

# Select Case Studies: Integrated Watershed Management Planning

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Réseau canadien de l'eau

# Collaboration

Longer-term interaction based on shared mission, vision, goals, shared decision-making and resources

*“If you want to go fast, go alone; if you want to go far, go together”*

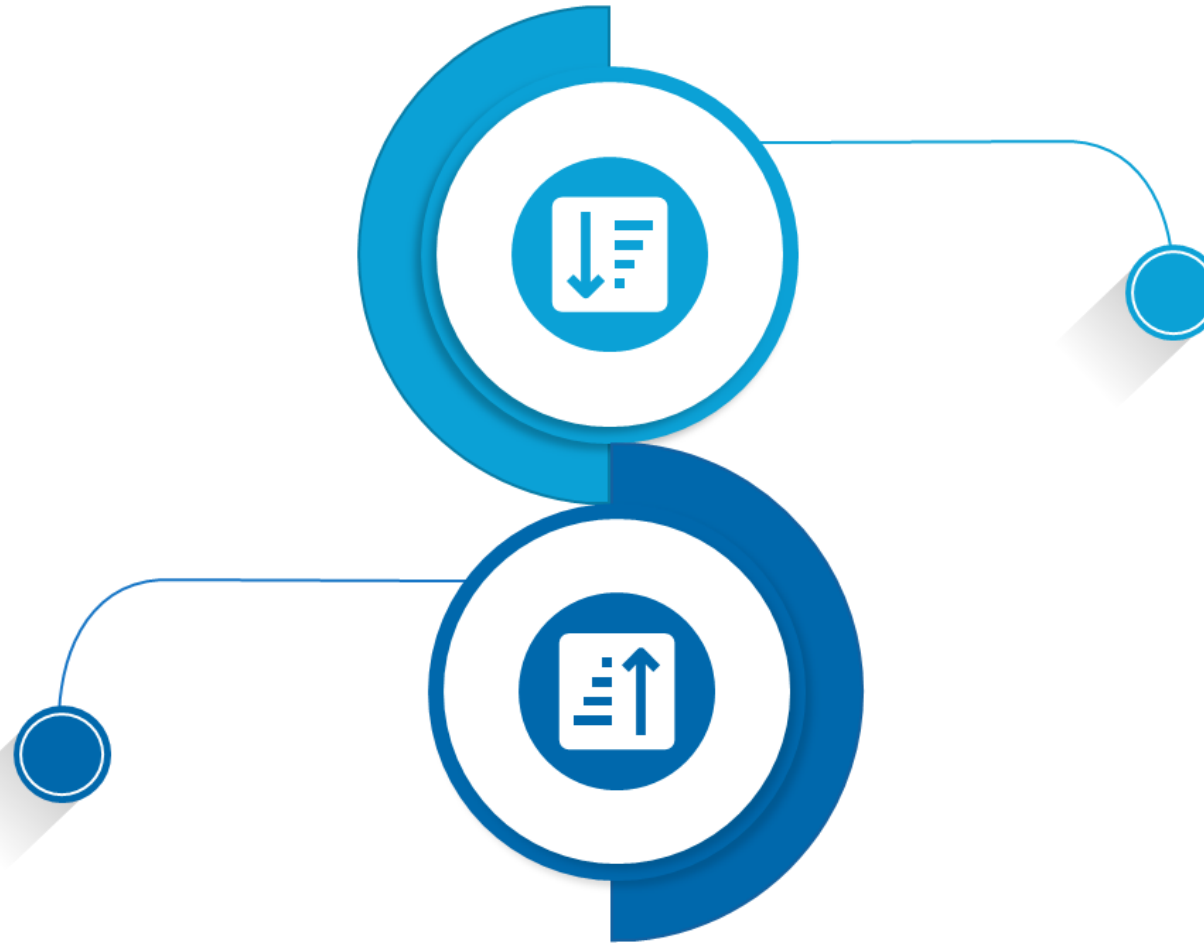
# Collaboration Spectrum

TRUST						
Compete	Co-exist	Communicate	Cooperate	Coordinate	Collaborate	Integrate
Competition for clients, resources, partners, public attention	No systematic connection between agencies	Inter-agency information sharing (e.g., networking)	As needed, often informal, interaction, on discrete activities or projects	Organizations systematically adjust and align work with each other for greater outcomes	Longer term interaction based on shared mission, goals, shared decision-makers and resources	Fully integrated programs, planning, funding

TURF

# Top-down ... Bottom-up

Community-led collaborative efforts are often described as **bottom-up** in that it involves local stakeholders coming together to address problems of local interest



**Top-down** approaches where an overarching agency of 'experts' is responsible for all resource management decisions.

"Super-agency"

(Koontz & Newig 2014)

# Case Study Scope

## 25 Potential Watersheds

- British Columbia (6 watersheds)
- California Watershed Councils (5)
- Oregon Watershed Councils (3)
- Washington State (2)
- Wisconsin (2)
- North Carolina (2)
- NH/MASS, Michigan (2)
- Quebec, Saint John River
- Severn Sound, ON
- Elizabeth River, VA

Selection: size, geography, available documents, info, contacts, recommended, *community-led*



Cowichan Watershed Board

Coquitlam River Roundtable

Okanagan Basin Water Board

Long Tom Watershed Council

Severn Sound Environmental  
Association

Elizabeth River Project

# Common elements: community-led integrated watershed management



Crisis/  
Compelling  
cause / issue  
that resonate



Champion/Call to  
action; shared  
vision, goals



Establishing ways  
to coordinate and  
collaborate



Funding /  
Sharing costs



Establishing  
ways to make  
decisions



**Coquitlam  
River Watershed  
Roundtable**  
[coquitlamriverwatershed.ca](http://coquitlamriverwatershed.ca)

*“The living river  
with a spirit”*



- Gravel extraction
- Salmon habitat



- City of Coquitlam
- Kwikwetlem First Nation



- Roundtable
- Conservation Standards

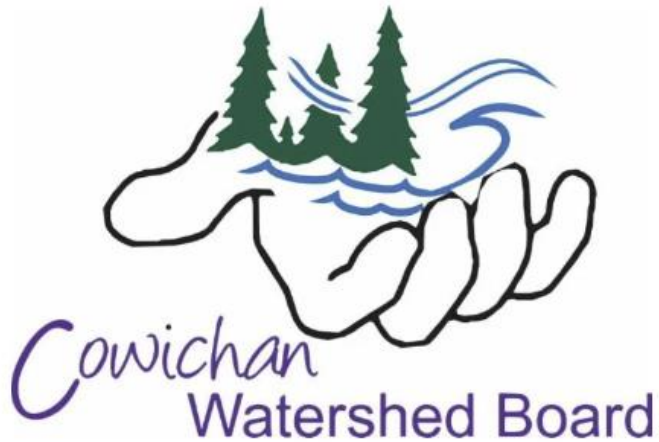


- Small seed funding
- Volunteers



- Not for Profit Society
- No authority
- Consultative coordinator





- Low flow
- Salmon
- 2003 Drought



- CVRD
- Cowichan Tribes



- Water Management Planning process



- Small budget
- Volunteers
- Project funding



- Not for Profit
- Co-governance First Nations
- No authority; advisory
- Integrated indigenous knowledge



- Water quality
- Water supply
- Fish habitat
- Flooding



- Local governments
- Okanagan Basin Study



- Inter-regional mechanism to collaborate



- Property taxes (75%)  
\$0.036 per \$1000
- Grants, provincial Transfers (25%)

*“One valley, one water”*



- Legislated under legislation with taxation powers
- No authority; advisory and works to build trust



*“Our river needs you;  
do something  
beautiful”*



- Water quality
- Toxic pollution
- Region of Concern



- Local journalist and citizens
- Watershed Action Plan



- Collective Impact model for collaboration
- River Stars program



- Grants, donations
- Charitable arm



- Non-profit organization
- Volunteer Board members



*“Neighbours helping neighbours”*



- Salmon



- Concern residents



- Watershed Charter
- County as Secretariate
- Watershed “Plan of Action”



- State seed grants from OWEB
- Donations, Foundations



- Non-profit organization



- Water quality
- Great Lakes Area of Concern & RAP



- Initially, 19 lower and Upper-tier municipalities
- Now, 8 municipalities



- Joint Municipal Services Board
- Trusted advisor



- Base funding from Municipal apportionment
- Grants



- Joint Municipal Services Board

# Case Study Highlights

- Four not-for-profits / Two Municipal Services Boards
- **All receive municipal funding**, MOU; Only Okanagan and Severn are formally embedded in legislation/levy formula
- **No regulatory authority** – All act in an advisory capacity only
- No preferred organizational structure/name (e.g., roundtable, board, council, etc.), some used **collaboration frameworks**
- Different approaches to implementation – place-based
- All were **Trusted Advisors**



# Key findings

- **Seized an opportunity** presented as a crisis to form a group
- Created and supported a continuous and adaptive collaborative process using **collaboration frameworks**
- Established **shared vision/goals** to align efforts
- **Common agenda** - Watershed Plan, Action Plan, Watershed Strategy | Sustainability Plan
- Advisor Role - **no regulatory authority**
- Watershed organization fulfilled the **role of convenor, facilitator, neutral integrator**

# Cutting Through the Complexity: A Roadmap for Effective Collaboration

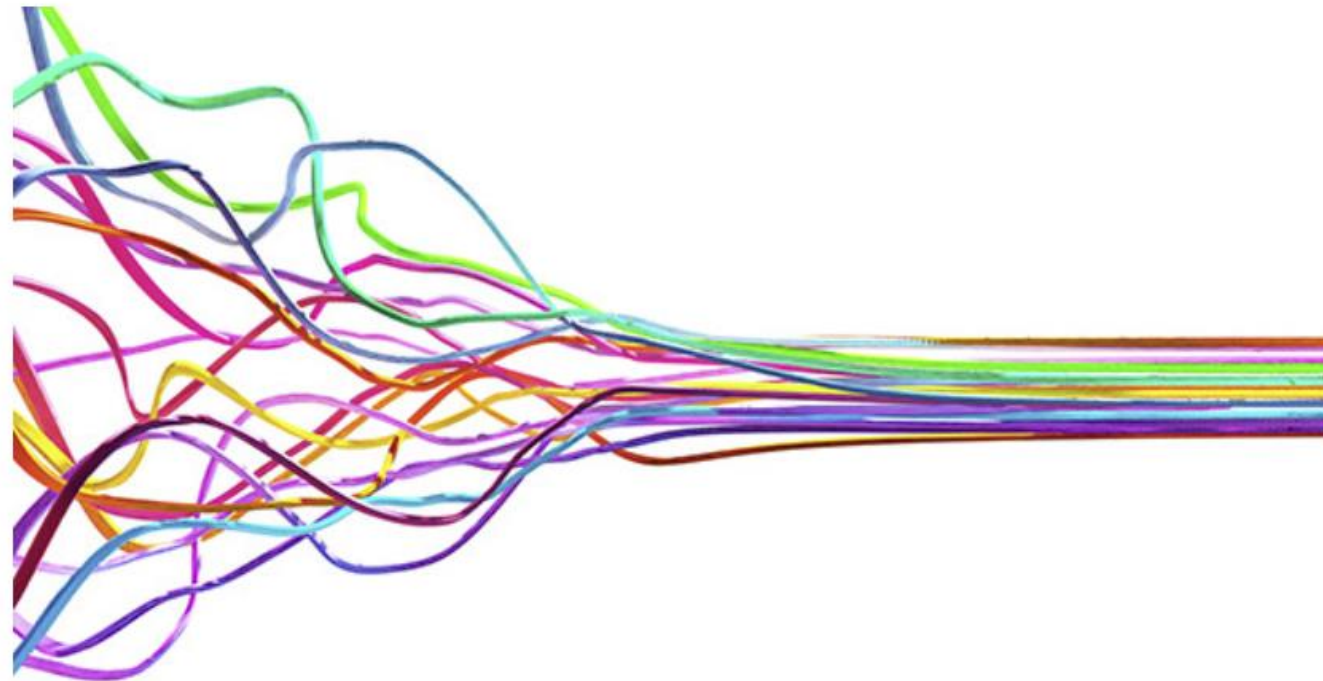
Collaborations and networks rarely achieve their ambitious goals. Here's what it takes to make them actually work.

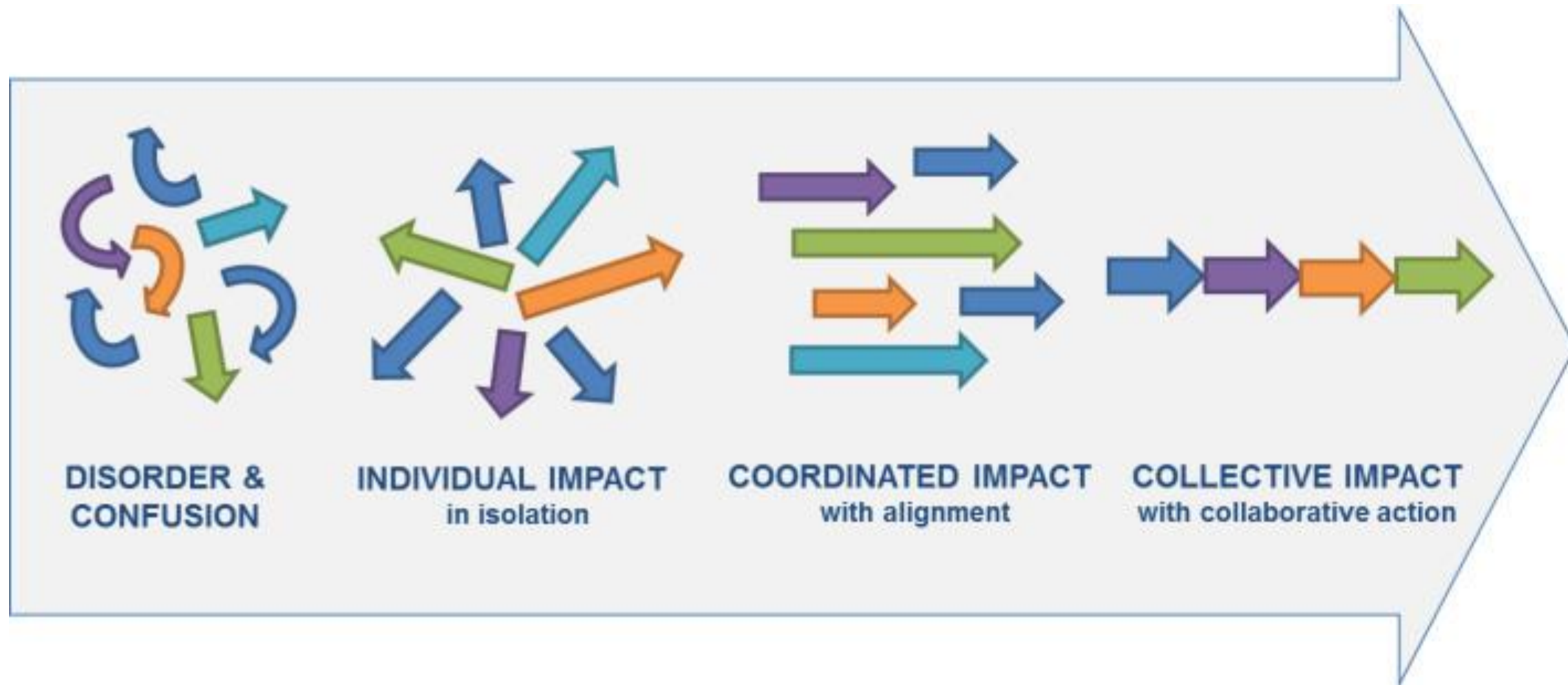
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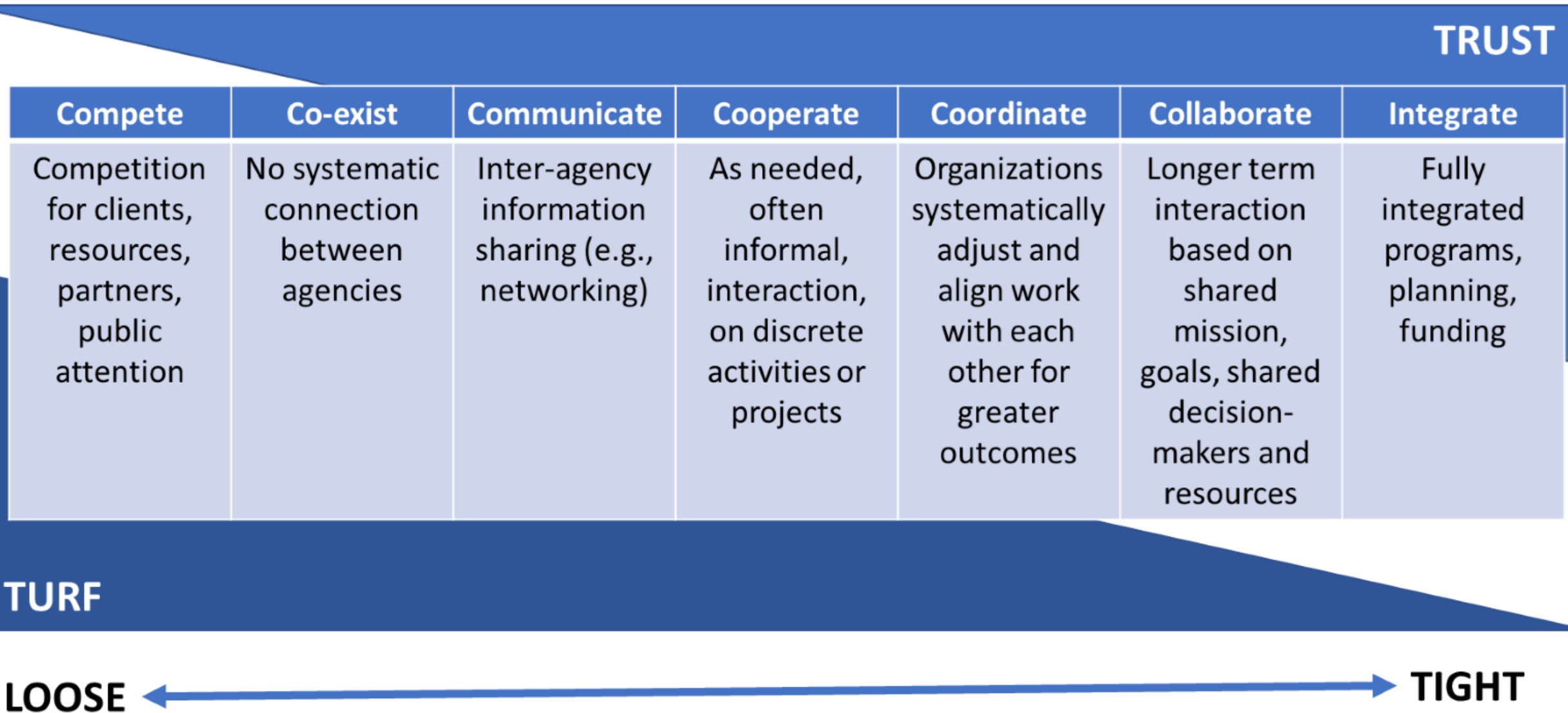
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By [David Ehrlichman, David Sawyer & Matthew Spence](#) | [Mar. 15, 2018](#)





# Collaboration Spectrum



# Key take-aways

- Integrated watershed management is a process
- Community-led initiatives can be successful
- Collaborative planning processes are hard
- Use a framework and adapt it to the local context



## **Watershed governance**

A selection of case studies for informing integrated watershed management in the Muskoka River watershed.



January 2023 | Full report



***Our river needs you; do something beautiful***

Elizabeth River Project

***One Valley; One Water***

Okanagan Basin Water Board

***Neighbors working together for a healthier community***

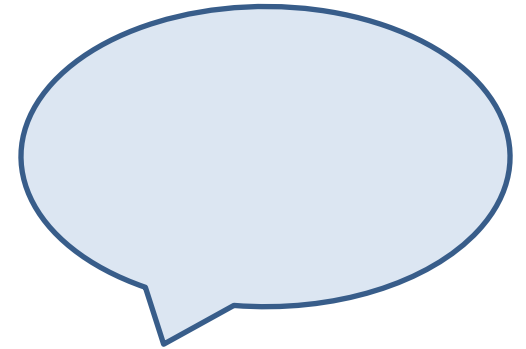
Long Tom Watershed

***The living river with a spirit***

Coquitlam River Watershed Roundtable

***Share the resource, share the responsibility***

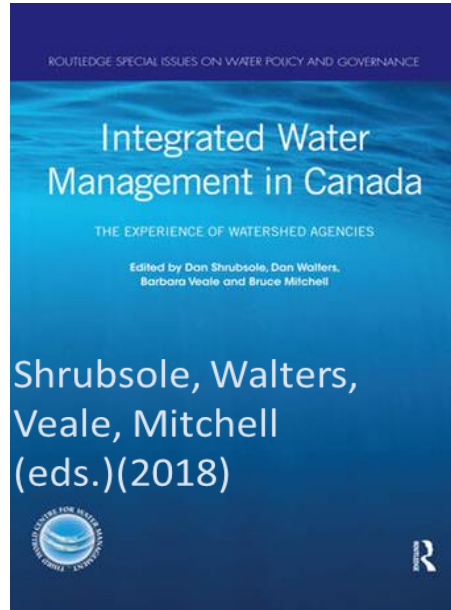
The Grand Strategy



# Purpose of the Study

- Review of approaches used to implement **community-based** integrated watershed management.
  - summarize the **current context** of the Muskoka River Watershed
  - case studies that best describe **community-based organizations** undertaking integrated watershed management
    - Highlight the key elements contributing to their successes or challenges
  - Opportunities for the Muskoka Watershed Council /Community Roundtable

# Project Scope/Research



## Literature Review

- Online Journals
- Universities
  - Western
  - Waterloo



www.search



## INTERVIEW

- Muskoka Contacts
- Case Study Contacts
- Water Agencies
- IWM Experts

Community-based watershed organizations

# Opportunities to explore in Muskoka

## Knowledge Bank

- Experts, studies, staff, volunteers

## Social Capital

- Trust & reputation
- Community/public infrastructure

## Partnerships & strategic alliances

- Community/Larger Conservation/ Academic

## Funding

- Charitable, Endowment, Other



# Opportunities to explore in Muskoka

## Framing Water Security

- Natural, social, health, economic

## Economy

- Watershed sector as economy

## Financial Sustainability

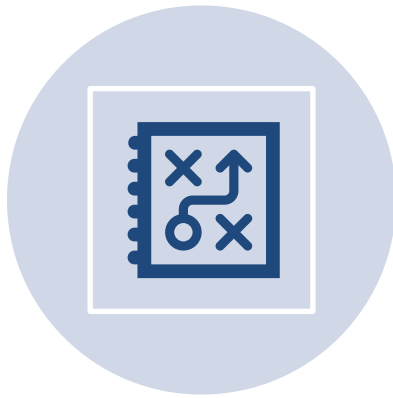
- Municipal services/levy

## Role

- Move to act as a convenor



# Embrace and iterative learning journey



Developing a watershed plan &  
identify actions for implementation

PLAN



Implementing actions

DO



Monitoring progress &  
celebrate early wins

CHECK /LEARN





# A review of integrated watershed management approaches around North America

Sandra Cooke  
Vicki Hammond

# Watershed Governance

- Very timely discussion in Canada
  - BC, Manitoba, Quebec, Alberta, Ontario
  - Federal Canada Water Agency
- Defining roles and responsibilities
- Support for collaboration
- Indigenous co-governance



Source: [texasaquaticscience.org](http://texasaquaticscience.org)



# Employee Development- Interaction And Collaboration



## Interaction

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## Collaboration

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## Quantifiable incentives

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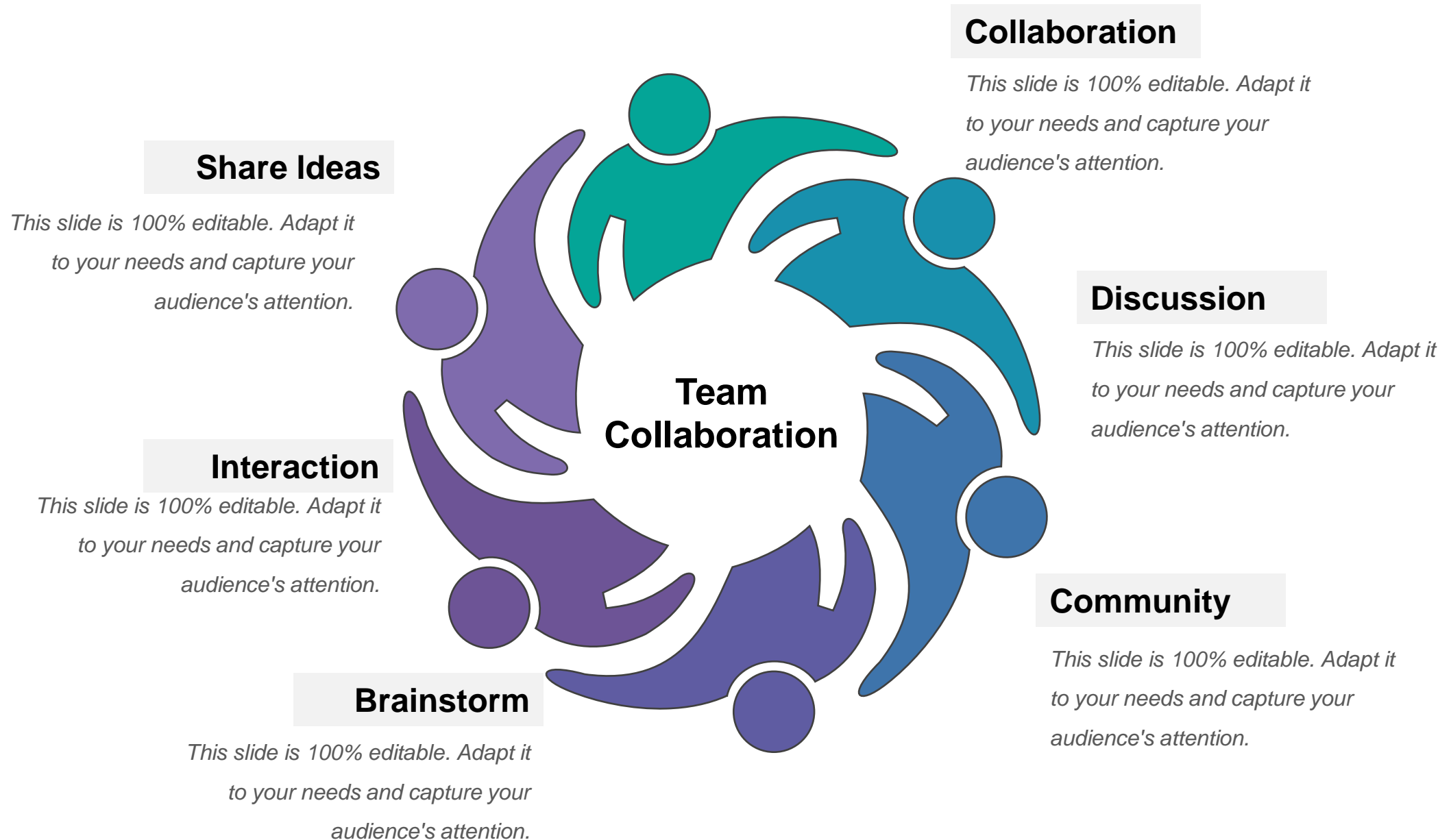
## Satisfaction

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## Social

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# Team Collaboration Process Brainstorm Interaction & Share Ideas



# Integrated Watershed Management

*...as a **[collaborative]** process which promotes the coordinated **[planning,]** development and management of water, land and related resources to maximize the resultant economic and social welfare, paving the way toward sustainable development equitably without compromising the sustainability of vital ecosystems.*

Global Water Partnership (2000)