

**2023-2025**

**BUSINESS PLAN  
UPDATE**



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## About this Plan

This Plan provides an overview of how the Cowichan Watershed Board (CWB) will continue to lead, support, and maintain momentum on key areas of impact identified in the **5-Year Priorities for Watershed Health in the Cowichan/Koksilah Watershed** (*established in 2020*).

1. **Just Add Water:** Working towards solutions to low flows in the Koksilah and Cowichan Rivers.
2. **Achieving our Targets:** Facilitating collaboration and action on the Cowichan Watershed Board Targets for Healthy Watersheds.
3. **Building Partnerships:** Supporting co-leadership of local and Indigenous governance, cross jurisdictional collaboration, and public engagement for watershed health.
4. **Watershed Knowledge and Understanding:** Sharing watershed information, filling knowledge gaps, and engaging our community in the work of our watershed.

A financial plan to support these priorities for the health of the watershed and its residents is supported by a 3-year financial forecast informed by historical, current, and anticipated funding arrangements that includes both core contribution funding from our Partners, and project funding.

Annual business planning takes place in the fourth quarter of each fiscal year, with engagement on the priorities with the Board and an associated budget reviewed by the Cowichan Watershed Society. The Leadership Team (new in 2022) also supports staff in reviewing the plan, with presentation to our Partners in March/April.

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'atli'kwatthuni' spupin' 'u tthutumuhw, ttho' mukw' stem ni' hakwni' 'u tthustl'ulnuptst. Kwuthushtun-ni' 'iwststni' yuxtse'tum 'u ttho' mukw' stem ni' ha'kwkwsstthuthi'skwshuli-s. O' nilh'thu Quw'utsun mustumuhw, nilemuxutunstum 'u tthuni' snuwuntewut 'u tthustunaalhtun, tst. Uwutumtem-us 'i' ni' tttsmem't 'aanlhkwskwun-etewut, hwayumtun'as'aalhtl'ulnup. Quw'utsun Mustimuhw, ha'kwushtst kw' stutul'na'mutxetsul's kw' shtuhimstthustl'ulnuptst. Mukw' stem 'o' sililukw'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*

## Cowichan Watershed CWB Priorities

In 2020 the Cowichan Watershed Board (CWB) established a 5-year set of Priorities for Watershed Health with the intention of ensuring sustainable fish populations, clean water, and adequate summer flows; protecting and preserving riparian and estuarine habitats; conserving water and engaging community.

These priorities remain relevant today and inform the operational priorities of the CWB from 2023-2025. The following objectives and activities are actioned by staff and project leads with guidance and direction of the Board.

### *Just ADD Water!*

#### **QUW'UTSUN (COWICHAN) WEIR GOVERNANCE**

Replacing the Cowichan weir is necessary to protect salmon viability for the long term in a Canadian Heritage River.

#### **Objectives 2023-2025**

Weir reconstruction begins to add 70 centimeters of height and improve water storage capacity.

Collaborative management approach to managing critical water flow infrastructure and in-season decision making.

#### **Activities**

- ◆ Support Cowichan Tribes and the CVRD to raise capital funds.
- ◆ Support development of Joint Works Agreement and provincial responsibilities.
- ◆ Secure a conservation water license.
- ◆ Support public engagement and communicate the need for this project.
- ◆ Participate in Technical & Process Advisory Committees (working groups).

For more information please visit: <https://cowichanlakeweir.ca/about-water-supply/>

#### **XWULQW'SELU (KOKSILAH) WATER SUSTAINABILITY PLAN (WSP)**

This is the first-ever WSP under the BC Water Sustainability Act, establishing a model for the implementation of the Act that uses a whole-of-watershed, indigenous co-governance framework.

#### **Objectives 2023-2025**



Electric pumps keeping the Cowichan River flowing.

Photo by B.Hetschko.

The Xwulqw'selu WSP and other watershed sustainability measures are created and legally recognized through the joint authority of Cowichan Tribes and the Province.

Established model for WSP implementation that uses a whole-of-watershed, indigenous co-governance framework.

### Activities

- ◆ Provide advisory and local communications support to the WSP process.
- ◆ Participate in working groups, and ongoing science studies (e.g. Xwulqw'selu Connections).
- ◆ Provide collaborative in-season drought management as needed.
- ◆ Provide administrative support to Cowichan Tribes in their role as Responsible Person for the WSP, as defined by the BC Water Sustainability Act.

For more information please visit: <https://www.koksilahwater.ca/watershed>

## *Achieving Our Watershed Targets*

### WATERSHED TARGETS RENEWAL

The Cowichan Watershed Board established [7 Targets](#) for watershed health in 2011. These watershed targets are supported by Target Working Groups comprised of organizations representing all levels of Government, industry, academia, and the stewardship community.

#### Objectives 2023-2025

Support target working groups in the implementation of processes and projects to meet the CWB Watershed Targets.

### Activities

- ◆ Establish Indigenous Co-Chairs of each Working Group.
- ◆ Reactivate a Technical Advisory Group (TAG) to inform a Whole of the Watershed Target.
- ◆ Support Working Groups to create action plans supported by the CWB.
- ◆ Support the contribution to a compendium or accessible database of watershed and ecosystem science/knowledge to support action on the Targets.

## *Building Partnerships*

### NUTSAMAT KWS YAAY'US TTH QA'

We come together as a whole to work together to be stronger as partners for the watershed.

#### Objectives 2023-2025

Relationships and functional decision-making capacity of, and between, the CWB Partners for the benefit of the watershed are strengthened.

The Cowichan Watershed CWB is recognized by its foundational Partners (Cowichan Tribes and CVRD), water policy leaders and senior governments as a successful model for supporting local watershed governance that incorporates indigenous co-leadership and authority in the watershed.

The mandate and priorities for the CWB are updated by consensus and supported by both partners.

Watershed authority holders have a trusted and respectful space where they come together and work together for the benefit of the Cowichan Watershed.



*Setting the Course Workshop January 2023. Photo Credit: B Hetschko*

### Activities

- ◆ Facilitate meetings, provide briefings, create and disseminate messaging, and actively support the communications and meeting needs of the Co-Chairs with each other, external stakeholders, and other levels of government.
- ◆ Where possible, incorporate the use of the Hul'qumi'num' language into CWB Meetings, programs, and communication and engagement materials.
- ◆ Utilize a new Leadership Team model to support regular operations and oversee planning priorities of the CWB.
- ◆ Convene regular monthly CWB and Society Meetings and meetings between the Co-Chairs.
- ◆ Create and steward opportunities for relationship building and educational opportunities between Partners.

### ORGANIZATIONAL RESILIENCE

The organizational health of the Cowichan Watershed Board is the foundation for the important work we do.

#### Objectives 2023-2025

The CWB is resilient to changes in, and increased costs related to; staffing, global health concerns, shifting project needs and related funding and granting requirements.

CWB activities and way of working are in alignment to the business planning priorities and support the intent of the CWB Governance Manual.

Timely and accurate information is provided for decision making on contracts and commitments.

Funding is obtained for priority projects, there is consistent budget tracking and timely reporting on grants and funding commitments.

### Activities

- ◆ Develop and review progress on priorities, staffing efficiencies, operational policies, and procedures to ensure both resiliency and alignment to the business planning priorities, and the CWB Governance Manual.
- ◆ Engage CWB Partners and staff in the CWB business planning cycle and host a “Setting the Course” Planning Workshop.
- ◆ Conduct a review of the CWB Governance Manual to incorporate CWB supported recommendations from Setting the Course.
- ◆ Maintain an efficient in-the-cloud office filing structure for both base operations and all project work.
- ◆ Seek to include an administrative fee for all grants and contracts to support core expenses.
- ◆ Implement a requirement for contingency in annual budgets.

## *Watershed Knowledge and Understanding*

### WATERSHED KNOWLEDGE, INFORMATION, AND DATA (WIKD)

Knowledge of the watershed is an important part of empowering watershed governance.

#### Objectives 2023-2025

Equal access to the best available watershed related data and knowledge held between decision-making organizations.

Updated water quality sampling data is available for the Cowichan and Koksilah Watersheds.

Science and knowledge of the watershed, including scientific data and indigenous ways of knowing is empowering watershed stewardship and sustainability.



Water Sampling volunteers Fall 2022

### Activities

- ◆ Complete and share the results of the 5 in 30 Water Quality Attainment sampling of marine and freshwater sites in partnership with Cowichan Tribes and BC Ministry of Environment.
- ◆ Participate in, convene, and help to identify knowledge gaps, including indigenous ways of knowing.
- ◆ Conduct a review of existing data management and sharing plans in the watershed; facilitate discussions with First Nations, other governments, and stewardship entities to discuss barriers to data access and potential solutions.

- ◆ Create and implement a process to arrive at consensus on data sharing plans or protocols that allow for the greatest possible transparency of information resources to support better decision making and watershed knowledge

## CORE COMMUNICATIONS

An important role of the CWB 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 CWB meetings and the working groups, an e-news list, websites and social media, articles in the local newspaper, public education projects. See the [website](#) or [Facebook page](#).

### Objectives 2023-2025

The CWB is helping CVRD and Cowichan Tribes achieve watershed communications and community education goals.

CWB is seen as a trusted source of excellent information and perspectives regarding the health of the Cowichan Watershed. Media seek out CWB for perspective on their stories.

Website content is up to date and reflects the priority work and perspectives of the CWB and is user friendly. Content is easy to search, and an excellent resource for anyone interested in the Cowichan Watershed.

CWB phone, email and mail are monitored and responded to in a timely and professional manner.

Updated CWB graphics and logo better reflect our indigenous partnership.

Our social media pages are engaging, educational and accurate.

### Activities

- ◆ Maintain communications services for the CWB including responding to emails, writing, editing, report preparation, and official correspondence. Maintain image library.
- ◆ Respond quickly to all media inquiries to arrange interviews with the Co-Chairs, their designate, or alternatively, with a knowledgeable and engaging local spokesperson.
- ◆ Update and improve website, including adding Projects pages and pages for different parts of the watershed (Koksilah, Somenos, Lake, estuary), and Heritage River section with links to partners.
- ◆ Update CWB logo/branding.
- ◆ Use social media to build understanding of the need for change, confidence in the proposed solutions, and an open door for respectful dialogue.

## ENGAGING COMMUNITY IN WATERSHED SUSTAINABILITY

### Objectives 2023-2025

CWB's priority projects, including the ongoing transition to indigenous collaborative governance, are supported with clear and engaging communications.

There is a broad understanding of the need for change and confidence in the proposed solutions.

The culture of caring, and a respect for using sound science and knowledge to support decisions is sustained.



Open community dialogue is facilitated, including embracing local knowledge, energy and dedication through face-to-face community activities and events.

CWB Working Groups are well supported with communications tools.

### Activities

- ◆ Host a Speaker Series; engaging, entertaining speakers on topics of interest to the public, by people with strong expertise on the topic, and relevant to the Cowichan watershed, organized in collaboration with Working Groups and CWB members to highlight their priorities.
- ◆ Create safe spaces for open community dialogue through face-to-face community activities and events.
- ◆ Support communications to share the results of Cowichan Tribes' 2022 Water Quality sampling program.
- ◆ Animate the Big Dancing Fish - Stth'aqwi; celebrate people working to protect salmon. Share photos/videos to Facebook. Engage indigenous youth.
- ◆ Develop communications to support the new CWB Targets.
- ◆ Scope a volunteer project to build a 'water-shed' on wheels - mobile educational display and CWB storage unit.
- ◆ Host Annual Lower River Cleanup (in partnership with others who clean the lake, upper Cowichan River and Estuary).
- ◆ Continue the Why Fish Need Water video series, with support from Pacific Salmon Foundation and other partners.



Our Big Dancing Fish mascot, Stth'aqwi (Chinook,) meets Cowichan Valley's MLA at Somenos Marsh.

## Financial Plan

The financial administration for the CWB is provided by the **Cowichan Watershed Society (Society)**, a registered BC non-profit society (#S0061620). The Society manages two budgets; the **Core Operating Budget** and a **Projects Budget** as detailed below. Detailed budgets are provided in Appendix A.

### CORE OPERATING BUDGET

The core operating budget is based on contribution agreements with the CWB's founding partners, the Cowichan Tribes, and Cowichan Valley Regional District. The founding partners have provided core funding for the ongoing operation of the Watershed CWB at \$20,000 and \$50,000 respectively since 2011. These funds are critical to maintaining minimum operational capacity of the Cowichan Watershed Board, including coordinating meetings, book-keeping support, contract staffing, community engagement and partner communications, insurance, etc.

The CWB is seeking an increase in core contributions to support organizational resilience, and to address increased costs associated with staffing core operations.

Increasing operational costs have been a challenge for all non-profit organizations in recent years. The CWB is operating on the same ‘core’ funding as established 12 years ago when the partnership was formed. By supplementing core work with project grants, often in partnership with Cowichan Tribes, and “staying lean” (no office, minimal staffing, no training or travel budgets, etc.) the CWB has been able to maintain adequate coordination, but that is reaching a tipping point.

Other new administrative expenses in 2023-2025 include a significant increase in accounting expenses, a new dedicated phone line for the CWB; and a proposed strategic planning workshop / watershed forum tentatively planned for 2024.

New to 2023 is a contingency planning budget that directs 5% of general revenues to savings to account for budget shortfalls between grants or contribution payments.

The province is planning to implement a Watershed Security Fund by 2023 which we hope will bolster the Core Budget to meet rising costs and increase capacity of Staff to meet priority objectives. The Society has also requested an increase in the annual contribution from the CVRD.

The core operating budget also includes revenue generated through grant admin-fees from project grants and contracts (10-15%) to support increased administration related to projects and initiatives.

Other non-grant funding of ~\$2000 is raised annually from the community to support the River Clean Up, and new to 2023 is a one-time dedicated unrestricted grant from REFBC for \$27,000 which is yet to be allocated.

## **PROJECTS BUDGET**

Project budgets are typically 1–3-year budgets, which change annually to reflect priorities at that time and as additional funding resources (grants or contracts) allow.

The Cowichan Watershed Society supports the CWB priorities by obtaining Project Grants and Project Contracts to advance specific objectives as outlined in the Business Plan.

Current Project Grants supporting the work of the CWB include: a three-year grant from the Real Estate Foundation of BC (REFBC) to support the Shift to Indigenous Co-Governance; the BC Ministry of Environment (MOE) to support Water Quality Attainment in the Cowichan and Koksilah Watershed; and the BC Freshwater Legacy Initiative (BCFLI) to support the Setting the Course planning initiative.

Cowichan Tribes has provided the CWB with contract funding to support Watershed Data, Knowledge and Information Sharing and Water Quality Attainment; and to provide administrative and contract support to Cowichan Tribes for the Koksilah Water Sustainability Plan watershed planning process.

# About the Cowichan Watershed Board

The Cowichan Watershed Board is a local governance entity established in 2010 as a partnership between Cowichan Tribes and the Cowichan Valley Regional District to advance whole-of-watershed health for the Cowichan and Koksilah River Watershed.

The CWB's work includes engaging Indigenous and non-Indigenous water leaders, communities, and governments to develop and implement new tools, programs and approaches for watershed governance, decision making, management; and to inform legal and regulatory reforms in the Cowichan-Koksilah watershed.

For more information about the CWB and its members, visit [cowichanwatershedCWB.ca/CWB-members](http://cowichanwatershedCWB.ca/CWB-members)

## PRINCIPLES AND GOVERNANCE

The CWB [Governance Manual](#) was updated in 2018 to guide the work of the CWB. (*\*Note this will be reviewed and updated again in 2023.*) It includes the following Principles [Section 2.3]:

**Partnership:** The CWB is built on a collaborative partnership among Cowichan Tribes and the CVRD (the partners) and seeks to engage and bridge the interests of governments, regulatory agencies, local water stakeholders and citizens.

**Representation:** The CWB members are appointed to serve the best interests of Cowichan Basin citizens and the region in a manner consistent with federal and provincial interests that support sound watershed management. Members selected are, to the greatest extent possible, local community leaders and/or known water management champions-related experts.

**Watershed Emphasis:** The CWB's priorities and activities are guided by a vision for the watershed based on ecological sustainability and "whole of watershed" thinking.

**Transparency:** To the greatest extent possible, the actions and decisions of the CWB will be transparent and open.

**Nutsamat kws yaay'us tth qa':** We come together as a whole to work together to be stronger as partners for the watershed.

## CWB MEMBERSHIP AND CO-CHAIRS

The CWB 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 to meet the CWB!](#)

## MONTHLY MEETINGS OF THE CWB



### Governance Manual

Version 3, Sept 24 2018\*

Download from on our homepage.

[cowichanwatershedboard.ca](http://cowichanwatershedboard.ca)

Meetings of the entire CWB 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 staff, public comment, correspondence, and announcements; followed by presentations related to the priorities of the CWB and/or its [Targets for Watershed Health](#). Decisions are made using a consensus model outlined in the Governance Manual. CWB meeting materials and presentation files are posted publicly at [cowichanwatershedboard.ca/meetings](http://cowichanwatershedboard.ca/meetings)

## LEADERSHIP TEAM

The Leadership Team is a subset of the CWB members that provides guidance to staff and project leads between board meetings; keeping important work on track, relationships healthy, communication open with partners, and helping staff and general operations stay true to the mandate and priorities of CWB. The Leadership Team meets monthly to oversee governance planning activities and provides advice and support to staff for the Annual Report and Business Plan.

## TARGET WORKING GROUPS AND TECHNICAL ADVISORY COMMITTEE

Building on the work of the [2007 Cowichan Water Management Plan \(Plan\)](#), the CWB Technical Advisory Committee established a set of inclusive and motivating watershed targets to guide implementation of the Plan. The targets are now being pursued by four collaborative Target Working Groups, coordinated by a Targets Coordinator and co-chaired by the CWB with partner organizations focused on that area. The Working Groups are comprised of organizations representing all levels of Government, industry, academia, and the stewardship community. Two members of each Working Group are appointed to the Technical Advisory Committee (but the TAC has not met in several years). More information is [here](#).

## COWICHAN WATERSHED SOCIETY

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

## KEY PERSONNEL

CWB personnel (staff) are hired through the Society and work remotely as independent part-time contractors to support the business of the Cowichan Watershed Board. Advisors to the Board and staff contribute their advisory services as volunteers and receive no remuneration.

### Jill Thompson – Communications Director and Projects Coordinator



Jill comes from Eastern Maritime roots, and grew up in the Grand River watershed, Six Nations Territory. She arrived in Clayoquot Sound in 1996 and has worked to protect Vancouver Island ecosystems ever since. Jill holds a Bachelor of Environmental Studies and a Bachelor of Arts and has 30 years' experience in environmental education and non-profit program leadership, fundraising, community engagement, and somewhat begrudgingly; non-profit administration. Jill is an experienced community builder who seeks out people who feel intrigued, motivated, and nourished by working together for a bright future, while having a bit of fun. She found the Watershed CWB teeming with them!

### **Lisa Maria Fox – Managing Director and Director of Operations**



Lisa is a sustainability professional and environmental policy specialist with a passion for watersheds and a strong background in nonprofit management. She founded and managed a non-profit environmental education and sustainability-focused consulting firm in Alberta and spent most of her 25-year career contributing to the development of public policies, plans and programs for community and climate sustainability and watershed management in collaboration with local, regional, and provincial governments. Lisa recently relocated back to Vancouver Island and looks forward to learning from and working alongside our community and local governments to steward and protect the Cowichan Watershed.

### **Tom Rutherford – Director of Strategic Watershed Initiatives**



Tom worked with Fisheries and Oceans Canada for 35 years. 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. Tom served as the Watershed CWB's "top dog" (small pack) since 2016 and has now stepped back to enjoy more hiking time, but still serves as the CWB's Strategic Priorities Director, working to support our Partners in their ongoing efforts to ensure enough water for salmon by a) replacing the Cowichan Lake weir, and b) creating a whole of watershed solution to low flows in the Koksilah River, through a Water Sustainability Plan and other tools.

### **Heather Pritchard – Targets Coordinator**



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. Heather has been supporting the Cowichan Watershed CWB's 4 Technical Working Groups since 2019 to review, refine and revive the CWB's 7 Targets for Watershed Health, and measurable progress indicators for each. Watch the Targets section of the website for the new Targets soon!

### **Oliver Brandes, Advisor to the CWB**



Oliver M. Brandes is an economist and lawyer by training and a trans-disciplinarian by design. He serves as Co-Director of the POLIS Project on Ecological Governance, based at the University of Victoria's Centre for Global Studies, where he leads the POLIS Water Sustainability Project. His work focuses on water sustainability, sound resource management, public policy development, and ecologically based legal and institutional reforms.

Oliver serves as the Associate Director of Strategic Partnerships and Public Policy at the

University of Victoria's Centre for Global Studies. He is an Adjunct Professor at the Faculty of Law and School of Public Administration and is a fellow of the Environmental Law Centre. In 2012, he co-developed B.C.'s first water law course at the University of Victoria's Faculty of Law. Oliver is a founding member and co-chair of the national Forum for Leadership on Water (FLOW). Oliver provides advisory support to both staff and the Board on matters related to governance, strategic planning, regulatory and policy issues.

# APPENDIX A: BUDGET 2023-2025

## CORE OPERATING BUDGET

<b>REVENUE</b> <i>(Red Font indicates not confirmed)</i>	<b>2023</b>	<b>2024</b>	<b>2025</b>
<b>Core Revenue</b>			
CVRD Annual Contribution	\$50,000.00	\$75,000.00	\$75,000.00
Cowichan Tribes Annual Contribution	\$20,000.00	\$20,000.00	\$20,000.00
Sponsorships / Other Income	\$2,500.00	\$2,000.00	\$2,000.00
GST Return	\$5,000.00	\$5,000.00	\$5,000.00
Grant-funded Admin	\$37,950.00	\$33,171.00	\$1,800.00
REFBC Donation	\$27,000.00	\$0.00	\$0.00
BC Watershed Sustainability Fund	\$0.00	\$100,000.00	\$100,000.00
<b>Total Core Revenue</b>	<b>\$142,450.00</b>	<b>\$235,171.00</b>	<b>\$203,800.00</b>
<b>Professional Fees</b>			
Accounting and Legal	\$7,500.00	\$7,500.00	\$7,500.00
Managing Director/Operations	\$28,600.00	\$0.00	\$0.00
Executive Director	\$33,600.00	\$63,000.00	\$63,000.00
Communications Director	\$19,635.00	\$44,625.00	\$44,625.00
Targets & Working Groups	\$0.00	\$0.00	\$15,000.00
Other Contract Support	\$0.00	\$5,000.00	\$5,000.00
Summer Student	\$2,100.00	\$2,100.00	\$2,100.00
<b>Total Professional Fees</b>	<b>\$91,435.00</b>	<b>\$122,225.00</b>	<b>\$137,225.00</b>
<b>General Administration Expenses</b>			
Advertising, Marketing, & Communications	\$1,500.00	\$1,500.00	\$1,500.00
Banking and Licensing Fees	\$250.00	\$250.00	\$250.00
CWB Phone Service	\$1,500.00	\$1,500.00	\$1,500.00
Email/Websites/Software	\$1,500.00	\$1,500.00	\$1,500.00
Gas/Mileage/Travel	\$1,500.00	\$2,000.00	\$2,000.00
Insurance/WorkSafe/Training	\$3,500.00	\$3,500.00	\$3,500.00
Meeting Expenses	\$4,000.00	\$8,000.00	\$4,000.00
Printing and office Supplies	\$500.00	\$500.00	\$500.00
Office & Material Storage Fees	\$0.00	\$2,000.00	\$2,000.00
Contingency 5% of GR	\$7,122.50	\$11,758.55	\$10,190.00
<b>Total General Administration Expenses</b>	<b>\$21,372.50</b>	<b>\$32,508.55</b>	<b>\$26,940.00</b>
<b>Core Programs Expenses</b>			
REFBC Donation - Directed to Programs	\$27,000.00	\$0.00	\$0.00
River Cleanup Marketing and Supplies	\$2,000.00	\$2,000.00	\$2,000.00
Honouraria/Volunteer Appreciation	\$500.00	\$500.00	\$500.00
<b>Total Core Program Expenses</b>	<b>\$29,500.00</b>	<b>\$2,500.00</b>	<b>\$2,500.00</b>
<b>Total Core Expenses</b>	<b>\$142,307.50</b>	<b>\$157,233.55</b>	<b>\$166,665.00</b>
<b>BALANCE</b>	<b>\$142.50</b>	<b>\$77,937.45</b>	<b>\$37,135.00</b>

## PROJECTS BUDGET

<b>REVENUE</b> <i>(Red Font indicates not confirmed)</i>	<b>2023</b>	<b>2024</b>	<b>2025</b>
<b>Restricted Funds - Contracts</b>			
Cowichan Tribes KoksWSP 2023_2024 NEW	\$273,533.63	\$20,250.00	
Cowichan Tribes RBC Tech 4 Nature - WQ, Data, Education	\$40,755.68		
<b>Total Restricted Funds - Contracts</b>	<b>\$314,289.31</b>	<b>\$20,250.00</b>	
<b>Restricted Funds - Grants</b>			
Heritage Canada - River Day *	\$3,190.16		
PSF - Education		\$2,500.00	\$2,500.00
REFBC - Flows, Weir Gov, Comms, Data	\$94,882.50	\$54,000.00	\$18,000.00
BCFLI Setting the Course	\$1,291.33		
BC MoE - WQ Sampling Contract (2023)		\$30,000.00	
BC MoE - WQ Sampling Contract (2022)	\$20,000.00		
<b>Total Restricted Funds - Grants</b>	<b>\$119,363.99</b>	<b>\$86,500.00</b>	<b>\$20,500.00</b>
<b>TOTAL RESTRICTED REVENUE</b>	<b>\$433,653.30</b>	<b>\$106,750.00</b>	<b>\$20,500.00</b>
<b>Expenses - Contracts</b>			
Cowichan Tribes KoksWSP 2023_2024 NEW	\$273,533.63	\$20,250.00	
Cowichan Tribes RBC T4N - WQA & Data	\$40,755.68		
<b>Total Expenses - Contracts</b>	<b>\$314,289.31</b>	<b>\$20,250.00</b>	<b>\$0.00</b>
<b>Expenses - Grants</b>			
Heritage Canada - River Day *2022	\$3,190.16		
PSF - Education		\$2,500.00	\$2,500.00
REFBC - Flows, Weir Gov, Comms, Data	\$94,882.50	\$54,000.00	\$18,000.00
BCFLI Setting the Course	\$1,291.33		
BC MoE - WQ Sampling Contract (2023)		\$30,000.00	
BC MoE - WQ Sampling contract	\$20,000.00		
<b>Total Expenses - Grants</b>	<b>\$119,363.99</b>	<b>\$86,500.00</b>	<b>\$20,500.00</b>
<b>Total Project Expenses</b>	<b>\$433,653.30</b>	<b>\$106,750.00</b>	<b>\$20,500.00</b>
<b>BALANCE</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>

## BUDGET NOTES

1. Core Budget includes transitioning from a Managing Director and Projects Coordinator back to an Executive Director part way through 2023, and increasing Accounting services.
2. Core Budget includes setting aside 5% of General Revenues for contingency (expense), which is new to the budgeting process, and outlined in the Society's Budget Policy. It also includes an estimated GST refund as revenue.
3. Project Budget includes carry forward amounts from 2022 as well as new funding for 2023/2024.
4. Project Budget includes a large contract budget that CWS is managing on behalf of Cowichan Tribes to support the Koksilah Watershed Sustainability Planning project. The Society is contracted to provide both project support and administrative services for the process, including managing project contracts under the WSP Steering Committee's direction.