

Sustainable Funding Options

Coquitlam River
Watershed Roundtable



Recommendations for the Coquitlam River Watershed Roundtable

Funding Proposal

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Photo: Coquitlam River Watershed Roundtable Meeting, June 11, 2017

Preamble

The Coquitlam River Watershed Roundtable's (CRWR) Core Committee received this document on January 10, 2018. This document should be considered a starting point for the CRWR and its partners to continue research, development, and consultation on the topic of sustainable funding mechanisms to support the work of the CRWR.

Technical experts did not review this final document and the recommendations herein. The recommendations presented are intended as a starting point for further investigation and refinement.

The target audience is City Councils, the Metro Vancouver Board, and current CRWR partners. Please refer to the Executive Summary (pages 7-11), Infographic (page 25), and CRWR Resource Requirement and Budget (page 38) for a short and streamlined version of this document.

Key Reference Documents

South Okanagan-Similkameen Conservation Program. 2017. *Local Conservation Funds in British Columbia: A Guide for Local Governments and Community Organizations*. 2nd ed. Penticton, BC: South Okanagan-Similkameen Conservation Program.

- This guide clearly outlines steps to establish a regional district / municipal service.

Leftside Partners Inc. 2014. *Service Feasibility Recommendations: Shuswap Watershed Water Quality Service Feasibility Study*. Victoria, BC: Leftside Partners Inc.

- This feasibility study describes the technical considerations required to establish a governance framework, cost recovery, and implementation plan for a multi-regional Watershed Water Quality service in the Columbia Shuswap Regional District (CSRD).

Acknowledgments

The Resilience and Capacity Building Sub-Committee, comprising members of the Coquitlam River Watershed Roundtable's Core Committee, oversaw the preparation of this document. The authors extend special thanks to Councillor Chris Wilson from the City of Coquitlam and Trish Hall, Operations Director, Watershed Watch Salmon Society for their support and insights. We are also grateful for the review and guidance provided by the following external experts:

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- Steve Litke, Fraser Basin Council (FBC)
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- Shelly Edwards, City of Coquitlam

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 - Zita Botelho (SFWGI),
 - Steve Litke (FBC),
 - Julie Pisani (Regional District of Nanaimo), and
 - Trish Hall (Watershed Watch Salmon Society)
- Watershed residents that participated in facilitated sessions at the Community Roundtable Meeting hosted on June 10, 2017
- Sustainability and Environmental Advisory Committee, City of Coquitlam
- Healthy Community Committee, City of Port Coquitlam
- Emily Gutenberg, member of the Sustainability and Environmental Advisory Committee with the City of Coquitlam

Thank you to Zita Botelho for inviting members of the Resilience and Capacity Building Sub-Committee to participate in quarterly teleconference calls with representatives from the Nechako Watershed Roundtable and the Cowichan Watershed Board during August and December 2017 to discuss a number of topics, including the journey to secure sustainable funding. These calls are a very helpful information-sharing activity in which lessons learned are shared, common challenges discussed, and solutions and next steps are proposed.

Funding for this project and report was made possible through the financial support provided by the Real Estate Foundation of BC and the leveraged monetary support provided by the cities of Coquitlam and Port Coquitlam, Watershed Watch Salmon Society, Jack Cewe Ltd., Fisheries and Oceans Canada, and the Port Coquitlam and District Hunting and Fishing Club, and significant in-kind support of Roundtable members and the community.

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1 Executive Summary

The Coquitlam River Watershed Roundtable (CRWR) is a multi-stakeholder collaborative initiative that coordinates and implements activities to promote the long-term health and sustainability of the Coquitlam River watershed. The CRWR was established in 2007 and engages government, First Nations, industry, private, and community partners in watershed governance activities, such as regular multi-sector meetings, the development of the Lower Coquitlam River Watershed Plan (LCWRP), and implementation of Strategies for Action to improve the health of the watershed.

- CRWR accomplishments since 2007**
- Reach consensus on a shared mission, values, and guiding principles between disparate groups
 - Successfully maintain partnerships and the continued participation of representatives from multiple sectors
 - Develop and launch the LCRWP
 - Become a leading consultative body on many resource management and stewardship topics in the watershed
 - Secure significant partner donations and grants to support ongoing operations

The CRWR is lead by a Core Committee, which comprises representatives from the diverse sectors with vested interest in the watershed. A Coordinator executes key administrative, planning, and communication activities, and is the singular employed individual supporting the CRWR. All additional human resources expertise, such as participation as a Core Committee representative, is voluntary and is provided as in-kind support.

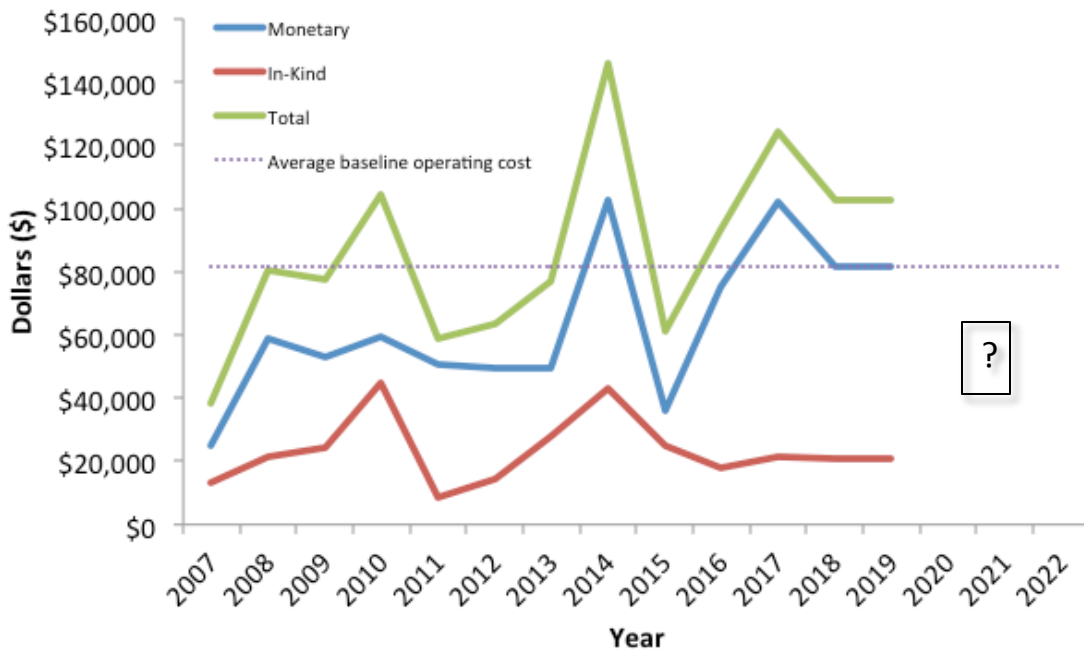


Figure 1. Monetary and in-kind contributions to the CRWR, with future projections (2019 onward) estimated by current variable funding model.

Currently, average baseline operating costs of the CRWR are \$81,400 per year, with an additional \$20,000 per year for development and/or implementation of special projects (Fig. 1; Appendix 1). Variable revenue sources cannot support long-term watershed governance initiatives and monitoring programs. There is a need for a renewed funding model that will provide stability and the ability to engage in long-range projects.

The CRWR provides recommendations to establish a sustainable funding model to build its capacity, to allow for long-range planning, and to implement Strategies for Action outlined in the LCRWP.

Long-range vision

The CRWR's long-range vision is to continue functioning as an independent initiative that provides the following services to the local, regional, and First Nations governments:

- Platform to gather representatives from multiple sectors to discuss important topics regarding watershed health and activities
- Provide consultation on local planning and decision-making
- Develop and implement campaigns to address ecological pressures in the watershed
- Lead monitoring and restoration activities in the watershed
- Provide regular reports on status of projects and the health of the watershed

Risks of losing the CRWR

Without a new finance model, the operations, credibility, and effectiveness of the CRWR are at risk. In the absence of a sustainable source of core funding, there is no financial security to maintain a Coordinator, which in turn jeopardizes the group's ability to apply for, receive, and leverage additional funds. If the CRWR continues to operate on a patchwork of short-term funding arrangements, it will lose any opportunity to lead long-range projects in the watershed, which would undermine the effectiveness of the group's work and its ability to provide key watershed services to its stakeholders. Without a stable CRWR, the local, regional, and First Nations governments risk to lose:

- A key consultative body in the watershed that successfully brings together disparate sectors that all have an interest in the health of the watershed
- An entity with valuable local knowledge and experience of land use practices and decisions
- Momentum on important projects addressing ecosystem pressures that align the LCRWP and First Nations, local, and regional plans
- The opportunity to be a leader in advancing collaborative watershed governance on the Provincial scale

Coordinator responsibilities

- Provide administrative support to the Core Committee
- Prepare grant applications, reports, and online content
- Design and implement campaigns
- Conduct research and communicating with other watershed initiatives
- Organize public outreach and education activities

Augmentation of the Coordinator position

The CRWR wishes to maintain the Coordinator position and to augment it from part-time to full-time by Year 2020. This increase of hours will allow the Coordinator to further engage in the development phases of projects, to strengthen partnerships through additional meetings and networking opportunities, to strategically manage external grant applications and funding, and to prepare reports and presentations to advance the work of the CRWR. The Coordinator will work directly with municipal staff to align CRWR efforts with local government priorities.

Leveraging funds

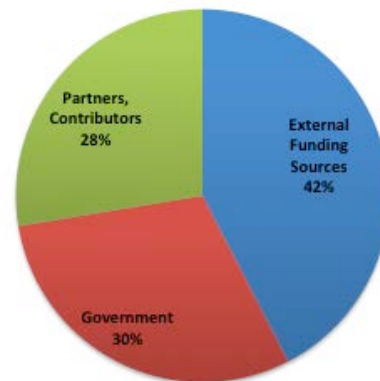
The CRWR will use the core funding received from the new finance model to leverage additional funds from grants, foundations, donations, and other sources of revenue to pursue special projects.

Recommendation for new funding model

Based on extensive research and consultation with experts, watershed residents, and members of the CRWR, it is recommended to establish a new funding model that is diverse, to encompass the various sectors involved in the CRWR and to support financial robustness. The recommended funding model is the following:

- Core funding in the total amount of \$100,000¹ be provided to the CRWR annually to support baseline operations from:
 - City of Coquitlam, through a parcel tax/conservation fund, bylaw, and/or levy, and/or utility bill process
 - City of Port Coquitlam, through a parcel tax/conservation fund, bylaw, and/or levy, and/or utility bill process
 - Metro Vancouver, through the Water Board
 - A Funding Agreement, reviewed every 3 years between the CRWR and all core funding partners

Old funding model



Recommended new funding model

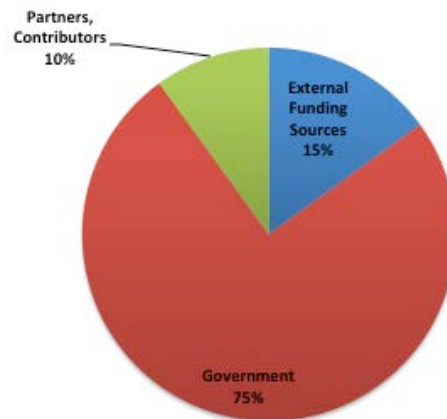


Figure 2. Relative average annual core funding contributions to the CRWR by category, comparing the old funding model to the recommended new model.

¹ The proportion allocation will be developed as part of the 2018 business analysis phase and formalized through dialogue with the cities of Coquitlam and Port Coquitlam, Metro Vancouver, and other funding partners. *Note: This does not include in-kind resource requirements.*

- Special project funding is leveraged on an annual basis through:
 - Kwikwetlem First Nation
 - BC Hydro
 - Other organizations represented on the Core Committee
- Special project funding is pursued through external grant opportunities, on a case-by-case basis

Next steps

A financial structure and delivery method will need to be developed for the preferred funding mechanisms, which will require close collaboration between the CRWR and core funding partners. The CRWR's Capacity and Resilience Building Sub-Committee will lead all subsequent communications on this matter.

CRWR 5-Year Plan

	Year 1 (2017)	Year 2 (2018)	Year 3 (2019)	Year 4 (2020)	Year 5 (2021)
Annual baseline budget and revenue source	\$81,370 Donations from CRWR partners <ul style="list-style-type: none"> • City of Coquitlam • City of Port Coquitlam • PCDHFC • Jack Cewe Ltd • Watershed Watch Salmon Society External grants <ul style="list-style-type: none"> • REFBC 	\$81,370 Donations from CRWR partners <ul style="list-style-type: none"> • City of Coquitlam • City of Port Coquitlam • PCDHFC • Watershed Watch Salmon Society • Jack Cewe Ltd • Other (to be determined) External grants <ul style="list-style-type: none"> • REFBC 	\$81,370 Core funding from new finance model: Mechanisms to be determined Donations from CRWR partners <ul style="list-style-type: none"> • PCDHFC • Watershed Watch Salmon Society • Other (to be determined) External grants <ul style="list-style-type: none"> • REFBC 	\$100,000 Core funding from new finance model: Mechanisms to be determined	\$100,000 Core funding from new finance model: Mechanisms to be determined
Annual project budget and revenue source, not including in-kind support	\$20,884 <ul style="list-style-type: none"> • REFBC grant • BC Freshwater Legacy Initiative • Government of Canada • Port Coquitlam Community Foundation • Vancity • Fisheries & Oceans Canada • FWCP 	\$20,000 – 30,000 <ul style="list-style-type: none"> • REFBC grant • BC Freshwater Legacy Initiative • Vancity • Fisheries & Oceans Canada • FWCP • Government of Canada 	\$20,000 – 30,000 <ul style="list-style-type: none"> • REFBC grant • Dependent on support from funding partner/grant 	\$25,000 – 35,000 Dependent on support from funding partners/external grants	\$25,000 – 35,000 Dependent on support from funding partners/external grants
Sustainable funding campaign	<ul style="list-style-type: none"> • Introduce sustainable funding campaign to local Council Committees and Roundtable participants • Receive guidance and feedback from external experts • Complete “Sustainable Funding Options” document 	<ul style="list-style-type: none"> • Develop and establish new funding model in partnership with local governments and CRWR partners 	<ul style="list-style-type: none"> • Receive baseline funding through new funding model • Final report to REFBC • Leverage additional funding 	<ul style="list-style-type: none"> • Receive baseline funding through new funding model • Leverage additional funding 	<ul style="list-style-type: none"> • Receive baseline funding through new funding model • Leverage additional funding
Implementation of Strategies for Action LCRWP	<ul style="list-style-type: none"> • Development • Water Extraction • Invasive Species 	<ul style="list-style-type: none"> • Development • Water Extraction • Invasive Species 	Dependent on support from funding partner/grant	Dependent on support from funding partner/grant	Dependent on support from funding partner/grant
Other activities	<ul style="list-style-type: none"> • Public Roundtable meeting(s) • Core Committee and Sub-Committee meetings • Education and outreach activities at public events in the watershed • Communication with other watershed initiatives and organizations in BC 		<ul style="list-style-type: none"> • Expert facilitated sessions on sustainable funding mechanisms, long-range planning, and the <i>Water Sustainability Act</i> • Ongoing communications about the work of the CRWR • Provide consultation on local planning and decision-making 		

2 Introduction

Historic approaches to managing water resources (i.e. provincial decision-making authority, distributed across multiple, narrow organizational silos), have not served to protect the health and sustainability of watersheds. In some cases, fragmented and uncoordinated decisions regarding land, water and other natural resources, along with intensified resource development, has led to adverse impacts on watershed ecosystems and the communities that depend on them. In some cases, community-led, collaborative, watershed initiatives have emerged in response to the limitations of this historic approach to governance.

With the implementation of the *Water Sustainability Act* underway, along with its legislative proposal to enable ‘alternative governance approaches’, it is timely for local governments to explore new and innovative forms of governance and shared decision-making. Collaborative watershed governance presents an exciting opportunity to coordinate water management efforts across jurisdictions while incorporating a broad range of stakeholders in the process. Such approaches have already emerged in several regional districts and municipalities in British Columbia, such as in Okanagan, Shuswap, Nanaimo, Cowichan Valley, and Burnaby.

The Cities of Coquitlam and Port Coquitlam as well as the regional and provincial governments (Metro Vancouver and Province of British Columbia) are presented with a unique opportunity to support the Coquitlam River Watershed Roundtable (CRWR) through the endorsement and delivery of a sustainable funding mechanism, to address the need for a source of ongoing funding to support operations and to allow the group to engage in long-term financial planning.

Coquitlam River Watershed

The Coquitlam River watershed on the north shore of the Fraser River is rich in land and water resources (Fig. 3). Straddling the municipal jurisdictions of the Cities of Coquitlam and Port Coquitlam and the traditional territory of the Kwikwetlem First Nation, the Coquitlam River watershed has experienced significant changes over the past century and, today, is characterized by a variety of natural, rural-agricultural, urban, and industrial landscapes of cultural, heritage, recreation, and natural resource values.

The Coquitlam River (17 km in length with varying discharge rates due to releases from the Coquitlam dam) flows north to south from the dammed Coquitlam Lake reservoir to the Fraser River (Fig. 3). It supports chum, coho, pink, chinook, and steelhead salmon populations. The Coquitlam watershed area is 253 km² (193 km² in the upper watershed above the Coquitlam Lake dam and 60 km² in the lower watershed downstream of the dam) (FWCP 2014). The watershed is ecologically rich but subject to many important uses that implicate many well-resourced parties in a multi-jurisdictional context. No one entity has authority to make decisions.

Significant human activities have altered the hydrology of the Coquitlam River and the surrounding land. Dams were erected at the Coquitlam Lake reservoir, first for water supply in 1905 and then for power generation in 1914. Gravel mining activities began in the 1950s and continue to be an important local industry to this present day. One of the most important modern pressures in the Coquitlam River watershed is urban development. The region is bracing for significant growth over the next 10 years, with the total of residents doubling from an estimated 186,500 combined residents in the Cities of Coquitlam and Port Coquitlam in 2011 to 309,000 by 2041 (73.4% increase to 224,000 residents in Coquitlam and 47.8% increase to 85,000 people in Port Coquitlam) (McKenna, Tri City News 2015). The water and land resources that provide the key ecological services that support all activities in the Coquitlam River watershed are under significant pressure.

Salmon populations were and continue to be heavily impacted by these diverse and intense resource extractions and land use practices. Spawning and rearing habitat in the upper watershed are inaccessible as a result of the construction of the dam. Spawning grounds in the lower watershed are severely impacted by gravel mining. Flow rates in the river fluctuate drastically as a result of a significant portion of the watershed's drainage now carried in the storm drain system and varying water release rates at the Coquitlam dam, which is managed by BC Hydro. These factors culminated to the extirpation of the Coquitlam Sockeye Salmon population.

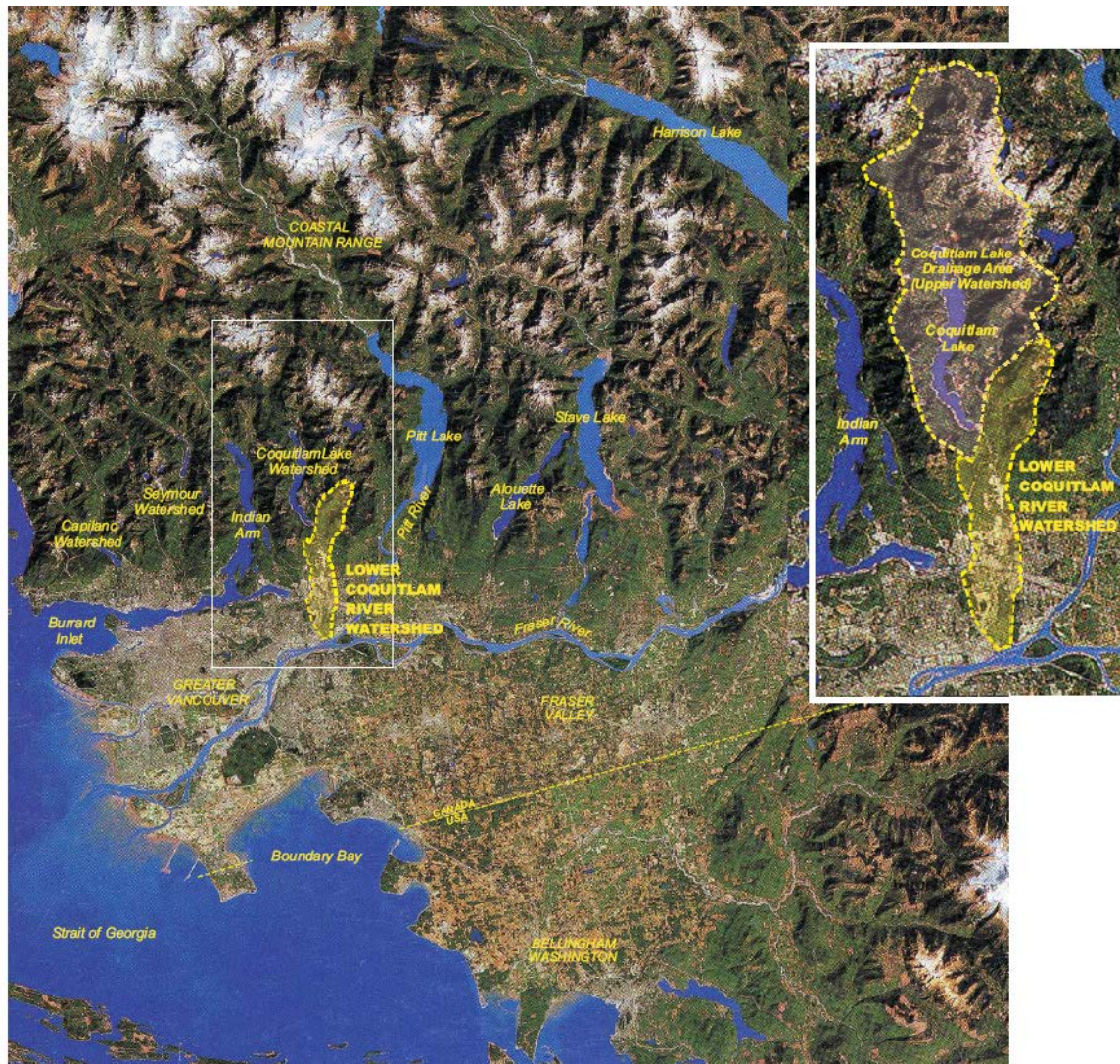


Figure 3. Location of the Coquitlam River Watershed within the context of the Lower Mainland.

Coquitlam River Watershed Roundtable (CRWR)

In 2007, Fisheries and Oceans Canada recognized that a new form of dialogue was needed to resolve ongoing conflicts between sectors and groups in the Coquitlam River watershed. For many years, the stewardship community, the aggregate industry, and governments were at an impasse over the state of health of the river for salmon, advancing urban development, and resource and water extraction. The Coquitlam River had been on the Endangered Rivers List for decades. It was agreed a community engagement process aimed to develop a common vision for the watershed would enhance communications and that understanding between the diverse sectors was possible. Endorsed by the City of Coquitlam's Coquitlam River Aggregate Advisory Committee², the City of Coquitlam and Kwikwetlem First Nation sought funding through the Fraser Salmon and Watersheds Program to undertake a community engagement and visioning process. From 2007 to 2011, a multi-phased research project took place that aimed to develop an accountability framework, identify watershed interests and a shared mission, establish who does what in the watershed, and build a community coalition between the diverse sectors in the area. As a result of this activity, the cities of Coquitlam and Port Coquitlam and Kwikwetlem First Nation established the Coquitlam River Watershed Roundtable (CRWR). Over the years, other partners joined the entity. The CRWR continues, to this day, to engage government, industry, private, and community partners under a collaborative and inclusive framework to promote the long-term sustainability of the watershed.

Participation in the CRWR is open to anyone with an interest in the Coquitlam River watershed and who are in agreement with the CRWR's mission, values and guiding principles. Sectors currently represented in the CRWR include government, non-government organizations, the private sector, and individuals, such as:

- City of Coquitlam
- City of Port Coquitlam
- Kwikwetlem First Nation
- Metro Vancouver
- BC Hydro
- Fisheries and Oceans Canada
- BC Ministry of Energy, Mines and Petroleum Resources
- Jack Cewe Ltd
- Tri-City Green Council
- Port Coquitlam and District Hunting and Fishing Club
- North Fraser Salmon Assistance Project

² The mandate of the Coquitlam River Aggregate Advisory Committee (retired 2016) was to monitor responsibility by all levels of government, the aggregate mining industry, and other stakeholders to remedy any possible adverse impacts of industry and/or other activity on the Coquitlam River, and to help improve the health of the Coquitlam River.

- BC Institute of Technology
- ArtsConnect
- Urban Development Institute
- Watershed Watch Salmon Society

The CRWR does not have the authority to make decisions that are the jurisdictional or legislative responsibility of governments, or the legal responsibility of any other entity, that is participating in the CRWR. Governments and government agencies participate, but the CRWR is an independent initiative, not under government direction. It is not a registered society. See Appendix 2 for the CRWR Operational Guidelines and Core Committee Terms of Reference, last updated in November 2016.

The Roundtable gathers in a public meeting once or twice per year, to engage more broadly with members of the community, government officials, and experts, to review the activities initiated and implemented by the Roundtable throughout the year, to share information about the watershed, and to plan future activities. These activities are managed and put in motion by the Core Committee, which is an executive body comprising representatives from the above-mentioned sectors, many of which have legislative authority in the watershed. The Core Committee is supported by the Coordinator, who is employed by the Roundtable to convene and communicate with stakeholders, prepare meeting agendas and logistics, maintain all public communications on behalf of the group, and to advance priorities set out by the Roundtable, the Core Committee, and funding partners (see Appendix 4 for more information about the Coordinator's role).

The CRWR has achieved significant milestones since its inception. The group has established a good reputation and credibility over the years, and has been the focus of multiple news articles, academic studies, interviews, and reports, in publications and outlets such as *Municipal World*, CBC Radio The Early Edition, *Tri City News*, and *Water Bucket* (see References for a comprehensive list of communications pieces).

Table 1. CRWR's accomplishments

Reaching consensus on a shared mission, values, and guiding principles between the disparate groups involved helped set a solid foundation upon which proceeding collaborative work has continuously been building upon.

Successfully maintaining partnerships and the continued participation by representatives over the years in informal and volunteer-based roles is evidence for the importance of the activities implemented and topics discussed by the Roundtable.

- From 2007 through to 2017, in-kind support for Roundtable activities provided by Core Committee members and community participants totals an accumulated value of \$263,000, with the average in-kind support over 11 years (2007-2017) estimated at \$24,000/year (see Fig. 1; Appendix 1).
- Further, the CRWR has a remarkable record of engaging a wide range of funding partners and securing external grants. The total grant funding and cash contributions from 2007 through to 2017 were \$655,300, with an estimated \$81,000 for 2018. Average total of monetary donations from partners over 11 years (2007-2017) is estimated at \$60,000/year (see Figs. 4, 5; Appendix 1).
- The estimated monetary and in-kind support to the Roundtable, since it was officially formed in 2011, has averaged \$84,000/year, based on the years 2011 – 2017.

This significant amount of in-kind and monetary support is a testament to the value of the Coquitlam River Watershed Roundtable as a collaborative watershed group, information-sharing hub, and network for stakeholders in the watershed.

Developing and launching the Lower Coquitlam River Watershed Plan (LCRWP) helped identify critical pressures on key ecosystem services in the Coquitlam River watershed, and how those ecosystem services relate to human and environmental health.

Importantly, the plan also identified “actions” that could be undertaken to relieve pressures on key ecosystem services—and thus, on human well-being. The Roundtable used the Open Standards for the Practice of Conservation approach in creating and implementing the LCRWP, which has been highlighted and celebrated in a number of academic and news media literature pieces (Turek and Orr 2015; Fielding 2016a; Fielding 2016b).

Becoming a leading consultative body on many resource management and stewardship topics in the watershed. The CRWR is the only group engaging scientists and academics, industry and business leaders, officials from all levels of government, First Nations, local stewardship leaders, and members of the public in important discussions related to natural resource management and urban growth in the Coquitlam River watershed. The wealth of institutional, traditional ecological, and experiential knowledge encompassed in the Roundtable is indispensable to the decision-makers and managers in the Coquitlam River watershed (see Infographic). The role of the CRWR in providing support in decision-making for the municipalities, BC Hydro, and Metro Vancouver is highly valued.

Table 1. CRWR's accomplishments

Securing significant multi-year funding (2016-2019) from the Real Estate Foundation of British Columbia to help the CRWR build capacity and resilience in the Coquitlam River watershed. This work will help ensure that the Roundtable can continue to partner with local governments and other stakeholders to coordinate and implement activities that promote the health and long-term sustainability of the watershed.

Independent evaluation of the CRWR as an innovative and successful organization (Fielding 2016b). It was stated that the CRWR has a strong foundation for successful collaborative planning in order to navigate complex watershed management issues and is well poised to be a leader in community-based watershed management and to implement its Watershed Plan (Fielding 2016a).

The long-range vision of the CRWR is to continue functioning as an independent initiative comprising representatives from multiple sectors that work in a collaborative framework to promote the health and long-term sustainability of the Coquitlam River watershed, with direct support from partners who have some decision-making authority in the watershed (City of Coquitlam, City of Port Coquitlam, Metro Vancouver, Province of British Columbia, Kwikwetlem First Nation) through a renewed and sustainable funding program to leverage other revenue sources.

Benefits of Long-term and Sustainable Funding for the CRWR

There is momentum throughout the province of BC to advance watershed conservation and sustainability in an effort to increase the resilience of watershed ecosystems. A key component in supporting watershed health is exploring funding and delivery models to increase the capacity of collaborative watershed groups involved in providing services that help effectively manage watersheds for sustainability (Fraser Basin Council 2014; Sustainable Funding for Watershed Governance Initiative 2016). Much of this work is experimental in nature and is currently undergoing pilot projects (i.e. the Nechako Watershed Roundtable and the Cowichan Watershed Society through the Sustainable Funding for Watershed Governance Initiative).

The CRWR is at a point in its development where it has overcome major obstacles in bringing together those who are currently at the table, developed a comprehensive Watershed Plan through a collaborative process that supports local government, First Nations, and provincial priorities, and is now poised to take action through the implementation of strategies for action and involvement in planning processes through the Coquitlam River watershed. The governmental bodies involved are presented with the opportunity to help develop and contribute to an ongoing source of funding to the CRWR to advance collaborative watershed governance. Establishing a long-term funding model has been presented as a key step in attracting collaboration in watershed governance between jurisdictions and with senior government, laying a foundation for partnership building with First Nations, exploring governance options, and attracting more funding (Watersheds 2016 Edited Proceedings 2016).

Currently, the CRWR is financially supported by a combination of monetary contributions from partners, external grants, and in-kind support in the form of contributions of human resources expertise, meeting space, printing resources, communications design time, financial administration, and assistance with grant writing (Figs. 4, 5; Appendix 1).

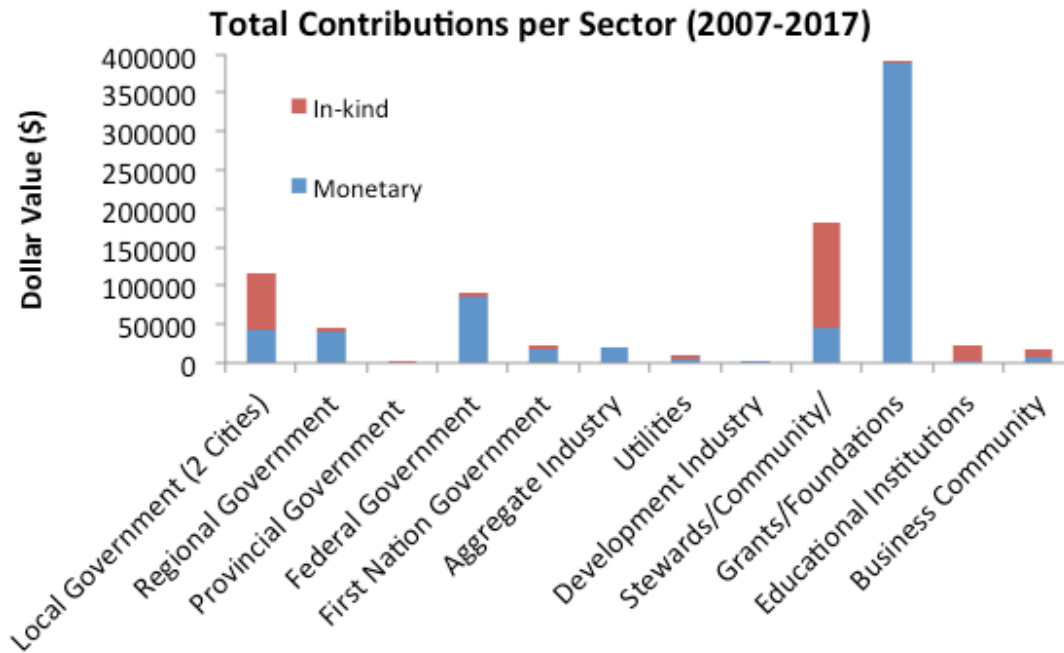


Figure 4. Total monetary and in-kind contributions to the CRWR from 2007 to 2017 by sector.

Four large-scale projects have generated the greatest monetary and in-kind contributions for the CRWR since its establishment in 2007:

- 1) Strategy Visioning from 2007-2010,
- 2) Lower Coquitlam River Watershed Plan (LCRWP) development from 2012-2015,
- 3) Implementation of the LCRWP from 2016 to present, and;
- 4) Building Capacity and Resilience in the watershed from 2016 to present.

Total monetary and in-kind support has varied significantly over the years (see Fig. 1; Appendix 1). Given the CRWR’s long-range vision to operate as an independent initiative guided by a collaborative framework to promote the health and sustainability of the Coquitlam River watershed and to implement the LCWRP, the current funding model does not provide the support required to maintain baseline operations and to engage in long-range projects or strategies. With the recent completion of the LCRWP in 2015, the CRWR is poised to implement strategies for action that align with priorities in Official Community Plans with municipalities in the Coquitlam River watershed, regional environmental goals by Metro Vancouver for this area, and Fish & Wildlife Compensation Program Coquitlam Watershed Action Plans, but does not have the resources to develop and/or contribute to long-range project implementation and monitoring plans.

In past years, external funds from grants and foundations and in-kind support provided by the City of Coquitlam were heavily relied upon to cover the bulk of the

CRWR's baseline operational budget and to advance projects in the watershed. However, this type of funding cannot support long-term watershed conservation and sustainability activities because:

- 1) Applying for external grants often results in periods of inactivity if funds are not successfully secured in sequence, resulting in a weakening of the CRWR's ability to meaningfully contribute to the community and the risk of deteriorated communications and relationships between the stakeholders involved,
- 2) The high overhead costs and time required for the Coordinator and Roundtable members to develop and submit project proposals place a significant demand on resources with no guaranteed successful outcomes,
- 3) The priorities of funders often limit the focus and scope of the proposed projects, resulting in a tailoring of outcomes that may not directly advance Watershed Plan strategies for action and allowing limited flexibility in project planning, and,
- 4) The participation of Core Committee members and their valuable in-kind resource support is not formalized or guaranteed and risks being lost with the natural transition of representatives on the Core Committee over time.

Under a renewed funding model, the CRWR anticipates continuing to apply for external funds and to incorporate in-kind support in the development and implementation of its activities, but cannot rely as heavily on these sources to support its operations.

Another important source of revenue for the CRWR under the current funding model is monetary donations from partners.

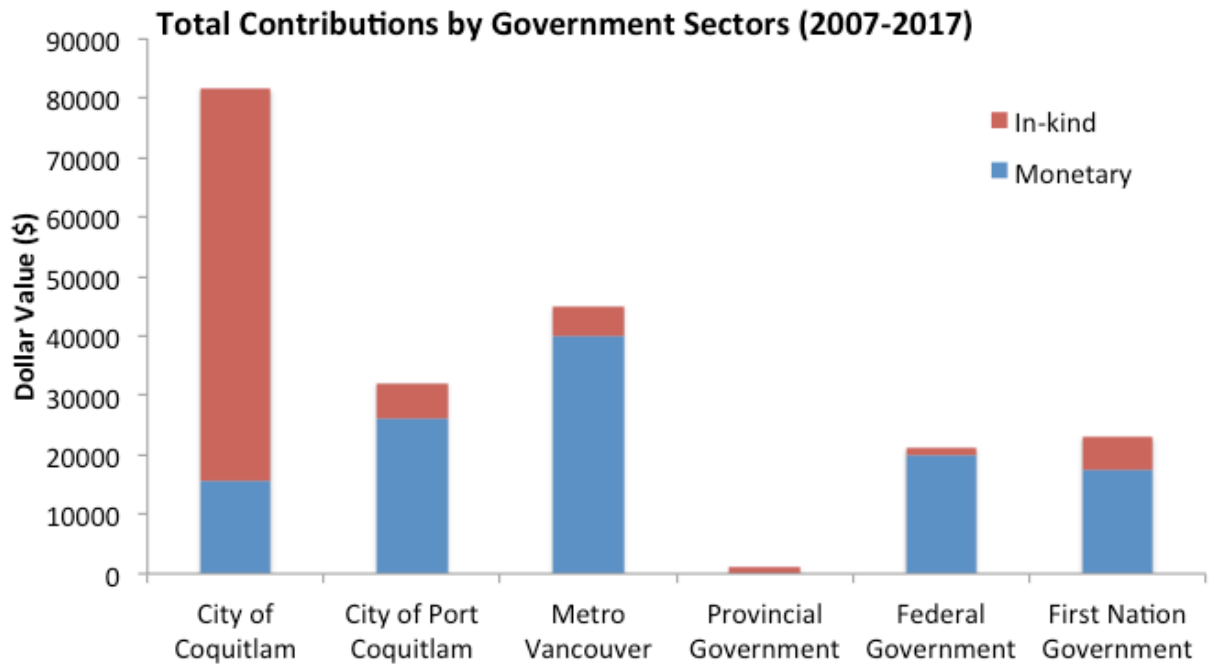


Figure 5. Total monetary and in-kind contributions to the CRWR from government partners from 2007 to 2017.

Limitations associated with this revenue source are:

- 1) The donation amounts from partners vary over time,
- 2) Are often solicited under the condition that they will be leveraged by additional funds.

The CRWR anticipates continuing to seek donations from partners in instances where specific projects involve and benefit certain sectors, but cannot rely fully on this source of revenue to support its ongoing operations and activities.

A main goal of the current multi-year funding provided by partners and matched by the Real Estate Foundation of British Columbia (REFBC) from 2016 to 2019 is to explore and implement a sustainable funding model to secure the resources required by the CRWR to continue to promote activities that promote the health and sustainability of the Coquitlam River watershed, and to augment the CRWR’s role in supporting local, First Nations, and provincial priorities. For example, the research and drafting of this proposal is a key activity supported by the REFBC grant.

Alignment of the LCRWP with Local, Regional, and Provincial Government Objectives and Policies

Many aspects of the Lower Coquitlam River Watershed Plan align directly and support environmental priorities outlined in the Official Community Plans (OCPs) of the Cities of Coquitlam and Port Coquitlam, and Metro Vancouver's Watershed Management Plan.

Protecting water resources through collaboration

Issues related to water resources appear throughout the Coquitlam OCP and the Port Coquitlam Environmental Strategy Plan (ESP). A notable connection to the work of the CRWR and these plans is the need to bring together stakeholders and government actors working to protect watersheds within each City. The Coquitlam OCP and the Port Coquitlam ESP acknowledge that watercourses and watersheds provide important habitat for fish and wildlife species. The documents also provide recreational opportunities to contribute to the Cities' natural characters. However, more importantly, the plans outline the need for collaborative initiatives to achieve water and land conservation goals:

Local and senior governments, landowners, businesses, stewardship groups and other stakeholders all have a role to play in managing watercourses and watersheds. Their actions are needed to protect these resources, while reducing the potential risk of health hazards, loss of life and property damage. Continued coordination between these groups is thus needed to maximize results. (p. 6, Coquitlam OCP, Chapter 3: A Healthy Environment 2002)

Working towards the Environmental Goals set out in this plan is not an individual task, nor is it only the responsibility of the City. Success depends on contributions and collaborations with others – community members, organizations, businesses and other governments. (p. 20, Port Coquitlam ESP 2011)

While Coquitlam has a key role in managing local areas of environmental significance, its activities and procedures must respect and complement those of neighbouring municipalities and senior levels of government. The City must also be prepared to take on some new roles, as directed by recent senior government legislation and regulations, albeit with appropriate resources and authorities to achieve desired outcomes. (p. 10, Coquitlam OCP, Chapter 3: A Healthy Environment 2002)

An essential role of the CRWR is to bring the aforementioned stakeholders into a setting in which they can convene and deliberate on pressing topics related to the

health of the watershed, and coordinate, implement, and communicate actions being taken to address watershed health issues.

Stakeholder collaboration is most evident in the Scott-Hoy sub-watershed of the lower Coquitlam watershed. The City of Coquitlam maintains a long-term partnership with the Hoy-Scott Watershed Society, Fisheries & Oceans Canada and Kwikwetlem First Nation, and others through its provision of land and buildings the Society uses to operate the Hoy Creek Hatchery. The City of Coquitlam also financially supports the annual Salmon Come Festival event, which it has co-hosted for 25 years.

Consultation with the community and stakeholders

Planning and urban development goals as outlined in Chapter 3 of the Coquitlam OCP repeatedly refer to the need to consult with the community on land use decisions (p. 3, Coquitlam OCP, Chapter 3: A Healthy Environment 2002). The multi-sector nature of the CRWR provides an indispensable source of knowledge and representation in the watershed, including groups with important community connections. Involving the CRWR in planning discussions strongly supports the OCP's goal to consult with the community on land use planning and decision-making.

Recent recognition by the City of Coquitlam, since 2016 to actively engage the Coquitlam River Watershed Roundtable in the City's multi-phased Northwest Burke Mountain Vision process as a member to the Public Advisory Group, and upcoming through 2018 during the City of Coquitlam City Centre Area Plan review are indicators that consultation with the community and stakeholders like the Roundtable, supports the OCP goal.

In spring 2012, the Coquitlam River Watershed Roundtable initiated an engagement process with Metro Vancouver staff to seek their support for the Roundtable to bring a Delegation to the Metro Vancouver Environment and Parks Committee to highlight the need for a Lower Coquitlam River Watershed Plan and request financial support for at least two years. The watershed planning project identified by the Roundtable aligned with Metro Vancouver's Watershed Management Plan goals and objectives. On May 25, 2012, the Metro Vancouver Board approved two years' funding support totalling \$40,000.

Metro Vancouver's Watershed Management Plan is guided by an overall goal to have "watersheds that provide clean, safe water and are management and protected as natural assets of highest important to the Greater Vancouver region" (GVRD 2002). As Metro Vancouver is committed to provide clean, safe drinking water and ensure its sustainable use--from the top end---while also striving to further its "Experience the Fraser" initiative, that will connect the Fraser River at Colony Farm lands and the lower Coquitlam River at its mouth, the Roundtable can help Metro Vancouver further its

plans over future years, provided its support to the development of a needed overall watershed plan.

Supporting the CRWR aligns directly with Metro Vancouver's objective to have a watershed planning process that involves the public, stakeholders, advisory committees, municipalities and government agencies (p. 14, GVRD 2002) and advance its Ecological Health Action Plan (Metro Vancouver 2011).

Implementing Integrated Stormwater Management Plans (ISMPs)

The establishment and continued support of the Roundtable is timely because the Coquitlam OCP also calls for effective and prudent management of Coquitlam's watercourses through sustainable land use and development and other comprehensive watershed and stormwater management approaches. In particular, the plan suggests creating a strategy for integrated stormwater management planning, and building this strategy incrementally through watershed studies that will eventually cover the whole City (pp. 7-8, Coquitlam OCP, Chapter 3: A Healthy Environment 2002). In Coquitlam and Port Coquitlam, ISMPs currently exist for Hyde Creek, Smiling Creek, Partington Creek, Como Creek, Nelson Creek, Maple Creek, Chines watershed, Hoy-Scott Creek, Stoney Creek, Austin/Rochester Creeks, and Mundy Creek.

The development of future ISMPs in both cities should follow a consistent standard, which includes considering inputs directly from those stakeholders who are affected. The Roundtable Core Committee consists of several key stakeholders and sectors in the watershed and may provide a collaborative opportunity for inputs into future ISMPs in the Coquitlam Watershed, which will be required in future development areas such as the Northwest Burke Vision in Coquitlam.

Alignment with other Collaborative Watershed Organizations

In regions across BC, several organizations have been established to facilitate collaborative watershed governance among local stakeholders and decision-makers. Common among these initiatives is the recognition that sustainable funding is needed to deliver consistent and effective water governance services. In the past five years, a number of organizations have successfully implemented sustainable funding mechanisms, which demonstrate potentially viable options for the CRWR. For instance, the Shuswap Watershed Council receives annual funding from property owners within the watershed via a regional parcel tax (Table 2). Since 2016, dialogue around the development of sustainable funding options with other watershed governance organizations seeking similar objectives as the CRWR has transpired between the Fraser Basin Council, the POLIS Water Sustainability Project, the Canadian Freshwater Alliance, the Nechako Roundtable, the Cowichan Watershed Board, and the Sustainable Funding Watershed Governance Initiative (SFWGI). Each entity is striving to find the best approach to obtaining operational funding mechanisms to support watershed health

and sustainability in their area. Other examples explored to date are provided in Table 2. Ongoing communications and strategy development will continue through 2018.

Water Sustainability Act

Although the *Water Sustainability Act* is still in the process of implementation, one aspect worth discussion is that this legislation may potentially open new legal mechanisms to support collaborative approaches to watershed governance in BC (such as the CRWR). This has been documented in previous provincial policies such as the BC Government's *Living Water Smart: BC's Water Plan* and is now included in provisions in the *Water Sustainability Act*, referring to 'alternative governance arrangements' for water resources.

INFOGRAPHIC The Coquitlam River Watershed Roundtable helps the local municipalities of Coquitlam and Port Coquitlam, the provincial government, Kwikwetlem First Nations, and other stakeholders in the Coquitlam River Watershed to address land and water use challenges and priorities.

ADDING VALUE: How the Coquitlam River Watershed Roundtable supports provincial, municipal, and First Nations priorities

Local and First Nations priorities	Municipal Community Plans	Activities align with environmental priorities in City of Coquitlam and City of Port Coquitlam Official Community Plans <ul style="list-style-type: none"> • Protect water resources • Protect green areas
	Growth and Urbanization	Involved in public advisory groups and consultations for planning <ul style="list-style-type: none"> • Northwest Burke Vision in Coquitlam • Proposal to relocate portion of Maple Creek in Port Coquitlam
	Human and Community Health	Development of the Watershed Plan to involve strategies to provide a healthy, liveable community and human health benefits
	Monitoring and Restoration	Implement and support environmental monitoring, mitigation, and restoration activities <ul style="list-style-type: none"> • Fish habitat projects • Level 1 Habitat Assessment • BC Hydro Coquitlam River Monitoring Committee • Participation in the Fish and Wildlife Compensation Program Coquitlam Action Plan review
	Education	Multiple opportunities for engagement and information sharing with residents <ul style="list-style-type: none"> • Community outreach events (2-3/year) • Public Core Committee meetings (bi-monthly, 5-6/year) • Community Roundtable meetings (1-2/year)
	Relationships with key stakeholders	Platform for information sharing and discussion amongst sectors in the watershed <ul style="list-style-type: none"> • Regular and active engagement amongst sector representatives • Comprehensive discussion on important topics related to water and land resource management from multiple perspectives • Open, inclusive, and respectful dialogue
	Collaboration with First Nations	Support environmental stewardship and fisheries restoration projects <ul style="list-style-type: none"> • Kwikwetlem Salmon Restoration Program • Wilson Farm Project • Sheep Paddocks
	Green Infrastructure	Opportunities outlined in the Lower Coquitlam River Watershed Plan for innovative engineering infrastructure projects related to: <ul style="list-style-type: none"> • Stormwater management • Flood control • Restoration
Provincial priorities (Water Sustainability Act)	Local governance provision	Support watershed-based and partnership approach to governance <ul style="list-style-type: none"> • Community-based Lower Coquitlam River Watershed Plan
	Environmental Flow Needs	Support the need for a legal regime that protects environmental flow needs (hydrology, ecology, water quality, and physical structures) <ul style="list-style-type: none"> • Involved in BC Hydro <i>Water Use Plan</i> review and monitoring programs
	Meaningful co-governance with First Nations	Support the development and implementation of binding water and land use sustainability plans in partnership with First Nations as leaders and in co-governance roles <ul style="list-style-type: none"> • Involve Kwikwetlem First Nation representatives in planning processes

3 Funding Mechanisms to Sustainably Finance Watershed Groups

Securing sustainable long-term funding is key to enable collaborative watershed governance initiatives (Brandes and O’Riordan 2014). Successful initiatives have established adequate and sustained human and financial resources to deliver on their vision and mandate. All watersheds have unique characteristics – both physical and political. The long-term funding model developed and implemented in one watershed may not be applicable in another. Likewise, the financial structure or composition of stakeholders contributing to a long-term funding model will likely differ across different watershed groups. It is important to consider what groups would be interested in investing in watershed sustainability and what unique characteristics can be capitalized upon to develop and implement a robust funding model.

Table 2 explores 13 funding mechanisms that have the potential to generate funds for a watershed group. This table is certainly not exhaustive. The rationale to include the mechanisms listed in Table 2 was either:

- A) Other watershed groups in BC had success in developing and implementing a funding model supported by the mechanism,
- B) The mechanism has the potential to raise funds for a watershed group, or
- C) The option of including the mechanism was raised during the consultative period of the preparation of this document and warranted further research and exploration.

The columns titled “Applicability to Coquitlam River watershed and Roundtable” discuss the pros and cons of each mechanism within the context of the Coquitlam River watershed and the history of the CRWR. This synthesis, along with guidance from and discussion with external experts, enabled the authors to identify a few mechanisms that may be a good fit for a long-term funding model for the CRWR. Section 6 outlines some conclusions and recommendations for funding mechanisms for the CRWR to guide future discussions.

Table 2. Funding Mechanisms to Finance Watershed Groups

Funding Mechanism	Description	Who Pays?	Examples of Implementation	Applicability to Coquitlam River watershed and Roundtable	
				Opportunities	Challenges
Parcel Tax (aka Conservation Fund)	Parcel taxes are a form of property tax. Where used, they are typically applied in addition to basic property taxes for particular purposes. Parcel taxes can either be a flat rate per property or a variable rate based on assessed value (Fraser Basin Council 2014). The bylaws required to establish a parcel tax scheme must identify the service, state the basis and specify the years for which the tax is imposed (BC Ministry of Community, Sport, and Cultural Development 2017). The term commonly used in the conservation community is “Conservation Fund” (South Okanagan-Similkameen Conservation Program 2017) and is similar to the Community or Discretion-in-Aid Grants described further in this Table. By definition, a Conservation Fund is a local government service that is funded through a dedicated tax or fee, held and overseen by local government, and earmarked for the specific purpose of undertaking projects that support environmental conservation and community sustainability (South Okanagan-Similkameen Conservation Program 2017).	Municipal Government	<ul style="list-style-type: none"> • The Drinking Water & Watershed Protection (DWWP) program in the Regional District of Nanaimo (RDN) is funded by a parcel tax. • The Shuswap Watershed Council is funded by a parcel tax. • The Columbia Valley Local Conservation Fund in the Regional District of East Kootenay is funded by a parcel tax. • The Kootenay Lake Local Conservation Fund in the Regional District of Central Kootenay is funded by a parcel tax. • City of Port Coquitlam Bylaw No. 3679 “Environmental Reserve Fund Bylaw” is designed to work similarly to a Conservation Fund, to provide funds in relation to environmental projects (see Section 4 and Appendix 3 for more info). 	<ul style="list-style-type: none"> • This type of funding mechanism has been successfully implemented to support watershed groups and initiatives in other communities throughout BC. • The implementation options for this mechanism can be fairly straightforward and inexpensive (see Section 4: Implementation methods). • In the case of the creation of a Conservation Fund, the CRWR would advocate for the development of terms of reference that would allow a set amount to be awarded to the CRWR to support baseline operational needs over time. • Bylaw No. 3679 “Environmental Reserve Fund Bylaw” already exists in Port Coquitlam. 	<ul style="list-style-type: none"> • In order to include service coverage throughout the Coquitlam River watershed, it would be required to have support from both the Cities of Coquitlam and Port Coquitlam.

Table 2. Funding Mechanisms to Finance Watershed Groups (cont'd)

Funding Mechanism	Description	Who Pays?	Examples of Implementation	Applicability to Coquitlam River watershed and Roundtable Opportunities	Challenges
Utility Tax	Through the <i>Local Government Act</i> , municipalities in BC have the power to charge utility companies (telecommunications, hydro, gas, and cable television) 1% of the revenue earned within the boundaries of the local government. This is in place of property taxes on linear assets with are exempt from municipal property taxation (BC Ministry of Community, Sport, and Cultural Development 2012).	Municipal Government	<ul style="list-style-type: none"> We are unaware of examples of implementation of this tax to sustainable funding models for watershed governance groups in BC. 	<ul style="list-style-type: none"> The hydroelectric activities managed by BC Hydro at Coquitlam-Buntzen impact downstream flows to the Coquitlam River. Charging BC Hydro for a portion of the revenue earned from this infrastructure could provide significant revenue to the CRWR. BC Hydro is represented on the Core Committee. 	<ul style="list-style-type: none"> It may be challenging to quantify and tax the revenue earned by BC Hydro due to the infrastructure in the Coquitlam River watershed. CRWR already supported with Community Grants from the Fish and Wildlife Compensation program. This option would likely not be supported by BC Hydro due to the precedent that it would set.
Royalties/ Charges on Pits, Quarries and Aggregate	The <i>Community Charter</i> and <i>Local Government Act</i> allow local governments to charge a fee in relation to the removal and deposit of soil/aggregate by bylaw (BC Ministry of Community, Sport, and Cultural Development 2012).	Municipal Government	<ul style="list-style-type: none"> The City of Coquitlam has a bylaw that permits the City to regulate the removal and deposit of soil, sand, gravel, rock and other substances of which land is composed, and require mining companies to hold a permit with a fixed fee (<i>City of Coquitlam Soil Removal and Deposit Regulation Bylaw, No 1914, 1998.</i>) The aggregate industry is levied a fee by the City to recover revenue to provide maintenance of Pipeline Road used regularly by the industry for businesses. 	<ul style="list-style-type: none"> The LCRWP identified aggregate mining as a pressure to the health and sustainability of the watershed, so receiving funding support through a local fee would be a good example of stakeholder collaboration. The aggregate mining sector is represented on the Core Committee. The <i>City of Coquitlam Soil Removal and Deposit Regulation Bylaw, No 1914, 1998</i> could be amended to add on to it to support watershed initiatives. The City would need to redirect a portion of the revenue collected to another objective. 	<ul style="list-style-type: none"> Jurisdictionally this is a challenge as fees cover the cost of administering programs i.e. licencing and impacts of soil removal. The CRWR receives monetary donations from the aggregate mining companies in the watershed, which may be the preferred model rather than through a municipal fee. This approach directly affects the aggregate industry as it would increase their levies to support the City funding watershed initiatives. This does not evenly distribute the funds the CRWR is seeking from the City fairly across all possible revenue streams, i.e., businesses, homeowners, developers.

Table 2. Funding Mechanisms to Finance Watershed Groups (cont'd)

Funding Mechanism	Description	Who Pays?	Examples of Implementation	Applicability to Coquitlam River watershed and Roundtable	
				Opportunities	Challenges
Regional Resource Extraction Levy	Billions of litres of water are extracted from the upper Coquitlam River watershed by Metro Vancouver every year, with significant downstream effects. Charging a fee for water extraction per litre or other unit from the Coquitlam Lake reservoir that would go towards watershed sustainability activities could provide significant revenue for the CRWR. For example, the equivalent for logging on Crown lands in BC is a “forestry stumpage” fee.	Regional Government	<ul style="list-style-type: none"> Water extraction levies have been imposed on water consumers, such as farmers (OECD 2010). 	<ul style="list-style-type: none"> As an important water consumer, Metro Vancouver could contribute funds to reinvest in watershed health downstream of their activities. For example, in 2015, Metro Vancouver requested 50 billion litres in 2014 and 68.2 billion litres in 2015 from the Coquitlam Reservoir. If a fee were applied based off these extraction amounts, the fee to recover costs for the CRWR (\$100,000/year) would range \$0.15 - \$0.20 per 100,000 litres. Metro Vancouver could increase its water fees to consumers and provide that increase to the CRWR if it can justify CRWR activities as part of managing the service of water for its customers. Metro Vancouver is represented on the Core Committee. 	<ul style="list-style-type: none"> It may be challenging to navigate the legislative limitations associated with this type of levy. The Province already charges water rent fees to the water licence holder (Great Vancouver Sewerage and Drainage District or Metro Vancouver) (see Schedule 2 of the Water Sustainability Fees, Rentals, Charges and Tariff Regulation, Province of British Columbia 2016). The CRWR would need to convince the Province to redirect a portion of those water rentals to the CRWR. This would be very difficult as those rents pay for the administration of the water licence system and also support provincial general revenues.

Table 2. Funding Mechanisms to Finance Watershed Groups (cont'd)

Funding Mechanism	Description	Who Pays?	Examples of Implementation	Applicability to Coquitlam River watershed and Roundtable	
				Opportunities	Challenges
Community Works Fund Agreement with UBCM to receive a portion of the Federal Gas Tax Fund	Municipalities have established a Community Works Fund Agreement with UBCM to receive a portion of the Federal Gas Tax Fund. Funds are delivered by the UBCM to the Local Governments for various projects. Both the City of Coquitlam and City of Port Coquitlam are eligible to receive an annual contribution.	Municipal Government	<ul style="list-style-type: none"> The City of Coquitlam receives an estimated \$400,000/year through a Community Works Fund Agreement with UBCM, provided in two instalments. The funds are typically earmarked for items within the City's 5-year capital plan, e.g., way finding, playground replacement, bike paths, parking lots, or for any other community benefit. 	<ul style="list-style-type: none"> Coquitlam has an Agreement with UBCM for 2014 – 2024. Regular reporting on how the expenditures used is required. Eligible project categories include <i>“Capacity Building – investments related to strengthening the ability of Local Governments to develop long-term planning practices.”</i> 	<ul style="list-style-type: none"> No examples have been found where municipalities have used this Fund for capacity building related projects. Challenge is that there are good projects already identified by the City of Coquitlam for these funds.
Provincial Water Rental	Revenues can be secured either through flat rates, volume-based water pricing, or block pricing of water withdrawal. BC can increase its selling price to cover the cost of managing its water resource without having an impact on end users like households.	Provincial Government	<ul style="list-style-type: none"> On a provincial level, Saskatchewan charges more than \$46 per thousand cubic meters for water taken from the South Saskatchewan and Qu'Appelle Rivers, Lake Diefenbaker, and Buffalo Pond. BC rates are among the lowest in the country (UBC Okanagan Watershed 2015). We are unaware of examples of implementation of this tax to sustainable funding models for watershed governance groups in BC. 	<ul style="list-style-type: none"> A variety of water users exist in the Coquitlam River watershed with different activities (drinking water extraction by Metro Vancouver, power generation by BC Hydro, mining by the aggregate companies). 	<ul style="list-style-type: none"> Changes in water rental prices require participation from the Province. Similar to the “Regional Resource Extraction Levy” option, the CRWR would need to convince the Province to redirect these funds as part of water management in BC.

Table 2. Funding Mechanisms to Finance Watershed Groups (cont'd)

Funding Mechanism	Description	Who Pays?	Examples of Implementation	Applicability to Coquitlam River watershed and Roundtable	
				Opportunities	Challenges
Water Utility Fees	A municipality earmarks an amount from Water Utility fees for certain activities on an annual basis (for example, the Water Utility is used as the funding source to pay for Integrated Storm/ Watershed Management Plans). In the City of Coquitlam, the <i>Boulevard Maintenance Bylaw</i> is used to recover costs for boulevard maintenance. This Bylaw could be amended to recover a fee City-wide, for watershed initiatives, via the Water Utility billing, to build a fund for watershed initiatives.	Municipal Government	<ul style="list-style-type: none"> The Cowichan Valley Regional District (CVRD) approved a financial contribution for the Shawnigan Basin Society, earmarking \$50,000 annually or an amount equal to that raised via property tax value. The City of Coquitlam earmarked \$5000 of its Water Utility Fees for CRWR support for years 2016 and 2017, by Council resolution, to assist with CRWR Watershed Plan activities. This same funding source is used to develop municipally approved Integrated Watershed Management Plans. 	<ul style="list-style-type: none"> The City of Coquitlam earmarked \$5000 of its Water Utility Fees for CRWR activities in 2016, so there is a precedent to continue to provide support through this utility. Good option if it can be demonstrated that the CRWR is providing a service that assists the municipality to better deliver its utility/service. This can be supported by case law that says that services do not have to be providing bare resources such as water and roads. It can encompass conservation, behavioural change, planning, and restoration activities to make the service sustainable in the long term. 	<ul style="list-style-type: none"> There is a risk that this opens the door for many other groups to try to apply for funding support through this mechanism. Unsustainable if the program is not renewed on an annual basis. The LCRWP follows a collaborative watershed plan process (Open Standards for the Practice of Conservation) that has not yet been supported by Metro Vancouver under the Liquid Wasted Management Plan as a cost-effective alternative to watershed planning.

Table 2. Funding Mechanisms to Finance Watershed Groups (cont'd)

Funding Mechanism	Description	Who Pays?	Examples of Implementation	Applicability to Coquitlam River watershed and Roundtable	
				Opportunities	Challenges
Community or Discretion-in-Aid Grants	Funds are allocated on an annual basis to local, non-profit organizations that participate in a competition to receive funds.	Municipal/ Regional Government	<ul style="list-style-type: none"> In some areas, such as the Regional District of East Kootenay (RDEK), community groups and organizations can apply for a Discretionary Grant in Aid to help offset expenses. Applications are made to the Electoral Area Director through the RDEK (RDEK 2013). In the Cities of Coquitlam and Port Coquitlam, community grants are available for application by non-profit, community-based organizations (such as the Spirit of Coquitlam Grant, Coquitlam Foundation, and the Port Coquitlam Community Foundation grant). 	<ul style="list-style-type: none"> Successfully advancing projects in partnership with the local government build reputation and credibility from both the grantor and grantee. Good community building initiative. The City of Coquitlam contributes staff and in-kind support to the Hoy-Scott Watershed Society who hosts annual “Salmon Come Home” events, with the City assisting with tent/table/chair rentals, participant bookings, volunteers, advertising and signage, estimated from \$5,000/year. The City of Port Coquitlam supports the local community stewardship groups to host the City’s annual Rivers and Trails Festival, providing similar provisions and support. 	<ul style="list-style-type: none"> Not a sustainable funding source for long-range planning and large-scale projects that require monitoring and follow up over time. Difficult to secure funds for operational and salary expenses. Proposed project outcomes and activities are limited to priorities outlined by the grantor.

Table 2. Funding Mechanisms to Finance Watershed Groups (cont'd)

Funding Mechanism	Description	Who Pays?	Examples of Implementation	Applicability to Coquitlam River watershed and Roundtable	
				Opportunities	Challenges
Grants	Numerous grantors provide funding opportunities for initiatives focused on watershed conservation and watershed governance in the Lower Mainland.	Charities, foundations, businesses	<ul style="list-style-type: none"> The CRWR has been previously funded by numerous grants to cover operational and project expenses (see Appendix 1). 	<ul style="list-style-type: none"> Successfully advancing projects in partnership with partners build reputation and credibility from both the grantor and grantee. Grantors such as the Real Estate Foundation of BC are willing to engage in 3-year grants, which allow organization to work towards longer-term goals. 	<ul style="list-style-type: none"> Not a sustainable funding source for long-range planning and large-scale projects that require monitoring and follow up over time. Difficult to secure funds for operational and salary expenses. Proposed project outcomes and activities are limited to priorities outlined by the grantor. The CRWR does not have charitable status so has to apply to many grants through its partners, which sometimes causes confusion when projects are designed for implementation by the CRWR but the application is submitted by another organization.
In-Kind Contributions	In-kind contributions can include staff time, equipment, supplies, information and other resources. All of these resources have financial value and would require revenue if they were not donated on an in-kind basis.	Stakeholders	<ul style="list-style-type: none"> All members of the Core Committee provide their time as an in-kind contribution for meetings and project-based work. 	<ul style="list-style-type: none"> Provide governmental and external expertise to the Roundtable 	<ul style="list-style-type: none"> Does not address the need for sustainable funding. In-kind resource contributions and staff time are not formalized and can vary significantly over time.

Table 2. Funding Mechanisms to Finance Watershed Groups (cont'd)

Funding Mechanism	Description	Who Pays?	Examples of Implementation	Applicability to Coquitlam River watershed and Roundtable	
				Opportunities	Challenges
Endowment Fund	An endowment fund is established when a one-time payment is made to an organization and invested on behalf of that organization. The interest earned by the fund can be spent in ways that are consistent with the terms and conditions of the endowment fund, typically to enable the organization to advance its mandate.	Investment Fund	In 1995 the Columbia Basin Trust (CBT) was established as a result of a \$321 million endowment from the Government of BC. This endowment aims to deliver prudent investments that generate a steady income stream for the CBT's activities and corporate operating expenses.	<ul style="list-style-type: none"> • More flexible and stable than short-term grants because funding can be managed across multiple years. 	<ul style="list-style-type: none"> • Requires substantial donation • Endowment funds often require a long time before they become operational • Over the last decade, interest rates have been very low making this option not worthwhile.
Recreational User Fees	Recreational user fees can apply to a wide variety of recreational users such as powerboat or off-road vehicle rentals as a means of targeting activities that pollute or have other adverse environmental impacts.	Local / Provincial / Federal Government	Conservation Authorities in southern Ontario own and operate a variety of conservation areas, parks, campgrounds and outdoor education facilities. Users of these facilities pay fees that offset the costs associated with operating these facilities and related services.	<ul style="list-style-type: none"> • Fees could potentially be associated with ecosystem services that a healthy watershed provides to local users such as fishers. 	<ul style="list-style-type: none"> • Recreational activities in the Coquitlam River Watershed may not be substantial enough to generate the desired amount of revenue. • If used as a primary funding mechanism, this may unfairly target certain watershed users without account for other users with environmental impacts. • This option would be jurisdictionally and administratively challenging – difficult to determine who would impose it and where (e.g. fishing is regulated provincially, boating is regulated federally, access to regional parks is managed on the regional level).

Table 2. Funding Mechanisms to Finance Watershed Groups (cont'd)

Funding Mechanism	Description	Who Pays?	Examples of Implementation	Applicability to Coquitlam River watershed and Roundtable	
				Opportunities	Challenges
Formation of a Registered Charity	Individuals, businesses, and others who are passionate about the work of the organization can donate funds and receive tax credit.	Donors	<ul style="list-style-type: none"> • Pacific Parklands Foundation provides funds for Metro Vancouver Parks through its registered charity status. • The Sea-to-Sky Clean Air Society receives funds via donations and also from each municipality involved based on percentage of population. • The Oldman Watershed Council gained support through the Southern Alberta Water Charter. 	<ul style="list-style-type: none"> • May be an effective way to target those already interested in CRWR activities to support operations. • The formation of a watershed charter could encourage individuals, businesses, and others to pledge to donate an amount on a yearly basis. 	<ul style="list-style-type: none"> • The option of registering the CRWR as a charitable organization was discussed in the past, however was not pursued, given that members on the Core Committee had Society or Charity status and could serve as the funding applicant and Financial Trustee for the CRWR as necessary. Reviewing the option to establish a CRWR Society, to ensure external support, is warranted. • The CRWR would require a significant fundraising campaign to continuously solicit donations, which would add to the Resource Requirements and Budget. • This option distracts from encouraging local government to become a leader in environmental issues.

4 Implementation Methods

A municipal council has the authority to provide a conservation fund service for the entire municipality, through resolution or bylaw, without elector approval. However, if the service will benefit and be paid for by a *portion* of the municipality, a bylaw is required to establish a local area service (South Okanagan-Similkameen Conservation Program 2017).

If a conservation fund is established in a regional district, a bylaw must be adopted which requires approval of the electors.

Gauging Opinion for a Conservation Fund or Service Fee

If approval of electors must be obtained, a number of methods can be applied to obtain participating area approval (South Okanagan-Similkameen Conservation Program 2017).

- Survey
 - Poll residents for their interest in and ability to fund a watershed sustainability program. Community priorities can be determined through public opinion polls, surveys, and focus groups.
- Petition for electoral services
 - The owners of parcels in an electoral area can sign and submit to the regional district a petition for a service in all or part of that electoral area (South Okanagan-Similkameen Conservation Program 2017).
- Referendum (binding or non-binding) as part of the next municipal election
 - In the case of a non-binding referendum, the government can take the ruling of the electorate into consideration in making its decision, whereas in the case of a binding referendum, a government must carry out the decision of the electorate. Example:
 - The Regional District of Nanaimo held a binding referendum in 2008, where electoral area residents voted to support the establishment of a new “Drinking Water and Watershed Protection” service.
- Alternative approval process (AAP)
 - Local governments can use the Alternative Approval Process (AAP) of the *Community Charter* as a method to gauge public opinion in regard to certain types of proposed bylaws, agreements, or other matters. It is a less expensive option than using a referendum to gauge public opinion. It can be used whenever the legislation requires a local government to obtain the approval of the electors. Examples:

- City of Coquitlam Water and Road Utility Capital Costs: The 2013 Capital Program Loan Authorization (Bylaw No. 4385) was obtained by AAP to support long term borrowing for a series of growth related road and water utility infrastructure projects in the City. The electorate was gauged on their support for borrowing \$17,874,000 to undertake and carryout the road and water utility projects.
- Parcel tax to secure sustainable funding for the Shuswap Watershed Council: In 2015, the Columbia Shuswap Regional District (CSRD) was obtained by AAP to successfully adopt the Shuswap Watershed Council Service Establishment Bylaw No. 5705. This bylaw authorizes a maximum amount that may be requisitioned for the Service as \$180,000 annually through a parcel tax.

Port Coquitlam Bylaw No. 3679 “Environmental Reserve Fund Bylaw”

The City of Port Coquitlam Bylaw no. 3679 states that a reserve fund to be known as the “Environmental Reserve Fund” can be established to provide funds in relation to environmental projects. This bylaw could be used to deliver a funding model for the CRWR by the City of Coquitlam. See Appendix 3 for a copy of the bylaw.

Sign a Memorandum of Understanding (MOU) to Manage Watershed Sustainability

An MOU signed by the multiple jurisdictions in the Coquitlam River watershed to formalize cooperative arrangements and commitments to the development and delivery of a sustainable funding model to support the services provided by the CRWR would provide stability needed for long-range planning.

- Example: The City of Duncan, Cowichan Tribes, Cowichan Valley Regional District, and the District of North Cowichan signed a MOU to help manage increased flood risks in the region and to cost share the activities involved (Lower Cowichan/Koksilah Rivers Integrated Flood Management 2010).

5 CRWR Resource Requirements and Budget

A sustainable funding program would consist of dedicated funds to cover operational costs and to provide leverage support to seek additional sources of revenue. The operating budget includes basic activities and expenses such as operational administration and salary for a coordinator, and meeting support. Establishment of a core funding program that will provide a sufficient amount to cover these activities and expenses will allow the CRWR to maintain and build capacity. Additional project-based costs would be covered in part by revenue generated by the sustainable core funding program, but would primarily be supported by additional leveraged funds such as external funds and donations (monetary and in-kind). In-kind contributions would continue to be an important resource and asset to the CRWR.

Table 3. CRWR Resource Requirements and Budget (2017 to 2021)

Activities/ Expenses	Details	Source	2017 Actual	2018 Estimated	2019 Estimated	2020 Projected	2021 Projected
Roundtable Coordinator	Labour at 30h/week at \$35/h 2017-2019, augment to 40 hrs/week at \$35/h in 2020	Monetary	54600	54600	54600	72800	72800
Operational Administration	Telephone, mileage, disbursements, contracts, website maintenance, and partner in-kind support	Monetary	1500	1500	1500	1700	1700
		In-kind	2850	2850	2850	2900	2,900
Core Committee meetings	Expenses for 4-6 mtgs/year, based on 15-18 participants and their in-kind time	Monetary	270	270	270	300	300
		In-kind	8850	8850	8850	8000	8000
Community Roundtable Meetings	1 mtg/year, 55-60 participants in-kind time plus direct costs for venue, consultants, etc.	Monetary	5000	5000	5000	5200	5200
		In-kind	5568	5568	5568	5600	5600
Watershed Action Plan Implementation	Contribution to leverage external funding support to 1 – 2 strategies for action/year	Monetary	10000	10000	10000	10000	10000
		In-kind	3257	3257	3257	3300	3300
Research/Monitoring	Building capacity, information-sharing, monitoring implemented plans, etc.	Monetary	10000	10000	10000	10000	10000
		In-kind	1200	1200	1200	1200	1200
SUM	Base Operational Funding	Monetary	81370	81370	81370	100000	100000
	In-kind Funding	In-kind	21725	21725	21725	21000	21000
	Total		103095	103095	103095	121000	121000

6 Conclusions and Recommendations for Funding Mechanisms for the CRWR

Need for funding support from diverse stakeholders

A diversity of funding sources is recommended for the new funding model to support the operations and activities of the CRWR. The diverse nature of the CRWR's work and its engagement with multiple stakeholders should be reflected in the cost allocation to support its baseline operations. This cost allocation amongst stakeholders was discussed at a workshop hosted by the POLIS Water Sustainability Project with support from the Coquitlam River Watershed Roundtable in February 2016 (POLIS Water Sustainability Project, Workshop Minutes, 2016). This workshop put in motion the campaign to explore sustainable funding directly from the governments, who are the greatest to benefit from the CRWR and should thus play a leading role in operational funding support. It is crucial to think in terms of investors rather than funders when discussing a sustainable funding model: Who are the groups that would be interested in investing in watershed sustainability? It is also important to discuss options for sustainable funding for the CRWR with a systems-based approach rather than isolating stakeholders in silos.



Photo: Pie charts depicting ideal “mix” of funding for the CRWR, according to participants in the POLIS Water Sustainability Project Workshop (2016).

Potential mechanisms to secure governmental funds

The Cities of Coquitlam and Port Coquitlam and Metro Vancouver could each be levied a proportional share of the total costs the CRWR is seeking, through a combination of levy and utility bill processes. For example, there are currently 46,000 households in the City of Coquitlam that receive annual Water Utility bills (see Table 2). There are 14,000 households in the City of Port Coquitlam. Taking City of Coquitlam households only, and assuming an annual requirement of \$80,000 to \$100,000, it would extend to an additional \$1.73 - \$2.17 additional fee levy. However, considering both cities, the additional utility bill per household would increase \$1.30 - \$1.66/bill to raise that level of funds.

Likewise, the CRWR is supporting service delivery to local governments (see Infographic) and could enhance rainwater management and engineering services. Monetary support for the CRWR could be paid from those municipal budgets. For

example, the City of Victoria has just created a stormwater utility, the payment for which is part of municipal utility fees collected every few months and based on the percentage impermeable surface on each property. In combination with other funding sources (such as a Conservation Fund), receiving funding as part of this type of property-specific and targeted funding would be ideal for the CRWR.

Additionally, money for CRWR could be secured from BC Hydro to carry out monitoring and restoration activities as part of their ongoing operations in the watershed. This would be a service the CRWR is providing to BC Hydro as part of their operations.

The new funding model could extend to the Province to provide a share from implementation of the *Water Sustainability Act*, providing support to watershed collaborative engagement.

Example: Langley Environmental Partners

An excellent model of an environmental partnership working in conjunction with and supported directly by local government is the Langley Environmental Partners (LEPS). LEPS receives core support from the Township of Langley on an annual basis and leverages funds from various sources including government agencies, corporations, institutions, foundations, and private donors. The LEPS receives \$100,000/year from the Township of Langley, which aids in leveraging additional funds from grants, foundations, donations, and other sources of revenue (LEPS Annual Report 2016). Details of the funding mechanism through which the Township of Langley contributes these funds to LEPS weren't accessible at the publication date of this report but will be explored further in the next steps.

Housing the Coordinator position in City Hall(s)

It would be ideal to have the Coordinator position housed within one or both of the municipalities of Coquitlam and Port Coquitlam and to be supported with resources such as a working and meeting space, telephone, a computer, use of printers, consultation with graphic designers, etc. A benefit to this would be that the position and work would be embedded in municipal affairs and there would be better communication with local government representatives and staff. Due to the multi-jurisdictional nature of the Coquitlam River watershed, it would be important to arrange for the Coordinator's position to engage with both municipalities in a similar capacity to continue building relationships across municipal borders. One recommendation would be to house the Coordinator position in one municipality but ensure there is a satellite working space available in the other municipality to facilitate visits and meetings and to maintain a presence. The arrangement to have the Roundtable Coordinator position housed in this way could be possible through signing a memorandum of understanding with one or both municipalities. The resources provided by one or both municipalities to

support this arrangement could be estimated and considered as in-kind support to the CRWR. The Coordinator would not be a municipal employee and the CRWR's financial trustee would still manage his or her salary. Alternatively, the Coordinator position could be physically housed within a different, non-political institution, such as a school (i.e. Douglas College), the First Nations band office (i.e. Kwikwetlem First Nation), or other, which would provide a neutral platform from which to work and to facilitate engagement with the two municipal governments and other users in the watershed. Challenges associated with this second recommendation is that while relationships currently exist with the CRWR and these other institutions, they are not as strong as those with the local municipalities, so there may be hesitation to share this suggested level of resources and in-kind contribution.

Concluding Remarks

This document provides background information, preliminary research, and recommendations of sustainable funding mechanisms to support the development of a feasibility study. Technical experts have not reviewed the recommendations provided herein; therefore important discussions about cost allocation, financial structure, and delivery method of the new funding model will need to be developed.

The preparation of a feasibility study, similar to that prepared by the Columbia Shuswap Regional District titled "Service Feasibility Recommendations: Shuswap Watershed Water Quality Service Feasibility Study," may be a beneficial next step. Discussions with City Councils, the Metro Vancouver Board, and current CRWR partners will be crucial to developing and implementing a new sustainable funding model to support CRWR operations.

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Appendix 1: Monetary and In-Kind Support for the CRWR (2007-2017)

Period	Key Projects
2007 to 2011	Coquitlam River Watershed Strategy collaborative organizational phase, resulting in formation of Coquitlam River Watershed Roundtable Fall 2007 through to February 2011
2012 to 2015	Operational Roundtable and the phases of Development of the Lower Coquitlam River Watershed Plan and other watershed projects, including Outreach Education and Level 1 FHAP (2012 - 2015)
2017 to 2019	Multi-Year REFBC/Partner funding for Resilience and Capacity Building (2016-2019)
2017 to 2018	Tides Canada's Freshwater Legacy Initiative

Year	Book Keeping Notes
2007	n/a
2008	In-Kind tracked for Strategy project only
2009	In-Kind tracked for Strategy project only
2010	In-Kind tracked for Strategy project only
2011	No Coordinator, In-Kind not tracked
2012	In-Kind tracked for Watershed Plan only
2013	In-Kind tracked for Watershed Plan only
2014	In-Kind tracked for all projects
2015	In-Kind partially tracked
2016	No Roundtable Meeting
2017	In-Kind tracked for all projects

Funding Partner / Grantor	Year	Monetary	In-Kind	Total Monetary	Total In-Kind	TOTAL per Funding Partner / Grantor
Roundtable Cash Carry Over	2016	\$11,179.00		\$11,179.00	\$0.00	\$11,179.00
98.7 FM Radio	2015		\$4,000.00	\$0.00	\$4,000.00	\$4,000.00
Anthem Properties	2017	\$600.00		\$600.00	\$0.00	\$600.00
	2012		\$790.00			
ArtsConnect	2015		\$1,200.00	\$0.00	\$3,190.00	\$3,190.00

Appendix 1: Monetary and In-Kind Support for the CRWR (2007-2017)

Funding Partner / Grantor	Year	Monetary	In-Kind	Total Monetary	Total In-Kind	TOTAL per Funding Partner / Grantor
	2016		\$1,200.00			
BC Freshwater Legacy Initiatives	2017	\$33,200.00		\$33,200.00	\$0.00	\$33,200.00
BC Hydro	2010	\$5,000.00	\$5,000.00	\$5,000.00	\$5,000.00	\$10,000.00
BC Institute of Technology	2014	\$1,000.00	\$12,610.00	\$1,000.00	\$12,610.00	\$13,610.00
BC Water Funders & Leaders/Tides Canada	2015	\$1,634.47	\$1,825.00	\$1,634.47	\$1,825.00	\$3,459.47
Beedie Group	2017	\$500.00		\$500.00	\$0.00	\$500.00
Brook Pooni & Associates	2017	\$500.00		\$500.00	\$0.00	\$500.00
Bullitt Foundation (through WWSS)	2014	\$25,000.00		\$25,000.00	\$0.00	\$25,000.00
Burke Mountain Holdings	2017	\$1,000.00		\$1,000.00	\$0.00	\$1,000.00
City of Coquitlam	2007		\$6,500.00			
	2008		\$11,550.00			
	2009		\$10,000.00			
	2010		\$20,890.00			
	2012		\$2,500.00			
	2013	\$5,500.00	\$2,440.00	\$15,500.00	\$66,120.00	\$81,620.00
	2014		\$4,450.00			
	2015		\$2,790.00			
	2016	\$5,000.00	\$5,000.00			
	2017	\$5,000.00				
City of Port Coquitlam	2009	\$1,821.00	\$1,000.00			
	2010	\$3,000.00	\$2,000.00			
	2013	\$3,000.00	\$570.00			
	2014	\$5,000.00	\$570.00	\$32,821.00	\$5,860.00	\$38,681.00
	2015	\$5,000.00	\$920.00			
	2016	\$7,500.00	\$800.00			
	2017	\$7,500.00				

Appendix 1: Monetary and In-Kind Support for the CRWR (2007-2017)

Funding Partner / Grantor	Year	Monetary	In-Kind	Total Monetary	Total In-Kind	TOTAL per Funding Partner / Grantor
City Soup (Coquitlam Website support)	2009		\$1,200.00	\$0.00	\$1,700.00	\$1,700.00
	2010		\$500.00			
Coquitlam Foundation (through WWSS)	2012	\$1,000.00		\$1,000.00	\$0.00	\$1,000.00
Coquitlam River Aggregate Advisory Committee	2007		\$2,000.00			
	2008		\$2,000.00	\$0.00	\$8,000.00	\$8,000.00
	2009		\$2,000.00			
	2010		\$2,000.00			
Coquitlam River Watershed Society	2008	\$4,000.00	\$1,930.00			
	2009		\$1,500.00	\$4,000.00	\$5,380.00	\$9,380.00
	2010		\$1,950.00			
Dovetail Consultants	2009		\$800.00	\$0.00	\$2,585.00	\$2,585.00
	2010		\$1,785.00			
Fish & Wildlife Compensation Program	2015	\$500.00				
	2016	\$500.00		\$1,750.00	\$0.00	\$1,750.00
	2017	\$750.00				
Fisheries & Oceans Canada	2007	\$5,000.00	\$1,200.00			
	2008	\$15,000.00	\$1,200.00			
	2009	\$10,001.00	\$1,200.00			
	2010	\$10,000.00	\$2,400.00			
	2011	\$25,000.00				
	2012	\$10,000.00		\$83,001.00	\$6,000.00	\$89,001.00
	2013	\$1,000.00				
	2014	\$1,000.00				
	2015	\$2,000.00				
	2016	\$2,000.00				
2017	\$2,000.00					

Appendix 1: Monetary and In-Kind Support for the CRWR (2007-2017)

Funding Partner / Grantor	Year	Monetary	In-Kind	Total Monetary	Total In-Kind	TOTAL per Funding Partner / Grantor
Fraser Salmon and Watersheds Program	2007	\$20,000.00				
	2008	\$40,000.00				
	2009	\$41,120.00		\$167,800.00	\$0.00	\$167,800.00
	2010	\$41,180.00				
	2011	\$25,500.00				
Freshwater Alliance/Tides Canada	2017	\$200.00		\$200.00	\$0.00	\$200.00
Government of Canada (Summer Student Program)	2017	\$2,219.00		\$2,219.00	\$0.00	\$2,219.00
Jack Cewe Limited	2013	\$5,000.00				
	2014	\$5,000.00		\$20,000.00	\$0.00	\$20,000.00
	2015	\$5,000.00				
	2016	\$5,000.00				
Kwikwetlem First Nation	2007		\$1,000.00			
	2008		\$2,080.00			
	2009		\$1,500.00			
	2010		\$1,000.00	\$17,500.00	\$5,580.00	\$23,080.00
	2013	\$5,000.00				
	2014	\$5,000.00				
	2015	\$7,500.00				
Metro Vancouver	2009		\$2,000.00			
	2010		\$2,400.00	\$40,000.00	\$5,040.00	\$45,040.00
	2012	\$20,000.00				
	2014	\$20,000.00	\$640.00			
North Fraser Salmon Assistance Program	2013	\$900.00		\$1,800.00	\$0.00	\$1,800.00
	2014	\$900.00				
Pacific Salmon Foundation	2014	\$5,000.00		\$5,000.00	\$0.00	\$5,000.00
POLIS Project, University of Victoria	2016	\$400.00		\$400.00	\$0.00	\$400.00

Appendix 1: Monetary and In-Kind Support for the CRWR (2007-2017)

Funding Partner / Grantor	Year	Monetary	In-Kind	Total Monetary	Total In-Kind	TOTAL per Funding Partner / Grantor
Port Coquitlam Community Foundation	2017	\$3,000.00		\$3,000.00	\$0.00	\$3,000.00
	2012	\$2,000.00				
	2014	\$3,000.00				
Port Coquitlam & District Hunting and Fishing Club	2015	\$3,000.00		\$16,000.00	\$0.00	\$16,000.00
	2016	\$4,000.00				
	2017	\$4,000.00				
	2012	\$16,000.00				
Real Estate Foundation of BC	2013	\$24,000.00				
	2014	\$32,000.00		\$148,925.00	\$0.00	\$148,925.00
	2015	\$8,000.00				
	2016	\$35,000.00				
	2017	\$33,925.00				
Simon Fraser University/MITACS	2012		\$2,500.00			
	2013		\$2,500.00	\$0.00	\$7,500.00	\$7,500.00
	2014		\$2,500.00			
Spirit of Coquitlam (through WWSS)	2012	\$500.00		\$500.00	\$0.00	\$500.00
TD Bank (through WWSS)	2015	\$2,000.00		\$2,000.00	\$0.00	\$2,000.00
Tri-Cities Community Television	2014		\$500.00	\$0.00	\$1,000.00	\$1,000.00
	2015		\$500.00			
Vancity Port Coquitlam	2015	\$1,460.35				
	2016	\$1,600.00		\$5,120.35	\$0.00	\$5,120.35
	2017	\$2,060.00				
	2007		\$1,200.00			
	2008		\$1,800.00			
	2009		\$1,800.00			
	2010		\$2,700.00			

Appendix 1: Monetary and In-Kind Support for the CRWR (2007-2017)

Funding Partner / Grantor	Year	Monetary	In-Kind	Total Monetary	Total In-Kind	TOTAL per Funding Partner / Grantor
Community Volunteers/ Students/ Roundtable Core Committee/Coordinator	2011		\$8,500.00			
	2012		\$8,500.00	\$0.00	\$99,142.00	\$99,142.00
	2013		\$18,820.00			
	2014		\$18,280.00			
	2015		\$10,317.00			
	2016		\$5,500.00			
	2017		\$21,725.00			
Various Community Meeting Sponsors	2016		\$2,200.00	\$0.00	\$2,200.00	\$2,200.00
New Earth Marketing Website support	2016		\$500.00	\$0.00	\$500.00	\$500.00
	2007		\$1,500.00			
	2008		\$825.00			
	2009		\$1,500.00			
	2010		\$2,480.00			
	2013	\$5,000.00	\$3,500.00	\$13,750.00	\$19,805.00	\$33,555.00
	2014		\$3,500.00			
Watershed Watch Salmon Society	2015		\$3,500.00			
	2016	\$3,000.00	\$3,000.00			
	2017	\$5,750.00				
			TOTALS	\$661,899.82	\$263,037.00	\$924,936.82

Appendix 2: CRWR Terms of Reference and Operational Guidelines



Coquitlam River Watershed Roundtable

*Kwikwetlem, known as “Red fish up the river.”
A living river that reveals its spirit.*

Coquitlam River Watershed Roundtable Operational Guidelines and Core Committee Terms of Reference

Final Version Adopted: November 16, 2016

A. Roundtable: Operational Guidelines

1. The Roundtable will endeavour to meet twice a year – additional meetings will be entertained as needed.
2. The Roundtable is guided by a Mission.

Mission: The Coquitlam River Watershed Roundtable (CRWR) is a multi-stakeholder body whose mission is to:

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

3. Guiding Principles for the Roundtable were developed through community consultation and finalized by the Roundtable Core Committee:

Principle	Specifics
1. Take a proactive approach	<ul style="list-style-type: none"> • Maintain and pursue our Mission for the watershed. • Look towards generating a Coquitlam River 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. Be accountable	<ul style="list-style-type: none"> • Ensure members are representative. • Be responsive and communicative, while taking ownership. • Respect Aboriginal rights and title.
3. Be influential and responsible	<ul style="list-style-type: none"> • Act responsibly. • Participate in decision-making processes. • Operate as a collective, without dependency on, or obligations to, a single Roundtable sector or member. • Do not replicate or overlap with other governance arrangements.
4. Be inclusive and respectful	<ul style="list-style-type: none"> • Ensure all stakeholders and broad interests are involved. • Discuss information and ideas, not people. • Come to meetings prepared and ready to listen as well as contribute. • Give credit to work that has come before, including adhering to agreements reached.
5. Build relationships	<ul style="list-style-type: none"> • Be a catalyst for cooperation, partnership and trust building. • Follow a positive approach to problem solving, rather than finger pointing and 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. Be collaborative	<ul style="list-style-type: none"> • Maintain fair practices, with integrity. • Follow consensus-oriented decision-making. • Be open and transparent in all processes (decision-making and actions). • Look for common goals and respect all concerns, rather than taking positions.
7. Be effective and credible	<ul style="list-style-type: none"> • Strive for respectable performance, i.e., timely, mutually beneficial, worthwhile, respectable, well-coordinated, and adhering to guiding principles. • Establish clear understanding of roles and responsibilities, with experienced leadership. • Make projects happen – taking action and energizing participants.
8. Be efficient,	<ul style="list-style-type: none"> • Access resources and staff, sustainably.

with capacity	<ul style="list-style-type: none"> • Maximize funding opportunities. • Keep processes simple and streamlined, valuing people’s time. • Be frugal in the use of scarce resources.
9. Be adaptive	<ul style="list-style-type: none"> • Learn and improve based on experience. • Adapt to changing circumstances (demands, needs and requirements).

4. The Mission Statement and Guiding Principles may be amended by the Roundtable through a consensus-oriented decision-making process. In the event that consensus cannot be achieved, a formal vote will be required and the following decision rule will apply: 80% of Roundtable members present must vote in the affirmative in order to amend the Mission or Guiding Principles.

5. The Roundtable will be assisted by a Core Committee comprised of sector representatives to perform administrative and other tasks related to the ongoing coordination of the Roundtable’s activities, and to debate specific items arising out of the coordination of these activities. As resources permit, a Coordinator will assist the Core Committee.

6. The Core Committee will be comprised of 18 members. The formation of the Core Committee was established during two Transition Planning meetings held November 2010 and January 2011 to establish a first slate of sectors to serve on the Core Committee. The Operational Guidelines and Core Committee Terms of Reference were ratified by the Roundtable in November 2012. In Fall 2016, the Core Committee revisited the committee makeup. The following composition was reaffirmed in November 2016.

Core Committee members will be representative of sectors participating in the Roundtable and will include one or two designates as indicated below, or as amended by the Core Committee following a formal vote, and a quorum of the current membership:

- Municipal Government (City of Coquitlam (2), City of Port Coquitlam (2))
- First Nations (Kwkwetlem) (2)
- Regional Government (Metro Vancouver) (1)
- Federal Government (Department of Fisheries and Oceans) (1)
- Provincial Government (BC Ministry of Energy, Mines and Natural Gas/ Ministry of Environment/ Ministry of Forest, Lands and Natural Resource Operations) (1)
- Utilities (BC Hydro) (1)
- Aggregate Industry (1)
- Real Estate Development (1)
- Outdoor Recreation (1)
- Stewardship (3)
- Education (1)
- Arts and Culture (1)

7. The Core Committee is responsible/accountable to the Roundtable, and any business arising out of the Core Committee work that requires formal approval will be brought to the Roundtable for ratification at the next scheduled Roundtable meeting (e.g., new projects for the Roundtable, changes in Core Committee sector representation, revisions to Operational Guidelines/Terms of Reference). Ratification is defined per item # 4 above – if a decision cannot be made on the business put forward for discussion, the item can be directed back to the Core Committee for additional review/research. New information relating to the unresolved business should then be brought back to the Roundtable for consideration at the next meeting.
8. The Roundtable and Core Committee may establish Task Groups or Standing Committees, responsible to the Core Committee, to perform a specific function on behalf of the Roundtable (see Section C).
9. Roundtable and Core Committee Agendas and meeting notes will be posted by the Roundtable Coordinator or appointed designate, to the Coquitlam River Watershed website, www.coquitlamriverwatershed.ca, to foster inclusiveness and to ensure transparency and accountability.
10. Roundtable members can add items to a Core Committee meeting Agenda by contacting the Chairperson and/or the Roundtable Coordinator if in place, or another member of the Core Committee (who would then approach the Chairperson with the item) to request that a specific item be addressed. See items # 6 and 7 below for specific terms relating to the drafting of the Agenda.
11. From time to time, as needs arise, the Coquitlam River Watershed Roundtable may partner with another organization, e.g., NGO, Society or City, to apply for and serve as financial trustees to manage funds.

B. Core Committee: Terms of Reference

1. The purpose of the Core Committee is to serve as the administrative body to support the Roundtable and provide continuity for the Roundtable. Members of the Core Committee will be guided by the Mission Statement and the nine Guiding Principles for the Roundtable (see Section A).
2. Individual sectors are responsible for selecting designates and alternates to represent their interests on the Core Committee. Sectors will seek to fill their seats through an open and inclusive process. With the exception of the Stewardship sector, one alternate is permitted per seat. The Stewardship sector shall appoint one alternate.
3. Members will commit to the Core Committee for a period of 12, 18 or 24 months to permit overlaps of new sector members with current sector members. A member may

designate an alternate to participate on the members' behalf in their absence during his/her period of appointment.

4. If a member of the Core Committee must leave their seat before the end of their period, and their departure happens within the first 12 months of the term, a replacement will be sought. If the departure happens within the last 6 months of the term, the alternate will be requested to fill in for the remainder of the term.
5. At the end of a sector member 12, 18 or 24-month commitment period, Core Committee membership will be reviewed by a Committee Recruitment Task Group, that is to be formed to assist a sector with filling its vacancy. This will provide an opportunity to renew or dissolve an individual's participation in the Core Committee.
6. The Core Committee will meet approximately five (5) times a year on the second Wednesday of January, March, May, September and November for approximately three hours - additional meetings can be called by the Core Committee as deemed necessary.
7. Core Committee meetings will be facilitated using a rotating Chairperson and Co-Chairperson procedure. The Chairperson and Co-Chairperson for the next meeting will be identified at the end of a Core Committee meeting, or prior to the next Meeting Agenda being finalized.
8. In the absence of a Roundtable Coordinator, the volunteer Chairperson for a Core Committee meeting will prepare and circulate a draft Agenda and available relevant information to the Core Committee via e-mail at least seven (7) days prior to the meeting. The draft Agenda will be posted to the Coquitlam River Watershed website for review by other Roundtable members in advance of the scheduled meeting. Any additions to the Core Committee Agenda must be brought to the attention of the Chair directly, or through another Core Committee member. A revised draft Agenda will be circulated to the Core Committee two (2) days prior to the Core Committee meeting. The role of the Chairperson at the Core Committee meeting is to follow the Agenda, keep track of the meeting time and a speakers list to ensure an efficient and effective meeting.
9. In the absence of a Roundtable Coordinator, the Co-Chairperson is responsible for keeping a record of attendance, meeting notes and action items from the Core Committee meeting. Notes should capture the general intent of discussion items and include recommendations and supporting rationale as well as consenting and dissenting arguments on issues where consensus was not achieved. The Co-Chairperson will send the meeting notes in electronic format to all members of the Core Committee for review and solicit feedback from Core Committee members within 2-3 business days. The Co-Chairperson will endeavor to have meeting notes prepared, reviewed, and posted to the website within 14 days following a Core Committee meeting.

10. Provided resources are available, the Roundtable, Core Committee and volunteer chairpersons will be supported by a Roundtable Coordinator to provide the administrative support of scheduling meetings, preparing Agendas, taking notes, preparing notes and keeping committee meeting information up to date on the website, and as outlined in items # 8 and 9 above.
11. The proper circulation of meeting materials (such as previous meeting minutes, meeting Agendas and relevant meeting materials) will ensure that Core Committee members come prepared to meetings to participate.
12. Core Committee members/alternates should confirm attendance at a meeting with the Chairperson at least 7 days prior to the meeting date. Core Committee members and/or alternates are encouraged to actively participate in the preparation for and in discussion at meetings. Attendance at meetings will be noted and as necessary, active participation from all members discussed.
13. Quorum is defined as 50% +1 Core Committee members (represented by their designates or alternates). The Chairperson will decide whether to proceed with a meeting if quorum is not present. A meeting that is held without quorum is not considered official business, and items discussed at the meeting could be discussed at another meeting where quorum is met.
14. The Chairperson will present a revised Agenda at the start of the Core Committee meeting for consideration and acceptance by the Core Committee members. The notes from the previous Core Committee meeting will be discussed and adopted after the Agenda is accepted.
15. Norms of meetings:
 - members will be respectful of one another
 - no 'he-said she-said' conversations – it is the responsibility of the Chairperson to recognize and stop the behavior, requesting the conversation be taken offline
 - discussion and debate is undertaken in good faith and focuses on information and ideas, not people
16. Core Committee meetings are typically open to Roundtable members and the public. Observers may only participate through a Core Committee member, or at the end of a meeting with the permission of the Chairperson. Items arising out of an observer's participation in a meeting could also be recorded or submitted in written format for consideration at a subsequent Core Committee meeting.
17. A Core Committee meeting may be a closed meeting – meaning members of the public and other Roundtable members are not permitted. This will occur in the event that the

Core Committee must discuss matters that may have legal implications (including personnel issues).

18. When items arise out of discussion and/or debate that require a decision (e.g. a motion), best efforts to apply a consensus-based decision-making process will be taken. Consensus is deemed to have been achieved when a show of hands indicates that all present are in favour or no hands are raised in response to the question: Can anyone not live with this? If consensus cannot be achieved through dialogue and a decision is needed, the following process will be followed:
 - a. A formal vote will proceed with 80% of Core Committee members (designates or alternates, not both) present required to vote in the affirmative (note: not all of whom vote *in the affirmative strongly support* the decision, but they agree to live with the decision)
 - b. In the event that fewer than 80%, but more than 50%, vote in the affirmative the item will be referred to a task group or Core Committee member for more info and further discussion at a future meeting
 - c. In the event that less than 50% of the Core Committee votes in the affirmative and/or there is no appetite to move the item forward, the item may be defeated
 - d. The objection will be noted and documented
19. Each Core Committee member or alternate has one vote. Observers do not have a vote.
20. If a Core Committee member has the potential of financial gain when a decision is required, the Core Committee member must state a 'conflict of interest' and leave the room during the discussion and vote.
21. In the event that an item arising out of discussion and/or debate requires a decision that a Core Committee member feels they do not have the authority to make without further discussion with their organization or group, then such an item would be tabled until the next meeting.
22. Core Committee members and alternates will attend Core Committee meetings at their own expense.

C. Task Groups and Standing Committees

1. Task Groups will be used to undertake specific, time-limited tasks such as funded projects, e.g., Watershed Plan, Roundtable Coordinator Recruitment, Core Committee Recruitment, Roundtable Meetings, Terms of Reference, Governance, Watershed Cafes.

2. Standing Committees will be used to address ongoing needs, and include such activities as Fundraising and Communications/Website.
3. Task Groups and Standing Committees will abide by the Core Committee Terms of Reference and may develop additional terms to guide their operation and report to the Core Committee with updates at the next scheduled Core Committee meeting as appropriate. Each group will include a selection of members that represent a diverse set of interests, i.e., government, business or industry and stewardship.
4. Task Groups will endeavour to complete the task in a timely manner, and will meet, as needed, until the specific task/function for which they were established is completed.

Appendix 3: Port Coquitlam Bylaw No. 3679 “Environmental Reserve Fund Bylaw”



THE CORPORATION OF THE CITY OF PORT COQUITLAM

BYLAW NO. 3679

A Bylaw to establish an “Environmental Reserve Fund”

WHEREAS under Section 188 of the Community Charter the City has the power to establish a reserve fund for a specified purpose and the City wishes to do so;

NOW THEREFORE the City of the Corporation of the City of Port Coquitlam, in open meeting, hereby enacts as follows:

1. Title

This Bylaw may be cited for all purposes as the “Environmental Reserve Fund Bylaw, 2009, No. 3679”.

2. Establishment of Reserve Fund

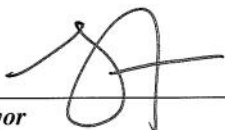
A reserve fund to be known as the “Environmental Reserve Fund” is established for the purpose of providing funds for expenditure by the City for or in relation to environmental projects, work or acquisition that is of a capital or special operating nature, including, without limiting the foregoing, new or replacement environmental land improvements, studies, and other expenditures that are not part of regular operations.

Read a first time by the Municipal Council this 23rd day of March, 2009.

Read a second time by the Municipal Council this 23rd day of March, 2009.

Read a third time by the Municipal Council this 23rd day of March, 2009.

Adopted by an affirmative vote of a majority of all members of the Municipal Council of The Corporation of the City of Port Coquitlam this 14th day of April, 2009.



Mayor



Corporate Officer

Appendix 4: Job description of Roundtable Coordinator



Job Description	<i>Updated September 5, 2017</i>
Position: Roundtable Coordinator	Status: Part-time contract (25-30 hours/week) Term: September 2017 – 2 year contract
Reports to: Coquitlam River Watershed Roundtable Core Committee Contracting Authority: Watershed Watch Salmon Society Attention: Trish Hall, Operations Director, Tel: 604-512-9782 Email: hall@watershedwatch.ca	Compensation: \$35/hour
<p>Background: The Coquitlam River Watershed Roundtable (CRWR) is a multi-stakeholder body whose mission is to:</p> <ul style="list-style-type: none"> • Facilitate collaborative resolution of urban growth and natural resource use pressures consistent with agreed community objectives and values, • Inform and educate people about these matters and the watershed, and • Promote and support conservation of a sustainable healthy watershed environment. <p>The CRWR Core Committee (15-18 members) is the administrative body which implements projects and activities, as directed by the Roundtable (75-100 participants). Members of the Core Committee serve on a volunteer basis. The Core Committee meets 6 times a year. The Roundtable meets twice a year, generally spring and fall.</p>	
<p>Summary: The role of the Roundtable Coordinator is to support the Core Committee and the Roundtable by helping implement strategies for action from the Lower Coquitlam River Watershed Plan, coordinating Core Committee and Roundtable meetings, communicating about Roundtable goals, projects and activities with Roundtable participants and the broader community, assisting with the preparation of work plans and budgets for Roundtable projects and activities, supporting written and electronic communications, coordinating volunteers, and writing grant proposals. The coordinator also guides various sub-committees, e.g., communications, committee recruitment, strategy action task groups, resilience and capacity-building initiatives.</p>	
<p>Duties and Responsibilities:</p> <ul style="list-style-type: none"> ▪ Provide administrative support to the Core Committee, including scheduling meetings, preparing agendas, taking notes and preparing minutes. ▪ Liaise with and provide administrative support to Core Committee Task Groups. ▪ Coordinate Roundtable meetings, including setting a date, securing a venue, making arrangements for AV and catering, preparing an invitation and paid ads, handling pre-registration, liaising with the facilitator and speakers, arranging for a note-taker and overseeing the meeting. 	

- Expand communications with the broader group of Roundtable participants and watershed stakeholders through email communication, social media, web site posts, events and information sessions.
- Foster networking among watershed stakeholders by helping people connect in order to learn more about the watershed or resolve issues.
- Maintain the Roundtable website, Facebook, Twitter, E-News.
- Assist with the implementation of Roundtable projects, specifically Watershed Plan strategies for action, under the direction of the Core Committee and working groups, including working with project sponsors/funders, supervising paid professionals and volunteers, preparing budgets and work plans, evaluating projects and reporting to the Core Committee.
- Research opportunities to apply for grants and work with the Core Committee to prepare funding proposals.
- Provide regular reports to the Core Committee on the status of Roundtable projects and activities.

Knowledge, Skills and Experience

Education and Knowledge:

- University Degree or College Diploma
- Possesses an interest in watershed planning and community engagement/public outreach
- Knowledge of the Open Standards for the Practice of Conservation would be an asset

Skills and Experience:

- Experience coordinating multi-stakeholder groups and working on watershed-based initiatives
- Experience in watershed planning initiatives
- Experience in researching and writing successful funding proposals
- Experience with developing work plans and budgets
- Skilled in using computer-based word processing programs, spreadsheets and email programs such as MS Word, MS Excel and MS Outlook
- Experience with online communications including writing for websites and social media
- Technical experience updating websites and knowledge of how to reach various audiences through online platforms and social media
- Excellent verbal and written communications skills
- Well organized and self-directed
- Ability to work effectively with a committee
- Responds to broad direction, uses initiative, is innovative and produces results without detailed supervision

Place of Work: The Coordinator would work from a home office using own computer and telephone. Meeting space will be provided for in-person meetings convened in the Coquitlam area.

Transportation: The Coordinator must have reliable transportation to attend Core Committee meetings, meetings in the Metro Vancouver area, as well as a variety of locations in the watershed.