority 2: Empowering 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 and field trip funding to schools for experiential learning opportunities. The CBT also supports youth leadership and decision-making by inviting youth to participate on the CBT Board of Directors and advisory committees.

Strategies	
2.1	Deliver field trip funding program in the most efficient way for the region.
2.2	Deliver education awards: two youth awards, the Lifelong Learning Award, and the Pacific Rim Foundation's Dick Close and Tourism Tofino scholarships.
2.3	Coordinate the Youth Advisory Committee to engage youth in the CBT and support existing youth groups and councils in collaboration with the youth workers group.
2.4	Coordinate immersive field experiences and curriculum development through the "Inspiring youth through coastal science experiences and traditional nuučaanuṭ (Nuu-chah-nulth) knowledge" project with PromoScience funding 2024-2027.
2.5	Advocate and collaborate for increased youth transportation options.

Priority 3: Co-Leading Sustainability Knowledge Development and Education

Consistent with the Lima Action Plan for UNESCO’s MAB Programme (2016-2025), the CBT knowledge development and education priority focuses on building partnerships, facilitating research, and delivering locally based education for sustainable communities. In pursuit of priority 3, 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, dialogue, and evaluation.

Strategies	
3.1	Maintain the Sydney Inlet Research Cabin as per the terms of the park use permit.
3.2	Participate in the Transdisciplinary Education Collaboration for Transformations in Sustainability (TRANSECTS) project (2022-2028) as a means of sharing our experience, building relationships, and accessing transdisciplinary training alongside national and international BRs and academics.
3.3	Calculate and communicate the 2026 Living Wage, maintain the Vital Signs program (emphasis on youth data, and arts & culture data), and seek opportunities to partner on community priorities through Vital Conversations.
3.4	Facilitate regional climate adaptation planning project in partnership with the Alberni-Clayoquot Regional District to equitably advance resilience across the region.
3.5	Continue to inventory and digitize current archive holdings and develop CBT’s role as a responsive steward of regional knowledge.
3.6	Host the 2026 Biodiversity Discovery Days – a region-wide, multi-day event to celebrate, learn and participate in hands-on activities to protect and restore local biodiversity.

Priority 4: Establishing the Biosphere Centre

The CBT is building the Clayoquot Sound Biosphere Centre, a culturally safe community space and permanent home for the necessary dialogue to foster symbiotic and resilient communities and ecosystems on the West Coast.

The Biosphere Centre will be a knowledge hub and nexus of education, science, conservation, culture, and reconciliation built to better serve local communities, organizations, and researchers while increasing organizational stability, mitigating increases in long-term fixed operating costs, and diversifying CBT's financial assets and revenue streams.

The next steps in this unique capital project are funding-dependent. Leveraging the confirmed federal contribution, CBT is eager to move into the construction phase with support from the provincial government and a successful capital campaign.

Strategies	
4.1	Continue the capital campaign and engage donors to reach the campaign goal and to achieve full funding.
4.2	Secure \$5M provincial government contribution.
4.3	Complete procurement phase (5 weeks) and begin construction (80 weeks).
4.4	Continue community engagement and communication about the Biosphere Centre.

Priority 5: Maintaining Good Governance

Good governance is the common thread that holds together all the work of the CBT. The CBT places emphasis on creating processes that ensure our Board of Directors is representative of the diversity of the communities we work with, and we utilize ongoing assessments, skill development, and learning initiatives that promote positive collaboration between staff and board.

Strategies	
5.1	Finalize the CBT's equity policy and develop an action plan as the next step in our equity pathway.
5.2	Engage with Ahousaht to determine if and how they continue to participate in the CBT.
5.3	Begin an engagement process to review the geographic scope and zonation of the Biosphere Region.
5.4	Develop an organizational climate action plan.
5.5	Coordinate a board self-assessment, training and related capacity development initiatives.
5.6	Review and revise bylaws and policies to align with regional participation, legislation and best practices.
5.7	Update the risk register and create mitigation plans for high risks.

7. Appendices

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, 2025

Original Fund Value (May 5, 2000)	\$ 12,000,000
Current market value of the Canada Fund, December 31, 2025	\$ 19,846,616
Funding agreement obligation as of December 31, 2025 (\$12,000,000 plus cost-of-living adjustment)	\$ 20,762,908
Surplus (deficit) above COLA before expenses	(\$ 916,292)

Appendix B: CBT Program Summaries and Alignment with Guiding Global and National Frameworks

West Coast N.E.S.T.

West Coast NEST (Nature. Education. Sustainability. Transformation.) is a regional collaboration led by the Clayoquot Biosphere Trust that brings together communities, organizations, knowledge holders, and businesses from Hesquiaht to Ucluelet, working to strengthen education and learning opportunities, while supporting a resilient and diversified local economy.

We grow the region's education tourism sector by connecting visitors and residents with meaningful learning experiences—guided by local experts, scientists, cultural knowledge holders, and artists. These include talks, workshops, field trips, guided tours, and hands-on programs that focus on nature, science, culture, history, sustainability, language, and the arts. We also host capacity-building workshops for local residents, equipping community members with the skills and knowledge to lead their own educational programs or deepen their impact working in local organizations and businesses.

West Coast NEST also supports youth and teachers by coordinating high-school and university field trips that connect students with local experts and place-based science. We work with partners to co-create curriculum resources that braid Indigenous knowledge and Western science, and we host community events that celebrate biodiversity through workshops and restoration activities.

Rooted in the nuučaan̓ut (Nuu-chah-nulth) principles of iisaak, qwa'aak qin tiič̓mis, and hišukniš c̓awaak, our programs emphasize sustainability, stewardship, and deep connections to place. By offering more learning opportunities in off-peak seasons, we help support a healthy ecosystem, strong relationships, and a thriving year-round economy.

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 the 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

Goal #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.

Goal #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.

Goal #11. Sustainable Cities and Communities. Historically, many nuučaanuł (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.

Goal #4. Quality Education: West Coast NEST is working towards quality education, with a strong focus on education for sustainable development.

Goal #17. Partnerships: West Coast NEST works to bring organizations and businesses together to build relationships and partnerships for developing local education programs and helping to build a more sustainable and resilient region.

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 nuučaan̓ut (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 an 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 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 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

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

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 (LVI) 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 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

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

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 of 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

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

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.

Knowledge Development and Education Programming

Knowledge development 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 knowledge development efforts are carried out in collaboration with our community to make a difference locally, nationally, and internationally.

Our knowledge development 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 a remote listening station for acoustic ecology monitoring

United Nations Sustainable Development Goals

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

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 contributes to achieving SDGs

A1.3 Establish alliances at local, regional, and 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.