



**Business Plan
2016 - 2018**

Approved December 2, 2015

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Environmental Scan

Federal Government Changes

At the federal level, the new Liberal government is set to deliver on a platform of change. The Minister of the Environment and Climate Change will be participating in the United Nations (UN) Summit on Climate Change and the outcomes may create new opportunities for dialogue and collaboration among Biosphere Reserves across Canada. The long-form census has been reinstated and will be delivered in 2016.

Community-University Partnerships

Communities and universities are seeking opportunities to formalize relationships with encouragement from a range of stakeholders. The BC Jobs Plan continues emphasize a range of post-secondary education programs with a view to training for tomorrow's in-demand occupations. The McConnell Foundation has issued a call for social innovation and is supporting public institutions to rethink traditional education models in partnership with public, private and non-profit stakeholders.

Cross-cultural Relationship Building

The legal understanding and respect for Aboriginal rights and title has never been clearer or stronger in Canada. At the local level, non-aboriginal community members are sincere in their efforts to build cross-cultural, cross-community relationships and to meaningfully consult and partner with their Nuuchahnulth neighbours. While the intention is set, some non-aboriginal stakeholders are unsure how to start the conversation and relationship building.

Food Security Momentum

Food security is a priority at the national, provincial, and local levels. Community foundations across Canada are heavily engaged in the food system and many go beyond charitable granting, funding the work of food policy councils, local food asset mapping, agriculture and sustainable food initiatives that help stimulate and support a local and just food economy. Island Health is supporting locally-driven food hubs at a regional scale across Vancouver Island. Within the biosphere reserve region, champions are stewarding community and school gardens, as well as seeking solutions to remote food access issues.

Economic Outlook

Global economic growth is expected to be relatively healthy, if somewhat subdued, in 2016 with Gross Domestic Product (GDP) growth in the 3–3½% range globally and the United States. This favourable growth scenario should play out over the course of the year as long as financial stress does not rise further and China and the emerging market countries avoid a major slowdown. Issues surrounding climate change continue to dominate headlines within the responsible investment sector. The outcomes of the UN Summit will have important implications for investors, especially those that remain heavily invested in fossil fuel industries.

Core Priorities

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

Initial scoping of three core priorities took place in 2008 and included a community open house, discussions with the advisory committees, and input from all communities and stakeholders in the Biosphere Reserve Region. Since then, the CBT has focused its activities in these program areas and also leveraged additional resources from within and beyond the region to deliver activities and funding.

With the development of the Vital Signs program, the CBT is better able to understand and monitor the impact of this deliberate work. Ongoing monitoring tracks indicators of importance for each core priority with a view to identifying trends and quantifying results. The 2015 program audit created an additional evaluation matrix to track CBT outputs on an annual basis.

Biosphere Centre

The CBT is working to create a permanent home for the delivery of the United Nations Educational, Scientific, and Cultural (UNESCO) Biosphere Reserve programs and projects. The Biosphere Centre will be a place of sharing and learning in and for the Clayoquot Biosphere Reserve Region. Within the UNESCO themes of education, science and culture, the biosphere centre will be a physical space for convening the region to achieve our shared vision of living sustainably in a healthy ecosystem, with a diversified economy and strong, vibrant and united cultures. We envision a welcoming place and a community space – where residents, visitors and researchers feel equally comfortable – where scientists and storytellers can share their valuable information and teachings. We picture a community “living room” that brings together people, place and learning.

Just as the CBT’s governance model has brought together all of the communities in the Clayoquot Sound Biosphere Reserve Region (CSBRR) since being established in 2000, the biosphere centre will create an opportunity for convening and sharing regionally.

In 2016, the CBT will continue on the path towards establishing a permanent centre. Staff and board will test the feasibility of different business models against the financial and program objectives. In addition, the CBT will continue to work with all local communities to support their goals around capacity building and higher education.

INDICATORS FOR MONITORING PROGRESS (new measures as of 2016)

- biosphere research & education conducted within CBT
- value of Regional Programs administered and coordinated
- number of hours of post-secondary education per community
- completion rate for Leadership Vancouver Island program (local education programs)
- number of cross-community events hosted by CBT
- number of visitors to the CBT office
- number of community stakeholder meetings held at the CBT office

DELIVERABLES

- Seek coaching support to conduct a feasibility study and develop a business case to support a financial contribution from the Canada Fund.
- Operate the current office as the Biosphere Centre and seek opportunities to test sustainability solutions on site.
- Host cross-community and cross-cultural events and learning opportunities.
- Provide administration and coordination for regional education programs such as Leadership Vancouver Island.

Healthy Communities

This core priority focusses on all aspects of our region that make people and communities healthy and is grounded in research documenting the social determinants of health. Although the scope of the priority is broad, a focus on food security encompasses many of the things that lead to health: a clean environment, employment, cultural relevance, education, and self-esteem.

Since 2008, this program has helped vulnerable individuals and communities in the CSBRR develop effective, community-based responses to food access challenges and increase the understanding of healthy, affordable food choices. In 2012, the CBT began facilitating Eat West Coast, a food security hub supported by Island Health. With CBT support, this collaborative network will further its work in 2016 to address local priorities. Remote First Nations leadership and stakeholders will be engaged in dialogue about how the CBT can better partner with their communities in support of healthy communities.

INDICATORS FOR MONITORING PROGRESS (from *Vital Signs*)

- in 2013, the Food Bank on the Edge served an average of 96 clients/month; in 2014, usage increased to an average of 121 clients/month. Children represent almost 30% of those served
- the obesity rate in our health region for people ages 18 and over is 19.1%
- in our health region, 10.1% of respondents reported being moderately or severely food insecure
- a comparison of 10 healthy food items showed that food prices were up to 21% higher on the west coast than they were for the same items in Port Alberni (compared to 19% higher in 2012)
- only 2 of 8 CSBRR communities have grocery stores
- 4.4% of the population is receiving income assistance (2011), significantly lower than the 2006 figure of 10.2%
- unemployment rate of 6.7% (2006 data)

DELIVERABLES

- Discussions with remote First Nations leadership and stakeholders about how the CBT can better engage and partner with their communities to support healthy communities.
- Work with community champions to address food access issues regionally.
- Update the 2010 Food Action Plan.
- Convene Eat West Coast and support related activities through visits to communities, regional gatherings, training opportunities and networking beyond the region.
- Create an Eat West Coast website to support network activities.
- Support the Coastal Family Resource Coalition to convene as a regional network, consultation and planning body for local service delivery.

Youth and the Biosphere

Youth are the future of the CSBRR. The children that grow up here often choose to live and work here as adults. Young people who visit fall in love with this special place and return when they are older for vacations, study, or work. Youth become the leaders and decision makers determining the path of environmental stewardship, sustainable development, quality of life, and the preservation of valuable traditional beliefs.

Implemented in 2008, the Youth and the Biosphere priority initiates and supports projects that help youth gain greater insight into their connection to the Biosphere Reserve Region. In addition to annual scholarships delivered in partnership with Genus Capital Management, activities focus on involving youth with the CBT and providing opportunities for youth to get involved with their communities.

In 2015, the Youth and Education Committee set a goal to increase student success across the region and developed the criteria for funding a pilot program to achieve this goal. Through discussions with educators, the committee identified the Connecting Students to Wildlife program as a framework through which they could support a broad range of positive outcomes and provided financial support to pilot regional delivery including a cross-cultural, cross-community student exchange. The program will continue with staff support for partnership development and funding for program activities.

We believe that one of the best ways to learn about the CSBRR is by experiencing it firsthand. For the seventh time, the CBT will deliver field trip funding to all schools within the region. Building on past successes, the CBT will continue its summer student program with the goal of hiring a local high school or university co-op student.

INDICATORS FOR MONITORING PROGRESS (from Vital Signs)

- 94% of youth surveyed felt they had people in their life who cared about them
- 91% of youth surveyed, strongly agreed or agreed with the statement, "I am a happy person"
- In SD70, which includes the CSBRR, the "six year completion rate" in 2012-13 was 73.4% (up 9.5 percentage points from 2010-11) For Aboriginal students, the rate was 39.4% (up 5.2 percentage points from 2010-11). This compares to a provincial rate of 83.6% for all students and 59.4% for Aboriginal students.

DELIVERABLES

- Support the ongoing development of the Connecting Students to Wildlife program as a framework to increase student success.
- Continue youth participation on the advisory committees.
- Support youth engagement through outreach with local high schools and cross-cultural exchange.
- Support youth involvement in a Vital Signs related project.
- Continue to deliver the CBT/Genus Capital Management scholarship program.
- Continue to deliver the field trip program.
- Hire and support a high school or university level summer student.

Research and Education Program

Consistent with the Lima Action Plan for UNESCO's MAB Programme (2016-2025), the CBT Research and Education program in 2016 will focus on building university partnerships to deliver locally based course curriculum and facilitate student research in the following topic areas: community-based biodiversity monitoring, restoring and enhancing ecosystem services, fostering sustainable use of natural resources; building & evaluating sustainable, healthy, and equitable economies, social-ecological systems thinking, experiential learning, indigenous epistemology and models of collaborative governance.

A key goal will be to communicate our local experiences and reflect on lessons learned through the lens of sustainability science and environmental education, using modern, open and transparent ways to communicate and share information. This year we will pilot the local delivery of a university credit course on *Biosphere Reserve Management*. Course curriculum and knowledge sharing will build on three specific CBT research initiatives including the Living Wage, Vital Signs and the Remote Listening Station Soundscape project.

Further to developing partnerships outside the region, we will continue to foster a strong learning culture among local researchers through a bi-monthly gathering to discuss recent journal articles, research findings, and potential collaborations for community science publications.

Living Wage

In 2015, the CBT published the first living wage calculation for the biosphere reserve region. A living wage is not only influenced by employers, but by economic and social policies that increase affordability for families (such as child care subsidies and public transit). The CBT will present the calculation to community stakeholders and invite discussion about how factors impacting quality of life can be positively influenced across the region.

Vital Signs

The biennial Vital Signs report has become a go-to source for local data and stories. In 2016, the CBT will publish the third Vital Signs report. Data collection methods will include a youth survey delivered at both high schools in the region. With data now available for a period of six years, staff will seek to identify trends within each of the themes. The report will be released at launch events in various communities and distributed through community stakeholders.

Remote Listening Station: Soundscape Project

The Sydney Inlet research cabin is now the base camp for the remote listening station, an innovative means to collect long-term monitoring data and engage local and visiting researchers. The new infrastructure includes the installation of a song meter recording device and audio-remote sensing video camera to monitor the Sydney Inlet estuary ecosystem for comparative purposes and to measure significant changes in species over the long term. The Soundscape Project is a pilot demonstration of how to gather, index and use monthly sound recordings to create a composite soundscape of a representative 24 hour time period.

With the support of BC Parks, the station will passively document daily, seasonal and annual patterns of use and help to establish an inventory of species that will be field checked through periodic human natural history surveys. This new data will be available for both education and science.

Biosphere Reserve Management Curriculum Pilot

Conversations are underway with Royal Roads University, Vancouver Island University, University of Saskatchewan and the Mount Arrowsmith Biosphere Region Research Institute to develop a pilot university course in the CSBRR in 2016. The long term vision is to share the lessons learned from this pilot with other interested Biosphere Reserves with the MAB World Network of Biosphere Reserves and incubate the idea of a networked learning approach to academic curriculum and program development. In March, at the 4th World Congress on Biosphere Reserves in Lima Peru, CBT will facilitate a panel discussion and workshop with academics from around the world on *Designing University course curriculum on Biosphere Reserves: A network learning approach*.

INDICATORS FOR MONITORING PROGRESS (new measures as of 2016)

- value of biosphere research and education conducted within CBT
- number of hours of post-secondary education per community
- disbursement of CBT grant funds to university researchers , education organizations and local schools
- total value of Research and Environment Committee funding
- total value of Research and Education Program funding
- number of researcher visits to the Sydney Cabin

DELIVERABLES

- Communicate Living Wage and support discussion with policy stakeholders.
- Publish the 2016 Vital Signs report and host launch events across the region.
- Incubate and demonstrate a community-based model for university Biosphere Reserve curriculum delivery.
- Take steps towards creating an international, university credit Biosphere Reserve program.
- Provide relevant data to community partners to support research, program evaluation, and grant writing.
- Continue the installation of a remote listening station at the Sydney cabin and a corresponding soundscape project.

Granting Programs

Call for Projects

The CBT will deliver a \$60,000 Call for Projects in spring 2016. The funding opportunity will be communicated extensively in all Biosphere Reserve communities and grant writing activities will be supported through workshops across the region. Priority will be given to programs that link to the CBT's core priorities and respond to the needs identified in Vital Signs.

Advisory Committee Discretionary Funding

The CBT benefits greatly from the volunteer commitment of more than 50 advisory committee members. These dedicated people provide direction on our funding programs and activities. The four committees are: Youth and Education, Research and Environment, Culture and Events, and Community Development. Each advisory committee will be resourced with \$10,000 which may be awarded as grants, used to support training or to implement committee-led projects.

Biosphere Region Research Award

The goal of this award is to attract, sustain, and further academic research in the CSBRR. For the second year, the \$20,000 grant will be awarded to a project that addresses local research priorities as defined by the Research and Environment Committee.

Neighbourhood Small Grants

The Neighbourhood Small Grants program is based on a simple but powerful idea: when people feel a sense of connection and belonging to their neighbourhood, they are more likely to be engaged in activities that make it a better place to live. Small grants will be available for projects initiated and undertaken by local residents with a focus on capacity building. The total amount available for Neighbourhood Small Grants is \$3,000.

Education Success Grant

In 2015, the Youth and Education Committee set a goal to increase student success across the region which was supported by a new grant opportunity. The committee hosted discussion with local educators and identified the Connecting Students to Wildlife program as a framework through which they could support a broad range of positive outcomes. The program will continue with staff support for partnership development and funding for program activities.

Scholarships

CBT and Genus Capital Management continue to commit to educational excellence in the Biosphere Reserve through the scholarship program which awards two scholarships annually, each with a total value of \$12,000. The scholarship policy recognizes a wide range of accredited, alternative educational options for graduating students in the Biosphere Reserve Region.

DELIVERABLES

- Successfully deliver all streams of funding.
- Host grant writing workshops across the region for different grant streams.

Leadership

Board of Directors

The strength of the CBT stems from its regional governance model that invites participation of all communities. The Board will strive to engage all communities at the board level and to host a meeting in each community over the course of the year. As per CBT policy, the board will conduct a biennial self-evaluation. The board will continue to engage non-voting board advisors as a means of maintaining relationships with the Province of British Columbia and the Government of Canada.

Program Audit Recommendation Implementation

In 2015, the Social Planning and Research Council of BC conducted an independent program audit of the CBT. The results were very positive and concluded that the CBT is achieving the outcomes across all measures. With a view to continual improvement, there are areas where the CBT can strengthen its role in the community and the recommendations will serve as starting points for dialogue and deliberation.

Training Opportunities

The CBT will host and deliver training to benefit local leaders, organizations and communities. Recognizing that professional development opportunities are rarely available locally, the intention of these sessions is to bring recognized trainers to the region to build capacity.

National and International Networks of Biosphere Reserves

The CBT plays an important role in national and international networks of biosphere reserves. The CBT will actively participate in the Canadian Biosphere Reserve Association and seek opportunities to deliver a workshop at the 4th World Congress of Biosphere Reserves in Lima, Peru. Locally, the CBT will continue to welcome delegations from other Canadian and international biosphere reserves as opportunities arise.

Community Foundations of Canada

The CBT will continue its membership in Community Foundations of Canada which provides a number of specific benefits related to the granting programs, while also supporting fund development and leadership initiatives. In 2016, the CBT will invite Vancouver Island community foundations to host their annual gathering in the region. Staff will participate in national training and networking opportunities.

DELIVERABLES

- Continue to encourage participation of all communities.
- Strive to host board meetings in each community.
- Conduct the biennial board self-evaluation.
- Discuss the program audit recommendations and take appropriate next steps.
- Host and deliver training opportunities across the region.
- Participate in national and international networks.
- Host Vancouver Island community foundation annual gathering.
- Continue CFC membership and attend national training opportunities.

Administration

BC Societies Act Update

The BC Government is expected to pass revisions to the BC Societies Act in late 2016. Subsequently, the CBT will conduct a review of existing bylaws and policies with a view to complying with the new act in a timely manner.

Fund Development

The CBT will continue to implement the 2015 Fund Development Action Plan. This plan takes into consideration the role of a community foundation and provides a basis for expanding the CBT's ability to support itself organization and others through mechanisms such as endowment funds. The board and staff will continue to educate individuals and community organizations about the possibility of establishing funds with the CBT and will reach out to potential organizations and donors.

Communication Tools

The CBT will update its communication plan and utilize the Brand and Story Toolkit created by the UNESCO's MAB Programme as a means of describing the CBT in easy to understand messages. Social media and digital communications will continue to promote CBT activities. The updated CBT logo will be integrated into all communications.

Office Space

The office space at 316 Main Street in Tofino is an effective base of operations for delivering programs and projects to all of the CSBRR communities. This high-profile location is easily accessible and central within the region. The office has also proved valuable for reaching out to visitors who seek information about the biosphere reserve and provides researchers with a base from which they can access Clayoquot Sound. The office is also home to the research library and archive. The CBT will continue to operate the space as a community asset as a pilot Biosphere Centre.

Performance Monitoring

Carrying on from the 2015 program audit, the CBT will continue to collect program evaluation data as detailed in the Program Performance Measures Matrix. This data will inform communications and organizational learning, as specific measures of performance success and community impact are refined. With a view to continual improvement, the CBT is developing a practice of conducting regular evaluations at all scales.

DELIVERABLES

- Update to bylaws and policies as per revised BC Societies Act.
- Implement the Fund Development Plan and build relationships with donors.
- Update the Communications Plan utilizing the UNESCO Brand and Story Toolkit.
- Continue to operate the Tofino office as a community asset.
- Continue tenancy arrangement for basement of building.
- Collect ongoing program evaluation data.

CBT Budget for 2016 - 2018

Priority Programs	2016	2017	2018
Biosphere Centre	5,000.00	10,000.00	10,000.00
Higher Education Initiative	5,000.00	5,000.00	5,000.00
Healthy Communities			
Eat West Coast	3,000.00	3,000.00	3,000.00
Coastal Family Resource Coalition	4,000.00	6,000.00	6,000.00
Youth and the Biosphere	4,000.00	4,000.00	4,000.00
Field trip program	6,000.00	6,000.00	6,000.00
Education Success Grant	10,000.00	10,000.00	10,000.00
Research and Education		2,000.00	
Vital Signs	11,000.00		11,000.00
Remote Listening Station - Soundscape	10,000.00	2,000.00	2,000.00
Call for Projects	60,000.00	70,000.00	75,000.00
Biosphere Region Research Award	20,000.00	20,000.00	25,000.00
Scholarships	24,000.00	27,000.00	24,000.00
Events & Training	3,000.00	3,000.00	3,000.00
Neighbourhood Small Grants	3,000.00	3,500.00	3,500.00
Committees			
Community Development	10,000.00	10,000.00	10,000.00
Culture & Events	10,000.00	10,000.00	10,000.00
Youth & Education	10,000.00	10,000.00	10,000.00
Research & Environment	10,000.00	10,000.00	10,000.00
Committee Logistics	3,000.00	3,000.00	3,000.00
Community Projects			
Leadership Vancouver Island	35,200.00		
TOTAL PROGRAMS	246,200.00	214,500.00	230,500.00
Payroll and Staff Expenses			
Wages/Salaries – Employees	238,200.00	225,000.00	235,000.00
EI Expense	4,990.00	5,000.00	5,000.00
CPP Expense	10,126.00	10,300.00	10,300.00
Medical Services Plan	5,400.00	5,500.00	5,600.00
Extended Health	17,000.00	17,500.00	18,000.00
WCB Expense	500.00	580.00	600.00
RRSP Contributions	23,836.00	22,500.00	23,500.00
Professional Development	5,000.00	5,000.00	5,000.00
TOTAL PAYROLL & STAFF	305,052.00	291,380.00	303,000.00

Administrative Expenses			
Reconciliation deviations	50.00	50.00	50.00
Professional Services – Bookkeeping	10,800.00	11,400.00	12,000.00
Professional Services – Accounting	7,700.00	7,700.00	7,700.00
Professional Services – IT	1,000.00	500.00	500.00
Professional Services – Legal	3,000.00	3,000.00	3,000.00
Advertising and Promotion	2,000.00	2,000.00	2,000.00
Board Expenses	5,000.00	5,250.00	5,500.00
Cabin Maintenance	2,000.00	2,000.00	2,000.00
Community Foundations of Canada	4,850.00	5,000.00	5,500.00
Courier and Postage	500.00	500.00	550.00
Dues, Subscription Fees & Licenses	500.00	550.00	600.00
Fundraising	2,000.00	2,000.00	2,000.00
Hospitality	1,000.00	1,000.00	1,000.00
Insurance	7,000.00	7,250.00	7,500.00
Interest or bank/credit card charges	900.00	950.00	1,000.00
Internet & Website	1,200.00	1,350.00	1,500.00
Miscellaneous Expenses	300.00	300.00	300.00
Office Equipment	1,800.00	2,000.00	2,000.00
Office Supplies & Cleaning	5,000.00	5,500.00	6,000.00
Penalty Fees	100.00	100.00	100.00
Printing	3,000.00	2,000.00	2,000.00
Rent	42,840.00	44,880.00	44,880.00
Telephone	4,500.00	5,000.00	5,500.00
Travel - Regional	5,500.00	5,500.00	5,500.00
Travel - National	6,000.00	3,000.00	3,000.00
Travel - International	3,500.00	7,000.00	3,500.00
Utilities	100.00	100.00	100.00
TOTAL ADMIN. EXPENSES	122,140.00	123,350.00	121,350.00
Fund Management Expense	58,000.00	60,000.00	63,000.00
Total Expenses	731,392.00	683,230.00	684,950.00
Revenue			
Rent Income	13,200.00	14,400.00	14,400.00
Education Fund - Genus	3,000.00	3,000.00	3,000.00
Canada Fund	580,000.00	570,000.00	590,000.00
Leadership Vancouver Island	35,200.00		
Fundraising and fund development	100,000.00	110,000.00	125,000.00
Total Revenue	731,400.00	697,400.00	732,400.00

Appendix A – 2016 Board of Directors Meeting Schedule

January

Thursday, January 28, 10 am - 1 pm

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March

Thursday, March 3, 1 – 5 pm

Opitsaht

April

Thursday, April 14, 10:00 am – 1:00 pm

ACRD

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

May

Annual General Meeting

Thursday, May 26, 11:00 am – 3:00 pm

Tofino

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

June/July/August

To be scheduled as required.

September

Thursday, September 15, 11:00 am – 3:00 pm

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

October

Thursday, October 20, 1:00 pm – 4:00 pm

Macoah

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

December

Thursday, December 8, 10:00 am – 1:00 pm

Ucluelet

Key topics: approve business plan, holiday event

Appendix B – Cost of Living Adjustment (COLA) Calculation

One of the primary objectives of this Business Plan is to grow the Canada Fund while allowing for ongoing funding of local programs and projects in support of the Clayoquot Sound UNESCO Biosphere Reserve 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 as of January, 2016.

Table 1. Fund Status as of January 1, 2016

Original Fund Value (May 5, 2000)	\$12,000,000
The current market value of the Fund December 31, 2015	\$16,671,192
Funding agreement obligation as of December 31, 2015 (\$12,000,000 plus cost of living adjustment) This amount is an estimate based on the Bank of Canada inflation calculator.	\$15,788,819
Surplus (deficit) above COLA before expenses	\$882,373