

2021  
BUSINESS  
PLAN  
UPDATE

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## About this Plan:

This annually updated plan is provided as direction and guidance to the Cowichan Watershed Board (CWB)'s members and staff, and to inform our partners. It identifies why we exist, the key areas of focus for the upcoming year, our broader goals and milestones for the next five years, and the financial plan to achieve these improvements for the health of the watershed and its residents.

Feedback is always welcome. Please write to [info@cowichanwatershedboard.ca](mailto:info@cowichanwatershedboard.ca).

Huy tseep q'u for your interest in collaborative local leadership for watershed health.

### Recognition of Cowichan Tribes' Statement on Inherent Rights

Quw'utsun mustmuhw, ni' 'o' ni' tthusht'esulhkws 'itst 'u tun'atumuhw, 'i' 'o' hwunst'e. Nilh 'o' thu-'it syuw'entst, tun ni' 'u kwthuhwun'amustimuhw 'iwutl'uts' 'i' 'u tun'atumuhwtst. Ni' yuxtse'tumtthu Quw'utsun 'u tthu-itumuhw, qa', kw'atl'kwatthuni' spupin' 'u tthutumuhw, ttho' mukw' stem ni' hakwni' 'u tthustl'ulnuptst. Kwuthushtun-ni' 'iwststni' yuxtse'tum 'u ttho' mukw' stem ni' ha'kwkwssthuthi'skwshuli-s. O' nilhtthu Quw'utsun mustumuhw, nilemuxutunstum 'u tthuni' snuwuntewut 'u tthushtunaalhtun, tst. Uwutumtem-us 'i' ni' tsttmem't 'aanlhkwskwun-etewut, hwayumtun'as'aalhtl'ulnup. Quw'utsun Mustimuhw, ha'kwushtst kw' stutul'na'mutxetsul's kw' shtuhimstthustl'ulnuptst. Mukw' stem 'o' slhilukw'tul 'i' nilhni' shkw'akw'umstthusulsuli'tst.

Cowichan Peoples have existing inherent rights. Cowichan as the original Peoples of this territory within which the Cowichan Watershed is included continue the right and responsibility to make informed decisions to manage and organize based on our history and continued connections. As told through time by our ancestors; the lands, waters, seas, minerals, air and all elements interconnected within the territories provided for and can provide a good sustainable life for Cowichan Peoples. Cowichan has never given away this right and continues to govern and make decisions to support the well-being and sustainability of our Peoples and territories.

*Source: Cowichan Watershed Board Governance Manual, 2018*

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## Executive Summary

The Cowichan Watershed Board is recognized as a unique and successful model of partnership between a First Nation and Regional Government. A shared interest in working together to restore watershed health in the face of ecological and cultural crises provided the catalyst for the partnership in 2010. In the decade since, both partners have benefitted from the opportunity to learn from each other, leveraging collective skills, knowledge and authority for better outcomes. This was captured in a new CWB Principle in 2019: *Nutsamat kws yaay'us tth qa': We come together as a whole to work together to be stronger as partners for the watershed.*

The trend towards critically low summer and fall water flows in the two main rivers that comprise the Cowichan watershed remain the Board's top priority in 2021. Climate change, land use and other stresses are impacting wild salmon runs in both rivers. In 2019, Cowichan Lake water storage was completely depleted by August for the first time ever, despite having restricted water flows below minimal levels for fish for months. The Cowichan River required electric pumps to maintain river flows that year, and will again if nothing is done. Rebuilding and raising the Cowichan Lake weir to maintain adequate environmental flows in spring, summer and fall remains the CWB's first priority at this time.

In the Koksilah watershed, to protect critical fish habitat from the impacts of drought, farmers have been restricted from irrigating crops for the past two years, including a legal Fish Protection Order from the BC Government in 2019. Climate research for the region indicates this situation will also worsen in the decades to come. CWB is supporting Cowichan Tribes and the Province to pursue a collaborative long term solution to keep more water in the Koksilah River through the dry season. This work includes exploring legal tools under the *Water Sustainability Act* and the indigenous authority of Cowichan Tribes, or other means to reverse the decline in water supply through a "whole of watershed" approach. It also includes supporting respectful approaches to managing drought impacts on local residents and businesses in the short term. This is the second major priority of the Board.

The Board's collaborative technical teams, or "Working Groups", continue to harness the exceptional dedication and knowledge of the local stewardship community, in partnership with First Nations, government agencies or other expertise. These groups exist to pursue seven aspirational "targets for watershed health" (see Appendix C) that were derived from the Cowichan Basin Water Management Plan (2007). The targets address challenges with environmental flows, water quality, estuarine and riparian health, sustainable fish stocks, water conservation, and increased community watershed knowledge. Throughout 2020, the working groups reviewed progress on these targets, and updated targets are anticipated in 2021. In addition, a partnership with the Cowichan Valley Arts Council will support area artists to promote the targets through their works this year.

## About the Watershed Board

The Cowichan Watershed Board (CWB) is a local governance entity created in 2010 to promote water and watershed sustainability in the Cowichan/Koksilah watersheds, ancestral home of the Quw’utsun First Nation.

Co-chaired by Cowichan Tribes and the Cowichan Valley Regional District, the CWB represents a unique partnership between First Nations and local government. (See page 16 and Appendix B -CWB Organizational Structure for more detail.) Through this model, Cowichan Tribes and the CVRD work together to advance whole-of-watershed health, demonstrating a commitment to moving down the path of reconciliation.

Since its inception, the CWB has played a critical and collaborative leadership role in watershed sustainability in the region. In today’s context—with increasingly urgent water challenges at hand, and a growing recognition of the role of Indigenous authority and stewardship in sustainable watershed governance, the CWB’s leadership is more important than ever.

Fiscal and administrative support for the Board is provided by the Cowichan Watershed Society, a registered BC non-profit society (#S0061620). The Society is comprised of a sub-set of the sitting Cowichan Watershed Board members.

BOARD MEMBERS	SOCIETY MEMBERS
<i>Chief William Seymour / Squtxulenuhw (Co-Chair), Cowichan Tribes First Nation</i>	
<i>Chair Aaron Stone (Co-Chair), Cowichan Valley Regional District</i>	
<i>Councillor Debra Toporowski /Qwulti’ stunaat, Cowichan Tribes First Nation</i>	
<i>Councillor Stuart Pagaduan / Simuleitse, Cowichan Tribes First Nation</i>	
<i>Director Alison Nicholson, Cowichan Valley Regional District</i>	
<i>Director Lori Iannidinardo, Cowichan Valley Regional District</i>	
<i>Linda Higgins, Federal Govt. Appointee, Fisheries and Oceans Canada</i>	
<i>Dr. David Froese, Provincial Govt. Nominee, Biologist, General Practitioner</i>	
<i>David Slade, Provincial Govt. Nominee, Groundwater specialist</i>	
<i>Honourable David Anderson, Member at Large, Former Fed. Fisheries Minister</i>	
<i>Tim Kulchyski / Q’utxulenuhw, Member at Large, Cowichan Tribes First Nation</i>	
<i>Dr. Shannon Waters, Member at Large, VIHA -Cowichan Valley Medical Health Officer</i>	
<i>Councillor Kristine Sandhu, Member at Large, Lake Cowichan Town Council</i>	

For more information about the Board members, visit [cowichanwatershedboard.ca/board-members](http://cowichanwatershedboard.ca/board-members)

# Current Focus

After ten years of working collaboratively towards targets for watershed health, 2020 was deemed a “watershed year” by the CWB. The Board is pleased to be heading into 2021 with the following conditions in place:

- The Lake Cowichan weir design is on track to be completed in 2022 by the CVRD. Cowichan Tribes FN has been granted the majority of funding needed to construct the weir within the next five to seven years. This project will result in a 70 cm higher weir, capable of storing enough water to maintain sufficient water flows in the Cowichan River to support year round fish habitat needs in the face of climate change. A facilitated process to identify a local governance model for weir ownership and licensing is imminent and funded, with a license application expected by 2022.
- A legally enforceable Water Sustainability Plan, or other legal tool or agreement, is now a realistic possibility for the Koksilah watershed, possibly the first in BC. The process is being co-lead by Cowichan Tribes and the Province with a focus on respecting indigenous authority to govern watershed resources. A parallel process is helping the provincial government work more collaboratively with drought impacted residents and businesses in the Koksilah in the interim.
- Funding has been secured for important field research, filling knowledge gaps that have been a barrier to progress for decades.
- Significant additional funding has been awarded to Cowichan Tribes to restore riparian ecosystem resiliency and address flooding in the lower watershed.

## 5 Year PRIORITIES for WATERSHED HEALTH in the COWICHAN / KOKSILAH WATERSHED

- 1**  
**“Just Add Water”.**  
**Rebuild Cowichan Lake weir Pursue solution to Koksilah low flows.**
  - Support and facilitate partners, stakeholders and government agencies to prioritize and contribute towards: a) completing engineering and impact studies to replace the Cowichan weir; b) identifying a governance model for the new conservation water license; c) replacing the weir.
  - Facilitate and support the research, scoping and creation of a Water Sustainability Plan and / or other strategies to protect environmental flows in the Koksilah River.
  - Maintain public support and understanding of the regional and provincial benefits of these projects and the risks of not doing them.
  - Begin to understand and restore “whole of watershed” hydrological resilience in the face of climate change.
- 2**  
**“Achieving our Targets”.**  
**Facilitate collaborative working groups to achieve watershed targets. Implement legal tools to support targets where possible.**
  - Complete 10 year Target Review with Working Groups and update targets as needed.
  - Create work plans for each Target and coordinate these with CVRD and Cowichan Tribes priorities.
  - Support Working Groups to pursue targets.
  - Work with partners to complete State of the Watershed reports for Cowichan and Koksilah watersheds.
  - Work with the BC Government to pursue legally binding protections under the Water Sustainability Act relating to the targets for Cowichan and Koksilah Watershed.
- 3**  
**“Building Partnerships”.**  
**Support indigenous co-leadership, cross jurisdictional collaboration and public engagement for watershed health.**
  - Honour and promote the principle of Nutsamat kws yaay’us tth qai’ and respect for indigenous authority in the watersheds.
  - Continually strengthen the working relationships between the CVRD, Cowichan Tribes and other level of governments.
  - Actively involve the best knowledge and resources available to support the Cowichan and Koksilah watersheds, guided by the targets.
  - Engage local communities in understanding their watershed ecosystems and inspiring sustainability through positive, participation oriented public outreach projects.
  - Establish funding paths for sustainable partnerships and projects.

(See Appendix D for larger print of above.)

# Key Goals for 2021

- Cowichan Lake Weir: Support work to identify a mutually beneficial model for ownership and licensing of the new weir. Support ongoing design and survey work to complete the weir.
- Koksilah Watershed Sustainability: Support the Koksilah Watershed Sustainability Planning Process to explore and establish “whole of watershed” legally enforceable measures to protect environmental flows in the Koksilah River. Help support those impacted by drought and water conservation measures to transition as painlessly as possible in the short term.
- Engage Community in Watershed Targets: Facilitate broad community involvement and investment in watershed health by maintaining CWB Working Groups to implement the CWB’s seven “Targets” (Appendix C). Complete a 10 year review of the targets. Promote the scientific rationales and findings through public outreach activities.
- Indigenous co-leadership: Continue to support and build models of decision-making that respect, and benefit from, the authority and knowledge of Cowichan Tribes First Nation people within Quw’utsun territory.
- Deepen the commitment of senior government to partner with the CWB to collectively achieve our mutual goals for watershed sustainability engaging local knowledge and leadership.



This “word cloud” was generated from the comments by Board members in October 2020 in response to the question: "What should be our #1 priority for 2021?"

## KEY PROJECTS 2021

### *Cowichan River Water Supply- Weir Design and Shoreline Assessment*

#### **CWB ROLE**

- Supporting - Partner in Grant Proposal; Member of Technical Committee

#### **PROJECT DESCRIPTION**

CVRD and its partners are working together on this important foundational work to bring the Cowichan Weir Project to a “shovel ready” state.

Stantec Engineering has been retained to complete the necessary engineering feasibility and design work with the final outcome being construction grade drawings and detailed budget estimates. This work includes innovative fish way designs that will ensure both upstream and downstream passage of all salmonid life history stages throughout the year, as well as a cold water delivery system that will provide a mechanism for moving cold lake water from depth into the river during the heat of the summer when current river temperatures reach critically high thresholds.

A second component of this project involves assessing shoreline impacts of increasing the storage capacity of the weir. This work is being carried out under contract by Kerr Wood Leidel and Associates.

#### **RELEVANT CWB TARGETS:**

- We want to ensure that Cowichan River summer flows are at levels that support the needs of people and fish.
- We want healthy fish populations in the watershed.

#### **FINANCIAL PLAN**

Funding for this project has been provided to the CVRD by the BC Salmon Restoration and Innovation Fund via a partnership of the CVRD, Cowichan Tribes, Catalyst Paper and the CWB. CWB is supporting the project with in-kind commitments to the technical advisory team, and communications where requested.

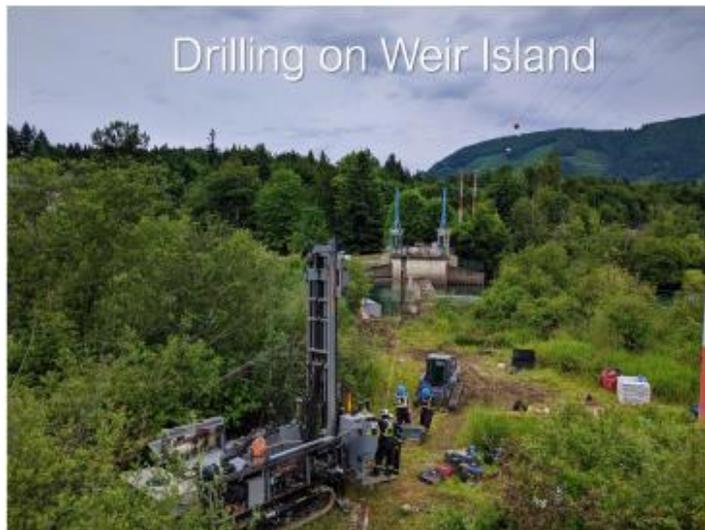


Photo by Leroy Van Wieren, CVRD, June 2020

## KEY PROJECTS 2021

### *Cowichan Watershed Resiliency Program*

#### **CWB ROLE**

- Supporting

#### **PROJECT DESCRIPTION**

Cowichan Tribes and its partners have secured significant funding for long-term solutions to ensure water resources are sustainable and available to meet the region's future water use needs, and the Cowichan River's continued fisheries values. This project will embrace a holistic approach to immediately mitigate the current effects of climate change as well as rebuilding long term adaptive capacity within the Cowichan watershed.



The Cowichan River needed electric pumps to keep water flowing for three weeks in 2019. Photo by Barry Hetschko.

The project focuses on two key hazards affected by climate change: flooding and drought.

1. Reduction of flooding and erosion - major in river works along the whole river system, including grey and green infrastructure, sediment, and riparian management
2. Increase water storage capacity - oversee the building of the new weir that is currently being designed through a CVRD led initiative, funded through the BC Salmon Innovation Fund (estimated completion 2022).

#### **RELEVANT CWB TARGETS:**

- We want to ensure that Cowichan River summer flows are at levels that support the needs of people and fish.
- We want to be able to eat shellfish from Cowichan Bay.
- We want to protect and enjoy the benefits of healthy stream, lakefront, and estuary habitats.
- We want healthy fish populations in the watershed.

#### **FINANCIAL PLAN**

The total estimated program costs are \$38M over seven years. The Government of Canada has committed \$24M through the Disaster Mitigation and Adaptation Fund. Cowichan Tribes will be working with other federal, provincial, municipal and for-profit organizations to complete the funding. CWB intends to support this work however possible as resources allow.

## KEY PROJECTS 2021

### *Twinned Watersheds Project: Koksilah & Chemainus Rivers*

This project has two interconnected components

#### *a) Habitat Mapping and E-Flow Regime*

##### **CWB ROLE:**

- Leading, Project Management, Administration and Reporting

##### **PROJECT DESCRIPTION**

Two First Nations in two nearby and similar watersheds - Koksilah (Cowichan Tribes) and Chemainus (Halalt FN) are working in partnership to maximize efficiencies in this field study. The Nations have assigned the Cowichan Watershed Board to lead the project on their behalf through a Steering Committee, with a Technical Advisory Committee to support implementation.

The provincial government compared the two rivers in recent hydrological studies on the impacts of a Section 88 Fish Protection Order in the Koksilah River because of the similarities in low water flows and fish impacts. This one year “Twinned Watershed” field study project will map fish habitats, including riparian ecosystems, and inform recommendations for Environmental and Indigenous Flows (EFlows). It will also fill information gaps for the Koksilah Watershed Sustainability Planning process. A community engagement component will share the knowledge and images from the field studies using videography and social media.

##### **RELEVANT CWB TARGETS:**

- We want to ensure that Cowichan River summer flows are at levels that support the needs of people and fish.
- We want healthy fish populations in the watershed.
- We want to protect and enjoy the benefits of healthy stream, lakefront, and estuary habitats.
- We want Cowichan watershed residents to increasingly know and value their watershed. We can't fully value what we don't understand.

##### **FINANCIAL PLAN**

This project is fully funded by a ten month \$500,000 grant from the BC Conservation Economic Stimulus Initiative to the Cowichan Watershed Society. The focus of this grant is job creation in the conservation sector to address CoVid 19 economic impacts.



Koksilah Underwater Habitats. Photo by Jeremy Koreski.

## KEY PROJECTS 2021

### *b) Salmon Stock Assessment and Aquatic Restoration Plan*

#### **CWB ROLE:**

- Supporting, Member of Technical Committee

#### **PROJECT DESCRIPTION**

Two First Nations in two nearby and similar watersheds - Koksilah (Cowichan Tribes) and Chemainus (Halalt FN) are working in partnership to maximize efficiencies in this field study. Cowichan Tribes will lead the project on behalf of both Nations through a Steering Committee and a Technical Advisory Committee to support implementation.

This is a three year project that will generate population abundance rates for all salmon species in the Koksilah and Chemainus rivers (stock assessment). This will address a data gap in these rivers with no data from this century. This project will also include the development of aquatic restoration prescriptions and some implementation. It will support the Koksilah Watershed Sustainability Planning process by identifying the fish stocks and associated Environmental Flows that require protection.



Cowichan Tribes Fish Biologist Tim Kulchyski with salmon carcasses in Koksilah River. Fall 2020. Photo by Taylor Rhoades.

#### **RELEVANT CWB TARGETS:**

- We want to ensure that Cowichan River summer flows are at levels that support the needs of people and fish.
- We want healthy fish populations in the watershed.

#### **FINANCIAL PLAN**

This is a 3 year, ~\$1M grant from the BC Salmon Restoration and Innovation Fund administered by Cowichan Tribes. (Pending)

## KEY PROJECTS 2021

### *Koksilah Solutions*

This project has two interconnected components

#### *a) Watershed Sustainability Planning Process*

##### **CWB ROLE:**

- Supporting development of indigenous co-governance model.
- Participant in Steering Committee and other committees.

##### **PROJECT DESCRIPTION**

This is a major project co-lead by Cowichan Tribes and the BC Government to find long term solutions for Koksilah watershed's low water flows.

In 2021, CWB will support several active committees, lead major aquatic and ecosystem studies (page 10-11) and participate in a Citizen Science project with University of Victoria to map the interconnections between surface and groundwater.



Chief Seymour and Minister Doug Donaldson sign a [Government to Government interim agreement](#) respecting the scoping of a Plan to ensure water sustainability in the Koksilah watershed. Feb 2020. Photo by Barry Hetschko

##### **RELEVANT CWB TARGETS:**

- We want to ensure that [Koksilah] River summer flows are at levels that support the needs of people and fish.
- We want to protect and enjoy the benefits of healthy stream, lakefront, and estuary habitats.
- We want Cowichan watershed residents to use water wisely.
- We want healthy fish populations in the watershed.

##### **FINANCIAL PLAN**

A Healthy Watersheds Initiative Stimulus grant is anticipated to support this work for \$500,000 awarded to Cowichan Tribes. CWB personnel time of \$30,000 is anticipated to be funded through this grant (pending).

## KEY PROJECTS 2021

### b) Drought Response Coordination

#### CWB ROLE:

- Supporting as group participant
- Leading Communications Framework project.

#### PROJECT DESCRIPTION

In 2019, the Minister of Forests, Lands and Natural Resource Operations issued a Fish Protection Order to restrict irrigation during the lowest water flows. This was successful for water flows but very hard on the local agricultural sector and others.

From April to December of 2020, CWB participated in and supported biweekly meetings lead by the BC Government to improve the way it responds, as regulator, to low water levels in the Koksilah River. Participants of this group worked collaboratively to identify ways to improve information flow, and to hold an online public information session on the topic. Farmers successfully identified a voluntary approach to prevent regulatory action in 2020.

In 2021, CWB is leading this group in a short project to establish a communications framework with the help of a facilitator. The framework will assist the participants in communicating accurate and accessible information about drought management efforts, and engage everyone to do their part in conserving Koksilah water. It will help inform the CWB Community Engagement messages described on page 15.

#### RELEVANT CWB TARGETS:

- We want to ensure that [Koksilah] River summer flows are at levels that support the needs of people and fish.
- We want Cowichan watershed residents to use water wisely.

#### FINANCIAL PLAN

CWB received funding from FLNRORD to lead a small contract (\$15,000) to develop the communications strategy with partners. CWB intends to support this work however possible as resources allow.



Participants include representatives of CWB, ARDCorp, BC Min. Forests, Lands, Natural Resource Operations, Min. Agriculture, BC Dairy Association, Water Survey Canada, Koksilah Watershed Working Group, and Mosaic Forest Resources.

## KEY PROJECTS 2021

### *Community Education and Engagement Projects*

#### **CWB ROLE:**

- Leading

#### **PROJECT DESCRIPTIONS**

1) Build on the well-received educational video released last summer featuring CWB member Tim Kulchyski and CWB Executive Director Tom Rutherford in “[Why Fish Need Water](#)”. The next video will be “Why Fish Need Forests”.

2) Create a series of “Live Streaming” videos for social media featuring the CWB’s new Coast Salish Chinook mascot. The ‘roving reporter’ team will interview field science crews in local rivers to help share knowledge, findings, and images from scientists and others studying the impacts of low water flows on salmon habitats. The videos will also engage the public in Q&A with local scientists and knowledge holders. We also plan to work with a videographer from the Halalt Nation to produce two-three higher quality educational videos with the teams.

3) Support the Cowichan Valley Arts Council to host a Watershed Year theme, engaging local artists in exploring watershed issues and solutions through artistic expression of the CWB’s seven targets.

#### **RELEVANT CWB TARGETS:**

- We want Cowichan watershed residents to increasingly know and value their watershed. We can’t fully value what we don’t understand.

#### **FINANCIAL PLAN**

CWS received a Pacific Salmon Foundation grant of \$1500 for the “Why Fish Need Forests” video.

The Chinook mascot program will be funded by the Conservation Economic Stimulus Initiative, Twinned Watersheds project, and possibly expanded to include other areas and initiatives pending additional funding.



Did someone say ‘live streaming’? We’re in! Chinook Mascot will safely share science stories online throughout summer 2021.

# KEY PROJECTS 2021

## Climate Action and Awareness Projects (Various)

### CWB ROLE:

- Leading overall coordination and oversight, administration, and reporting.
- Leading Climate Awareness project.
- Supporting partners in other components as below.

### PROJECT DESCRIPTION

This project, if approved for funding, will resource the CWB and several partners to engage in community-run activities that raise awareness of the connections between water issues and climate change.

- Cowichan Tribes Climate Plan Provide support to Cowichan Tribes to develop their own Climate Plan in accordance with their Strategic Plan.
- Koksilah Citizen Engagement Provide support to Koksilah Watershed Working Group to engage residents in a UVic citizen science project, Koksilah Connections, and study the Koksilah headwaters for potential natural storage strategies.
- Somenos Riparian Planting Fund riparian planting activities by Somenos Marsh Wildlife Society, in keeping with their Green Stream Plan.
- Climate Awareness Expand the Cowichan Chinook Mascot program. See page 2 on page 13.

### RELEVANT CWB TARGETS

- We want to ensure that the Cowichan River summer flows are maintained that support the needs of people and fish.
- We want to make sure people enjoy the benefits of a stream, lakefront, and estuary.
- We want to help Cowichan watershed residents to better know and value their water. We can't fully value what we don't understand.

### FINANCIAL PLAN

Pending approval, this work will be fully funded by a Climate Action and Awareness grant from Environment and Climate Change Canada. Approximately 50% of the budget is allocated to support partnering organizations for their sections of the project - Cowichan Tribes, Somenos Marsh Wildlife Society and Koksilah Watershed Working Group.



UVic Hydro-geologist Professor Tom Gleeson pilots his team's Stream Tracker citizen science project, Koksilah Connections. Summer 2020.

UPDATE MARCH 2021 - DEFERRED PENDING ALTERNATIVE FUNDING SOURCE(S)

# CWB Governance – How we work

## PRINCIPLES AND GOVERNANCE MANUAL

A [Governance Manual](#) guides the work of the Board, including these five Principles (Governance Manual, Section 2.3)

- Partnership
- Representation
- Watershed Emphasis
- Transparency
- Nutsamat kws yaay'us tth qa': We come together as a whole to work together to be stronger as partners for the watershed.

## BOARD MEMBERSHIP AND CO-CHAIRS

The Board is co-chaired by the elected Chief of Cowichan Tribes and the Chair of Cowichan Valley Regional District. Two additional elected leaders are appointed from each council by the respective co-Chairs, and four additional members are jointly appointed by both. Two seats each are also reserved for nominees of the Provincial and Federal Governments. Appointments are renewed as needed and following elections of Cowichan Tribes and CVRD Councils. [Click here for more.](#)

## MONTHLY MEETINGS OF THE BOARD

Meetings of the entire Board take place on the last Monday of every month. They are open to the public and routinely attended by members of CWB Working Groups, representatives of partner organizations, and political leaders. Standing agenda items include an update from the Executive Director, Public Comment, and Correspondence and Announcements, followed by presentations related to the priorities of the CWB and/or its Targets for Watershed Health (Appendix C). Decisions are made by Consensus. Board meeting materials and presentation files are posted online [here](#).

## WORKING GROUPS AND TECHNICAL ADVISORY COMMITTEE

Each of these targets is being pursued by collaborative Working Groups, which are co-chaired by CWB with partner organizations focused on that area, and comprised of representatives of stewardship organizations and governments. Two members of each Working Group are appointed to the Technical Advisory Committee. We are working towards establishing a web portal for each Working Group to share their resources online. More information is [here](#).

## COMMUNICATIONS

An important role of the Board is to build public understanding of, and connection with, the watershed, as well as fostering links and partnerships between the many organizations actively working to restore its health and resilience. This is done through Board meetings and the working groups, an e-newsletter, websites and social media, articles in the local newspaper, public education projects like the Speakers Series, public outreach and engagement projects such as the “Water Woman” superheroes series. See the [website](#) or [Facebook page](#) for examples.

## PERSONNEL

The Board is supported by several contract staff provided through the Cowichan Watershed Society as needed. This year's core personnel team is as follows:



**Tom Rutherford, Executive Director, Lead for Salmon, Science and Partnerships:** Tom worked with Fisheries and Oceans Canada for 35 years, retiring in 2016 as Section Head, Resource Restoration & Community Engagement, South Coast Pacific Region. He brings a strong technical background in salmon habitat inventory and restoration, stock assessment, stock enhancement and public outreach/citizen science. Tom has experience planning and implementing technical processes and partnerships with First Nations, providing scientific direction and guidance for program delivery activities, supervision of staff, and successful development of strategies to meet Sr. Government resource management objectives.



**Jill Thompson, Project Coordinator and Administrative Assistant, Lead for Communications and Engagement:** Jill holds a Bachelors of Environmental Studies and has more than 25 years' experience in environmental education and non-profit program leadership and fundraising. She is a creative and committed strategist, educator, and campaigner who believe in the motto, "Nobody wants to join the army of the glum." She is also an experienced community engagement facilitator, with a focus on making people feel welcome, intrigued, and motivated to work together for a brighter future.



**Heather Pritchard, Forest Ecologist, Lead for Targets Review:** Heather is a Registered Professional Forester with 30 years' experience in natural resource management. She brings expertise in applying ecosystem-based management principles in forest and land management with focus on protecting community and domestic water sources and fish habitat. She is also experienced in policy development and implementation for species at risk and riparian area protection. She has worked closely with community members, provincial and federal government representatives, First Nations, and resource managers to find creative solutions in conflict situations.

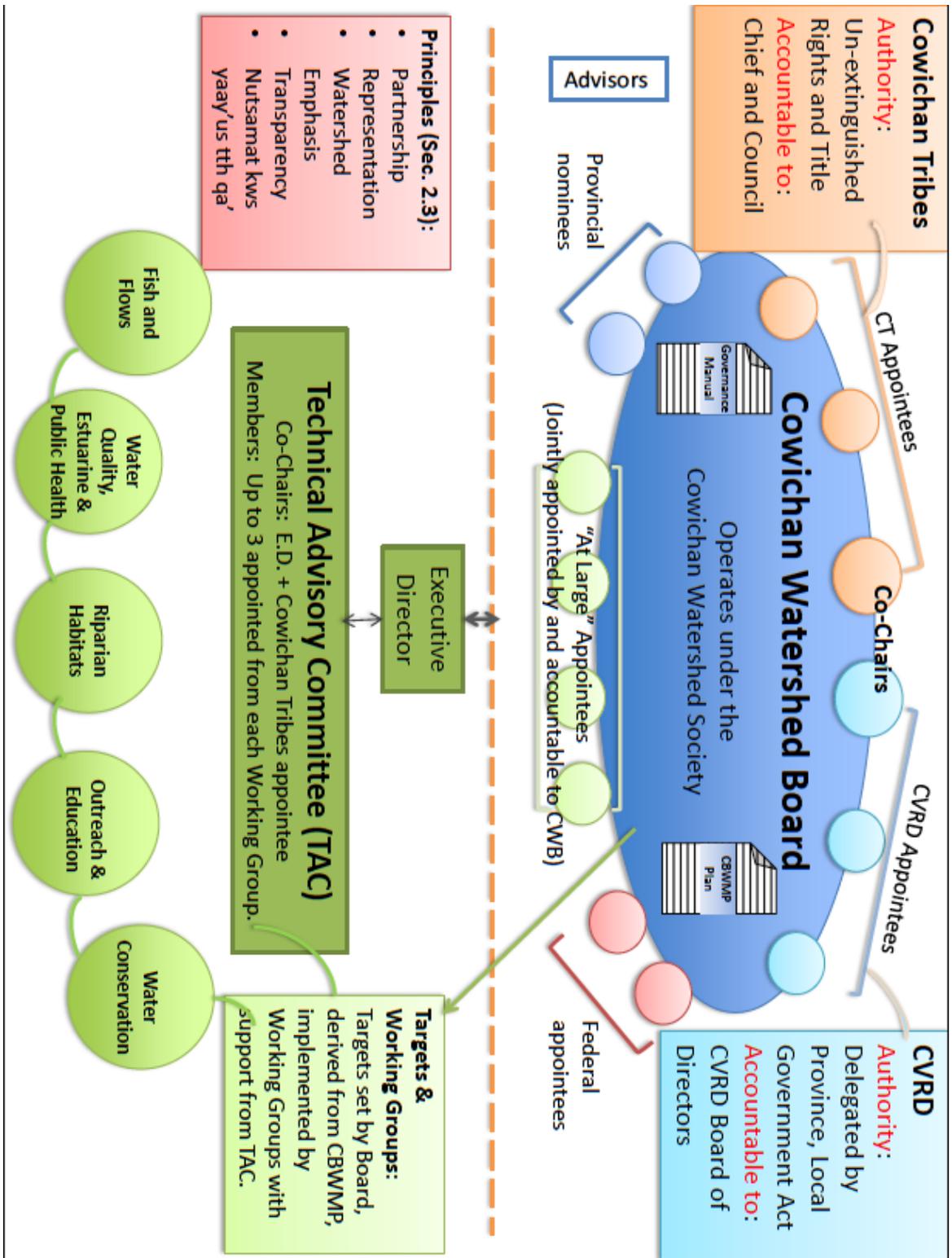


**Ruby Walmsley, Book-keeper and Financial Systems Support:** Ruby has 35 years of accounting experience, having started working in the field at the age of 19. She has a Financial Management Certificate obtained through studies with both the Certified Management Accounting Program (CMA) and the Certified General Accountancy Program (CGA). Ruby has worked for both profit and not-for-profit organizations as a financial bookkeeper and later as a management consultant and accounting manager.

# APPENDIX A: Five Year Budget

COWICHAN WATERSHED SOCIETY - 5 YEAR BUDGET (DRAFT March 10 2021)					
	2025	2024	2023	2022	2021
<b>INCOME</b>					
<b>Core Annual Revenue</b>					
CVRD	60,000	60,000	50,000	50,000	50,000
Cowichan Tribes	25,000	25,000	20,000	20,000	20,000
Other Govt partnerships	50,000	50,000	50,000	50,000	
Sponsors / other income	3,000	3,000	3,000	3,000	3,000
Interest Income	150	150	150	150	150
<b>SubTotal - Core Income</b>	<b>\$ 138,150</b>	<b>\$ 138,150</b>	<b>\$ 123,150</b>	<b>\$ 123,150</b>	<b>\$ 73,150</b>
<b>Project Grant Revenue</b>					
BC Freshwater Legacy					0
BC Water Funders- other				25,000	0
RBC Environment grant				100,000	400,000
BC Government _ CESI			9,600	9,600	9,600
Cowichan Tribes - BCSRIF			50,000	50,000	15,000
BC Government - other	50,000	50,000	50,000	50,000	
Fed Government	50,000	50,000	50,000	50,000	
PSF - educational materials	1,500	1,500	1,500	1,500	1,500
Other Grants - water quality					
Cowichan Tribes - WSP					30,000
Other Grants - TBD	30,000	30,000	30,000	30,000	
<b>SubTotal - Project Grant Income</b>	<b>\$ 131,500</b>	<b>\$ 131,500</b>	<b>\$ 141,100</b>	<b>\$ 266,100</b>	<b>\$ 456,100</b>
<b>Cash Total</b>	<b>\$ 269,650</b>	<b>\$ 269,650</b>	<b>\$ 264,250</b>	<b>\$ 389,250</b>	<b>\$ 529,250</b>
<b>GST Refund</b>	<b>5,842</b>	<b>5,842</b>	<b>5,721</b>	<b>5,799</b>	<b>14,158</b>
<b>IN KIND</b>	<b>\$ 60,000</b>	<b>\$ 60,000</b>	<b>\$ 60,000</b>	<b>\$ 60,000</b>	<b>\$ 60,000</b>
<b>TOTAL INCOME</b>	<b>335,492</b>	<b>335,492</b>	<b>329,971</b>	<b>455,049</b>	<b>603,408</b>
<b>EXPENSES</b>					
<b>Core Staffing Expenses</b>					
Executive Director	35,000	35,000	30,000	30,000	30,000
Program Coordinator	35,000	35,000	30,000	30,000	23,000
Administrative Coordinator	25,000	25,000	23,000	23,000	
Book-keeper	7,000	7,000	5,000	5,000	6,000
Other	10,000	10,000	10,000	10,000	3,000
<b>SubTotal - Core Staffing</b>	<b>\$ 112,000</b>	<b>\$ 112,000</b>	<b>\$ 98,000</b>	<b>\$ 98,000</b>	<b>\$ 62,000</b>
<b>Core Administrative Expenses</b>					
General - Fees, Banking, Insuran	3,000	3,000	2,500	2,500	2,500
Meeting Expenses	3,000	3,000	2,500	2,500	2,500
Communications, websites, ema	10,000	10,000	10,000	10,000	4,000
Supplies, Printing	150	150	150	150	
<b>SubTotal - Core Staffing</b>	<b>\$ 16,150</b>	<b>\$ 16,150</b>	<b>\$ 15,150</b>	<b>\$ 15,150</b>	<b>\$ 9,000</b>
<b>Core Program Expenses</b>					
Speaker Series - gifts, advertising	500	500	500	500	
Volunteer appreciation	500	500	500	500	150
Working Group budgets	7,000	7,000	7,000	7,000	
River Cleanup	2,000	2,000	2,000	2,000	2,000
<b>SubTotal - Core Projects</b>	<b>\$ 10,000</b>	<b>\$ 10,000</b>	<b>\$ 10,000</b>	<b>\$ 10,000</b>	<b>\$ 2,150</b>
<b>Total Core Expenses</b>	<b>\$ 138,150</b>	<b>\$ 138,150</b>	<b>\$ 123,150</b>	<b>\$ 123,150</b>	<b>\$ 73,150</b>
<b>Grant funded PROJECTS</b>					
Climate Action projects					\$ -
Twinned Watersheds - CESI					500,000
Twinned Watersheds - BCSRIF			9,600	9,600	9,600
Cowichan weir	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	0
Koksilah WSP	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	45,000
Engagement / outreach tools	\$ 1,500	1500	\$ 1,500	\$ 5,000	1,500
Organizational Dev't / Partnershi	10,000	10,000	10,000	10,000	0
Water Conservation / Climate Action					
Water Quality - testing, educatio	10,000			10,000	0
Other projects - TBD		10,000	10,000		0
<b>Total Grant-funded Expenses</b>	<b>\$ 121,500</b>	<b>\$ 121,500</b>	<b>\$ 131,100</b>	<b>\$ 134,600</b>	<b>\$ 556,100</b>
<b>Total Cash Expenses</b>	<b>\$ 259,650</b>	<b>\$ 259,650</b>	<b>\$ 254,250</b>	<b>\$ 257,750</b>	<b>\$ 629,250</b>
<b>GST Outlay (5%)</b>	<b>\$ 11,684</b>	<b>\$ 11,684</b>	<b>\$ 11,441</b>	<b>\$ 11,599</b>	<b>\$ 28,316</b>
<b>IN KIND</b>	<b>\$ 60,000</b>	<b>\$ 60,000</b>	<b>\$ 60,000</b>	<b>\$ 60,000</b>	<b>\$ 60,000</b>
<b>TOTAL EXPENSES</b>	<b>\$ 331,334</b>	<b>\$ 331,334</b>	<b>\$ 325,691</b>	<b>\$ 329,349</b>	<b>\$ 717,566</b>
<b>NET</b>	<b>\$ 4,157.88</b>	<b>\$ 4,157.88</b>	<b>\$ 4,279.38</b>	<b>\$ 125,700.63</b>	<b>\$ (114,158.13)</b>

# APPENDIX B: Organizational Structure



## APPENDIX C: The Targets

### CWB'S TARGETS FOR WATERSHED HEALTH:

<b>Flows:</b>	We want to ensure that Cowichan and Koksilah River summer flows are at levels that support the needs of people & fish.	
<b>Fish:</b>	We want healthy fish populations in the watershed.	
<b>Water Conservation:</b>	We want Cowichan watershed residents to use water wisely.	
<b>Water Quality:</b>	We want clean water in our watershed.	
<b>Estuary Health:</b>	We want to be able to eat shellfish from Cowichan Bay.	
<b>Riparian:</b>	We want to protect and enjoy the benefits of healthy stream, lakefront, and estuary habitats.	
<b>Watershed Connections (IQ):</b>	We want Cowichan watershed residents to increasingly know and value their watershed.	

# APPENDIX D: Priorities

## 5 Year PRIORITIES for WATERSHED HEALTH in the COWICHAN / KOKSILAH WATERSHED

**“Just Add Water”.**  
Rebuild Cowichan Lake weir  
Pursue solution to Koksilah low flows.

- Support and facilitate partners, stakeholders and government agencies to prioritize and contribute towards: a) completing engineering and impact studies to replace the Cowichan weir; b) identifying a governance model for the new conservation water license; c) replacing the weir.
- Facilitate and support the research, scoping and creation of a Water Sustainability Plan and / or other strategies to protect environmental flows in the Koksilah River.
- Maintain public support and understanding of the regional and provincial benefits of these projects and the risks of not doing them.
- Begin to understand and restore “whole of watershed” hydrological resilience in the face of climate change.

**“Achieving our Targets”.**  
Facilitate collaborative working groups  
to achieve watershed targets.  
Implement legal tools to support targets  
where possible.

- Complete 10 year Target Review with Working Groups and update targets as needed.
- Create work plans for each Target and coordinate these with CVRD and Cowichan Tribes priorities.
- Support Working Groups to pursue targets.
- Work with partners to complete State of the Watershed reports for Cowichan and Koksilah watersheds.
- Work with the BC Government to pursue legally binding protections under the Water Sustainability Act relating to the targets for Cowichan and Koksilah Watershed.

**“Building Partnerships”.**  
Support indigenous co-leadership, cross  
jurisdictional collaboration and public  
engagement for watershed health.

- Honour and promote the principle of Nutsamat kw̓s yaay us th̓ q̓a' and respect for indigenous authority in the watersheds.
- Continually strengthen the working relationships between the CVRD, Cowichan Tribes and other level of governments.
- Actively involve the best knowledge and resources available to support the Cowichan and Koksilah watersheds, guided by the targets.
- Engage local communities in understanding their watershed ecosystems and inspiring sustainability through positive, participation oriented public outreach projects.
- Establish funding paths for sustainable partnerships and projects.



**Contact us!**

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