



### ABSTRACT

Shortly after the Cowichan Watershed Board was founded in 2010, it established a series of aspirational “Targets” to communicate its broad goals, engage residents, and keep partners paddling in the same direction for the long trek back to watershed health. These Targets were recently updated, and despite many changes in the watershed governance landscape they remain highly valued as an organizing tool. However, the ways that the Board established to keep focus on the Targets – namely a Technical Advisory Committee and Target Working Groups – have become a challenge to maintain. This is not a bad thing! It reflects significant growth in watershed-related project funding, capacity, and authority, enabling the Board’s partners to be doing the work envisioned in those early meetings. But, it’s time to revise how we keep our eye on those Targets! This Discussion Paper is intended to start that conversation.

## Evolving our Targets Strategy – Discussion Paper – Jan 2025



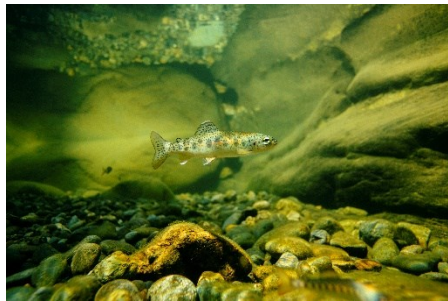
# Evolving Our Targets Strategy

January 2025

*So let your deepest desires direct your aim.  
Set your sights far above the 'reasonable' target.  
The power of purpose is profound only if you have a desire that stirs the heart.*

Dr. Price Pritchett, Psychologist, Change Management Expert

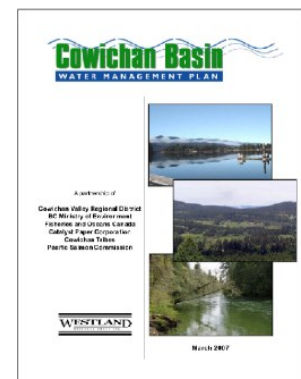
## Background on the CWB's Targets Approach:



The Quw'utsun Sta'lo' / Cowichan River is designated as both a Canadian and BC [Heritage River](#). Along with the adjacent Xwulqw'selu Sta'lo' (Koksilah River), and infinite rivulets, creeks, streams, aquifers, lakes and wetlands that trickle from the mountain tops to Cowichan Estuary, it forms a watershed that has sustained Quw'utsun Mustimuhw (Cowichan People) since time immemorial. The Cowichan watershed comprises nearly one-third of Cowichan Valley Regional District, on Eastern

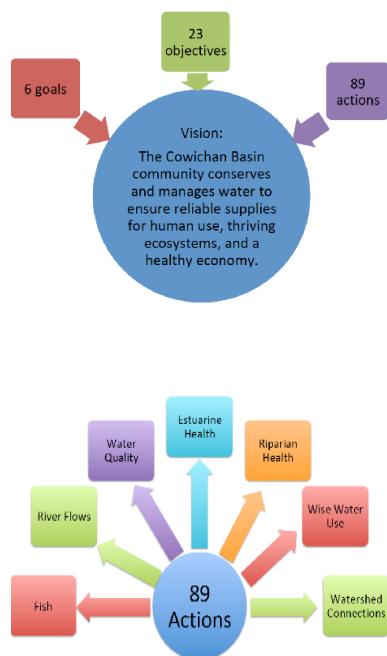
Vancouver Island. It is home to iconic coastal populations of wild salmon, cougar, bears, and eagles, majestic stands of Xpey' (cedar), Douglas fir and Canada's largest Garry Oak ecosystem, as well as many lesser known species, like a rare "Jumping Slug"!

Nearly 15 years ago, the Cowichan Watershed Board (the Board) was formed to support better watershed management of this highly valued place. The Board represented an early example of local watershed governance. It was an informal partnership, co-chaired by Cowichan Tribes First Nation and the Cowichan Valley Regional District, with seats allocated to reflect the variety of legislative authorities and knowledge needed to support whole-of-watershed health. Unlike many similar initiatives, the CWB is not a stakeholder table. Its original purpose was to provide leadership to implement the 2007 Cowichan Basin Water Management Plan (the Plan). Many governments, agencies, non-profits and citizens had collaborated to create this award-winning Plan to address challenges in the watershed, and coordination was needed to try to turn the 6 goals, 23 objectives, and 89 actions into reality.



To do this, the CWB knew it needed technical support. The Board members were mostly elected people, and they wanted to draw on the deep knowledge and expertise, lived experiences, and grassroots

observers of the area. A Technical Advisory Committee (TAC) was formed, in cooperation with the Cowichan Stewardship Roundtable. It included members from Cowichan Tribes, Federal, Provincial and Regional governments, scientific agencies, and non-profit stewardship groups.



The TAC deliberated on the challenge of how to implement the Plan's 89 actions, which was complicated by a lack of dedicated funding or authority. After months of discussion, and advice, the TAC recommended a Targets-based approach to help everyone understand and rally around broad based priorities. Seven long-term aspirational [Targets for Watershed Health](#) were created to help people collaborate in areas of shared interest. The Targets were informed by Quw'utsun community members, and were intended to resonate with all local residents. Other targets were discussed by the TAC (e.g. Public Health) but the following were adopted in 2012 to start with, each with measurable indicators. Read more in Appendix A.

In the following years, Target Working Groups (TWGs) were created, made up of representatives from the organisations and agencies that were most engaged in each Target. TWG members were appointed by the CWB, ensuring the expertise and seniority of these organizations was engaged in making meaningful progress towards the Targets. In

the early years of this system, the TAC and TWGs all met regularly, sharing knowledge, resources, research and personnel to address challenges standing in the way of each Target. Learn more, including highlights of progress made towards the Targets, in this report: [CWB Targets for Watershed Health - 2018 Update](#)

#### 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.	

Original Targets, 2012

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Coming Soon!  
Ashley updating.

Updated Targets, 2023



## Analysis: What has Changed? How Should We Change?

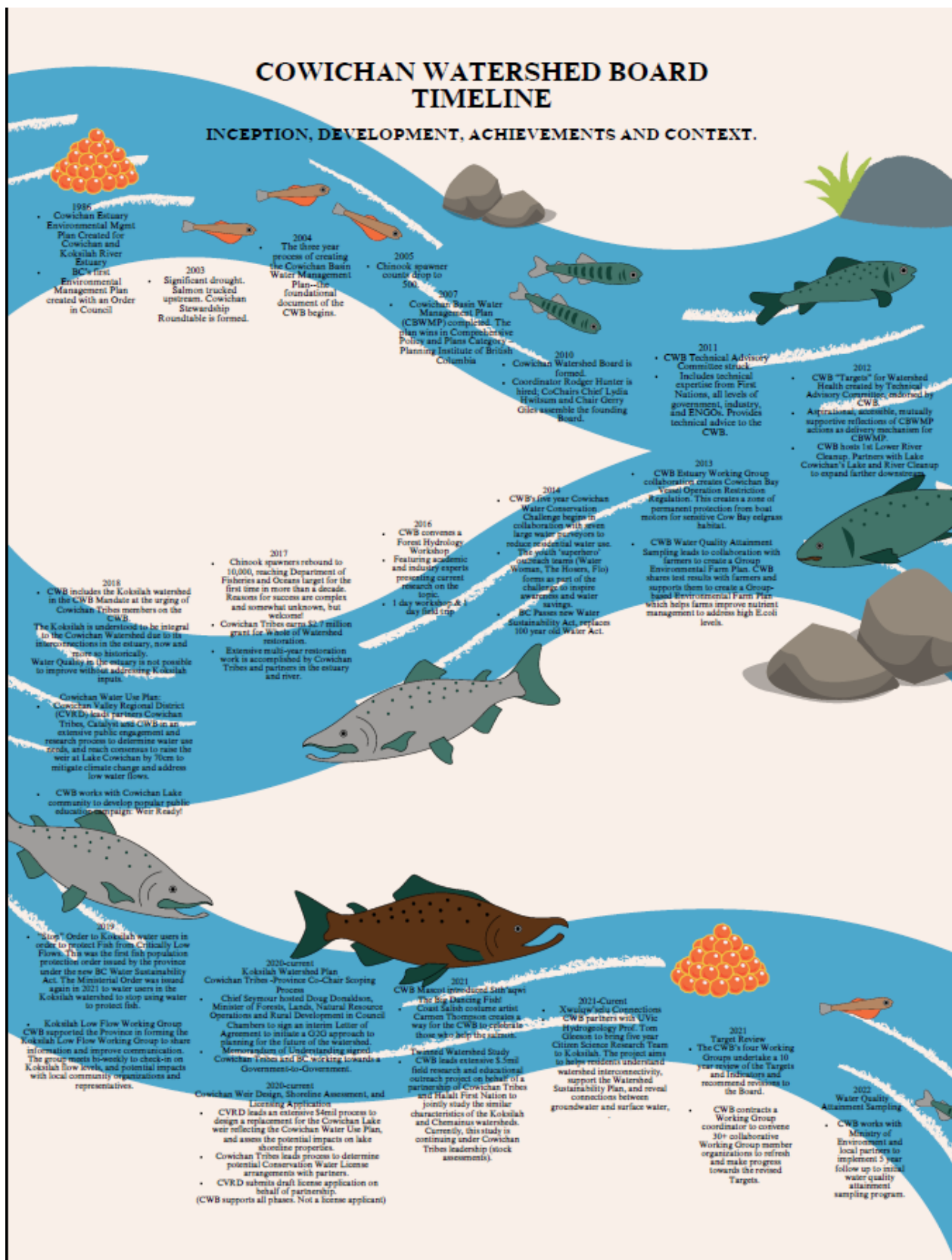
### Significant Changes Affecting the Cowichan Watershed Board

Much has changed since the CWB formed (see timeline, next page). While we still lack a comprehensive understanding of the changing health of the watershed itself (which is needed), the changes noted below reveal a promising pattern of progress.

1. The Board was originally created to implement the Cowichan Basin Water Management Plan, but today the Board is involved in implementing several additional and significant watershed plans, including:
  - The [Cowichan River Water Use Plan](#) which concluded with a consensus to make the Cowichan Lake weir higher.
  - The Xwulqw'selu S-xats-thut-tst / We Agree - Koksilah [Watershed Planning Agreement](#)
  - The CVRD [Drinking Water and Watershed Protection Plan](#)
2. The Xwulqw'selu Sta'lo' (Koksilah River) watershed was formally added to the Board's geographic mandate in 2018. The Xwulqw'selu is intertwined with the Quw'utsun Sta'lo' in Cowichan estuary, and has always been understood by Cowichan Peoples to be one watershed. However, because it was excluded from the Plan, it was originally outside the Board's mandate.
3. Provincial and Federal Legislation has advanced in ways that support the Board's mandate and principles:
  - Under the [Declaration on the Rights of Indigenous People Act](#) (DRIPA) - Cowichan Tribes' unceded authority to manage and care for watersheds within its territories is now recognized more broadly by both the Canadian and BC Governments.
  - The [BC Water Sustainability Act](#) provides enhanced protection tools, including monitoring and management of groundwater and the ability to create a watershed plan.
  - The new [BC Watershed Security Fund](#) provides better financial stability for local governance models that centre Indigenous knowledge and authority over watershed management.



Old tree, Koksilah watershed.  
Todd Carnahan



Timeline graphic developed for CWB by a Vancouver Island University class, 2022

#### 4. Strengthening the Partnership between Cowichan Tribes and CVRD

- From 2017-2018, an extensive governance review was conducted to discuss and better understand the watershed priorities, principles, and practices of the CWB's core partners, Cowichan Tribes and the CVRD, as well as their relationship to each other. A recognition of the authority of Quw'utsun Mustimuhw to continue to manage watersheds in their unceded territories was embraced in writing. Read the Pathways and Partnerships Framework report that arose from this process [here](#).

#### 5. Watershed Board Governance Manual Updates

- In 2017-2018 and again in 2023-2024, the Board undertook facilitated reviews of its mandate, principles, roles, seat appointments, consensus model and more. See the current approved [Governance Manual \(2018\)](#) here. (2024 update coming soon).

#### 6. Capacity has grown.

- Throughout the watershed, there are now more permanent staff, funded projects, and stewardship capacity. A great deal of invaluable work is still accomplished thanks to dedicated and highly respected volunteers, but there is better support for coordination, particularly between Indigenous and non-Indigenous efforts. Both Cowichan Tribes and the CVRD have dedicated funding to advance important projects including:
  - ✓ Rebuilding the Cowichan Weir to address low flows
  - ✓ Defining long-term solutions for water issues in the Xwulqw'selu watershed
  - ✓ Monitoring water quality, marine health, and groundwater levels.
  - ✓ Completing flood mitigation works (including gravel removal).
  - ✓ Doing riparian restoration projects, and more.

### Changes Affecting our Targets Strategy.

Over the past five years, CWB staff have been finding it increasingly difficult to sustain the Working Groups or the TAC. This is actually mostly good news, reflecting progress from visioning, to planning, to action. Well over \$1million in watershed research and restoration projects is underway at any given time now. TWG members aren't available because they are out on the riverbanks, or advancing project work in other ways – exactly where we want to be!



Streambank restoration on the Xwulqw'selu Sta'lo'.  
Twinned Watershed Project 2021. Photo by Elodie Roger.

In addition, due to growing capacity and attention to the needs of this watershed, the technical support that the CWB needed from the TAC s is often readily available through other avenues



now. We are able to lean on staff at both core partners, strong collaborations with other organizations and government agencies, and the CWB's own growing project staff.

However, there is no question that keeping the network of active technical partnerships strong is essential to sustaining the Board's progress back to watershed health. Together with its member organizations, including the foundational Cowichan Stewardship Roundtable, the TWGs laid the groundwork for the outstanding level of collaboration-in-action that the Cowichan Watershed is known for. Respectful dialogue, cross-cultural learning, and shared goals have built long-term trusted relationships, which have ripple effects into other areas.

### **Evolving for the Decade ahead**

It is within this context of change laid out above that the CWB is reviewing how (not whether) to pursue and expand its Targets in the decade ahead, keeping collaborative community-led governance at the heart of its work.

**Keep the Targets!** There is no question that the Targets Approach remains highly valued by the Board.

- Target provide a clear call to action.
- People understand them. They are 'aspirational'.
- People see themselves in the work. They are broad enough to reveal the common goals we can work together on.

**Keep elements of the Working Groups.**

- **Relationships.** The first 15 years of Board development have proven that the collaboration, relationships, and cross-cultural learning that our Working Groups fostered are fairly unique in the province, and partly what is helping the Cowichan address its challenges more successfully than in other areas. When something goes wrong, we are better at knowing who to call, and the people on the other end of the phone are more likely to trust our observations, and to help. This



First "fish kill" workshop, including Cowichan Tribes, Federal and Provincial government representatives, residents, non-profit biologists, Town of Lake Cowichan, and water quality advisors. Siem Lelum dining hall.

is an outcome of ongoing, rather than short-term, relationships, and it's one of the most valuable assets our watershed has. TWGs have been a springboard for other project teams, sharing funding and capacity around common goals (e.g. Weir Working Group, Fish Kill Response)

- **Inclusion of different expertise and ways of knowing.** Diverse sources of knowledge, including Indigenous perspectives, grassroots local observations, and academic or government-led studies, support better decision-making.
- **Focus on the Targets.** TWG and TAC meetings have helped to maintain Whole of Watershed progress.

*Success is the by-product when you work toward the target.*

*Howard Schultz, Starbucks CEO*

### Three Areas Identified for Improvement

1. **There are Gaps in our Targets.** The Board acknowledges that the current Targets alone will not be enough to return to Whole of Watershed Well-Being. Concerns such as upland forest health, flooding, and biodiversity are not yet captured by our Targets. The original Targets also did not integrate Indigenous Knowledge as fully as would benefit the effort. The intention is to refine and/or add to the Targets in the years ahead.



**How should our Targets be expanded or adjusted to add up to Whole of Watershed Well-Being?**

2. **Target Updating is Important, but too Time Consuming.** Over the past five years, Board staff have worked with TWG members and the Board members to update the Targets and Indicators. The new Targets reflect much of the change outlined above, lessons learned about how to achieve priorities, and integrating Indigenous knowledge into some of the Target descriptions. While these discussions were rich, valuable and long overdue, the process stretched over five years, and some key people could not participate. Some work is still 'in progress'. We would like to find a better way to keep our Targets and Indicators fresh, relevant, and meaningful.



**Is there a better way to review and update Targets, including integrating Indigenous Knowledge?**

3. **Working Groups aren't Working in the current format.** As referenced above, the long-term trusted relationships that have been nurtured through TWGs and the TAC are among the most valuable assets our watershed has. At last count, nearly 30 organizations or agencies participated in the Board's four active Target Working Groups. However, with all the additional projects underway, it has become impossible to find meeting time regularly enough to make progress. Many of these groups currently do meet within other Project Teams, the Cowichan Stewardship Roundtable, events, or other active collaborations.



**How can we keep what is still valued about CWB working groups, and let go of what isn't?**



## Recommendations for 2025

**1. CWB staff should review what the current aspirations are for our Targets Approach with the Board. For example, so far, we have heard that the following are important additions. Also refer to Appendix A for notes on the origins of the Targets system:**

- Indigenous knowledge, experience, and vision are embedded in and strengthening each Target.
- Cumulatively, Targets to add up to Whole of Watershed Well-Being. Expand scope, fill in gaps, and describe a viable route (journey) to get there.
- Trusted relationships and collaboration are strong. People know and support each other to protect the watershed. We keep paddling in the same direction.

**2. CWB staff should discuss potential ways to reformat the Technical Advisory Committee and Target Working Groups with the founders of the Targets program, and the Cowichan Stewardship Roundtable. The following is one suggestion. See Appendix B for a list of organizations that the Board should seek to re-engage in the new format.**

Technical advice is needed now more than ever and the Board actively seeks that support through participation in project teams, inviting presentations to Board meetings or Speaker Nights, hosting technical workshops, attending the Stewardship Roundtable hiring project consultants to secure technical support, etc. But, as outlined above, the TAC and the TWG's are currently inactive. As such, create "Target Teams" and "Target Advisors", to maintain the shared approach to our biggest goals, but with fewer meetings.

- Target Teams: All organizations that identify themselves as working towards a Board Target will be recognized as members of that Target Team. CWB staff will review and recognize the activities and contributions of member organizations in the Board's Annual Reports as a way of tracking progress and keeping focus on each Target, understanding which organizations are active on each Target, and helping to identify gaps.
- Target Advisors: The Board will identify and appoint up to 4 individuals from among the Target Team organizations to act as Target Advisors, including at least one Cowichan Tribes representative for each Target. Advisors will meet annually to track progress or gaps with a CWB staff lead. They will also support CWB staff to review each Target every 5 years. They may also be asked to help propose new Targets to the CWB (below). Ideally, Target Advisors will be consistent from year to year, and represent the highest levels of knowledge, experience, and decision-making authority possible in regards to that Target. In some cases, people may be appointed as advisors to more than one Target. Outcomes from advisor meetings will be presented to the Board to help define the Board's plans, and may inform the agenda for an annual conference (below).

**3. The Board could begin to broaden and evolve its Targets through a Watershed-Wide "Guidebook" See Appendix C for a draft Vision of how this could support a broader Targets strategy.**

Embark on a partnership-based project to create a whole of watershed 'guidebook' (e.g. State of the Watershed or Ecosystem Based Analysis and Recommendations Report).

- Structure the report to capture the existing Targets (e.g. as chapters), and to illuminate significant areas where there is not a corresponding Targets.

- Build on existing reports where feasible, such as the Cowichan Heritage River Decadal Reports, Cowichan Basin Water Management Plan, Quw'utsun Cultural Connections' XPey' mapping project, the Koksilah Ecosystem Based Analysis reports, CVRD State of the Environment reports, etc.
- Integrate Indigenous Knowledge in the project, the final report, and in revised Target descriptions.
- Since this would take significant resources and time, start discussion and fundraising in 2025 with partners, with a goal of completion in ~5 years.

**4. The Board could initiate or partner in a Quw'utsun Watershed Targets Conference.**

- Format and agenda yet to be defined, with input from above.
- Possibly partnership with CVRD, building on their 2024 Climate conference.
- Goal would include bringing Target Team member organizations together into one room to learn from each other's expertise in their areas, and explore what can be applied to Whole of Watershed health.

**5. CWB staff should work to fund Target-related priority projects, including securing funding for partner organizations to lead these projects.**

- CWB staff seek to integrate Target project funding into its fundraising. Where possible, CWB will raise funds to support ENGO partners to lead projects that advance the Targets.

**6. CWB staff should update the Targets section of the [cowichanwatershedboard.ca](http://cowichanwatershedboard.ca) website.**

- Revise webpages to tell the Targets story more effectively, highlighting the work of all the Working Group members.
- Develop a watershed map or infographic or set of graphic recordings - resources permitting.


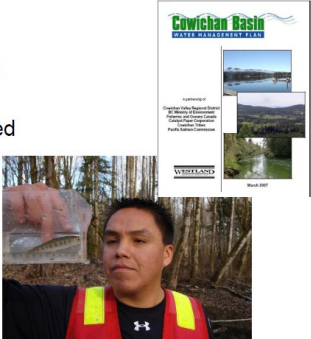




**7. CWB staff or a Board committee should review progress in the Cowichan Basin Water Management Plan.**

- Aspects of the Plan have been implemented, or partially implemented, but parts were not due to lack of resources, or jurisdiction, or both. It would be valuable to lead a review the Plan's Actions to see if any of them are still worth pursuing, and work to integrate them into ongoing work, or current funding opportunities. This work could be integrated early into the process to create a State of the Watershed report.

*If you don't really have a dream, you can't really push yourself;  
you don't really know what the target is.*

*MS Dhoni, Indian Cricket Player*

## APPENDIX A: Presentation of Original Targets, by Tom Rutherford

<h3>Cowichan Watershed Board/VIU Speaker Series</h3> <p>"Watershed Targets for the Cowichan Watershed"</p> 	<h3>Why Watershed Targets?</h3> <ul style="list-style-type: none"> <li>Cowichan Basin Water Management Plan</li> <li>Cowichan Watershed board</li> <li>The Challenge</li> <li>The Approach – Watershed Targets</li> </ul> 
<h3>Targets – What they are</h3> <ul style="list-style-type: none"> <li>Support CBWMP Goals &amp; Objectives</li> <li>Science based             <ul style="list-style-type: none"> <li>Integrate several environmental health factors</li> </ul> </li> <li>Measurable</li> <li>Achievable</li> <li>Affordable</li> <li><b>Engage Cowichan Valley Residents</b> <ul style="list-style-type: none"> <li>Relevant</li> <li>Understandable</li> <li>Embraceable</li> </ul> </li> </ul> 	<h3>Targets – What they aren't</h3> <ul style="list-style-type: none"> <li>Ultimate ecosystem indicators</li> <li>A finite or exclusive list</li> <li>More or less important than other watershed issues</li> <li>Mutually Exclusive</li> </ul> 
<h3>Water Quality Target</h3> <ul style="list-style-type: none"> <li><i>We want clean water in our watershed</i></li> <li><b>TARGET:</b> TSS levels (turbidity) in the Cowichan Watershed should meet accepted water quality guidelines</li> <li><b>ACTIONS</b> <ul style="list-style-type: none"> <li>Collect and correlate data to ID issues – year 2 completed</li> <li>4 more years with DNA tracking</li> <li>Army of volunteers</li> <li>Broadway run remediation</li> </ul> </li> </ul> 	<h3>Estuary Health Target</h3> <ul style="list-style-type: none"> <li><i>We want to be able to eat shellfish from Cowichan Bay</i></li> <li><b>TARGET-</b> Shellfish from designated areas of Cowichan Bay will be harvested for human consumption by 2020</li> <li><b>ACTIONS</b> <ul style="list-style-type: none"> <li>Establish Technical Working Group</li> <li>Implement sampling programs</li> <li>Issues/sources – metals, bacteria, bio-accumulation</li> <li>Group Environmental Farm Plan</li> <li>Marina by-law</li> <li>Liquid Waste Management Plan review</li> </ul> </li> </ul> 



<h3>Public Health Target</h3> <ul style="list-style-type: none"> <li>• <i>"We want to be able to swim safely in Cowichan Lake, Cowichan river, and Cowichan Bay..."</i></li> <li>• <b>Target:</b> E. Coli levels should be below guidelines for swimming and recreation</li> <li>• Complementary to Water quality/estuarine health targets</li> </ul> <p><b>Actions</b></p> <ul style="list-style-type: none"> <li>• Ongoing water quality sampling</li> <li>• Outreach program to agriculture and live-aboards</li> <li>• Strong partnership with Island Health</li> </ul>  	<h3>Water Use Target</h3> <ul style="list-style-type: none"> <li>• <i>We need to use our water wisely</i></li> <li>• <b>TARGET</b> Specific targets for individual communities</li> </ul>  <p><b>ACTION PLAN</b></p> <ul style="list-style-type: none"> <li>• Metering and realistic pricing</li> <li>• "Meet or Beat" exemplary community</li> <li>• Competitive Spirit</li> <li>• Public Education actions to include <ul style="list-style-type: none"> <li>– Summer students for door to door survey</li> <li>– Materials developed for public outreach</li> </ul> </li> </ul> 
<h3>Watershed IQ Target</h3> <ul style="list-style-type: none"> <li>• <i>You Can't fully value what you don't understand</i></li> <li>• <b>Target:</b> Grade 4/5's know their watershed</li> <li>• <b>Actions</b> <ul style="list-style-type: none"> <li>– Pilot 4/5 field trips 2011</li> <li>– Expand field trips in 2012; expanded again in valley 2013</li> </ul> </li> <li>• <b>Target:</b> Residents increasingly know and value their watershed</li> <li>• <b>Actions</b> <ul style="list-style-type: none"> <li>– Occasional articles and radio spots</li> <li>– Ongoing briefings to local politicians and opinion leaders</li> <li>– VIU Speakers series</li> <li>– Funding available to ramp up outreach efforts</li> </ul> </li> </ul>  	<h3>Fish Target</h3> <ul style="list-style-type: none"> <li>• <i>We want healthy fish populations in the Watershed</i></li> <li>• <b>TARGET-</b> Steelhead pre-smolt abundance in the Cowichan should meet or exceed target densities</li> <li>• <b>ACTIONS</b> <ul style="list-style-type: none"> <li>– Conduct ongoing sampling at indexed sites</li> <li>– Report results incl. relationship with limit reference points</li> <li>– Include results of annual trout snorkel surveys</li> <li>– Develop intervention plan if monitoring indicates concerns</li> </ul> </li> </ul>  
<h3>Water Supply Target</h3> <ul style="list-style-type: none"> <li>• <i>Summer water flows are critical and have been declining</i></li> <li>• <b>TARGET:</b> Cowichan River summer flows need to be 7CMS or higher</li> <li>• <b>Action Plan</b> <ul style="list-style-type: none"> <li>– Maintain existing WSC stations</li> <li>– Snow course/Snow pillow(?) at Heather Mt.</li> <li>– Refined weir operation</li> <li>– Expert Advice <ul style="list-style-type: none"> <li>• Instrumentation, review 7cms achievability, groundwater connectivity, review flow requirements downstream of intake</li> </ul> </li> <li>– Continue to evaluate options to ensure flows <ul style="list-style-type: none"> <li>• Modified Rule Curve, assess benefits/impacts of increased storage, assessment of property impacts, (bathymetry, erosion, LIDAR, water budget model, climate change adaptation)</li> </ul> </li> </ul> </li> </ul>  	<h3>Riparian Target</h3> <ul style="list-style-type: none"> <li>• <i>We want to protect and enjoy Stream, River and Lake front habitats</i></li> <li>• <b>Target</b> – 50% of "intact" riparian habitats protected by 2021</li> <li>• <b>Target</b> – 10% of impacted riparian habitats restored by 2021</li> <li>• <b>Actions</b> <ul style="list-style-type: none"> <li>• Secure properties <ul style="list-style-type: none"> <li>– Inventory and classify</li> <li>– Acquisition feasibility &amp; priority</li> <li>– Partnership and fundraising</li> <li>– Implementation</li> </ul> </li> <li>• Restoration <ul style="list-style-type: none"> <li>– Inventory and classify</li> <li>– Priorities and options</li> <li>– Partnerships and fundraising</li> <li>– Implementation – it's happening!</li> </ul> </li> </ul> </li> </ul> 

## The List is not Complete!

- Chinook Salmon Target
- Groundwater Target
- Flood plain management
- Etc.....



## Bottom Line

- "Targets" not intended to "replace the plan"
- Targets are needed to implement the plan....
- Will be effective in raising awareness in community
- ***Have been effective in engaging not just the hard core but the general public***
- Are about making the plan real - "Doing Something" – not talking about it
- Approved by the Board in 2012 and are being implemented



## Thanks!



Presented at VIU Cowichan Campus by Tom Rutherford, March 2014

## APPENDIX B: Draft Target Advisor/Team Organizations

As of 2023:

- There were 4 Target Working Groups: Watershed Connections, Riparian Health, Fish/Flows, and Water Quality/Estuarine Health. The Wise Water Use group disbanded in 2019 after completing a 5-year collaborative project.
- Working group members represent organizations in the community that share the aspiration expressed by the Target. Often working group members helped create or review their Target. In other words, the Target is coordinated by the CWB, but it is a shared aspiration of the Working Group member organizations.
- The members of each group intended to meet 1-4 times annually, to identify and work on projects that advance the Target. In reality, some groups are not meeting.
- Often, an organization is represented in more than one working group because of the broad scope of their organization's work.
- Working group members link their organization to the CWB by acting as an information conduit.

2023 TARGET WORKING GROUP MEMBERS		Organizations
<b>Fish &amp; Flows</b>	CWB (Tim Kulchyski, Tom Rutherford), Cowichan Tribes (Tim), CVRD (vacant), BC Min. Forests (Mike McCulloch, Jaro Szczot), Fisheries and Oceans Canada (Kevin Pellett, Karalea Cantera), Friends of Cowichan River (Joe Saysell), Catalyst Mill (Brian Houle), Mosaic (Dave Belleznay), BC Conservation Foundation (Jeramy Damborg), Cowichan Lake and River Stewardship Society (Dave De Pape, Parker Jefferson), Somenos Marsh Wildlife Society (Paul Gowland), Other (Cheri Ayers).	Cowichan Tribes CVRD DFO BC (agency?) Friends of Cowichan River Crofton Mill - Domtar Mosaic? BCCF CLRSS SMWS PSF
<b>Water Quality and Estuarine Health</b>	CWB (Tim Kulchyski), Cowichan Tribes (Tim), CVRD (Vanessa Thomson), BC Min. Environment (Rosie Barlak), Cowichan Estuary Nature Centre (Pamela Williams), BC Conservation Fdn (Thea Rodgers), Cowichan Estuary Restoration and Conservation Assoc. (Bill Heath, Goetz Schuerholz), Koksilah Working Group (Rodger Hunter), Somenos Marsh Wildlife Society (Gina Hoar), Municipality of North Cowichan (Dave Preikshot), Nature Trust of BC (Tom Reid), Other (Cheri Ayers).	Cowichan Tribes CVRD BC MoE CENC BCCF CERCA KWG SMWS MNC Nature Trust
<b>Riparian Habitats</b>	CWB (Alison Nicholson), Cowichan Tribes (Tracy Fleming, Cheyenne Williams) CVRD (Sarah Butterfield), BC Parks (Hannah Dobbs), Cowichan	Cowichan Tribes CVRD BC Parks



	Stewardship Roundtable (Genevieve Singleton), Mosaic (David Vey), Cowichan Estuary Nature Centre (Pamela Williams), BC Conservation Foundation (Jeremy Damborg, Danny Swainson), Cowichan Lake and River Stewardship Society (Jean Atkinson, Ken Traynor), Koksilah Working Group (Alison Nicholson), Somenos Marsh Wildlife Society (Paul Gowland), Municipality of North Cowichan (Dave Preikshot), Stewardship Center BC – Green Shores (Kelly Loch), Coastal Invasive Species Committee (Jessica Bayley).	Mosaic CENC BCCF CLRSS KWG SMWS MNC Green Shores Coastal Invasive Species Committee Garry Oak group?
<b>Watershed Connections</b>	CWB (Stuart Pagaduan, Jill Thompson), Cowichan Tribes (Hilda Paige, Cheyenne Williams), CVRD (Sarah Butterfield), BC Parks (Hannah Dobbs), Cowichan Valley Naturalists (Bruce Coates), Cowichan Estuary Nature Centre (Pamela Williams), Cowichan Community Land Trust (Stephanie Cottell), VI Recreational Paddling Assoc. (Rick Bryan), Cowichan Lake and River Stewardship Society (Judy Brayden), Koksilah Working Group (Scott Noble), Somenos Marsh Wildlife Society (Barry Hetschko), Xwulqw’selu Connections (Jennifer Shepherd), Wildsafe BC (Todd Carnahan)	Cowichan Tribes CVRD BC Parks CV Naturalists CENC CCLT VI Paddling CLRSS KWG SMWS XC Wildsafe BC

# APPENDIX C

## A 5-year Vision: It's a Journey!

The Board's Targets approach is definitely about the destination, but if we have learned anything in 15 years it might be that whether or not we will get there depends on whether we can learn to paddle together.

In that spirit, consider the challenge to achieve the Targets as one might plan for a very long canoe trip. Here's what that might look like!



- 1. Create a Guidebook:** When you're going on a trip, it helps to know where you are trying to go! For the Board, our guidebook to Whole of Watershed Well-Being would need to be rooted in understanding how the ecosystem used to function, in balance with the ways of Quw'utsun Mustimuhw, and where things are today. This could be in the form of a State of the Watershed Report, a **Whole of Watershed Ecosystem Based Analysis**, or a similar format. This would need to be a partnership project to create a common understanding of what was, what is, and where we want to be, on a watershed scale, and would likely take several years to complete.
- 2. Review and Choose Destinations:** When planning a trip, you want to know all the options so you don't miss the major attractions, then prioritize based on time, season, etc.  
The Board's Targets can be viewed as destinations – all the places we hope to go! The current Targets were created as priorities in 2010, within the bounds of the Cowichan Basin Water Management Plan. They were never intended to provide the full picture (think biodiversity, healthy forests, groundwater, etc), and they did not include the Koksilah watershed. New or **expanded Targets** could now be developed to capture these missing "destinations". Like a trip, it will still be necessary to prioritize though.
- 3. Plan the Journey.** Know who will travel in which canoe, who is steering, and where the snack breaks will be!  
The Board needs a viable alternative to the working group model so that all the organizations can continue to "paddle together." Work is needed to review all the new and ongoing collaborations that are improving watershed health (don't rock those boats!), then define a **new organizing model to keep long term focus on the Targets**.