



Continuing the Dialogue on the Terms of Reference for a Coquitlam River Watershed Governance Body - *The Watershed is Calling Us to Order!*

Terms of Reference Workbook for March 18, 2010 Meeting

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Note: Goals are not in this list of terms of reference although that topic was on the February 2 meeting agenda. The Project Team recommends that the members of the new body generate goals consistent with the direction provided from the vision, guiding principles, etc.

1 OVERALL DIRECTION

These elements (Preamble, Vision, Values, Mission and Guiding Principles) of the terms of reference provide the “big picture” orientation of the new body. The specific direction will be spelled out by the members of the body through tools such as goals and objectives and in budgets and annual workplans.

1.1 Preamble/Summary description of the watershed

The following text provides an orientation to the Coquitlam River Watershed governance initiative by describing the watershed and the driving forces for a new governance body. Draft text was presented at the February 2, 2010 public meeting where there was time for only a few comments. Participants were invited to provide more input via the website. Project Team members made a few suggestions. A revised version follows.

We are here, in the Coquitlam River Watershed ...

The Coquitlam River watershed is one of a number of watersheds on the north shore of the Fraser River’s lower reach in British Columbia’s Lower Mainland region and is mostly located within the municipalities of Coquitlam and Port Coquitlam. The watershed is part of the traditional territory of the Kwikwetlem First Nation.

This mountain and valley region is characterized by a varied natural, rural-agricultural, urban and industrial landscape, with cultural, recreational and natural resources values, including habitat for Pacific salmonids. The Coquitlam watershed has a vast headwater wilderness including Coquitlam Lake Reservoir above the Coquitlam Lake Dam. From this catchment area, at least thirty watercourses flow into a developed lower watershed that drains into the Fraser River, just above its estuary on Georgia Strait. The two largest tributaries of the Coquitlam River are Or Creek and Hoy/Scott/Pinnacle Creeks.

In its lower reaches, during modern times, the Coquitlam River has been the site of industrial and agricultural activities, and land uses associated with urban development. From the 1880s, Coquitlam Lake served to provide drinking water to New Westminster and the surrounding area. Through the early 1900s the River was dammed for water supply and power generation to support growing communities in the Lower Mainland. Gravel operations began in and along the Coquitlam River in the 1950s, and commercial logging in the watershed developed in the 1960s and 1970s. Over time, land use and urban development has evolved to meet the needs of residents, businesses and others in the community, which continues to thrive today.

The accumulation of these expanding, diverse land uses, combined with a history of major flooding events, has caused the once plentiful salmon populations of the watershed to dwindle significantly over the last century. Pressures and impacts such as the salmon decline have been addressed by numerous volunteer, government and private sector initiatives, projects and plans. Yet progress towards a healthy, sustainable watershed has been too slow and inefficient. Better coordination through development of a new governance body, guided by a common vision, will allow us to collectively address the long-term sustainability of the Coquitlam River.

The Coquitlam River watershed continues to be about ‘people and fish.’ Through the formation of a Coquitlam River Watershed governance body, a healthy watershed is possible. ***The Watershed is calling us to order.***

1.2 Vision

A vision is a description of an ideal future that the new organization will contribute to. The vision was agreed on in Phase II.

Our common vision is:

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

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

In perpetuity.

1.3 Our values for the watershed

The values were agreed on in Phase II.

Our Values for the watershed:

- Spiritual qualities;
- Ecosystem integrity;
- Natural beauty;
- Native bio-diversity;
- Natural resources;
- Public access;
- Home/ Heritage/ Culture;
- Responsibility to protect;
- Recreation;
- Protected areas; and
- Sustainability.

Kwkwetlem known as Coquitlam- “Red fish up the river”- a living river that reveals its spirit.

1.4 Mission

A mission statement is a prescriptive statement that defines why an entity exists and what an organization does. Phase II workshop participants requested that the following draft mission statement be reviewed at the start of Phase III of the watershed strategy:

To restore and improve the health of the Coquitlam River watershed by creating and supporting a community that recognizes and promotes the watershed through:

- Communication,
- Coordination,
- Collaboration, and
- Education.

Some participants at the February 2, 2010 public meeting stated that the mission needs to include reference to “conservation,” or “conserve and protect,” and the aim of restoration was raised. Participants at that meeting generally agreed that the new governance body should be able to fine-tune the mission, but that clear direction needs to be provided. One participant pointed out “you can spend forever on the words, but at the end of the day, it’s about the actions.”

Possible new draft Mission

The suggested wording below is drawn entirely from the vision, values and draft mission (with the addition of ‘planning’ from the Feb.2nd meeting). The phrases from these sources are reorganized into a flow that meets the need of a mission statement.

The new Coquitlam River Watershed governance body will, through communication, coordination, collaborative planning and education, exercise [or ‘meet’, ‘realize’ or ‘act on’] our shared responsibility to sustain and protect the values of the Coquitlam River Watershed, namely: spiritual qualities, ecosystem integrity, natural beauty, native biodiversity, natural resources, public access, home/ heritage/ culture, recreation, and protected areas.

Is this a good enough Mission to provide clear direction to the new body?

1.5 Guiding Principles

Guiding Principles are proactive statements about the way in which an organization will operate to achieve its mission. These statements are focused on success and they respect the organization’s stated values. Phase II discussions listed many possible principles to choose from. Other watersheds provided examples to follow. On February 2nd, meeting participants narrowed down a long list of themes, key words and phrases. The result is the list of Guiding Principles on the following worksheet.

The Project Team recommends conveying this list of principles to the new governance body as a working draft, to be accepted in principle. If you would like to provide comments to take forward to the new body (in Phase IV), please use this worksheet by filling in the right-hand column.

WORKSHEET (pages 4-5): Working draft Guiding Principles for the new CRW governance body

Your Name _____ Contact info. _____

Theme	Wording supported by Feb. 2 meeting participants	Comments for consideration by the new body
1. Proactive approach	<ul style="list-style-type: none"> • Maintain and pursue Our Common Vision for the watershed. • Generate a Coquitlam River Strategic/Watershed Plan, ensuring it is relevant to landowners, agencies, First Nations, businesses and citizens. • Incorporate an ecosystem approach. • Think strategically, in terms of the watershed, at all levels, including individual project design and implementation. 	
2. Accountable	<ul style="list-style-type: none"> • Be accountable for implementing the Mission, and the Strategic/Watershed Plan. • Ensure members are representative. • Be responsive and communicative, while taking ownership. 	
3. Influential and Responsible	<ul style="list-style-type: none"> • Act responsibly. • Participate in decision-making processes. • Be independent of government agencies. • Do not replicate or overlap with other governance arrangements. 	
4. Inclusive	<ul style="list-style-type: none"> • Be inclusive, ensuring all stakeholders and broad interests are involved. • Be respectful. • Recognize Aboriginal rights and title. 	
5. Relationship-building	<ul style="list-style-type: none"> • Be a catalyst for cooperation, partnership and trust building. • Follow a positive approach to problem solving (No finger pointing or criticism of past practices). • Lead by example and allow people time to change their mind. • Understand that differences do exist – cultural, philosophical and technical. 	

6. Consensus decision- making	<ul style="list-style-type: none"> • Maintain fair and ethical practices, with integrity. • Follow collaborative, consensus-based decision-making. • Be open/transparent in all processes (decision-making and actions). • Don't take positions – instead, look for common goals and respect all concerns 	
7. Effective and credible	<ul style="list-style-type: none"> • Strive for respectable performance, i.e. timely, mutually beneficial, worthwhile, respectable, well-coordinated, adhering to guiding principles. • Establish clear understanding of roles and responsibilities, with experienced leadership. • Make projects happen – taking action and energizing participants. 	
8. Efficient, with capacity	<ul style="list-style-type: none"> • Access resources and staff, sustainably. • Maximize funding opportunities. • Keep processes simple and streamlined, valuing people's time. • Be frugal, maximizing use of resources. 	
9. Adaptive	<ul style="list-style-type: none"> • Learn and improve based on experience. • Adapt to changing demand (needs and requirements). 	

Other comments:

2 EVALUATION AND ADAPTATION

The new body needs to learn and evolve over time. It should generate an approach to regular review of its performance with the intension of adapting so as to be increasingly effective.

As Kwikwetlem representatives have said,

“This is a beginning of a process that will need a lot of work and changes but with all the groups at the table we should be able to overcome obstacles as they come along.”

3 PROPOSED STRUCTURE: ROUNDTABLE FOR COQUITLAM RIVER WATERSHED STEWARDSHIP AND SUSTAINABILITY

At the February 2, 2010 meeting, participants provided input on the pros and cons of various governance structure options. The Project Team reviewed the results and drafted a proposed structure.

3.1 Introduction – General priorities

Here at the end of Phase III of the CRW Strategy, we need a structure that is “good enough” to launch in Phase IV. We need to trust in the details being worked out in Phase IV. The members of the new body, who will include representatives of the people who participated in Phases I to III, need to take ownership and this is achieved by fleshing out their own terms of reference.

The top priority in the design of the proposed structure was to meet the draft guiding principles.

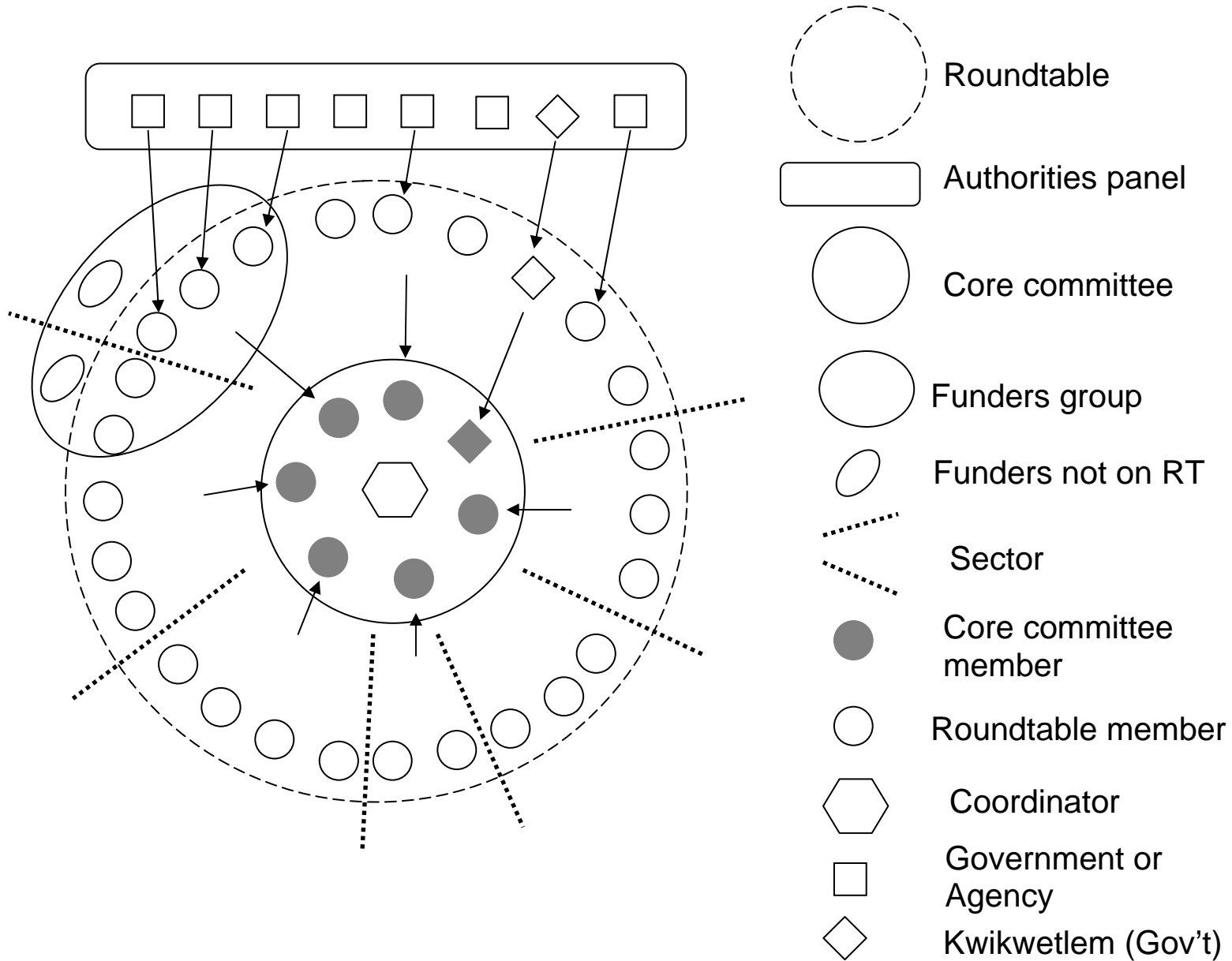
The Roundtable and Council options had the most support at the February 2nd meeting. These priorities, and the various pros and cons expressed, as well as the guiding principles, lead to the following:

- The basic structure proposed is a Roundtable, made up of representatives of the various sectors with interests in the CRW.
- Within the Roundtable a Core Committee is the administrative body or executive.
- A Coordinator works for the Roundtable, reporting directly to the Core Committee.
- A Funders Group includes governments and other entities that can provide continuity of funding to the Roundtable.
- An Authorities Panel (like a Council) represents the governments of the CRW, providing the Roundtable a direct conduit to decision-makers holding jurisdiction in the watershed.
- The Funders Group and Authorities Panel may have representatives on the Roundtable but the Roundtable is not accountable to them, and does not report to them.

The diagram on page 8 shows how these elements fit together. A table following the diagram explains each element in more detail.

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Roundtable for Coquitlam River Watershed Stewardship and Sustainability



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3.2 Explanation of the elements of the proposed structure

Proposed Element	Explanation for proposed elements (<i>references to guiding principle are in italics</i>)
Roundtable (RT)	<ul style="list-style-type: none"> • The roundtable structure received the most support from discussion groups at the Feb. 2 meeting. • Task Groups (or Working Groups or Subcommittees) can form within the RT. • The Roundtable is <i>accountable for implementing the mission</i>. • The name, “Roundtable for Coquitlam River Watershed Stewardship and Sustainability” emphasizes the purpose of the governance structure.
Roundtable Participants	<ul style="list-style-type: none"> • New participants are obliged to buy into the RT terms of reference (e.g. vision, guiding principles) so that the RT can be <i>efficient</i> and <i>think strategically</i>. • Participants are <i>representative</i> in that they reflect the values of various sectors. • The number of participants is high (e.g. 25) to ensure the RT is <i>inclusive</i>. • Groups and organizations that participate in the RT will continue independent activities that might include lobbying government as well as projects, etc.
Sectors	<ul style="list-style-type: none"> • Different numbers of participants in the RT will come from different sectors according to their interest level and relevance to the watershed. • The sectors are the interests in the watershed – those who hold various watershed values. • The sectors include, in addition to government: <ul style="list-style-type: none"> - Stewardship groups - Other environmental, non-government organizations - Education institutions/organizations - Recreation groups - Industry, especially aggregate - Utilities, especially BC Hydro - Developers and businesses (including Urban Development Institute)
Authorities Panel	<ul style="list-style-type: none"> • The Panel represents governments of the CRW. • The Panel might decide to meet at regular intervals, or just when called for by the RT. • The Authorities Panel does not direct the Roundtable, but, in listening to the RT, it increases the <i>influence</i> of the RT by giving the RT a direct conduit to decision-makers. <p>....<i>continued</i></p>

	<ul style="list-style-type: none"> • The Panel receives input and advice from the RT, and acts on that input or feeds back to the RT why government decisions cannot take the advice offered. • The Panel provides clarity on mandates and guidance as to what the scope of influence of the RT can be on decisions related to watershed jurisdictions. At the same time, there will be many topics on which the RT can be essentially <i>independent of government agencies</i> if it so chooses (e.g. education, monitoring). • This is like a council – a structure that also received support from discussion groups at the Feb. 2 meeting.
Authorities Panel Members	<ul style="list-style-type: none"> • Members are relevant government and government agency representatives, ideally high-level, including Kwikwetlem. They hold legislative authority or <i>Aboriginal rights</i> over the watershed. • Authorities Panel members may also sit on the RT, or their governments/agencies might occasionally send participants to the RT meetings.
Funders Group	<ul style="list-style-type: none"> • This is made up of representatives of governments and other entities that commit funding to the RT so it can <i>maximize funding opportunities</i> and <i>access resources sustainably</i>, e.g. through a 5 year MOU in which each commit funds for up to 5 yrs. • Beyond contractual project reporting, the RT does not take direction from the Funding Committee.
Funding Group members	<ul style="list-style-type: none"> • The governments and other entities that commit funding put forward members of the Group. • Funders may have representatives at the Round Table if they choose.
Core Committee	<ul style="list-style-type: none"> • The Core Committee’s job is to: <ul style="list-style-type: none"> - ensure the RT remains <i>accountable</i> to its mission, guiding principles, etc.; - manage funds that are for the use of the RT, particularly for employment of staff; - act as the employer of the Coordinator. • One or a partnership of Core Committee members would serve as the “banker,” holding RT funding. • The size of the Committee should be small, for <i>efficiency</i>. • The Committee is like the administrative body or executive of the RT.
Core Committee members	<ul style="list-style-type: none"> • This is a subset of people with leadership abilities from the key sectors. • Include one or two persons from the Authorities Panel and one or two from the Funding Committee.
Coordinator	<ul style="list-style-type: none"> • The Coordinator is to provide <i>capacity</i> to the RT. • The Coordinator reports directly to the Core Committee. • The Coordinator must be unbiased.

**WORKSHEET (pages 12-14):
Elements of a Roundtable for Coquitlam River Watershed Stewardship and Sustainability**

Proposed Element	Questions/Loose ends	Views and Suggestions (Comments beyond those invited by the questions are welcome.)
Roundtable (RT)	<ol style="list-style-type: none"> 1. Can a RT be strategic and proactive? 2. Is there a better name for it? 3. Are sub-committees needed from the outset? If so, what ones? 	
Roundtable Participants	<ol style="list-style-type: none"> 4. Should participation be open, varying according to topic/project? 5. Should membership be a set number of members with fixed terms?¹ 6. Do participants have to be official delegates of organizations/sectors? 7. How should members be put forward (elected/appointed) – especially for the inaugural RT? 8. Does the CRW Society have a particular role w.r.to the RT? 	

¹ It has been argued that specific members with fixed terms is necessary for the RT to be able to: meet on a regular basis to move the decision process ahead at a pace that is satisfactory; establish a specific business plan for the upcoming year; focus on topics/projects long enough to come to decisions; follow a regular agenda that brought outstanding issues (past business) up for continued discussion and recommendation; provide a history and consistency of the issues developed and discussed within this group.

Sectors	9. Should the community at large be considered as a sector? Should the RT be open to members of the public as participants? How many?	
Authorities Panel	10. Is it useful and practical/feasible? ² 11. How else can the structure ensure <i>independence</i> of the RT from government powers while enhancing the <i>influence</i> of the RT?	
Authorities Panel Members	12. Should the Panel be made up of appointments from the following (if willing)?: Kwikwetlem, DFO, Ministry of Mines, MOE, BCUC, BCTC, Metro Vancouver, Coquitlam and Port Coquitlam?	
Funders Group	13. Is it useful and practical/feasible? 14. How else can the RT maximize funding opportunities?	
Funding Committee members	15. Are these appropriate candidates to approach?: the cities of Coquitlam and Port Coquitlam, Metro Vancouver, BC Hydro, DFO, PSF, EC, Aggregate Companies?	

² It has been suggested that the authorities are important as they have legislation and mandates that the roundtable needs to respect and navigate, but getting them together as a panel doesn't give them a shared mandate and doesn't change the legislation/mandate that they are responsible for. Also, the appropriate members would be busy people and might not find the time to engage in this.

Core Committee	<p>16. Is it useful, and practical/feasible?</p> <p>17. Should the Core Committee have final decision-making power for the RT (e.g. budget approval, terms of reference finalization)?</p>	
Core Committee members	<p>18. How should the RT select members for the Core Committee (criteria, process)?</p> <p>19. Could the existing Project Team (with some adjustments as desired) act at the interim Core Committee until details are worked out in Phase IV? (is this acceptable? practical?)</p>	
Coordinator ³	<p>20. Could the RT manage without a coordinator, thus saving those funds for projects?</p> <p>21. Could a coordinator report to funders instead of to a Core Committee?</p> <p>22. Should the aim be to employ more than one staff person?</p>	

³ It has been suggested that the Coordinator's responsibilities include: communicate regularly to all interested groups and stakeholders; grow participation; convene or facilitate meetings; organize guest speakers and training opportunities; apply for funds to carry out projects; produce monthly or quarterly reports

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4 POSSIBLE ACTIVITIES FOR THE NEW BODY

4.1 Administrative tasks

The initial members of the new body will have to undertake certain administrative tasks, including:

- Confirm/identify in-kind personnel and resources available for the short to medium term.
- Make arrangements for management of funding.
- Develop a business plan (goals, objectives, projects, roles, budget, etc.).
- Hire a coordinator.

4.2 Remaining work on terms of reference

The members of the new body will have to generate various remaining terms of reference, possibly including:

- making decisions on loose ends regarding elements of the new body's structure
- finishing the guiding principles and mission statement, building on working drafts
- setting guidelines for meeting frequency, meeting rules, norms of behaviour, details of consensus decision-making, chairing, minutes/recording and reporting
- appointing/electing Core Committee
- establishing sub-committees
- defining responsibilities of members
- generating processes for community engagement
- *other?*

4.3 Possible activities

The worksheet on pages 18-19 lists some possible activities for the new body to take on. These ideas come from participant discussions in Phase II and III of the CRW Strategy. They are consistent with the Overall Direction terms of reference in section 1.

Note that the categories in the table are not definitive and many of the possible activities listed could fit into one or more categories.

The following worksheet provides a tool to assess the possible activities as follows:

- General level of importance/Level of support for the activity: H=High; M=Medium; L=Low
 - High- or Medium-importance activities that have to start soon: S=Start-up/short term
- You are welcome to list other activities as well.

Please pull your individual assessments together on a group flip chart showing:

- Activities receiving High ratings from members of your group
- Activities that members of your group feel should start in the short term
- Other priority activities

Note that the new body will have to decide on activities based on its own capacity and workplan, but suggestions from this larger group should be useful.

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WORKSHEET (pages 18-19): Possible activities for the new body

Category	Possible activities	H/M/L imp'nce	Short term -S
Coordinating players (<i>also in other categories</i>)	Establish a database of players in the watershed, including their mandates/goals, projects, deliverables, key personnel and contact information.		
	Seek ways to coordinate protected area management across municipal borders.		
	<i>Other:</i>		
Coordinating information	Establish a web-based information centre – one-stop shop for information on the watershed.		
	Inventory current and planned projects in the watershed; focus on stewardship projects. Include others?		
	Compile success stories .		
	Compile current issues , as started in Phase I report.		
	Develop an atlas showing jurisdictions, plans, projects, issues, hotspots, zoning, etc.		
	<i>Other:</i>		
Education	Organize one or more bus tours of the watershed.		
	Organize annual public workshops / meetings to update the community on the watershed.		
	Work on a strategy to link art and the environment .		
	Establish a Coquitlam River Environmental Centre .		
	Generate credit courses for Coquitlam River studies.		
	Plan a series of public dialogues on watershed issues.		
	<i>Other:</i>		

Category	Possible activities	H/M/L imp'nce	Short term -S
Stewardship	Research and promote best practices for riparian management and/or stream rehabilitation, etc.		
	Review existing plans and policies of governments, utilities, etc. to identify contents relevant to watershed stewardship; seek ways to collaborate on implementation.		
	Establish a dialogue with the Coquitlam River Aggregate Committee.		
	<i>Other:</i>		
Monitoring	<i>There are several references in Phase I report ("The Story..."): p. 6, 30, 33</i>		
	Design a watershed monitoring program or scorecard emphasizing indicators of watershed health.		
	Design a watershed monitoring program based on indicators of progress towards all watershed values.		
	<i>Other:</i>		
Planning	Develop a watershed plan consistent with the Overall Direction (vision, values, etc.).		
	Develop a 5-year strategic plan.		
	Undertake restoration planning/ recovery plan for fish.		
	<i>Other:</i>		
Other Categories	Other possible activities		