

**COLLABORATIVE WATERSHED GOVERNANCE
- KEYS TO SUCCESS AND CURRENT EXAMPLES IN BC**

Discussion Paper
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1. Collaborative Watershed Governance in BC

The following discussion paper focuses on exploring success factors that support collaborative watershed governance as well as collaborative watershed governance organizations currently active throughout the Province of BC. This project builds on a diversity of work initiated in 2008 including a series of workshops on watershed governance across BC, the development of the Collaborative Watershed Governance Accord and research on a potential collaborative watershed governance guidance document. Fraser Basin Council also has a long history of facilitating, coordinating and supporting collaborative watershed governance activities on the ground. With funding from the BC Wildlife Federation (BCWF), FBC has collated this experience and knowledge to add to the conversation of how collaborative watershed governance approaches can be implemented to fulfill the provisions for alternative governance arrangements, which may be enabled through the Water Sustainability Act.

2. The Current Context of Collaborative Watershed Governance (CWG) in BC

In this paper, we define watershed governance as the range of political, organizational and administrative processes through which decision-makers are chosen, citizens and various groups articulate their interests, decisions are made and implemented, and decision-makers are held to account for their decisions related to watersheds and water resources. With the Royal Assent of the *Water Sustainability Act* in 2014 and its legislative proposal to enable ‘alternative governance arrangements’, the conversation about new and innovative forms of governance and shared decision-making is timely and marks an exciting opportunity.

Historic approaches to managing natural resources (i.e. provincial decision-making authority distributed across multiple, narrow organizational silos), has not served to protect the health and sustainability of watersheds. In some cases, fragmented or uncoordinated decisions regarding land, water and other natural resources, along with intensified resource development, has led to adverse impacts on watershed ecosystems and the communities that depend on them. In some cases, community-led, collaborative, watershed initiatives have emerged in response to the limitations of this historic approach to governance. A rise in these types of initiatives has been observed since the 1990s¹, demonstrating an increasing desire among watershed-based groups to be involved and take on a more significant role in governance and decision-making.

The growing numbers of watershed initiatives and organizations also raises the question of what constitutes good watershed governance and the effective performance of collaborative approaches. Though a collaborative and inclusive approach may help to reflect the myriad of issues within a watershed, bringing the right people together is no easy task. Done well, however, this process can lead to efficient, credible and cost effective means of developing integrated and robust solutions to complex problems. In this vein, this discussion paper explores success factors that contribute to effective collaborative watershed governance processes as demonstrated by an array of case studies across the province.

This paper is intended for collaborative watershed organizations and/or local governments, First Nations, NGOs and other entities that are undertaking or interested in collaborative watershed governance and are seeking to learn from existing initiatives. Though this paper does not intend to provide a comprehensive list of best practices for CWG, it does undertake a preliminary analysis of currently active watershed groups in BC and adds to the conversation of how these initiatives are best undertaken on the ground in practice. In addition, this document may provide some insights for the Province of BC as it develops approaches and regulations relating to the delegation of responsibilities to watershed entities.

¹ Brandes, O.M. & J. O’Riordan. (2014). ‘A Blueprint for Watershed Governance in British Columbia.’ POLIS Project on Ecological Governance. University of Victoria. Accessed 24 Feb 2014. <http://poliswaterproject.org/sites/default/files/POLIS-Blueprint-web.pdf>

3. Purpose and Scope

The purpose of this discussion paper is to identify collaborative watershed governance keys to success and best practices that were observed in our preliminary analysis of CWG organizations across BC. In addition, this paper seeks to connect these observations to the literature reviewed on watershed governance, shared decision-making and multi-interest processes.

Section 4 of this document provides an introduction to collaborative watershed governance keys to success, our research process and a summary of our findings. Section 5 explores each success factor, examples of these factors in practice and any connections to the literature. This is followed by Section 6, which addresses the implications and limits of our preliminary analysis as well as potential next steps.

Section 7 of the discussion paper provides a summary of the collaborative watershed governance case studies that were used in the analysis. Each case study summary focuses on the following characteristics:

- Background
- Governance Structure and Membership
- Legislative Framework (if applicable)
- Vision / Mission
- Purpose / Mandate
- Guiding Principles
- Roles and Responsibilities
- Funding

This is followed by an Appendix providing a review of literature and resources on collaborative watershed governance, shared decision-making and multi-interest processes.

4. Overview and Summary of Findings

Since the 1990s there have been many drivers of the shift to collaborative watershed governance throughout BC. These include a combination of the following:

- *The decreasing capacity of government* – With shrinking financial and human resources and increasing amount of regulations to manage, the capacity of the Province to fulfill their responsibilities related to water is lessening. To fill the gaps, there has been a rise of collaborative watershed entities across BC.
- *A changing climate* – Climate change is predicted to alter the hydrology of watersheds across the province, including the amount and timing of precipitation and streamflow.
- *Continuing and emerging role of First Nations* – British Columbia has a particularly unique context with respect to First Nations rights and title to their traditional lands and waters. For any collaborative initiative to be successful, First Nations need to be incorporated into the decision-making process.
- *Population growth and development pressures* – Increasing population and urban development also increases competition for water resources and can put stress on watershed ecosystems.

Collaborative watershed governance is also complex due to a number of factors, including, but not limited to a myriad of legislation, regulations, and distributed jurisdictions; a diversity of different biophysical characteristics, resource uses and critical issues across different watersheds; a range of different levels of capacity and available resources across different governance organizations; and the complex web of human and organizational relationships in communities and across the landscape in BC ranging from trust to mistrust, from conflict to consensus, and from partners to adversaries. Collaborative approaches to governance are therefore largely shaped by their local ecological, socio-economic and political context in addition to overarching provincial, federal and/or global influences. No one size or shape fits all.

In our analysis however, we did observe several common success factors in collaborative watershed governance examples within watersheds across BC. This paper seeks to identify these keys to success observed in practice and build on the findings within the literature related to watershed governance, shared decision-making and multi-interest processes.

Our research process included a literature review, one-on-one interviews as well as group discussion with project advisors. Given the abundance of literature related to collaborative watershed governance and related topic areas, this project focused mainly on more recent publications relating to the current BC context and the development of the new Water Sustainability Act. Advisors engaged consisted of established practitioners of collaborative watershed governance currently engaged in the case studies reviewed. The case studies chosen were based on the availability of information as well as the long-standing relationships FBC has had with these watershed champions. In order to showcase a variety of contexts, the cases chosen range from formal institutions with enabling legislation to semi-formal

collaborative initiatives. The case studies also reflect different sizes of watersheds, different regions of the province, and different issues within watersheds.

In addition to our brief exploration of each case study, our findings revolved around four key areas of success:

1. **Enabling Policy Framework** – This includes the policy aspects of governance such as working within the current legislative, legal and regulatory framework as well as emergent, evolving and/or recommended aspects of policy such as new enabling legislation and evolving roles for existing jurisdictions.
2. **Organizational Design** – This includes the formal structure, composition, and procedures of collaborative governance organizations such as their vision, mandate, membership and terms of reference as agreed to by the members of the organization.
3. **Capacity and Resources** – This includes the overall capacity of the governance organization relative to its mandate including the quality and quantity of human, financial and information resources.
4. **Other Success Factors** – This includes the more qualitative human elements that are necessary for effective collaborative processes such as leadership, respect, trust and commitment.

These areas of success were both complementary as well as valuable additions to the literature reviewed.

5. Collaborative Watershed Governance Success Factors

The emergent success factors common among the case studies reviewed align and build on the literature (see Appendix) especially more recent publications and discussions focusing on the BC context and the ongoing implementation of the Water Sustainability Act. Examples of research institutes and think tanks undertaking this work include the POLIS Project on Ecological Governance, the Okanagan Basin Water Board and West Coast Environmental Law among others.

In particular, the findings in this project and the broader *Advancing Watershed Sustainability* initiative echo and further build on the 9 Winning Conditions proposed in POLIS' Blueprint for Watershed Governance in BC². These conditions provide a guiding framework for enabling collaborative watershed governance initiatives in BC. The 9 Winning Conditions are articulated in this report as follows:

- **Enabling Powers in Legislation** for delegating governance function to watershed entities.
- **Co-governance with First Nations** with full recognition of their rights and title.
- **Support from and Partnership with Local Government** to ensure appropriate local context and accountability to voters.
- **Sustainable Long-Term Funding** based on a number of sources, and including payments for ecosystem services.
- **A Functioning Legal Framework for Sustainable Water and Watershed Management** that ensures whole-system management, emphasizes stewardship and addresses cumulative impacts.
- **Availability of Data, Information and Monitoring** to ensure a good understanding of the state of the hydrology, water quality, actual water use, and health of the watershed.
- **Independent Oversight and Public Reporting** through a revamped *Natural Resources Board* to ensure implementation and promote improved governance.
- **Assessing Cumulative Impact** to inform decisions on land and water use activities, based on assessing nature's limits and the ecological carrying capacity of watersheds.
- **Continuous Peer-to-Peer Learning and Capacity Building**, including strong networking among practitioners and regular forums to accelerate learning and sharing from a diversity of experiences.

In addition to alignment with these conditions, our findings also provide insights on procedural and more practice focused success factors undertaken by the collaborative watershed organizations profiled.

² Brandes, O.M. & J. O'Riordan. (2014). 'A Blueprint for Watershed Governance in British Columbia.' POLIS Project on Ecological Governance. University of Victoria.
<http://poliswaterproject.org/sites/default/files/POLIS-Blueprint-web.pdf>

5.1 Enabling Policy Framework

Both the literature and advisors engaged acknowledged that enabling legislation for collaborative watershed governance needs to be in place with a clear regulatory framework that speaks to the roles, responsibilities and commitments of the Province and other jurisdictions and organizations involved. This was demonstrated by the success of the Okanagan Basin Water Board.

Example – Okanagan Basin Water Board (OBWB)

The OBWB's formation was enabled by two pieces of legislation - the Municipalities Enabling and Validating Act (MEVA), which sets the provisions for its establishment, and the Supplementary Letters Patent (SLP) to the Okanagan regional districts. Together with policies approved through resolution and basic municipal law, the legislative framework sets out the authority, objectives, purpose, membership and representation, cost sharing measures between regional districts as well as accountability for OBWB's activities³.

Although more semi-formal examples demonstrated a level of success, the clarity of an enabling policy/legislative framework helps to establish external legitimacy (i.e. credibility of those influencing decisions and credibility of outcomes).

Other keys to success included co-governance with First Nations, which incorporates an approach beyond consultation and more towards reconciliation and collaboration with recognition of Aboriginal rights and title⁴. Co-governance also emphasizes the role of local governments at both the municipal and regional district levels who are representative of their constituents at the watershed scale.

Example – Cowichan Watershed Board (CWB)

The Cowichan Watershed Board's governance structure is a strong example of a co-governance approach to decision-making. Articulated in Section 3.2 of its Governance Manual⁵, the CWB is co-chaired by a Director from the Cowichan Valley Regional District (CVRD) and the Chief or a Councillor of Cowichan Tribes. These co-chairs are to be selected jointly by the CVRD and Cowichan Tribes and are tasked with leadership responsibilities for the CWB. This partnership has been critical to CWB's success. When the CWB was established, the then Chief of Cowichan Tribes, Lydia Hwitsum and then Chair of the CVRD, Gerry Giles, "noted that the time was right to work from some recent success and to build strong relationships to ensure they could work constructively across jurisdictions for the overarching goals of bettering the watershed and its communities"⁶. In addition, CWB members are either elected officials or appointed by elected

³ Okanagan Basin Water Board. (2010). Okanagan Basin Water Board Governance Manual.

⁴ First Nations Leadership Council. (2013). 'Advancing an Indigenous Framework for Consultation and Accommodation in BC.' http://www.fns.bc.ca/pdf/319_UBCIC_IndigActionBook-Text_loresSpreads.pdf

⁵ Cowichan Watershed Board. (2010). 'Cowichan Watershed Board Governance Manual.' p.5. <http://cowichanwatershedboard.ca/sites/default/files/CWB-Governance-Manual-2010.pdf>

⁶ Personal communication, August 12, 2014 as cited in 'The Cowichan Watershed Board: An Evolution of Collaborative Watershed Governance.' by Rodger Hunter, Michele-Lee Moore and Laura Brandes. POLIS Project on

officials. Four other members at large and up to two individual members are nominated by the provincial or federal governments, and are jointly approved by the Cowichan Tribes Council and CVRD Board⁷. Though the CWB is a semi-formal entity with only an advisory capacity, their recommendations to regulatory agencies do carry weight and influence due to their inclusive, consensus based decision-making structure and process.

Example – Shawnigan Basin Authority

Taking a similar approach to co-governance, the Shawnigan Basin Authority has the electoral area representative from the Cowichan Valley Regional District Area B and a representative from the Malahat First Nation as co-chairs. Given the time and capacity constraints facing the Malahat First Nation, the provisions leave their engagement at their discretion and establish a consultative relationship with respect to any decisions of the Authority.

5.2 Organizational Design

Collaboration can be an effective approach to address the fragmented and siloed agencies responsible for watersheds and water resources. However, our findings suggest that its implementation must be strategic to achieve success in watershed governance. Although the right people may be at the table, it is important that their organization be aligned with the vision and goals they would like to achieve and the local and regional contexts within the watershed. This emphasizes the importance of the structure and composition of collaborative groups. These structures can take on many forms:

Ecological Governance, University of Victoria.

http://poliswaterproject.org/sites/default/files/CWBCaseStudy_WebFINAL_0.pdf

⁷ Hunter, R et al. (2014). 'The Cowichan Watershed Board: An Evolution of Collaborative Watershed Governance.' POLIS Project on Ecological Governance.

http://poliswaterproject.org/sites/default/files/CWBCaseStudy_WebFINAL_0.pdf

Table 1. Overview of Structures for Watershed Governance⁸

Governance Structures	Typical Characteristics and Merits
Umbrella	Helps coordinate groups with related goals
Coalitions	Often temporary, like-minded groups build an alliance around a specific purpose
Partnership	Limited number of entities working together towards (a) shared objective(s) with joint investment of resources
Roundtable	Multi-interest, oriented around a geographic area/community
Society	Constituted under the Societies Act, often has charitable status, can consist of diverse interests
Council	Includes government representatives and may be legislated
Other/Hybrid/Unique	Unique structure drawing on differences above or new characteristics
Combination	Two or more of the above structures, parallel/connected (e.g. sometimes a collaborative watershed governance structure will have a partner Society to leverage financial resources)
Evolution from one to another	Expects transition from a start-up structure to another structure later

Example – Coquitlam River Watershed Roundtable (CRWR)

The CRWR developed their Coquitlam River Watershed Strategy through a four-phase watershed planning process. The primary objective of Phase 3 of this process (2009-2010) was to formalize a governance structure and terms of reference for a watershed planning team/coalition to collaboratively develop a watershed plan. Because the group had participated in an extensive process to research the history of activities in the watershed (Phase 1 - 2007-2008) and come to consensus on its vision, mission and guiding principles (Phase 2 – 2008-2009), it was a top priority that the design of the proposed structure be consistent with those outcomes.

It was then decided that the Roundtable structure was the most appropriate to include all stakeholders including all orders of government, the Kwikwetlem First Nation, industry, utilities,

⁸ Adapted from ‘Appendix A: Strategy to Establish a Coquitlam River Watershed Governance Structure.’ by Julie Gardner on behalf of the Coquitlam River Watershed Roundtable. From Coquitlam River Watershed Strategy: Public Assemblies on Phase III Governance Strategy and Direction Setting. http://www.coquitlamriverwatershed.ca/sites/default/files/CRWS_Phase_III_governance_strategy_and_development_summary_July_2010_0.PDF

real estate developers, NGOs and academia. The Roundtable would be accountable for following the direction set by the vision, values, mission and guiding principles. Being a semi-formal governance organization with no enabling legislative framework, the Roundtable doesn't make decisions related to jurisdictional authority and legislative responsibilities. Like the Cowichan Watershed Roundtable, its goal is to influence decisions of government who have authority in the watershed in addition to other roles related to monitoring, information sharing and relationships building.

The Roundtable promotes broad representation and inclusive membership and encourages champions in the watershed to join as members provided they agree to the Terms of Reference. The Core Committee, the administrative/executive arm of the Roundtable, consists of a subset of Roundtable members assigned by each sector rather than individuals with sectoral representation. A coordinator supports both the Roundtable and Core Committee and is an important liaison between the two. An additional Committee includes the Funding Committee, which is a collection of supporters that invest in the Roundtable.

Clear and Common Purpose

“In order for objectives and goals to be implemented, you have to speak to people’s guts. You have to speak to what really matters to them and what they value.”

-Rodger Hunter, Cowichan Watershed Board Coordinator

As seen in the Coquitlam River Watershed Roundtable example, a clear and common purpose is articulated in an initiative’s vision, mission and mandate. It was emphasized that these elements must speak to the values of those in the watershed and the appropriate time must be taken to understand what these values are. The Roundtable incorporated this visioning in Phase 2 of their four-phase approach to developing a Coquitlam River Watershed Strategy.

Emphasis on the importance of a vision and values was also echoed in the Cowichan Watershed Board case study. Although the Cowichan Basin Water Management Plan (completed in 2007) underwent a robust process to develop its 6 goals, 23 objectives and 89 actions⁹, the Cowichan Watershed Board had to take a few more years to ensure that these goals actually spoke to people’s values. An example of this approach was to frame one the goals related to water quality as being able to eat shellfish from Cowichan Bay by 2020¹⁰. This messaging was found to be more effective than proposing to meet certain water quality standards.

⁹ Westland Resource Group Inc. (2007). ‘Cowichan Basin Water Management Plan.’ <http://www.cowichanwatershedboard.ca/sites/default/files/CowichanBasinWaterManagementPlan-March2007.pdf>

¹⁰ Ruminski, T. (2015). ‘Cowichan Watershed Board Want Cow Bay to Have Edible Shellfish by 2020.’ *My Cowichan Valley Now*. <http://www.mycowichanvalleynow.com/5590/cowichan-watershed-board-wants-cow-bay-edible-shellfish-2020/>

Procedures

All the case studies articulated procedures in their Terms of Reference or a Governance Manual that outlined decision-making processes, roles and responsibilities and meeting ground rules. These procedures were crucial in gaining clarity on available processes to tackle inevitable issues such as conflict and divergent perspectives.

All of the case studies except the Shuswap Watershed Council make decisions by consensus or near-consensus. Consensus decisions are often reached through a form of negotiation whereby participants enter into discussions articulating their views, interests, positions and preferences for the purpose of finding a mutually acceptable resolution or agreement. With successful collaborative watershed governance initiatives being inclusive of a diversity of perspectives, this participatory decision-making style enables different perspectives to be heard and accommodated. This more broad based agreement can increase legitimacy of decisions as well as support for implementation. In situations where conflict was high, the use of an impartial facilitator was a key to success to build trust between the members of the initiative.

In all case studies, roles and responsibilities of the collaborative watershed governance group were clearly articulated. In some cases, roles and responsibilities were articulated for additional committees and for particular positions such as the Chair, Vice/Co-Chair and Coordinator. This was the case for the Coquitlam River Watershed Roundtable, the Cowichan Watershed Board and the Okanagan Basin Water Board.

Given the diversity of perspectives and history of conflict between different groups in the Cowichan and Coquitlam watersheds, a series of ground rules to guide meetings were included in their Terms of Reference. These ground rules help to ensure that meetings are productive, respectful, inclusive and fair to all attending members.

Principles

The more long-standing case studies examined incorporated a set of guiding principles into their Terms of Reference or Governance Manual. These principles are helpful and necessary to guide activities and approaches of these initiatives. As seen in the case of the Coquitlam River Watershed Roundtable, their guiding principles were helpful in establishing their vision, mission and governance structure. They also help establish accountability and transparency with respect to communications and public reporting, decision-making, progress, performance and financial management. Principles can also enable inclusivity and equitable opportunity to participate. According to the literature and case studies reviewed, a number of principles were commonly mentioned:

- Transparency
- Accountability

- Respect for the rule of law (e.g. compliance with licence conditions, enforcement of reporting requirements, related regulations etc.)
- Inclusivity and respect
- Recognition of Aboriginal rights and title to lands and waters
- Consensus based decision-making
- Informed decision-making based on best available science and traditional ecological knowledge
- Efficiency

As alluded to earlier, guiding principles should be based on values representative of the different interests at the table as well as reflective of the issues a watershed entity would like to address. For example, if there are groups in a given watershed that feel that past decisions have not properly consulted those affected, principles of legitimacy, transparency, consensus decision-making, and accountability may be high priority principles to adopt at that table. The principles that guide a governance body should be strong enough that they may be looked to for guidance and stability in times of conflict or debate; they should help steer the organization to a place of common understanding. The consistent application of these principles is likely to increase not only legitimacy but also the quality of decision-making¹¹.

5.3 Capacity and Resources

All successful examples of collaborative watershed governance had established adequate and sustained human, financial and information resources to successfully deliver on their vision and mandates.

Human Resources

In the CWG examples studied, adequate human resources were established within their membership as well as in their technical and administrative support functions. In all cases, a critical foundation for governance was leadership of a community champion or organizations (see 'Other Factors' section below). Other established human resources included a coordinator and technical and communications experts. Securing the funds to hire a coordinator position in particular was crucial to advance the work and outcomes of these entities as they provided core administrative, communications and facilitation functions as well as kept the institutional memory of the initiative.

With respect to membership and representation, all case studies emphasized the importance of including all interests and jurisdictions within the watershed. This includes industry and the private sector. Though this can be a tenuous process, the industrial sector can be a key holder of water licences and other resource tenures and can have a great impact on overall watershed

¹¹ Bakker, K. (2006). 'Introduction'. From *Eau Canada- The Future of Canada's Water*. Vancouver: UBC Press.

health. Ensuring that they are represented in the overall governance structure increases the potential to influence their operations to better advance overall watershed sustainability.

Example – Industry representation on the Coquitlam River Watershed Roundtable

Given the long history of aggregate mining in the Coquitlam River as well as the continuous growth of the municipality, both the aggregate mining and real estate development sectors are represented on the Roundtable as well as their Core Committee. Prior to the Roundtable's formation, relationships between government, First Nations, stewardship groups and the mining and real estate development sectors were very divisive. However, given their long-standing presence in the watershed, it was acknowledged that their representation was important. Though it took many years to build trust between these groups, both sectors are now key players on the Roundtable and are also an important source of financial contributions.

Financial Resources

Sustained financial resources for core operations and projects and programs are crucial for the effectiveness of collaborative watershed governance initiatives. This continues to be a challenge for all of the case studies given the current project based funding environment. In order to adequately address longer-term issues, more innovative funding tools and solutions need to be created in addition to leveraging resources through collaboration. Given these challenges with funding, the case studies managed their scope of activities and timelines in order to keep them within the realistic capacity of the organization and within the geographic scope.¹²

Access to Data, Information and Traditional Ecological Knowledge

All case studies emphasized the importance of basing watershed management decisions on best available data, information and traditional ecological knowledge. This includes monitoring data such as water quality, water quantity and use, local and traditional historical knowledge and citizen science. Though the inclusion of diverse interests enhances the access to these various forms of data and knowledge, it can still be a challenge given there is no comprehensive database on water and watersheds in BC¹³. Data and information is currently collected and stored by a series of networks. For example, the hydrometric monitoring network provides information on BC's water supply and is jointly administered by the provincial and federal government. Other examples of monitoring were undertaken by the collaborative watershed

¹² For more information on financial mechanisms for collaborative watershed governance, see FBC's discussion paper – 'Financial Mechanisms for Collaborative Watershed Governance' which is part of the Year 2 phase of work for the Advancing Watershed Sustainability project.

¹³ Brandes, O.M. & J. O'Riordan. (2014). 'A Blueprint for Watershed Governance in British Columbia.' P. 31. <http://poliswaterproject.org/sites/default/files/POLIS-Blueprint-web.pdf>

organizations studied such as the Coquitlam River Watershed Roundtable, the Okanagan Basin Water Board and the Shuswap Watershed Council as well as citizen science groups.

5.4 Other Success Factors

In addition to the more institutional and organizational keys to success, the human factors influencing collaborative watershed governance were also crucial in the case studies examined.

Effective Leadership

As alluded to earlier, one of the critical foundations of governance observed was the leadership of an individual champion or organization especially through the ‘storming and norming’ periods of group development¹⁴. These champions were effective at bringing stakeholders to the table, building trust between the different interests and driving the collaborative process. As a trusted ‘steward of the process’, these leaders helped establish procedural legitimacy, mediate tensions and conflict and enabled groups to explore mutual gains. In the cases where collaborative watershed governance was initiated as a result of an ecological crisis or conflicts between different users, these neutral facilitators were especially crucial.

Example – Shuswap Watershed Council

The Fraser Basin Council has a long history as a trusted, neutral facilitator bringing diverse representatives together to resolve complex issues across BC. When the Shuswap Lake Integrated Planning Process (SLIPP) was initiated in 2011 in response to pressures of increased development, there was a need to bring representatives from a diversity of public agencies and other interests to a single table. FBC was brought in to convene this group as well as provide secretariat support. Upon the formation of the Shuswap Watershed Council in 2015, FBC’s role was extended to provide program management support.

Mutual Respect and Interpersonal Trust

Mutual respect and interpersonal trust are also necessary for effective collaboration. In all the case studies, many of the interests at the table did not trust each other and had long histories of conflict. Therefore, it was emphasized that considerable time to build trust and strengthen relationships was a necessary investment.

Example – Cowichan Watershed Board

During its formation period from 2010 to 2011, the CWB focused on building collaborative working relationships with Board members and other stakeholders. This resulted in an

¹⁴ Tuckman, B.W. (1965). ‘Developmental sequence in small groups.’ *Psychological Bulletin*, Vol 63(6). 384-399.

increased understanding of the key watershed issues as well as an increased capacity to undertake a broader role of influence and responsibility for decisions affecting the watershed. This trust building was a considerable investment of time but was necessary to develop a common understanding between the CWB and its Technical Advisory Committee¹⁵.

Long-Term Commitment to Process and Outcomes

As complex ecological systems, challenges within watersheds need time to resolve. In many cases, even the best available data doesn't provide an immediate right answer and groups need to embrace a longer-term learning curve. The case studies demonstrated that this commitment to process is better achieved when principles of transparency, inclusivity and accountability are incorporated into the activities of the CWG initiative. In addition, certain groups that may have barriers to participation such as First Nations and NGO representatives may need the appropriate support such as travel assistance and/or honoraria.

¹⁵ Hunter, R. et al. (2014). 'The Cowichan Watershed Board: An Evolution of Collaborative Watershed Governance.' POLIS Project on Ecological Governance. P.8.
http://poliswaterproject.org/sites/default/files/CWBCaseStudy_WebFINAL_0.pdf

6. Current Examples of Collaborative Watershed Governance in BC

Though the constitutional authority to manage water resources primarily lies with the Province, there has been a growth of community-led, watershed organizations using collaborative, area-based approaches since the 1990s¹⁶. Many of these organizations formed to address local impacts resulting from gaps in management activities essential for the health and sustainability of watersheds. This growth in local initiatives demonstrates that not only are groups and individuals motivated to organize themselves to address the issues that affect them, but also that there is an appetite to incorporate greater local involvement in decision-making related to water and watersheds across the province¹⁷. It is important to note that there is not a 'one-size-fits-all' approach and most successful watershed governance initiatives are influenced by local priorities, geography, history, culture and economics¹⁸. This section aims to look at some current examples of collaborative watershed governance across BC, including:

1. Cowichan Watershed Board
2. Okanagan Basin Water Board
3. Coquitlam River Watershed Roundtable
4. Shawnigan Basin Authority
5. Shuswap Watershed Council

Each case study provides a brief overview of the conditions under which the group created, its local context, its governance structure, membership, vision, mission, goals and funding partners.

6.1 Cowichan Watershed Board

BACKGROUND:

In the past 150 years, the Cowichan Basin has changed more rapidly than in the preceding 5000 years¹⁹. As population and development increase, so does the rate of change to the hydrologic cycle. Fisheries, forestry, settlement, agriculture, recreation and tourism, industry and cultural uses all compete for water in the Basin. This often results in a shortfall of water needed for healthy ecosystems. More than 530 licenses have been issued to divert water from streams and lakes in the Basin and more than 1300 wells have been drilled to pump water from the aquifers. Catalyst Paper is the largest water user in the basin. It pumps water from the

¹⁶ Brandes, O.M. & J. O'Riordan. (2014). 'A Blueprint for Watershed Governance in British Columbia.' POLIS Project on Ecological Governance. University of Victoria. Accessed 5 Jan 2015.
<http://poliswaterproject.org/sites/default/files/POLIS-Blueprint-web.pdf>

¹⁷ MORRIS, T. and O.M. Brandes. (2013). 'The State of the Water Movement in British Columbia: A Waterscape Scan & Needs Assessment of BC Watershed-Based Groups.' POLIS Project on Ecological Governance.' P. 29.

¹⁸ Hunter, R. et al. (2014). 'The Cowichan Watershed Board: An Evolution of Collaborative Watershed Governance.' POLIS Project on Ecological Governance. Accessed 6 Jan 2015.
http://poliswaterproject.org/sites/default/files/CWBCaseStudy_WebFINAL_0.pdf

¹⁹ Cowichan Basin Water Management Plan. (2007). p. 3.

Cowichan River for its pulp and paper mill operations in Crofton. Other challenges include reduced spring and summer precipitation and snow pack due to climate change, the depletion of old growth and mature forests and increased residential development, which places pressure on water resources and riparian habitat. In addition, the cumulative impacts of past uncoordinated land and water use decisions by all levels of government related to urban and industrial development, transportation, and forest practices, etc.; the declining capacity of provincial and federal governments to fulfil their mandates due to severe budget and staffing cuts; and, issues related to rights, including First Nations' rights, property rights and rights to clean water. These issues have pushed the Cowichan watershed towards a tipping point²⁰.

During the 2003 dry season, low water levels in the Cowichan River system resulted in a series of crises eliciting action from the surrounding communities:

- Low flow levels in the River led to the imminent shutdown of Catalyst Paper, a pulp and paper mill in the town of Crofton, the largest employer in the area;
- Inadequate flow endangered the Chinook salmon and fish had to be moved by truck to their spawning habitats; and,
- Falling water levels in the streams and aquifers affected drinking water supply in some areas and water available to dilute treated effluent discharges into the Cowichan River.

The response resulted in the development of the *Cowichan Basin Water Management Plan*²¹, which was commissioned by the Cowichan Valley Regional District (CVRD), Cowichan Tribes, the BC Ministry of Water, Land and Air Protection (now the Ministry of Environment), Fisheries and Oceans Canada, Catalyst Paper and the Pacific Salmon Commission. The Plan was ambitious and included 6 goals, 23 objectives and 89 actions concerning water conservation, water supply management, water quality, habitat and biodiversity, flood management, governance and communications. With minimal implementation by 2009, local stakeholders hired a consultant to identify and evaluate governance options that would better coordinate actions. As a result, the Cowichan Watershed Board (CWB) was established in 2010 to guide the implementation of the Plan²². It has recently incorporated a legal entity, the Cowichan Watershed Society under the BC Society Act in 2014 and is also seeking charitable status from Canada Revenue Agency.

²⁰ Hunter, R. et al. (2014). 'The Cowichan Watershed Board: An Evolution of Collaborative Watershed Governance.' POLIS Project on Ecological Governance. P.3. Accessed 6 Jan 2015.

http://poliswaterproject.org/sites/default/files/CWBCaseStudy_WebFINAL_0.pdf

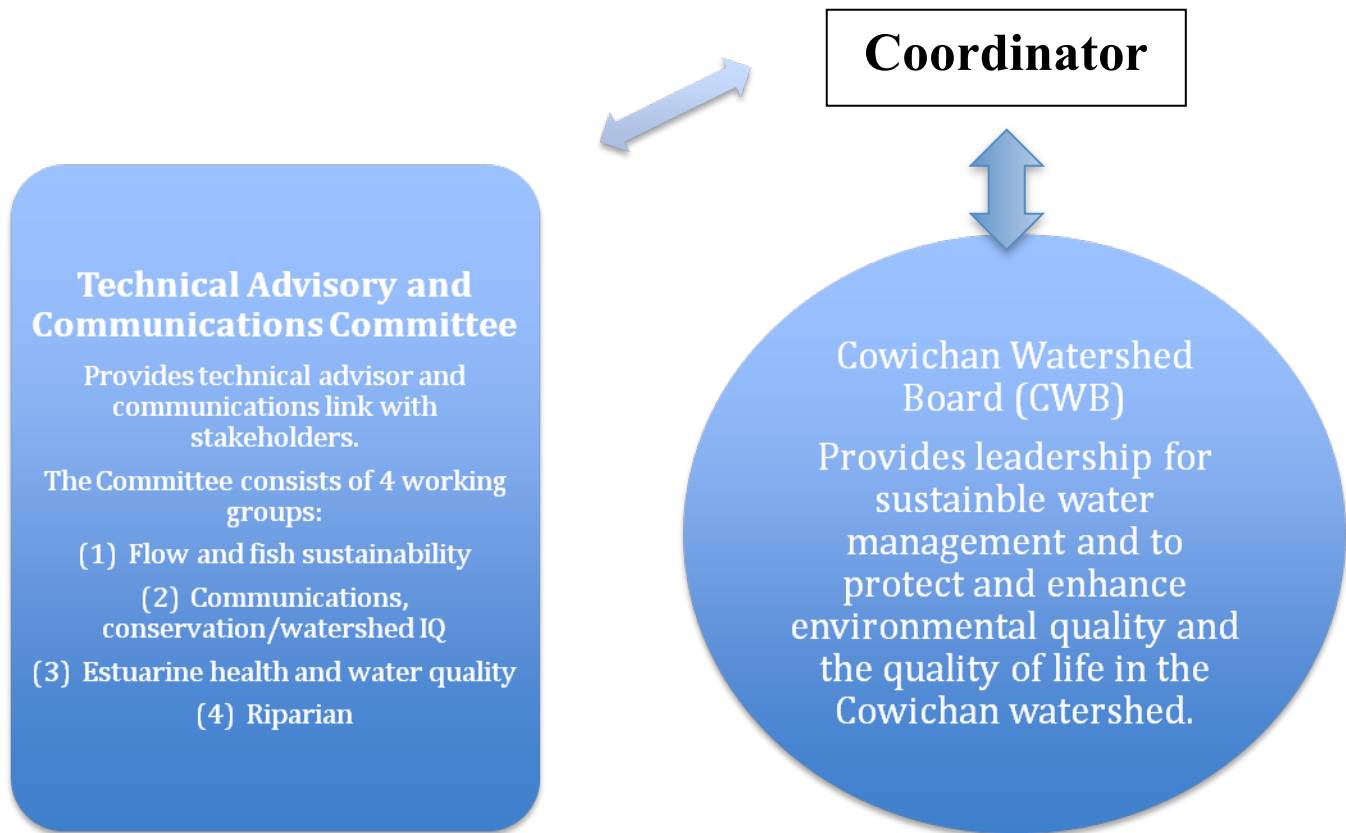
²¹ Cowichan Valley Regional District et al. (2007). Cowichan Basin Water Management Plan. Access 6 Jan 2015.

<http://cvrld.bc.ca/DocumentCenter/Home/View/1097>

²² Hunter, R. et al. (2014). The Cowichan Watershed Board: An Evolution of Collaborative Watershed Governance.' POLIS Project on Ecological Governance. P.7.. Accessed 6 Jan 2015.

http://poliswaterproject.org/sites/default/files/CWBCaseStudy_WebFINAL_0.pdf

COWICHAN WATERSHED BOARD STRUCTURE²³



The **Cowichan Watershed Board (CWB)** is an advisory body that consists of 13 members appointed by the Cowichan Valley Regional District, Cowichan Tribes, the Department of Fisheries and Oceans and the Ministry of Environment. (For membership details, see section below)

The work of the CWB is assisted by the Technical Advisory and Communications Committee which consists of 4 working groups: (1) Flow and fish sustainability; (2) communications, conservation/watershed IQ; (3) Estuarine health and water quality; and (4) Riparian. These working groups are aligned with the targets of the Cowichan Basin Water Management Plan, which were seen as aspects of the lifeblood of the Cowichan watershed that everyone knew and understood.

²³ Personal communication with Rodger Hunter, April 2015.

The **Technical Advisory and Communications Committee** mission is²⁴:

- To be a trusted source of expertise and knowledge for sustainable water management in the Cowichan watershed.
- To provide balance and considered technical advice to the CWB and through it to elements of the community at large.
- To draw upon members’ diverse knowledge and technical expertise to develop options and recommendations for the CWB and to implement actions needed to achieve the goals of the Cowichan Water Basin Management Plan.

Coordinator: The Coordinator is employed by the Cowichan Watershed Society and is responsible for convening and communicating with stakeholders and is the important liaison between the Cowichan Watershed Board and the Technical Advisory and Communications Committee.

COWICHAN WATERSHED BOARD MEMBERSHIP

Cowichan Water Board

Each appointer is allotted the following amount of appointees:

The Cowichan Valley Regional District (CVRD)	3
Cowichan Tribes Chief and Councillors	2
Cowichan Tribes and the CVRD	Up to 5
Department of Fisheries and Oceans	Up to 2
Ministry of Environment	2

The following table summarizes the current make up of the CWB:

POSITION	APOINTMENT BY
Chair of CVRD (Co-Chair)	CVRD
Chief of the Cowichan Tribes (Co-Chair)	Cowichan Tribes Chief and Councillors
Cowichan Tribes Councillor	Cowichan Tribes Chief and Councillors
CVRD Director, Area I, Youbou	CVRD
CVRD Director, Area F, Cowichan Lake South/Skutz Falls	CVRD
Mayor of Lake Cowichan	Cowichan Tribes and the CVRD
CVRD Director, Area D, Cowichan Bay	Cowichan Tribes and the CVRD
Cowichan Tribes Councillor	Cowichan Tribes and the CVRD
Natural Resource Consultant	Cowichan Tribes and the CVRD
Former Member of Parliament	Cowichan Tribes and the CVRD
DFO, South Coast Area Director	Federal Government
Public Health Consultant	Provincial Government

²⁴ Cowichan Watershed Board website. ‘Technical Advisory Committee’. Accessed 6 Jan 2015.
<http://cowichanwatershedboard.ca/content/technical-advisory-committee-tac>

Past President, BC Groundwater Association	Provincial Government
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Technical Advisory Committee

The CWB will invite selected organizations to designate a technical representative. The following is a list of member organizations²⁵:

- Catalyst Paper
- Cowichan Economic Development Commission - Tourism Cowichan (CEDC)
- Cowichan Lake and River Stewardship Committee (CLRSC)
- Cowichan Tribes
- Cowichan Valley Naturalists' Society (CVNS)
- Cowichan Valley Regional District (CVRD)
- Department of Fisheries and Oceans (DFO)
- Living Rivers Trust
- BC Ministry of Agriculture (MOA)
- BC Ministry of Environment (MOE)
- BC Ministry of Healthy Living and Sport (MHLS)
- BC Ministry of Transportation and Infrastructure (MOTI)
- Private Forest Landowners Association (PFLA)
- Quamichan Lake Stewardship Committee (Quamichan Stewards)
- Somenos Marsh Wildlife Society (SMWS)
- Vancouver Island Health Authority (VIHA)

PURPOSE²⁶

The purpose of the CWB is to serve as a formal entity to help guide the implementation of the Cowichan Basin Water Management Plan and improve the quality of water management decisions and the outcomes arising from those decisions within the Cowichan watershed.

MANDATE²⁷

The CWB's mandate is to provide leadership for sustainable water management to protect and enhance environmental quality and the quality of life in the Cowichan watershed and adjoining areas.

The Board does not have regulatory authority but shall promote wise water management practices throughout the watershed by:

²⁵ *Ibid.*

²⁶ Cowichan Watershed Board. (2010). 'Governance Manual'. Accessed 6 Jan 2015. <http://cowichanwatershedboard.ca/sites/default/files/CWB-Governance-Manual-2010.pdf>

²⁷ *Ibid*, p. 3.

- advocating for the well-being of the watershed;
- guiding and coordinating the implementation of the Water Management Plan;
- providing timely, balanced and thoughtful advice to senior and local government authorities including First Nations;
- securing stable funding sources to support water management activities;
- engaging local stakeholder in water management decisions;
- gathering information on and monitoring the health of the watershed;
- providing and accessing specialized expertise and knowledge for sustainable water management in the Cowichan watershed; and,
- developing public outreach and extension tools to enhance watershed thinking and to increase residents' understanding of water science, stewardship and management activities.

PRINCIPLES²⁸

The CWB is committed to the following principles:

- *Partnership*: The Board is built on a collaborative partnership among Cowichan Tribes the CVRD, the Ministry of Environment, and the Department of Fisheries and Oceans, Catalyst Paper and the Living Rivers Trust Fund (the partners) and seeks to engage and bridge the interests of regulatory agencies, local water stakeholders and citizens.
- *Representation*: The Board members are appointed to serve the best interests of Cowichan Basin citizens and the region as a whole in a manner that is consistent with federal and provincial interests that support sound watershed management. Members selected are to the greatest extent possible local community leaders, known water management champions and/or related experts.
- *“Whole-of-Watershed” Thinking*: The CWB’s priorities and activities are guided by a vision for the watershed as a whole that is based on ecological sustainability and balancing local needs.
- *Transparency*: To the greatest extent possible, the actions and decisions of the CWB will be transparent and open.

ROLES AND RESPONSIBILITIES²⁹

- Advocating for the well-being of the watershed and policies and decisions that reflect watershed thinking and positive outcomes for the watershed;
- Developing a process for seeking input from basin residents on CWB activities and for reporting back on activities;
- Reviewing and updating the Cowichan Basin Water Management Plan;
- Seeking input from the Technical Advisory Committee, governments, watershed groups, interests and residents as part of the annual business planning process;

²⁸ *Ibid*, p. 3-4.

²⁹ *Ibid*, p. 4.

- Preparing an annual business plan and budget based on the Plan;
- Ensuring appropriate financial controls;
- Preparing and distributing an annual report/business plan;
- Adhering to the principles and carrying out the responsibilities set out in the governance manual;
- Appointing, monitoring and evaluating the coordinator;
- Regularly reviewing and revising policies and procedures to ensure that the CWB is effective.

FUNDING³⁰:

The annual operating budget for the CWB has continued to be approximately \$70,000 and is funded by both the Cowichan Tribes and the Cowichan Valley Regional District. The operating budget includes basic activities such as administrative support, coordination and communications as well as meeting expenses, the website and a part-time coordinator.

Project funding partners over the years have included the following:

- Department of Fisheries and Oceans
- Ministry of Environment
- Catalyst Paper
- Pacific Salmon Commission
- Federal Gas Tax Fund (through CVRD)
- Real Estate Foundation of BC

6.2 Okanagan Basin Water Board

BACKGROUND³¹:

In the early to mid-1960s, water pollution in the Okanagan Valley became a serious concern. Issues such as poorly treated sewage wastes being dumped into the lakes and odorous algae blooms spoiling public beaches began to affect tourism, public health and civic enjoyment of the lakeshore. In response, the Okanagan Watershed Pollution Control Council was created in 1966 to address these issues. The Council included representatives from the 10 major Okanagan municipalities but lacked any legal authority or structure to make meaningful changes.

³⁰ Hunter, R. et al. (2014). 'The Cowichan Watershed Board: An Evolution of Collaborative Watershed Governance.' POLIS Project on Ecological Governance. P.3. Accessed 6 Jan 2015.

http://poliswaterproject.org/sites/default/files/CWBCaseStudy_WebFINAL_0.pdf

³¹ Okanagan Basin Water Board (OBWB). (2010). 'Governance Manual.' p. v-vi. Accessed 6 Jan 2015.

http://www.obwb.ca/fileadmin/docs/obwb_governance_manual.pdf

Recognizing the need for an inter-regional mechanism to collaborate, local governments and the Province agreed to create an Okanagan Basin Water Board (OBWB), which would include elected officials from the regional districts and would be supported by a technical committee for water resource management. Through the Municipalities Enabling and Validating Act and Supplementary Letters Patent legislation, the OBWB was established and given taxation authority to support its projects and responsibilities for approving pollution discharge permits. Its mandate was to promote the shared water interests of Okanagan communities.

Immediately following its formation, the OBWB became a local partner on the Okanagan Basin Study, a federal-provincial initiative signed in 1969, which aimed at improving all aspects of water resource management. The OBWB's initial role was to improve communication between the public, local governments, and the agencies conducting the Study. When the Study was completed in 1974, one of its main findings – based on extensive public consultation – was the strong need for coordinated water management. It recommended that the OBWB be the regional authority responsible for 'those water resource management functions that pertain to the Valley as a whole'³².

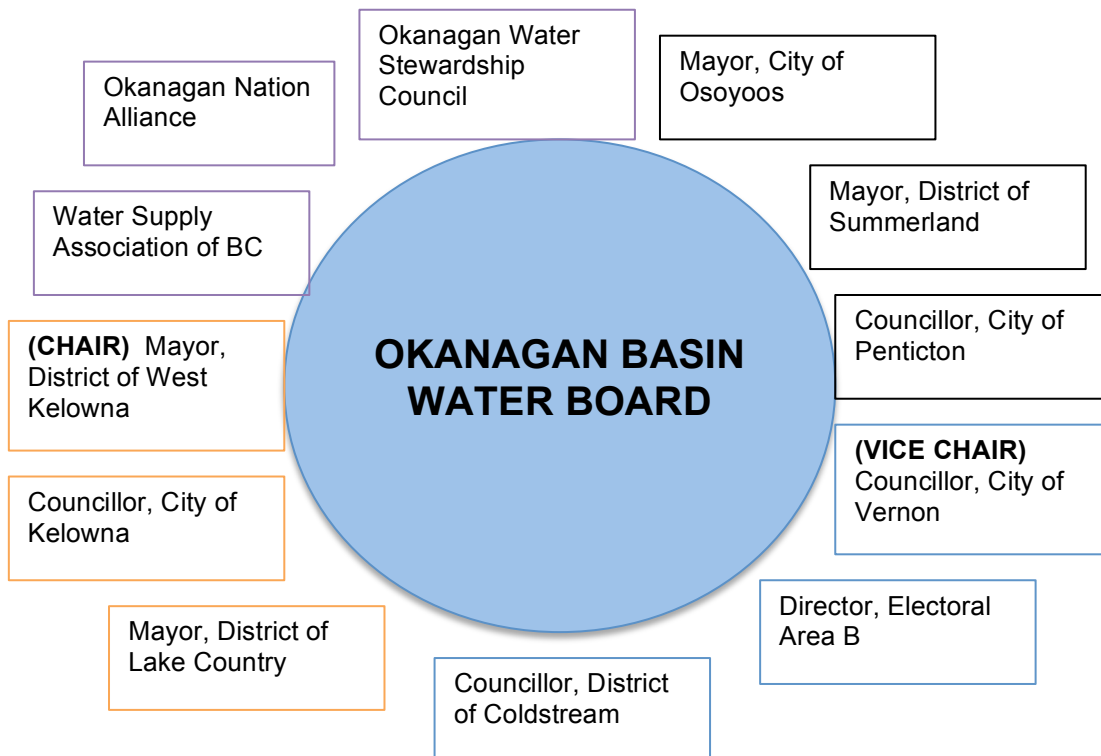
Enacting many of these recommendations (e.g. valley-wide flood plain zoning and recreational boating regulations) required the regional districts and the Province to delegate authority to the OBWB, which they were reluctant to do. Instead, the OBWB focused its efforts on two programs that had no overlap with local jurisdictions: funding for upgrading sewage treatment facilities and Eurasian watermilfoil control. In partnership with the Province, these initiatives are ongoing and have proven successful with the OBWB providing local resources and expertise.

With the dramatic increase in population growth within the watershed, future impacts of climate change and the 2003 drought that created tensions between farmers and fisheries regulators, OBWB undertook a new water management initiative in 2006. This focused on improving communication, water policy, and water science to support decision making with a primary focus on incentives and knowledge transfer. In light of these new directions, the OBWB also instituted the Okanagan Water Stewardship Council to provide high-level technical advice from a wide range of local experts³³. These projects and programs avoid overlap with programs under municipal jurisdiction and focus on valley-wide benefits.

³² Okanagan Consultative Board. (1974). 'Summary of the Consultative Board including the Comprehensive Framework Plan Prepared Under the Canada British Columbia Okanagan Basin Agreement.' Accessed 6 Jan 2015. http://www.obwb.ca/fileadmin/docs/1974_Basin_Study_Summary_Report.pdf

³³ Okanagan Basin Water Board. (2012). 'History'. OBWB website. Accessed 6 Jan 2015. <http://www.obwb.ca/overview/history/>

BOARD STRUCTURE



STAFF:

- Executive Director
- Water Stewardship Director
- Office and Projects Manager
- Communications Director
- Eurasian Water Milfoil Field Supervisor
- Eurasian Water Milfoil Control Crew

- Regional District of Okanagan-Similkameen
- Regional District of North Okanagan
- Regional District of Central Okanagan
- Water Management Initiative Appointments

The Okanagan Basin Water Board (OBWB) is a unique form of local government, established under Provincial legislation with taxation power to support its action. The structure and purpose of the OBWB are outlined in the Supplementary Letters Patent.

Directors: The OBWB has 12 directors with designated alternates. The three Okanagan regional districts appoint 3 directors each. The Board also includes representative from the Okanagan Nation Alliance, the Water Supply Association of BC and the Okanagan Water Stewardship Council. All directors vote and participate in all decision making except financial matters where only regional district appointed directors can vote. Directors hold a one-year term and may be reappointed for successive terms.

Executive Director: The Executive Director provides leadership for the implementation and operation of the OBWB programs; hiring and managing staff; overseeing financial management and working with the Board and the Okanagan Water Stewardship Council to develop long-term strategic plans.

Water Stewardship Director: The Water Stewardship Director is responsible for strategic planning, project development and management, communication with stakeholders and media and representing the OBWB and the Water Stewardship Council at meetings and conferences as required. The Water Stewardship Council aims to develop practical solutions that reflect the best available science, innovative policy and consensus approaches.

Committees of the Board:

The OBWB has formed committees to address matters under its responsibility and authority. These committees do not have delegated authority and can only make recommendations to the Board.

Standing Committees – These are committees whose permanent existence is of fundamental importance to the ongoing effective governance of the OBWB.

- **Okanagan Water Stewardship Council** is a permanent Standing Committee of the Board and is composed of technical experts and water stakeholders.
- **Program Committees** – These committees are intended to exist in the long-term and to address a significant area of OBWB business, but may not be permanent committees.
- **Task Forces** – These are committees intended to address issues in the short-term, and to be dissolved upon completion of their duties.

LEGISLATIVE FRAMEWORK

BC Municipalities Enabling and Validating Act: The Act enables the creation of the Okanagan Basin Water Board.

Supplementary Letters Patent: The Supplementary Letters Patent lays out the operational details of the OBWB including membership, objects and purpose, the basis of cost sharing between regional districts, the limitation of the cost of the function of the OBWB and the representation of the regional districts.

OKANAGAN BASIN WATER BOARD MEMBERSHIP³⁴

Current membership on the OBWB includes 3 representatives from each of the 3 regional districts in the Okanagan Basin and representatives from First Nations, the Water Supply

³⁴ Okanagan Basin Water Board. (2015). 'Meet the Board.' Accessed 16 March 2015.
<http://www.obwb.ca/board-of-directors/>

Association of BC and the Okanagan Water Stewardship Council. These appointments are one-year terms with eligibility for renewal. Chairs and Vice-Chairs are elected by OBWB directors.

REGIONAL DISTRICT OF OKANAGAN-SIMILKAMEEN	
Mayor, City of Osoyoos	Regional Director, Electoral Area A (ALT)
Mayor, District of Summerland	Regional Director, Electoral Area D (ALT)
Councillor, City of Penticton	Councillor, District of Summerland (ALT)
REGIONAL DISTRICT OF NORTH OKANAGAN	
(VICE CHAIR) Councillor, City of Vernon	Councillor, City of Vernon (ALT)
Regional Director, Electoral Area B	Regional Director, Electoral Area D (ALT)
Councillor, District of Coldstream	Regional Director, Electoral Area C (ALT)
REGIONAL DISTRICT OF CENTRAL OKANAGAN	
(CHAIR) Mayor, District of West Kelowna	Regional Director, East Electoral Area (ALT)
Mayor, District of Lake Country	Mayor, District of Peachland (ALT)
Councillor, City of Kelowna	Regional Director, West Electoral Area (ALT)
WATER MANAGEMENT INITIATIVE APPOINTEMENTS	
(CHAIR) Water Supply Association of BC	Director, Water Supply Association of BC (ALT)
Okanagan Nation Alliance	Okanagan Nation Alliance (ALT)
Okanagan Water Stewardship Council	Interior Health Authority (ALT)

VISION³⁵:

The Vision of the OBWB is to have a sustainable water system, meeting the needs of residents and agriculture while supporting wildlife and natural areas – now and in the future.

MANDATE³⁶:

To provide leadership for sustainable water management to protect and enhance the quality of life and environment in the Okanagan Basin.

The OBWB promotes best water management practices by supplying science, information, grants and other incentives. As every resident in the Basin contributes financially to the OBWB,

³⁵ Okanagan Basin Water Board (OBWB). (2010). 'Governance Manual.' p. 2. Accessed 6 Jan 2015. http://www.obwb.ca/fileadmin/docs/obwb_governance_manual.pdf

³⁶ *Ibid*, p. 3.

the focus is on projects and programs that benefit the Okanagan watershed as a whole. The OBWB is not a regulatory agency and does not enact or enforce law.

OBJECTS AND PURPOSE³⁷:

The objectives and purpose of the OBWB, summarized below are set by the Supplementary Letters Patent (SLP) and subsequent amendments dated 1970-2006.

1. To organize or receive proposals from private interests, organizations or agencies and all levels of governments regarding best practices for water use and management;
2. To define water problems and priorities, economic feasibility of solutions, responsibility, necessary legislation and required action;
3. To communicate and coordinate between levels of government and their agencies about water use and management;
4. To present proposals and recommendations to local or senior governments, according to jurisdiction and responsibility;
5. To participate financially or otherwise, in surveys, investigations or projects on behalf of Okanagan local governments;
6. To coordinate implementation of the Okanagan Basin Study Plan (1974) – for water management activities that affect the Valley as a whole;
7. To advise local or senior government agencies when proposed actions, regulations or bylaws are contrary to the Okanagan Basin Study Plan or a recommendation of the OBWB; and,
8. To participate in an aquatic weed control program for Okanagan lakes.

PRINCIPLES³⁸:

The Board of Directors is committed to acting in accordance with the following principles:

- *Transparency:* To the greatest extent possible, the actions and decision of the OBWB including those of the Board of Directors and staff will be transparent and open.
- *Service:* The Board of Directors will act in the best interests of the mandate of the OBWB, which serve the Okanagan Basin as a whole.
- *Collaboration:* The OBWB seeks collaborative solutions to water resource concerns, bridging the interests of all Okanagan and senior levels of government, as well as water stakeholders and citizens of the region.
- *Representation:* OBWB Directors are appointed to represent the common water interests of Okanagan citizens even though they provide the perspective of their respective regional district or water constituency.
- *Basin Emphasis:* OBWB projects and programs focus on activities with broad geographic scope, benefiting the entire watershed.

³⁷ *Ibid*, p. 2.

³⁸ *Ibid*, p. 3.

- *Legacy*: The OBWB will consider the needs of future generations – our children and grandchildren – as well as those of the present, looking ahead to protect the resource in times of change and uncertainty.

ROLES AND RESPONSIBILITIES OF THE BOARD³⁹:

The Board of Directors is responsible for governing the OBWB effectively and responsibly. The Board’s responsibilities include (but are not necessarily limited to):

- Adhering to the Objects and Purpose of the OBWB and principles set out in the previous sections;
- Preparing and reviewing a strategic plan, annual objectives and budget;
- Appointing, monitoring and evaluating the Executive Director;
- Developing channels for communication from Basin residents on OBWB activities and for reporting back to communities;
- Ensuring appropriate financial controls are in place;
- Preparing an annual report, including audited financial statements; and,
- Establishing certain policies, ensuring they are implemented, and periodically reviewing those policies. These policies include but are not limited to:
 - OBWB procedures;
 - Policies related to water resource matters in the Okanagan Basin, including the operation of the OBWB Water Management Program;
 - Policies related to OBWB service delivery of Eurasian watermilfoil and Sewerage Facilities Grants program;
 - Communications; and,
 - Human resources and compensation.

FUNDING⁴⁰:

The Supplementary Letters Patent (SLP) mandates every municipal or regional district resident and business in the Okanagan Basin to contribute at the same rate to the finances of the OBWB and therefore shares equitably in the benefit of basin-wide water management initiatives such as the Water Management Program, and other programs (Eurasian Watermilfoil Control Program, Sewerage Facilities Grants Program)⁴¹. Funding allocation is as follows:

- Cost shared among municipalities of represented regional districts based on assessed net taxable value of land and improvements;
- The annual contributions to the Board for the Water Management and the Eurasian Watermilfoil Control Program has a ceiling of \$0.036/\$1000 unless an increase is approved by a referendum of voters from the Basin or there is a change to the SLP;

³⁹ *Ibid*, p. 7-8.

⁴⁰ Okanagan Basin Water Board (OBWB). (2010). ‘Governance Manual.’ p. 11-14. Accessed 6 Jan 2015. http://www.obwb.ca/fileadmin/docs/obwb_governance_manual.pdf

⁴¹ *Ibid*, p. 11.

- The Board may require all participating regional districts (except those outside the Basin) to contribute to the Sewerage Facilities Grants Program not exceeding \$0.21/\$1000;
- Directors are remunerated for meeting attendance – this is targeted at the average rate provided for meeting attendance by participating regional districts.

6.3 Coquitlam River Watershed Roundtable

BACKGROUND:

The Coquitlam River Watershed is one of many watersheds found on the north shore of the Lower Mainland Region. IT is located along the lower Fraser River and mainly within the municipalities of Coquitlam and Port Coquitlam. It is part of the traditional territory of the Kwikwetlem First Nation. The Lower Coquitlam River Watershed, below the Coquitlam Lake Dam, includes at least 30 watercourses. The two largest tributaries of the Coquitlam River are Or Creek with a catchment area of approximately 22 sq. km and the Hoy/Scott/Pinnacle Creek catchment area totalling approximately 17.5 sq. km⁴².

The mountain and valley region is characterized by a variety of natural, rural-agricultural, urban and industrial landscapes of cultural, heritage, recreation and natural resource values such as the habitat and spawning ground for salmon. The watershed has a vast headwater area including Coquitlam Lake Reservoir above the Coquitlam Lake Dam. At least 30 sub-watersheds flow into the Lower Coquitlam River, which drains into the Fraser River just above the Fraser River estuary on the Georgia Strait⁴³.

Human activity has significantly impacted the Coquitlam River over the last century starting with⁴⁴:

- The erection of the dams firstly for water supply in 1904, then power generation in 1914 for the growing communities on the Lower Mainland which effectively cut off spawning and rearing habitat for salmon in the upper part of the river. Sockeye were wiped out in 1913.
- Remaining salmon populations have also suffered great instability over the last century due to urban development. The natural characteristics of the lower watershed have been altered as urban development proceeded. A significant portion of the watershed's drainage is now carried in the storm drain system, which eventually empties into open watercourses.
- Mining activities began in the 1950s. During that time, gravel removal activities began to take place both in and along the Coquitlam River. From this time period until the mid 1960s, it was common practice for industry and government agencies to remove gravel directly from the river. These activities were principally responsible for the destruction of the main pink and chum spawning beds. The direct destruction of the salmon

⁴² Coquitlam River Watershed Roundtable. (2008). 'The Story of the Coquitlam River Watershed Past, Present and Future.' *Coquitlam River Stakeholder Engagement Phase 1*. Prepared by: Jahlie Houghton, JR Environmental. Accessed 30 April 2015.

http://www.coquitlamriverwatershed.ca/sites/default/files/CRWS_Phase_I_Background_and_Research_2008_0.pdf

⁴³ Coquitlam River Watershed Roundtable website. (2015). 'Our Watershed.' Accessed 6 Jan 2015.

<http://www.coquitlamriverwatershed.ca/our-watershed>

⁴⁴ *Ibid*, p. 4.

spawning grounds did not stop until the BC Gravel Removal Order came into effect in 1965.

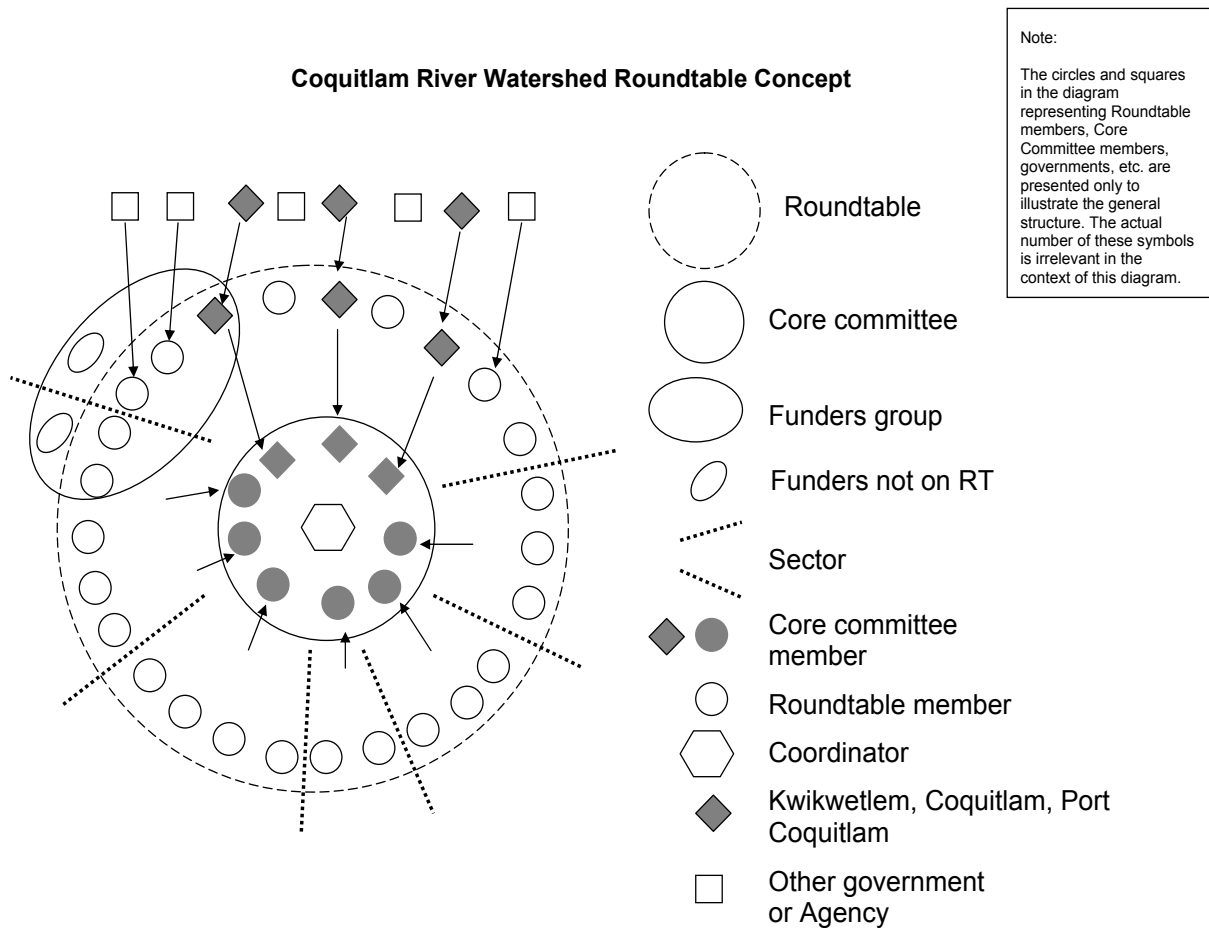
- Commercial logging began in the 1960s and 1970s. While logging was a less significant impact to the river than were other mentioned activities, present day instability issues, and consequent pulse sediment loadings of Or Creek to Coquitlam River upon heavy precipitation events, can likely be attributed to previous logging activity in the Or Creek watershed.

The diversity and intensity of activities in addition to the history of major flooding events in the watershed caused salmon populations to decline significantly over the last century. Though these issues initiated action from numerous community volunteers and groups, government and the private sector, better coordination was needed. Tensions grew between different sectors and groups in the watershed with each attributing blame for the impacts to another. It was acknowledge that dialogue was needed to resolve these conflicts through a non-advocacy entity.

The City of Coquitlam and the Kwikwetlem First Nation agreed to oversee a preliminary research phase of a proposed four phase Watershed Management Plan initiative. This process sought out to develop an accountability framework, identify watershed interests and the watershed definition, establish who does what in the watershed and build a community coalition. The establishment of the Coquitlam River Watershed Roundtable, engagement of its stakeholders and the initiation of a watershed planning process has been an ongoing journey since 2007.

The Coquitlam River Watershed (CRW) Roundtable coordinates and implements activities which promote the long-term sustainability of the watershed and are guided by its collectively agreed mission, vision, values and set of guiding principles which inform the types of activities the Roundtable might undertake given adequate resources.

ROUNDTABLE STRUCTURE⁴⁵:



Core Committee: The Core Committee includes representatives from the Roundtable and acts as an administrative body or executive implementing projects and activities proposed by the Roundtable. Committee members have formed Task Groups in order to focus on issues of interest. During the operational year, the Core Committee is responsible for drafting a work plan, evaluative framework and potential projects and activities for the following year.

Coordinator: The Coordinator is employed by the Roundtable and is responsible for convening and communicating with stakeholders as well as meeting agendas and logistics. The Coordinator reports directly to the Core Committee.

⁴⁵ Coquitlam River Watershed Roundtable. (2010). 'Coquitlam River Watershed Strategy: Public Assemblies on Phase III Governance Strategy and Direction Setting.' p. 25.
http://www.coquitlamriverwatershed.ca/sites/default/files/CRWS_Phase_III_governance_strategy_and_development_summary_July_2010_0.PDF

Funders Group:

The Funders Groups represents governments, foundations, businesses and utilities that invest in the Roundtable or implementation strategy.

The Roundtable does not have the authority to make decisions that are the jurisdictional or legislative responsibility of governments or the legal responsibility of any other entity that is participating in the Roundtable. Governments and government agencies will participate but the Roundtable will be an independent entity, not under government direction.

COQUITLAM RIVER WATERSHED ROUNDTABLE MEMBERSHIP:

Participation in the Roundtable is open to anyone with an interest in the Coquitlam River watershed and who are in agreement with its vision, mission, values and guiding principles. Current members represent all sectors of interests in the watershed including governments, non-government organizations, the private sector and individuals such as the following:

- City of Coquitlam
- City of Port Coquitlam
- Kwikwetlem First Nation
- Metro Vancouver, Water Management
- BC Hydro
- Fisheries and Oceans Canada
- BC Ministry of Energy and Mines
- Jack Cewe Ltd.
- Tri-City Green Council
- Port Coquitlam & District Hunting and Fishing Club
- BC Institute of Technology (BCIT)
- Arts Connect

VISION⁴⁶:

A healthy watershed supported and enjoyed by the community in a manner that respects our common values through:

- Partnerships and collaboration;
- Education, stewardship and monitoring;
- Conservation and green economics; and,
- Responsible decision-making

In perpetuity.

⁴⁶ Coquitlam River Watershed Roundtable. (2011). 'Coquitlam River Watershed (CRW) Roundtable Operational Guidelines and Core Committee Terms of Reference.' Accessed 5 Jan 2015.
http://www.thinksalmon.com/reports/7_Operational_Guidelines_and_Terms_of_Reference.pdf

MISSION⁴⁷:

The Roundtable will:

- Facilitate collaborative resolution of urban growth and natural resource use pressures consistent with agreed community objectives and values,
- Inform and educate people about these matters and the watershed, and,
- Promote and support conservation of a sustainable, healthy watershed environment.

GUIDING PRINCIPLES⁴⁸:

In order to achieve its mission, the CRWR's guiding principles are:

- Accountable
- Adaptive
- Consensus-based decision-making
- Effective and Credible
- Efficient with Capacity
- Inclusive and Respectful
- Influential and Responsible
- Proactive Approach
- Relationship building

FUNDING⁴⁹:

Core funding for the Roundtable is mainly to cover the costs of the Coordinator. This is supplemented by in-kind contributions (volunteer time, meeting space, office supplies, coffee, etc.) from Roundtable members and organizations. Other funding is project based according to Roundtable activities.

Project funding partners for the 2013-2014 year include:

- Jack Cewe Ltd.
- Kwikwetlem First Nation
- Arts Connect
- North Fraser Salmon Assistance Program
- Pacific Salmon Foundation

⁴⁷ Coquitlam River Watershed Roundtable. (2014). 'The Coquitlam River Watershed Roundtable.' Accessed 6 Jan 2015. http://www.coquitlamriverwatershed.ca/sites/default/files/CITYDOCS-%231790257-v1-CRWR_Fall_2014_Backgrounder_0.pdf

⁴⁸ *Ibid*, p. 4.

⁴⁹ *Ibid*, p. 1

- Real Estate Foundation of BC
- The Bullitt Foundation
- DFO Habitat and Enhancement
- Tri-Cities Community Television
- Watershed Watch
- Metro Vancouver
- Port Coquitlam & District Hunting and Fishing Club
- BCIT
- City of Port Coquitlam
- City of Coquitlam

Smaller scale funding initiatives and in-kind donations from the community also enabled the Roundtable to cover smaller costs such as catering at meetings, printing and education and outreach activities. Examples of these smaller scale initiatives include:

- Local Starbucks and bakeries created small 'stewardship funds' raised in house which would go to the Roundtable. Coffee and food would also be donated for meetings.
- Partnership with the yoga community and the Roundtable created 'My Watershed Moment' events, which stressed the linkages between watershed health and human health.
- Local businesses would donate 1-5% of their profits to go to the Roundtable. At the end of the fiscal year, this could amount to approximately \$5000.

6.4 Shawnigan Basin Authority

BACKGROUND⁵⁰:

The Shawnigan Basin, centred on Shawnigan Lake on the southeast flank of Vancouver Island, is the sole domestic water source for over 7000 people. The vast majority of residents draw directly from the Lake, with the remainder dependent on groundwater aquifers. The watershed is heavily committed to a mix of settlement, commercial, industrial, transportation and recreational use. The greatest influence on continued growth pressure is its location immediately adjacent to the Capital Regional District, centred on Victoria where population and development pressures are spilling into the Shawnigan basin. Shawnigan is an unincorporated electoral area, the most populated in BC, lying within the Cowichan Valley Regional District (CVRD) and is represented by a single Area Director.

Management of the basin is highly fragmented among federal, provincial and local government agencies. Responsibilities such as domestic water quality, fish, streams, riparian areas, lake foreshore, recreation land uses, private land forestry, settlement planning, policing, roads, subdivision approvals, public health, water and sewage systems and air quality are not integrated within any one agency. Planning and operational coordination of all these individual agency jurisdictions has not yet been attempted, leading to many accumulating issues remaining unresolved over decades.

In recent years, the local community has become increasingly concerned with the security of its water supply. Studies completed by consultants, universities and the Regional District have documented a falling water quality associated with gravel mining, extensive forest harvesting, stream degradation and inadequate domestic septic fields that have accompanied the conversion of summer recreation cabins to year-round homes.

Given the limited ability of regulatory agencies to achieve integrated land and water management in the Shawnigan Basin, local citizens, with the support of the CVRD Area Director, established the Shawnigan Basin Authority on July 22, 2013. The Authority consolidates three existing civic organizations: The Shawnigan Watershed Roundtable, the non-profit Shawnigan Basin Society and the Ecological Design Panel. The Shawnigan Basin Authority represents the civic governance mechanism for gaining the official attention of government agencies with legislative responsibilities within the watershed landscape. It is independent of the Cowichan Valley Regional District but is supported by the Area Director and maintains a strong cooperative link with the CVRD Board and staff⁵¹.

⁵⁰ From the Shawnigan Basin Society website. (2014). 'Solutions.' Accessed 7 Jan 2015.

http://www.shawniganwater.org/watershed_governance

⁵¹ Shawniganwater. (2013). 'The Shawnigan Basin Authority: Q&A.' p. 2. Accessed 7 Jan 2015.

<http://www.fraserforshawnigan.ca/Governance%20-%20CVRD/Basin%20Authority%20Q&A.pdf>

SHAWNIGAN BASIN AUTHORITY STRUCTURE⁵²:



Shawnigan Basin Authority: The Authority is intended to provide the Shawnigan public with a civic mechanism that can create a watershed master plan. This entity aims:

- To identify, fund and implement watershed security projects;
- To coordinate the efforts of the many government agencies with watershed responsibilities;
- To assemble all research and monitoring information gathered within the basin; and,
- To ensure that the concerns of the public are respected in all watershed decisions.

The Authority was created by resolution of the Shawnigan Basin Society's Board of Directors.

Shawnigan Basin Society (Financial Manager and Fundraising Agent): The Basin Society is a non-profit organization and is intended to provide for the acquisition and management of financial resources necessary to support Ecological Watershed Governance⁵³.

⁵² *ibid.*

⁵³ Shawnigan Basin Authority. (2015). 'Shawnigan Basin Authority Brochure.'

<http://shawniganwater.org/wp-content/uploads/2013/05/Shawnigan-Basin-Authority-Brochure.pdf>

Shawnigan Watershed Roundtable (Community/Stakeholder Engagement and Education): The Roundtable, an open membership gathering, is intended to provide for broad community engagement with all of the basin interests and with the complex of agencies that have regulatory jurisdiction over different aspects of the watershed⁵⁴.

Ecological Design Panel (Consultative Technical Advisory Group): The Design Panel is modelled after architectural design panels common to urban settings, that assists developers to prepare proposals for land use that meet the criteria by seeking innovations that bring the management of ecosystem services forcefully into the equation⁵⁵.

SHAWNIGAN BASIN AUTHORITY MEMBERSHIP⁵⁶:

- Area B Director, Cowichan Valley Regional District (**Chair**)
- Malahat First Nation (**Co-chair**)
- Representatives nominated by Director Area A, Cowichan Valley Regional District
- Watershed and environmental experts appointed by Cowichan Valley Regional District and Malahat First Nation
- Ecological Design Panel members
 - appointed CVRD staff
 - government agency staff
 - Ministry of Environment
 - Vancouver Island Health Authority
 - Department of Fisheries and Oceans
 - Ministry of Transportation and Infrastructure
 - RCMP
 - Private Forest Landowners Association
 - Ministry of Forests, Lands and Natural Resource Operations
 - Shawnigan Improvement District

In addition to the existing participants in the Society, Roundtable and the Ecological Design Panel, a broad representation of the Shawnigan and Koksilah public will be sought by the Society to act as inaugural Authority members⁵⁷. The intent is to create a strong working group of willing citizens along with government and industry partners and to support them through extensive public engagement. Both the Malahat First Nation and the Cowichan Tribes will be invited to join the Authority as both have long-term traditional rights and interests in the geographic area.

⁵⁴ Shawnigan Basin Authority. (2015). 'Shawnigan Basin Authority Brochure.'
<http://shawniganwater.org/wp-content/uploads/2013/05/Shawnigan-Basin-Authority-Brochure.pdf>

⁵⁵ *Ibid.*

⁵⁶ Fraser, B. (2013). 'A Shawnigan Basin Authority.' *Shawnigan Focus* June 20, 2013. Accessed 9 Jan 2015.

<http://www.shawniganfocus.ca/Vault/June%202013/A%20Shawnigan%20Basin%20Authority.pdf>

⁵⁷ Shawnigan Basin Authority. (2013). 'The Shawnigan Basin Authority: Q&A. Accessed 16 March 2015. <http://www.fraserforshawnigan.ca/Governance%20-%20CVRD/Basin%20Authority%20Q&A.pdf>

MANDATE⁵⁸:

The purpose of the Shawnigan Basin Authority is to lead development of ecological governance of the Shawnigan watershed.

ROLES AND RESPONSIBILITIES⁵⁹:

In order to achieve its mandate, the Shawnigan Basin Authority will implement the following:

- Develop the concept and function of ecological governance of the Shawnigan Basin in collaboration with Malahat First Nation, the citizens of the basin, the Cowichan Valley Regional District, and the relevant federal and provincial regulatory agencies responsible for basin resources;
- Work in collaboration with the Cowichan Watershed Board and other similar watershed stewardship organizations to achieve a suitable balance of local authority with the agencies of senior governments;
- Collect and create publicly accessible summaries of all the existing geographically based information that characterizes the character, condition and the state of the Shawnigan Basin;
- Initiate social, scientific, technical and traditional studies needed to provide additional information leading to a more complete understanding of the ecological dynamics and human uses of the basin;
- Based on the social, scientific, technical and traditional information assembled, develop a Shawnigan Basin Plan that augments and complements the general prescriptions and policies of the Official Community Plan currently in force by providing criteria to guide environmental monitoring, development, conservation and restoration initiatives within the Shawnigan Basin;
- Seek, manage and disburse funds to create and implement the provisions of the basin plan.

FUNDING:

Through an Alternative Approval Process⁶⁰, the Cowichan Valley Regional District (CVRD) approved a financial contribution for the Shawnigan Basin Society located in Electoral Area B (Shawnigan Lake) in January 2014. This earmarks \$50,000 annually or an amount equal to that raised via property value tax (\$0.0323 per \$1000 of net

⁵⁸ Fraser, B. (2013). 'A Shawnigan Basin Authority.' *Shawnigan Focus* June 20, 2013. Accessed 9 Jan 2015.

<http://www.shawniganfocus.ca/Vault/June%202013/A%20Shawnigan%20Basin%20Authority.pdf>

⁵⁹ *Ibid*

⁶⁰ Cowichan Valley Regional District. (2014). 'Results of Alternative Approval Process – 'CVRD Bylaw No 3737 – Shawnigan Basin Society Annual Financial Contribution Service Establishment Bylaw, 2014.' CVRD Staff Report. <http://cprd.bc.ca/DocumentCenter/View/62053>

taxable value of land and improvements within the service area)⁶¹. The maximum cost to residential property owners with an assessed property value of \$100,000, for example, would be approximately \$2.98 per annum. These funds are intended to assist in the following activities:

- Development of a watershed master plan;
- Development of a basin data bank;
- Implementation of watershed ecological and hydrological studies essential to the plan;
- Ongoing public engagement;
- Coordination of government agency activities in the watershed
- Interface fire protection planning and fuel management programs in critical areas; and,
- Local funding leverage for applications to outside foundations and government infrastructure programs.

⁶¹ Cowichan Valley Regional District website. (2013). 'CVRD Bylaw No. 3737 – Shawnigan Basin Society Annual Financial Contribution.' <http://www.cvr.bc.ca/index.aspx?NID=1789>

6.5 Shuswap Watershed Council

BACKGROUND⁶²:

The Shuswap, in BC's interior, is a highly desirable region: it's mild climate, proximity to large centres, small-town charm, clean water, beautiful beaches, and tourism and lifestyle opportunities have made it one of the most popular lake destinations in the province. Through the 1990s, the Shuswap experienced a rapid development boom. Concurrently, concerns were mounting about effects on water quality, fish habitat, recreation conflicts, and safety.

These challenges were set against a complicated regulatory environment where public agencies from every order of government have legal jurisdiction over some aspect of these water bodies and surrounding areas. There was interest among senior government agencies to bring land and water use planning and governance issues affecting the Shuswap watershed to a single table. The Shuswap Lake Integrated Planning Process (SLIPP) was subsequently launched with the collaboration and participation of 13 partners representing the four orders of government (Federal, Provincial, Local and First Nations), multiple public agencies and community groups.

SLIPP had three areas of interest: (1) Development that respects the environment as well as economic and social interests; (2) Water quality that support public and environmental health; and, (3) Desirable recreation experiences that are safe and sustainable.

In 2008 the SLIPP partners created a strategic plan to support these three goals and to improve communication and coordination among all agencies. In 2011, local governments (Columbia Shuswap and Thompson-Nicola Regional Districts, the City of Salmon Arm, and the District of Sicamous) pledged \$1 million to a three-year SLIPP pilot project to undertake implementation of the strategic plan. This pilot project ran from April 2011 – March 2014.

In 2013, as the SLIPP pilot project was nearing completion, the SLIPP Steering Committee voted unanimously to develop a successor program for Shuswap Lake that would focus on water quality and to some degree recreation safety; this would continue the benefits achieved by SLIPP on coordination, communication, public engagement and special projects relating to water quality. As SLIPP was sun setting, the steering committee re-established itself as the Shuswap Watershed Council (SWC).

The vision of the SWC is *Enhanced water quality that supports human and ecosystem health and the local economy in the Shuswap watershed*. Currently, the work of the SWC is focussed on developing a long-term water quality and safe recreation

⁶² Shuswap Watershed Council. (2014). 'Shuswap Watershed Council Terms of Reference.' p. 1. Accessed 9 Jan 2015.

http://www.fraserbasin.bc.ca/_Library/TR/Shuswap_Watershed_Council_TOR_FINAL.pdf

program for the Shuswap. Concurrently, the Columbia Shuswap Regional District – a major partner in the SWC – is leading the development of a governance model and permanent, equitable funding model for the SWC.

The SWC has four objectives for its proposed programs:

1. Collaborate with all water quality monitoring partners and regulatory agencies to maintain and enhance the quality of water in the Shuswap
2. Coordinate and report on water quality information in the Shuswap watershed
3. Communicate with, inform and engage residents, visitors and the public and private sector
4. From time to time, educate recreationists about safety on the water.

SHUSWAP WATERSHED COUNCIL MEMBERSHIP⁶³:

The Shuswap Watershed Council is composed of 17 members as follows:

Partner	Representation
City of Salmon Arm	1 member
Columbia Shuswap Regional District	4 members (1 from each of Areas C, D, E, F)
District of Sicamous	1 member
Lower Shuswap Stewardship Society	1 member
North Okanagan Regional District	2 members
Salmon River Watershed Roundtable	1 member
Shuswap Nation Tribal Council	2 members
Thompson-Nicola Regional District	2 members
SLIPP Public Advisory Committee	1 members
Technical Team	2 members

Additional membership criteria include:

- Members from municipalities and regional districts must be elected officials
- All members will be appointed to the Shuswap Watershed Council at the discretion of their respective municipality, regional district, tribal council or society
- Members will serve for the duration of the committee
- The Shuswap Watershed Council will elect a Chair and Vice Chair from among its members for the duration of the committee

⁶³ Shuswap Watershed Council. (2014). 'Shuswap Watershed Council Terms of Reference.' p. 2. Accessed 9 Jan 2015.

http://www.fraserbasin.bc.ca/Library/TR/Shuswap_Watershed_Council_TOR_FINAL.pdf

- Resource and regulatory agencies may provide support to the Shuswap Watershed Council as needed. These could include but are not limited to the Ministry of Environment, the Ministry of Agriculture, the Ministry of Forests, Lands and Natural Resources, the Interior Health Authority, and Fisheries and Oceans Canada.

MANDATE⁶⁴:

The mandate of the Shuswap Watershed Council is to help enhance water quality and safe recreation in the Shuswap for the long term. In 2014, the Council focused its efforts on the development of a long-term Water Quality Program for the watershed (proposed to start as early as 2015).

ROLES AND RESPONSIBILITIES⁶⁵:

The role of the Shuswap Watershed Council is to:

- Provide direction and oversee the development of the long-term water quality and safe recreation programs
- Increase collaboration of all relevant interests in the Shuswap watershed
- Monitor risks and quality, provide course corrections as needed
- Work toward designing a fair and equitable governance and funding model for the new water quality program (for implementation in 2015 and beyond)
- Approve budgets
- Resolve conflicts as necessary
- Participate in public engagement, as needed

⁶⁴ Fraser Basin Council. (2014). 'About the Shuswap Watershed Council.' Accessed 9 Jan 2015. http://www.fraserbasin.bc.ca/About_SWC.html

⁶⁵ Shuswap Watershed Council. (2014). 'Shuswap Watershed Council Terms of Reference.' p. 1. Accessed 9 Jan 2015. http://www.fraserbasin.bc.ca/Library/TR/Shuswap_Watershed_Council_TOR_FINAL.pdf

7. Research Implications and Next Steps

The purpose of this discussion paper is to identify collaborative watershed governance keys to success and best practices that were observed in our preliminary analysis of active CWG organizations across BC. In addition, our findings sought to build on existing discussions and literature on watershed governance, shared decision-making and multi-interest processes especially in the current BC context.

Though this paper may provide some new and helpful insights into the practical realities of implementing collaborative watershed governance in BC, it does not provide a comprehensive analysis of the case studies explored and only gleans thematic areas of success factors. Because each watershed has its own complex ecological, socio-economic, and political context, a more thorough analysis of successes, barriers and challenges could be beneficial. As a follow up to this discussion paper, further research opportunities include individual watershed governance case study analyses. It should be acknowledged that a case study analysis on the Cowichan Watershed Board has been undertaken recently by the POLIS Project on Ecological Governance⁶⁶. As the Province begins to explore a range of approaches to watershed governance and the delegation of responsibility to watershed organizations, this series of more detailed case studies could further inform policy and regulation development.

⁶⁶ Hunter, R. et al. (2014). 'The Cowichan Watershed Board: An Evolution of Collaborative Watershed Governance.' POLIS Project on Ecological Governance.
http://poliswaterproject.org/sites/default/files/CWBCaseStudy_WebFINAL_0.pdf

8. Appendix

List of Resources

(Alphabetical by topic area)

- COLLABORATIVE WATERSHED GOVERNANCE CASE STUDIES
- COLLABORATIVE WATERSHED GOVERNANCE LITERATURE
- FINANCIAL MECHANISMS FOR WATERSHED GOVERNANCE
- FIRST NATIONS CONTEXT
- LOCAL GOVERNMENT CONTEXT
- OPINIONS ON FRESHWATER
- PROVINCIAL CONTEXT
- WATERSHED PLANNING TOOLS

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