



# Annual General Meeting

## 2020





## ANNUAL GENERAL MEETING

Wednesday, June 24, 2020

9:00 – 11:30

### Agenda

- 9:00 – 9:15 Virtual Sign-In and Confirmation of Quorum
- 9:15 – 9:30 Greetings and Welcome  
*Ken Crutchfield, President NSWA*  
*Leah Kongsrude, Executive Director*
- 9:30 – 11:30  
**9:30 SOCIETY BUSINESS**  
*Ken Crutchfield, President*
- Acceptance of Agenda
  - Approval of 2019 AGM Minutes
- 9:45 Annual Report**  
*Leah Kongsrude, Executive Director*
- Presentation and acceptance of 2019-2020 Annual Report
- 10:10 Audited Financial Statement**  
*Stephen Craik, Treasurer*
- Presentation and acceptance of 2019-2020 Audited Financial Statements
  - Appointment of Auditor for 2020-2021
- 10:35 Operating Plan and Budget**  
*Leah Kongsrude, Executive Director*
- Presentation and acceptance of 2019-2020 Operating Plan and Budget
- 11:00 NSWA Bylaws**
- Presentation and approval of updated NSWA Bylaws  
*Laurie Danielson, Governance Committee Chair*
- 11:25 Closing Remarks**  
*Ken Crutchfield, President*
- Approval of Meeting Adjournment

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11:30 – 12:00

Board Organizational Meeting

Thank you!

202 9440-49 Street NW, Edmonton, Alberta T6B 2M9 Phone: 587 525 6820

**Draft Minutes of 2019 Annual General Meeting**  
**June 19, 2019, 9:00 am – 1:30 pm**  
**Old Timers Cabin, Edmonton, AB**

**WELCOME**

Leah Kongsrude made welcoming remarks to approximately 72 delegates and NSWA staff and acknowledged and thanked the Indigenous Peoples who came before us.

**SOCIETY BUSINESS**

President Crutchfield called the meeting to order.

**AGENDA**

*Danielson/Thompson: That the Agenda for the June 19, 2019 NSWA Annual General Meeting be adopted.*

**CARRIED**

**MINUTES**

John McNab notes that for Municipal Representatives, McNab was appointed, not Corbett. The error is noted, and the minutes will be amended.

*Duncan/McNab: That the Minutes of the NSWA AGM held June 13, 2018 be approved.*

**CARRIED**

**NSWA ANNUAL REPORT 2018-19**

Leah Kongsrude provided an overview of the NSWA's Annual Report for 2018-19. Kongsrude thanked the NSWA Board, Executive and staff for their contributions. She outlined Alberta's Water for Life Strategy and the three key partnerships. She presented highlights of the NSWA's 2018-19 four Strategic Goals which focus on collaboration, leadership, knowledge sharing and maintaining a sustainable organization. Kongsrude reviewed all the projects underway including those with the Headwaters, Sturgeon and Vermilion Alliances, as well as the various lake projects. Kongsrude acknowledged the financial contributions from the Province of Alberta, member municipalities and EPCOR, and thanked them for their support.

*Hansen/Kneffel: That the 2018-19 NSWA Annual Report be accepted as information.*

**CARRIED**

**NSWA FINANCIAL REPORT 2018-19:**

Stephen Craik provided a presentation on the final 2018-19 Financial Report. Craik acknowledged and thanked NSWA's auditor Mr. Cheng Lim of Lim & Associates, Edmonton.

*Craik/Danielson: That the 2018-2019 NSWA Audited Financial Statement be accepted as information.* **CARRIED**

**APPOINTMENT OF AUDITOR**

*Craik/Crutchfield: That Lim and Associates be appointed as the NSWA financial auditor for 2019-2020.* **CARRIED**

Leah Kongsrude thanked Dr. Craik for serving as Treasurer of the NSWA.

### **NSWA OPERATING PLAN 2019-2020:**

Kongsrude made a presentation on the NSWA's 2019-20 Operating Plan. She explained the linkages to the NSWA's strategic goals. Kongsrude also provided a brief overview of the 2019-20 operational budget.

*Duncan/Kneffel: That the 2019-2020 NSWA Operating Plan and Budget be accepted as information. CARRIED*

### **ELECTION OF DIRECTORS 2019-2021:**

Vice-President Jacquie Hansen reviewed the election process outlined in the handout, with 12 seats up for election. Ten incumbents are standing for re-election and two seats remain open. Candidate statements had been received by the May 10<sup>th</sup>, 2019 deadline. All incumbents and candidates introduced themselves and said a few words.

#### **Forestry Representative**

Bob Winship of Weyerhaeuser Company asked for member support to remain on the NSWA Board.

*Danielson/Guyon: That Bob Winship be appointed by acclamation for the Forestry Sector. CARRIED*

#### **Industry Representative**

Dr. Laurie Danielson of Northeast Capital Industrial Association asked for member support to remain on the NSWA Board.

*Burns/Duncan: That Dr. Laurie Danielson be appointed by acclamation for the Industry Sector. CARRIED*

#### **Municipal Representative**

Alan Corbett of Alberta Drainage Council and Drainage Districts said a few words and asked for support in remaining on the NSWA Board.

*Crutchfield/McNab: That Alan Corbett be appointed by acclamation for the Municipal Sector. CARRIED*

#### **Provincial Representative**

Jamie Bruha of Alberta Environment and Parks asked for member support to remain on the NSWA Board.

Tony Lemay of Alberta Energy Regulator asked for member support to remain on the NSWA Board.

*Craik/Wilkins: That Jamie Bruha and Tony Lemay be appointed by acclamation for the Provincial Sector. CARRIED*

#### **Utility Representative**

Dr. Stephen Craik of EPCOR Water Canada said a few words and asked for support in remaining on the NSWA Board.

Aleta Corbett was absent but wished to remain on the NSWA Board.

*Corbett/Kobylko: That Dr. Stephen Craik and Aleta Corbett be appointed by acclamation for the Utility Sector. CARRIED*

#### **Non-Governmental Organization Representative**

Ken Crutchfield of Alberta Chapter of the Wildlife Society said a few words and asked for support in remaining on the NSWA Board.

Leah Hamonic of Antler Lake Stewardship Committee said a few words and asked for support in remaining on the NSWA Board.

Joanna Skrajny of Alberta Wilderness Association said a few words and asked for support in joining the NSWA Board.

Christopher Smith of Canadian Parks and Wilderness Society said a few words and asked for support in joining the NSWA Board.

*Danielson/Kobylko: That Ken Crutchfield is elected for the Non-Governmental Organization position. CARRIED*

*Burns/Crutchfield: That Leah Hamonic is elected for the Non-Governmental Organization position. CARRIED*

### **Non-Affiliated Member-at-Large Representative**

Eleanor Kneffel said a few words and asked for member support to join the NSWA Board.

John Thompson said a few words and asked for member support to remain on the NSWA Board.

*Crutchfield/Winship: That John Thompson is elected for the Non-Affiliated Member-at-Large position. CARRIED*

*Burns: That the ballots be destroyed. CARRIED*

Jacquie Hansen congratulated and thanked the candidates and welcomed them to the NSWA Board.

### **RECOGNITION OF PAST BOARD MEMBERS**

Jacquie Hansen thanked past Board member Aaron Rognvaldson, Husky Energy, for his service to the NSWA.

### **CLOSING REMARKS**

Jacquie Hansen thanked the NSWA staff for their contributions and acknowledged the hard work and commitment of the board members.

*Kobylko: That the 2019 North Saskatchewan Watershed Alliance Annual General Meeting be adjourned.*

*CARRIED*

### **GUEST SPEAKERS**

**Headwaters Alliance:** An update was provided by Deputy Reeve Jim Duncan of Clearwater County, including the development of the Riparian Health Action Plan, overall project results, the development of a web portal and the Modeste Natural Infrastructure Project.

**Sturgeon River Watershed Alliance:** Councillor Jacquie Hansen of St. Albert provided an update including key issues affecting the Sturgeon River Watershed, progress to date of the watershed management plan, grants secured, and technical studies completed.

**Vermilion River Watershed Alliance:** Councillor David Berry of Vegreville provided an overview of the project activities within the Vermilion River Watershed, including the goals of the Vermilion River Watershed Management Plan, the restoration projects completed and current and upcoming projects and events.





# ANNUAL REPORT 2019-2020



## OUR APPRECIATION

We are grateful to the many supporters of the North Saskatchewan Watershed Alliance (NSWA). We would not be able to facilitate partnerships, complete studies or share knowledge in our watershed without the time and resources provided by our contributors.

We acknowledge the **Government of Alberta** for providing a multi-year operational grant and important contributions from **EPCOR** and many **municipalities** in our watershed. Our partners contributed \$715,000 of financial support and over \$600,000 of in-kind support to NSWA in 2019-2020.



Counties	Cities and Towns	Villages and Summer Villages
Beaver County Brazeau County Clearwater County Lac Ste. Anne County Lamont County Leduc County Parkland County St. Paul County Smoky Lake County Strathcona County Sturgeon County Thorhild County County of Minburn County of Two Hills County of Vermilion River	<b>Cities:</b> Edmonton Fort Saskatchewan St. Albert  <b>Towns:</b> Bruderheim Devon Drayton Valley Gibbons Onoway Rocky Mountain House St. Paul Smoky Lake Vegreville Vermilion	<b>Villages:</b> Holden Innisfree Spring Lake  <b>Summer Villages:</b> Betula Beach Horseshoe Kapasiiwin Lakeview Ross Haven Seba Beach South View Sunset Point West Cove Yellowstone



## MESSAGE FROM THE EXECUTIVE DIRECTOR

NSWA is celebrating *20 years of watershed leadership* this year and we are marking the occasion with many special initiatives.

- We shared over 700 copies of our special edition 2020 anniversary calendar which included stunning photographs of our 12 subwatersheds. There was such a high demand for them that we had to reprint them twice!
- A "Do you Remember?" section in our monthly newsletter that showcases important people and events in NSWA's 20 year history.
- Both NSWA Educational Forums this year will focus on "20 Years of Partnerships" and the successes of working collaboratively on watershed issues.

Our longstanding work will also be recognized at the 2020 Alberta Emerald Awards with NSWA being a finalist in the Non-Profit category for *20 Years of Watershed Management Excellence*.

A special thank you to the many staff members, board directors and supporters over the last 20 years who have made NSWA the great organization it is today.

*Leah Kongsrude, Executive Director*



## NSWA STAFF



### NSWA AGM June 2019

Back row, left to right: Rachel Bootsma, Mary Ellen Shain, David Trew, Gord Thompson, Ellen Cust

Front row, left to right: Leah Kongsrude, Addison Brown, Billie Milholland, Elisa Brose, Mara Erickson, Michelle Gordy



## BOARD OF DIRECTORS

The NSWA is a multi-stakeholder watershed partnership incorporated as a non-profit society in 2000 and designated as a Water Planning and Advisory Council by the Government of Alberta in 2005.

The work of NSWA is guided by an **18 member multi-stakeholder Board** that provides strategic direction and advice to the organization to achieve its vision and mission. We appreciate our Board members ongoing dedication and support.

### BOARD MEMBERS

#### NSWA AGM June 2019

Back row, left to right: *Al Corbett, John McNab, Bill Fox, Jason Wilkins, Tony LeMay, Bob Winship, John Thompson*

Front row, left to right: *Ken Crutchfield, Leah Hamonic, Bart Guyon, Jim Duncan, Laurie Danielson, Steve Craik, Jamie Bruha, Jacquie Hansen*

Missing: *Aleta Corbett, Jatinder Tiwana*



### NSWA BOARD OF DIRECTORS 2019-2020

#### Agriculture

Bill Fox, *Alberta Beef Producers*

#### Forestry

Bob Winship, *Weyerhaeuser*

#### Industry

Dr. Laurie Danielson, *NCIA*

#### Member-at Large

John Thompson

#### Federal Government

*vacant*

#### Municipal

Al Corbett, *Alberta Drainage Council*

Jim Duncan, *Clearwater County*

Bart Guyon, *Brazeau County*

Jacquie Hansen, *City of St. Albert*

John McNab, *Parkland County*

#### NGO

Ken Crutchfield, *Alberta Chapter Wildlife Society*

Leah Hamonic, *Antler Lake*

*Stewardship Committee*

#### Provincial Government

Jamie Bruha, *Alberta Environment and Parks*

Tony LeMay, *Alberta Energy Regulator*

#### Utility

Dr. Stephen Craik, *EPCOR*

Aleta Corbett, *TransAlta*

#### Advisory

Jatinder Tiwana, *City of Edmonton*

***Board Directors volunteered over 900 hours  
for an in-kind contribution of over \$110,000  
in 2019-2020***

## A BRIEF HISTORY OF NSWA 2000 TO 2020

In the late 1990's, **EPCOR**, **TransAlta**, **Trout Unlimited**, **Agriculture and Agrifood Canada** and the **City of Edmonton** were all working on initiatives related to the health of the North Saskatchewan River. In 1997 they amalgamated to form the *North Saskatchewan Watershed Alliance*. In 2000 NSWA became a registered non-profit society.

The NSWA became the designated Watershed Planning and Advisory Council for the North Saskatchewan River (NSR) in 2005, two years after the Alberta [Water for Life Strategy](#) was adopted by the province.

The NSWA produced the [State of the Watershed](#) report in 2005 and the [Integrated Watershed Management Plan](#) in 2012. In total, NSWA has completed over 50 studies and published the *North Saskatchewan River Watershed Atlas* and the book *Living in the Shed*.

NSWA has provided a forum for sharing knowledge and collaborating on issues affecting the North Saskatchewan River watershed in Alberta for 20 years.



# NSWA STRATEGIC PLAN 2019-2021

The NSWA Board has a 3-Year Strategic Plan that has **four goals to achieve the vision and mission** of the North Saskatchewan Watershed Alliance. The goals also align with the mandate of Watershed Planning and Advisory Councils set out by Alberta Environment and Parks.

## STRATEGIC GOALS

**Goal 1:** *The NSWA supports Collaborative Watershed Planning*

**Goal 2:** *The NSWA provides Leadership in Watershed Management*

**Goal 3:** *The NSWA promotes Watershed Knowledge Sharing*

**Goal 4:** *The NSWA remains a Functional and Sustainable Organization*

The four goals are further defined by key objectives and actions which direct the work of the NSWA organization.

The Strategic Plan is reviewed annually by the NSWA Board to adjust for new opportunities and challenges and to assess the progress of the Plan.

**In 2020, the Board approved three key short term strategic directions:**

- *Concentrate Outreach and Collaboration on Key Watershed Stakeholders*
- *Focus Efforts and Resources on Subwatershed groups*
- *Identify ways to Measure the Success of the NSWA*







Collaborative partnerships are the core to successful watershed planning for the NSWA. Our strong relationships with **government agencies**, **municipalities**, **industry**, **non-governmental organizations** and **watershed stewardship groups** provide us with the ability to align our work with our key stakeholder's watershed issues and projects.

## COLLABORATIVE PARTNERSHIPS

HEADWATERS ALLIANCE	STURGEON RIVER WATERSHED ALLIANCE	VERMILION RIVER WATERSHED ALLIANCE	LAKE PARTNERSHIPS
<ul style="list-style-type: none"> <li>• Brazeau County</li> <li>• Clearwater County</li> <li>• Leduc County</li> <li>• Parkland County</li> <li>• Wetaskiwin County</li> <li>• Town of Devon</li> <li>• Town of Drayton Valley</li> <li>• Town of Rocky Mountain House</li> <li>• EPCOR</li> </ul>	<ul style="list-style-type: none"> <li>• Lac Ste Anne County</li> <li>• Parkland County</li> <li>• Sturgeon County</li> <li>• City of Edmonton</li> <li>• City of St. Albert</li> <li>• City of Spruce Grove</li> <li>• Town of Gibbons</li> <li>• Town of Morinville</li> <li>• Town of Onoway</li> <li>• Town of Stony Plain</li> <li>• Village of Alberta Beach</li> <li>• Summer Villages of Lac Ste Anne &amp; County East</li> <li>• Alexander First Nation</li> <li>• Alexis Nakota Sioux Nation</li> <li>• Metis Nation of Alberta</li> <li>• Big Lake Environmental Support Society</li> <li>• Alberta Conservation Association</li> <li>• Wagner Natural Area Society</li> <li>• Alberta Environment and Parks</li> </ul>	<ul style="list-style-type: none"> <li>• Beaver County</li> <li>• Lamont County</li> <li>• County of Minburn</li> <li>• County of Two Hills</li> <li>• County of Vermilion River</li> <li>• Town of Two Hills</li> <li>• Town of Vegreville</li> <li>• Town of Vermilion</li> <li>• Village of Holden</li> <li>• Village of Marwayne</li> <li>• Agriculture and Agri-Food Canada</li> <li>• Alberta Environment and Parks</li> <li>• Alberta Drainage Council</li> <li>• Alternative Land Use Services Canada</li> <li>• Ducks Unlimited Canada</li> <li>• Holden Drainage District</li> <li>• Lakeland College</li> </ul>	<ul style="list-style-type: none"> <li>• Parkland County</li> <li>• Strathcona County</li> <li>• Antler Lake Stewardship Committee</li> <li>• Hubbles Lake Stewardship Society</li> <li>• Jackfish Lake Management Association</li> <li>• Lake Isle Lac Ste Anne Stewardship Association</li> <li>• Mayatan Lake Management Association</li> <li>• Wabamun Watershed Management Council</li> <li>• Wizard Lake Watershed and Lake Stewardship Organization</li> <li>• Lakes of Parkland County Group</li> <li>• Alberta Lake Management Society (ALMS)</li> <li>• Alberta Environment and Parks</li> </ul>

### SUBWATERSHED ALLIANCES:

33 Municipalities  
11 Non-governmental Groups  
5 Government Agencies

*PROVIDED  
OVER 1000  
IN-KIND  
HOURS*

# HEADWATERS ALLIANCE

## RIPARIAN HEALTH ACTION PLAN

The Riparian Health Action Plan (RHAP) has three phases:

- **Create an inventory** using satellite imagery that assesses the overall condition of riparian areas.
- **Collaborate with local municipalities and landowners** to develop riparian bylaws and guidelines that complement provincial regulations.
- **Support programs** that enable and assist landowners to retain, restore and replant riparian vegetation on their own land.

The NSWA received a \$130,000 Watershed Restoration and Resiliency grant to address Phase 2 of RHAP.

## RIPARIAN WEB-PORTAL

This project, initiated by the Headwaters Alliance in 2017, is creating a **website** where riparian assessment data, as well as information on riparian restoration projects and programs is available to the public.

## MODESTE NATURAL INFRASTRUCTURE PROJECT

Led by **ALUS Canada**, this project was developed with the Headwaters Alliance, Parkland County, Innotech Alberta and the University of Guelph.

It will evaluate the **financial benefits** of conserving and enhancing natural infrastructure on agricultural lands.

Over 6,000 kilometers of river, creek and lake shorelines have been assessed for riparian intactness - More to come!



2019-2020 Headwaters Committee

In August 2019, the **Headwaters Alliance** hosted a **River Tour** where participants learned about the history and ongoing management of watershed health in Alberta.

Four historic voyager canoes were filled with a spectrum of people from the province and municipalities, including many elected officials.





## STURGEON RIVER WATERSHED ALLIANCE

The NSWA has been working with 12 municipalities in the Sturgeon River subwatershed to develop the **Sturgeon River Watershed Management Plan** that will address local watershed issues with local solutions.

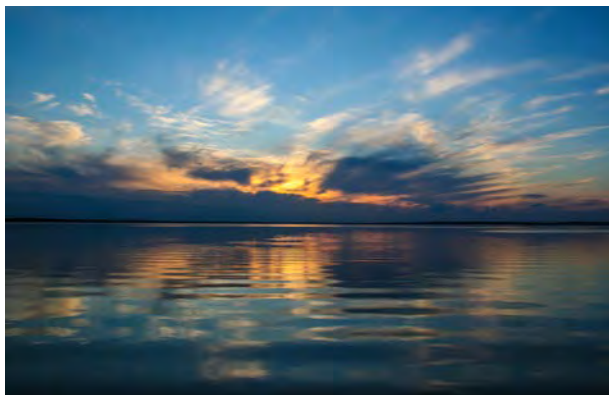
The **SRWA** includes a Steering Committee of elected officials and a Technical Advisory Committee of municipal staff, non-governmental organizations and technical experts.

### STURGEON RIVER PROJECTS

Several key studies on the Sturgeon River Watershed were completed in 2019-2020:

- *Sturgeon River Watershed Management Plan* (March 2020)
- *Sturgeon River Watershed Recommendations for Planning Alignment* (February 2020)
- *Strategic Priorities to Improve Sturgeon River Watershed Resiliency* (July 2019)

**The SRWA received a \$200,000 Alberta Community Partnership Grant for implementation of the Watershed Management Plan.**



### WATERSHED MANAGEMENT PLAN

The SRWA completed a draft of a watershed management plan for the Sturgeon River watershed in January 2020. The watershed management plan includes **six outcomes**:

- **Policies and Plans** are well-informed and align to support a healthy watershed.
- All residents have access to **safe, secure drinking water** supplies, whether they are on public or private systems or draw from surface or groundwater.
- **Aquatic Ecosystems**, including our rivers, lakes, wetlands and other water bodies, are healthy.
- The importance of water quantity is recognized and **reliable, quality water supplies** are available for people, livestock and a sustainable economy.
- **Wise land use** ensures the cumulative effects of growth and development are mitigated, the land is resilient to climate change and individuals and communities are well prepared for flood and drought events.
- **Residents and stakeholders** support the Sturgeon River Watershed Management Plan and are willing to participate in local and regional initiatives to improve watershed health.

# VERMILION RIVER WATERSHED ALLIANCE

## ENGAGEMENT ACTIVITIES

In 2019-20, **VRWA** activities focused on celebrating Vermilion River Watershed stewardship successes.

- **Two Hills Trade Show** -The VRWA had a booth at this well-attended trade show in the watershed where county restoration projects were highlighted.
- **Lamont County “Living with Water” Beaver Workshop**- Co-hosted by Lamont County, Cows & Fish, and the VRWA, this event emphasized the importance of beavers to watershed integrity and resilience, and shared information on (non-lethal) methods of beaver management.
- **Lamont County Open House** -NSWA shared information with Lamont County residents about the restoration and enhancement work in their watershed.
- **River Revival Planting Event** -NSWA and VRWA in partnership with the Agroforestry Woodlot Extension Society (AWES), the Town of Vegreville, and the Vegreville Regional Museum to host a public “River Revival” event on the museum grounds. The goals of the event were three-fold:
  - To educate about riparian areas and “eco-buffers”
  - To plant over 300 in native plants
  - To celebrate VRWA successes with a BBQ
- **Ryley Sports Days**-Increased the profile of both watershed alliances, and informed attendees about the restoration and enhancement work done in their watershed.



River Revival - Vegreville - June 2019

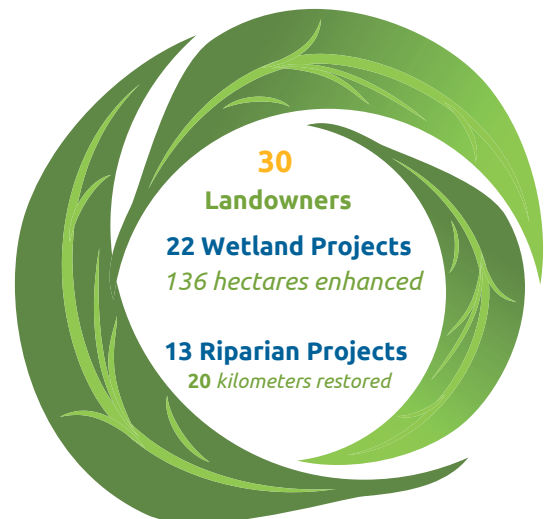
*Michelle Gordy* has taken on the role of Watershed Planning Coordinator for the VRWA.

*Mara Erickson* is now with Environment and Climate Change Canada. We wish her the very best in her new position.

## RESTORATION PROJECTS

The NSWA and VRWA have been working with landowners in the Vermilion watershed since 2016 to restore and enhance wetlands and riparian areas.

In 2019-2020, **five projects enhanced 3.79 kilometers of riparian areas** along the Vermilion River, creeks and tributaries and **2.90 hectares of wetland areas**.



## LAKE STEWARDSHIP GROUPS

The important partnerships the NSWA has with Watershed Stewardship Groups under the Water for Life Strategy is reflected in our work with many lake groups.

### FUTURE OF LAKE MANAGEMENT

The NSWA has over 680 named lakes in our watershed and many are under increased development and recreation pressures. The NSWA is reviewing **who, what, where and how** lake management has evolved in our watershed.

We are working with the Alberta Environment and Parks, Alberta Lake Management Society (ALMS) and other groups to identify opportunities for alignment and collaboration on lake management issues.

A good example of collaboration is the development of the **Lakes of Parkland County** group (*Hubbles, Isle, Jackfish, Lac Ste Anne, Mayatan, Wabamun and Wizard Lakes*). These Watershed Stewardship Groups are discussing the benefits of working together to share knowledge and resources.

### LAKE STEWARDSHIP RESOURCES

NSWA works with Alberta Environment and Parks, ALMS and the Land Stewardship Centre to share lake stewardship information and support.

NSWA staff attended the **2019 ALMS Workshop** at Lake Chestermere to share our lake knowledge, learn more about lake issues across Alberta and enjoy a kayak outing with fellow attendees.

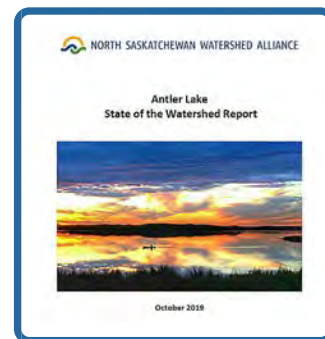


Paddlers on Lake Chestermere

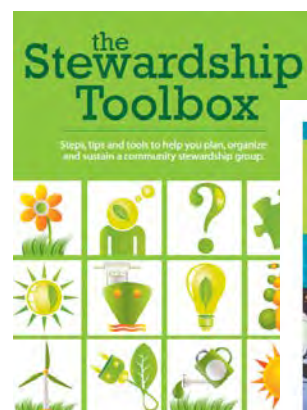
### LAKE MANAGEMENT STUDIES

NSWA has been facilitating the development of the Wabamun Lake Watershed Management Plan with a Steering Committee consisting of:

- Local Lake Stewardship groups
- Municipalities
- NSWA
- Alberta Environment and Parks



The NSWA completed the **State of the Watershed Report for Antler Lake**. The NSWA will sharing the report with the Antler Lake Stewardship Committee and Strathcona County to highlight the findings of the report.





## GOAL 2: **LEADERSHIP IN WATERSHED MANAGEMENT**

The NSWA reviews and prioritizes watershed management projects to maximize partnership opportunities and use of resources. In addition to the three subwatershed Alliances, this includes providing advice on Government of Alberta policy, framework and guidelines projects.

### **North Saskatchewan River WaterSHED Monitoring Program**

The [WaterSHED Monitoring Program](#) is a unique partnership between:

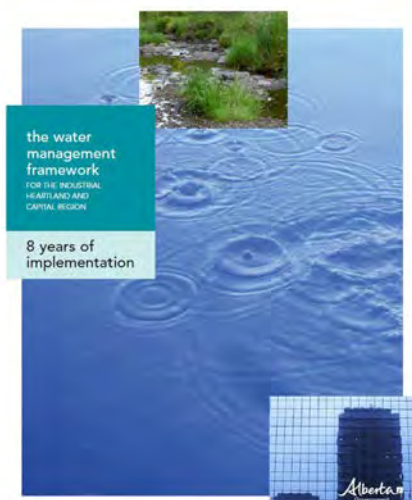
- *Alberta Environment and Parks*
- *EPCOR*
- *North Saskatchewan Watershed Alliance*
- *City of Edmonton*

By combining and coordinating resources this collaborative partnership has created the North Saskatchewan River's most **comprehensive river monitoring program**.

**19 new or upgraded water quality monitoring stations from the headwaters of the North Saskatchewan River to the Saskatchewan Border.**



### **Industrial Heartland /Capital Region Water Quality Management Framework**



NSWA participates in Alberta Environment and Parks Implementation Advisory Committee for the [Water Quality Management Framework](#) for the Industrial Heartland and Capital Region.

The Water Management Framework for the Industrial Heartland and Capital Region presents a **collaborative, cumulative effects management approach** to protect the reach of the North Saskatchewan River, from Devon to Pakan, which is directly impacted by municipal and industrial effluent discharge.

The Framework has been under development since 2007 and the will be added into the new provincial North Saskatchewan Regional Plan.

## North Saskatchewan Expanded Riparian Assessment Project

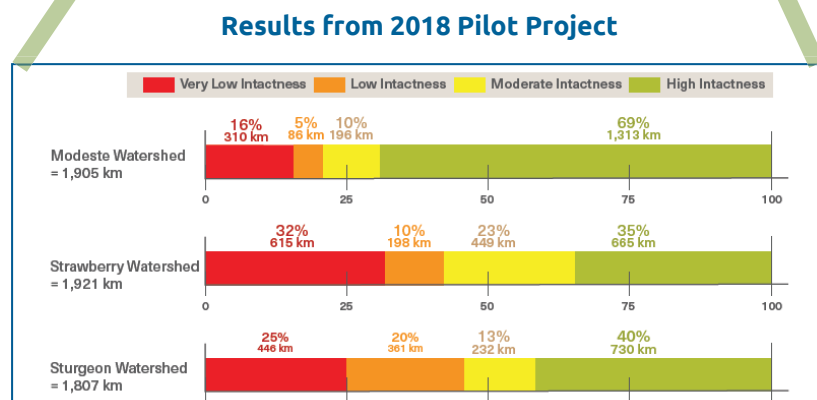
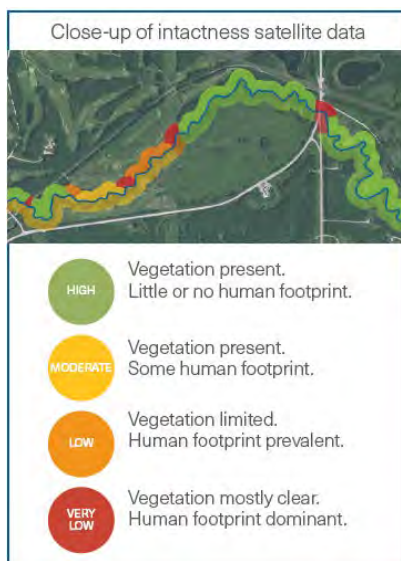
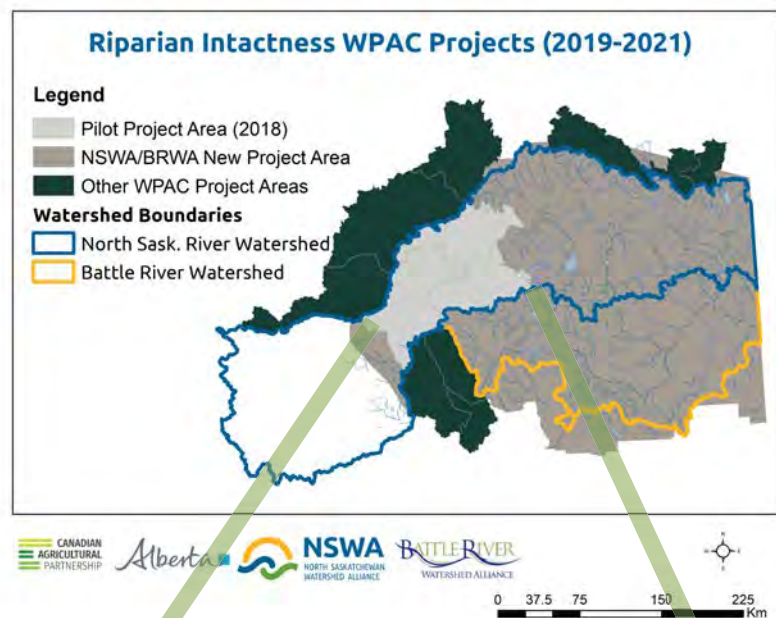
In 2018, a **new riparian assessment method** piloted in the Modeste subwatershed provided a detailed review of over 1800 kilometers of shorelines. This assessment provides a high level overview of the intactness and pressure on riparian systems for large areas. This method was also used in the Strawberry and Sturgeon subwatersheds in 2019 and a total **over 6000 kilometers** was assessed.

The NSWA received a \$500,000 grant from the Canadian Agricultural Partnership program to expand the riparian assessment of the watershed into an **additional five subwatersheds**:

- *Beaverhill*
- *White Earth*
- *Vermilion*
- *Frog*
- *Monnery*

NSWA is partnering with the **Battle River Watershed Alliance** to maximize use of resources and expertise. Once the assessment is complete the project will also include stakeholder workshops on how to use this new information.

Three adjacent Watershed Planning and Advisory Councils are also proposing to use the new method including the Athabasca, Beaver and Red Deer councils.



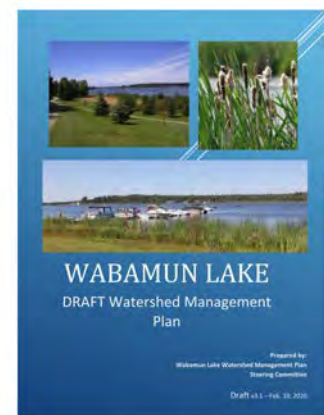
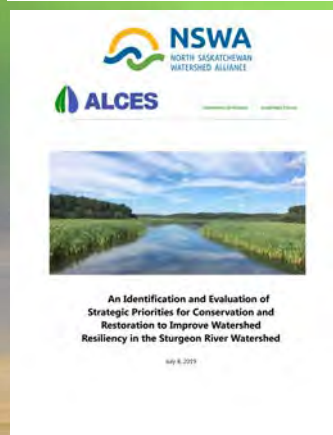
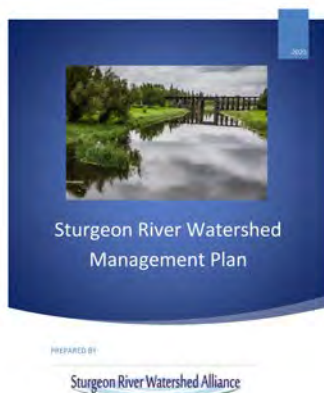


## NEW PUBLICATIONS

The NSWA has completed over **50 studies**, reports and technical bulletins on the North Saskatchewan watershed. **Six new reports** were completed in 2019-2020 and you can find all our reports on the NSWA website. There is now a dedicated **RESOURCES** web page that includes search functions by type of report, topic and subwatershed.

- *Sturgeon River Watershed Management Plan (March 2020)*
- *Wabamun Lake Watershed Management Plan (January 2020)*
- *Recommendations for Planning Alignment (February 2020)*
- *Antler Lake State of the Watershed Report (October 2019)*
- *Strategic Priorities to Improve Sturgeon River Watershed Resiliency (July 2019)*
- *Strategic Priorities to Improve Vermilion River Watershed Resiliency (July 2019)*

**Over 50  
watershed  
reports are  
available on  
the NSWA  
website**





The NSWA is a key resource for watershed information on the North Saskatchewan River watershed and focuses its communications efforts on strategic issues with its key stakeholders. We align and compliment the communications efforts of Alberta Environment and Parks, Watershed Planning and Advisory Councils and other watershed organizations to reinforce watershed knowledge and stewardship messages.

## NSWA WEBSITE



*The NSWA website averages  
800 visits per month*

## 20TH ANNIVERSARY CALENDAR

NSWA published a special anniversary calendar for 2020 with **watershed photos and information**, and distributed it to members and new MLAs in the watershed.



## MONTHLY NEWSLETTERS

Our newsletters keep over **750 subscribers** informed of watershed news and upcoming events.



## SOCIAL MEDIA

**Twitter:** 2536 followers  
**Facebook:** 830 followers  
**Linked In:** 504 connections  
**Instagram:** 202 followers



**Linked in**



# NSWA 2019 - 2020

4,000+ Followers  
on social media

2 Summer Students  
28 Events  
17 Communities  
7 Subwatersheds

spoke  
with  
**844**  
people

3  
Subwatershed  
Alliances

33 Municipalities  
11 Non-government Groups  
5 Government Agencies

2 Educational Forums attended by 200+ people

Meetings  
with Watershed  
Leaders

70+ board of directors, steering committees,  
technical advisory committees, non-  
government organizations, stewardship groups,  
municipalities, industry, government departments

Over 50 watershed  
reports available  
on NSWa website

750+  
Newsletter subscriptions  
800+  
Monthly website visits

## EDUCATIONAL FORUMS

In 2019-2020 NSWA held two educational forums:

- *Drinking Water Protection - Successes and Challenges* (October 2019)
- *20 Years of Progress in Watershed Management - Celebrating Partnerships* (February 2020)

NSWA continues to receive very positive feedback on our forums and will continue to use input from attendees to select watershed topics. All forum presentations are posted on the NSWA website.



EPCOR Watershed Model



NAIT students and instructors attend October 2019 Forum

## WATERSHED EVENTS

In 2019, NSWA designed a **tent for outreach events** which features a map of the watershed, diagrams explaining 'what is a watershed', and subwatershed information.

With the help of two summer students, Rachel and Addison, NSWA attended over **26 events**, and visited over **17 communities** in 2019-2020 including :

- *EPCOR's Riverfest - Edmonton*
- *Clean and Green Riverfest - St. Albert*
- *Canada Day -Fort Saskatchewan*
- *River Revival Tree Planting - Vegreville*
- *Rodeo Promenade - Tofield*
- *Pioneer Days - Gibbons*
- and many more events!



River Revival Tree Planting- Vegreville





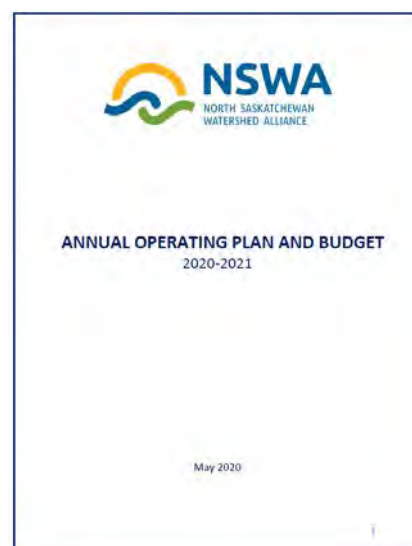
The NSWA is a registered non-profit society guided by an 18-member multi-stakeholder board and currently has **five full time staff**. We rely on funding from Alberta Environment and Parks, EPCOR and municipal contributions to fund our core operations. Watershed management specific project work is funded through separate federal and provincial grants, and municipal and watershed stewardship group contributions.

## BOARD GOVERNANCE

The Board continued to work on key strategic directions of the organization through the work of five standing committees:

- *Executive*
- *Communications and Engagement*
- *Finance*
- *Governance*
- *Strategic Planning and Priorities*

A major accomplishment for the Board was the in depth review and rewrite of the **NSWA Bylaws** which were last updated in 2009. This included an in depth review of the sectors represented on the board.

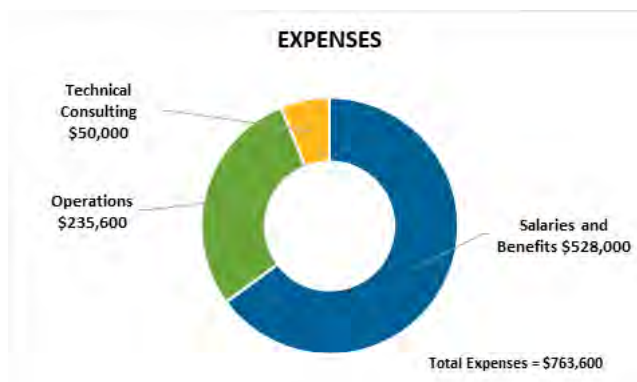


## OPERATIONAL FUNDING

The NSWA receives **core funding** from:

- An operating grant from the Government of Alberta
- A contribution from EPCOR Water Services Canada
- Municipal contributions equivalent to \$0.50 per capita

**For every \$1.00 NSWA receives in operational funding we have generated over \$3.00 in grant funding.**

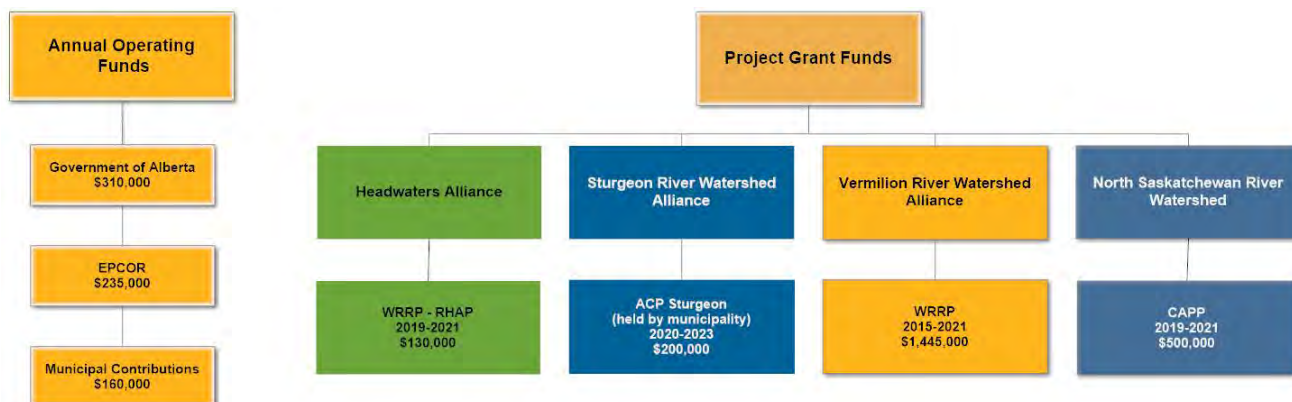




## FUNDING SOURCES

The NSWA applies for grants from **Federal and Provincial government programs** for watershed project specific work such as technical studies and on-the-ground restoration projects. Over **\$3.0 million** worth of grants have been awarded to the NSWA in the last five years.

You can find a full copy of the NSWA 2018-2019 Audited Financial Statement on our website [www.nswa.ab.ca](http://www.nswa.ab.ca)



WRRP - Watershed Resiliency and Restoration Program  
ACP- Alberta Community Partnership  
CAPP - Canadian Agricultural Partnership Program  
RHAP - Riparian Health Action Plan



### PHOTO CREDITS:

Cover Page: *View from Goat Road*, Bill Trout, Images Alberta  
Pages 7, 12, 15, 18 : Airscapes  
Page 6: *Canola Field*, Karen Albert, Images Alberta  
Page 9: *Bridge over Sturgeon*, Karen Albert, Images Alberta  
Page 9: *Lac Ste Anne Sunset*, Bill Trout, Images Alberta  
Page 9: *White Admiral*, Roger Kirchen, Images Alberta  
Page 10: *River Bend*, Bill Trout, Images Alberta

Page 11: *Lac Ste Anne sunset*, Bill Trout, Images Alberta  
Page 12: *NSR Flood*, Bill Trout, Images Alberta  
Page 14: *Aurora over Chickakoo*, Bruce T. Smith, Images Alberta  
Page 19: *From Bridge by Waskatenau*, Steve Ricketts, Images Alberta  
Back Cover: *Clifford E. Lee Nature Preserve*, Bill Trout, Images Alberta  
Other photos: NSWA





## OUR VISION

*People working together for a healthy and functioning North Saskatchewan River watershed – today and tomorrow.*

## OUR MISSION

*To protect and improve water quality, water quantity (instream flow) and the health of our watershed by:*

- *Seeking, developing and sharing knowledge;*
- *Facilitating partnerships and collaborative planning; and,*
- *Working in an adaptive management process.*



## Keep in Touch!

[water@nswa.ab.ca](mailto:water@nswa.ab.ca)

[www.nswa.ab.ca](http://www.nswa.ab.ca)

587 525 6820

FACEBOOK: NorthSaskRiver

LINKED IN: North Saskatchewan Watershed Alliance

TWITTER: @NorthSaskRiver

INSTAGRAM: @north\_sask\_river

**NORTH SASKATCHEWAN WATERSHED ALLIANCE**  
**Financial Statements**  
**Year Ended March 31, 2020**

# **NORTH SASKATCHEWAN WATERSHED ALLIANCE**

## **Index to Financial Statements**

**Year Ended March 31, 2020**

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Statement of Changes in Fund Balances	6
Statement of Financial Position	7
Statement of Cash Flows	8
Notes to Financial Statements	9 - 14



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## INDEPENDENT AUDITOR'S REPORT

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To the Members of North Saskatchewan Watershed Alliance

### *Opinion*

We have audited the financial statements of North Saskatchewan Watershed Alliance (the Society), which comprise the statement of financial position as at March 31, 2020, and the statements of revenues and expenditures, changes in fund balances and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Society as at March 31, 2020, and the results of its operations and cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations (ASNPO).

### *Basis for Opinion*

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of the Society in accordance with ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### *Responsibilities of Management and Those Charged with Governance for the Financial Statements*

Management is responsible for the preparation and fair presentation of the financial statements in accordance with ASNPO, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Society's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Society or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Society's financial reporting process.

### *Auditor's Responsibilities for the Audit of the Financial Statements*

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

(continues)

*\*Operates through Cheng S. Lim Professional Corporation.*

Suite 201, 11806 - 126 Street NW Edmonton, AB T5L 0V9 P. 780.484.8803 F. 780.761.0688 E. info@limcpas.com



Independent Auditor's Report to the Members of North Saskatchewan Watershed Alliance *(continued)*

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Society's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Society's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Society to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

*Lim & Associates*

Edmonton , AB  
May 19, 2020

CHARTERED PROFESSIONAL ACCOUNTANTS

**NORTH SASKATCHEWAN WATERSHED ALLIANCE**

**Statement of Revenues and Expenditures**

**Year Ended March 31, 2020**

	VRWA WRRP- Vermilion	SRWA ACP	CAPP	RHAP	LITS	General Fund	Reserve Fund	2020	2019
<b>REVENUES</b>									
Contributions - municipal funding	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 422,488	\$ -	\$ 422,488	\$ 376,736
Contributions - grants	203,186	-	43,635	15,237	-	319,402	-	581,460	453,788
Contribution - In kind (Note 10)	-	-	-	-	-	603,048	-	603,048	712,927
Interest income	1,773	-	5,075	145	13	3,822	-	10,828	4,985
Publication sales	-	-	-	-	1,546	-	-	1,546	4,307
Reimbursements	-	30,367	-	-	-	-	-	30,367	102,532
Donations	-	-	-	-	-	1,003	-	1,003	2,652
	204,959	30,367	48,710	15,382	1,559	1,349,763	-	1,650,740	1,657,927
<b>EXPENSES</b>									
Accounting and legal fees	-	-	-	-	-	47,503	-	47,503	47,888
Amortization	-	-	-	-	-	2,608	-	2,608	3,756
Communications and promotions	9,214	-	-	-	-	13,102	-	22,316	24,160
Fieldwork and assessment	32,905	-	-	-	-	179	-	33,084	14,005
In-kind expenses (Note 10)	-	-	-	-	-	603,048	-	603,048	712,927
Insurance	-	-	-	-	-	5,283	-	5,283	6,342
Meetings and conventions	2,455	-	79	-	-	6,569	-	9,103	8,656
Office expenses	-	-	90	-	315	32,215	-	32,620	43,448
Promotional publications	-	-	-	-	3,363	2,122	-	5,485	16,010
Rent and utilities	-	-	-	-	-	36,767	-	36,767	35,124
Restoration work	51,231	-	-	-	-	-	-	51,231	159,181
Salaries and benefits	92,538	-	-	15,228	-	441,526	-	549,292	599,970
Technical and consulting fees	13,220	30,335	45,795	-	-	40,859	-	130,209	247,126
Telephone and internet	-	-	-	-	-	6,497	-	6,497	6,795
Travel and accommodation	2,347	32	78	154	232	7,756	-	10,599	11,941
Website costs	-	-	2,720	-	-	9,623	-	12,343	15,291
	203,910	30,367	48,762	15,382	3,910	1,255,657	-	1,557,988	1,952,620
<b>EXCESS (DEFICIENCY) OF REVENUES OVER EXPENSES</b>	\$ 1,049	\$ -	\$ (52)	\$ -	\$ (2,351)	\$ 94,106	\$ -	\$ 92,752	\$ (294,693)

# NORTH SASKATCHEWAN WATERSHED ALLIANCE

## Statement of Changes in Fund Balances

Year Ended March 31, 2020

	VRWA	SRWA	CAPP	RHAP	LITS	General Fund	Reserve Fund	2020	2019
<b>FUND BALANCES -</b>									
<b>    BEGINNING OF YEAR</b>	\$ (1,049)	\$ -	\$ 52	\$ -	\$ 17,043	\$ 337,113	\$ 180,963	\$ <b>534,122</b>	\$ 828,815
Excess of revenues over									
expenses	1,049	-	(52)	-	(2,351)	94,106	-	<b>92,752</b>	(294,693)
Interfund transfer	-	-	-	-	2,319	(101,356)	99,037	-	-
<b>FUND BALANCES - END OF</b>									
<b>    YEAR</b>	\$ -	\$ -	\$ -	\$ -	\$ 17,011	\$ 329,863	\$ 280,000	\$ <b>626,874</b>	\$ 534,122



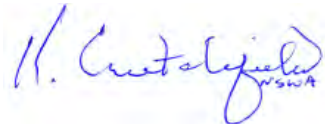
# NORTH SASKATCHEWAN WATERSHED ALLIANCE

## Statement of Financial Position

March 31, 2020

	VRWA	SRWA	CAPP	RHAP	LITS	General Fund	Reserve Fund	2020	2019
<b>ASSETS</b>									
<b>CURRENT</b>									
Cash	\$ 126,496	\$ -	\$ 456,364	\$ 114,763	\$ 3,537	\$ 416,431	\$ -	\$ 1,117,591	\$ 1,383,688
Short term investments									
(Notes 3, 8)	-	-	-	-	-	-	280,000	280,000	180,963
Contributions receivable	-	-	-	-	128	112,740	-	112,868	83,240
GST rebate receivable	-	-	-	-	-	-	-	-	3,919
Inventory	-	-	-	-	26,346	-	-	26,346	29,648
Interest receivable	-	-	-	-	-	1,386	-	1,386	-
Prepaid expenses	-	-	-	-	-	2,919	-	2,919	2,919
Interfund receivable	1,210	-	-	-	-	13,000	-	14,210	15,718
	127,706	-	456,364	114,763	30,011	546,476	280,000	1,555,320	1,700,095
EQUIPMENT (Note 4)	-	-	-	-	-	8,806	-	8,806	11,414
	\$ 127,706	\$ -	\$ 456,364	\$ 114,763	\$ 30,011	\$ 555,282	\$ 280,000	\$ 1,564,126	\$ 1,711,509
<b>LIABILITIES AND FUND BALANCES</b>									
<b>CURRENT</b>									
Accounts payable	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 48,210	\$ -	\$ 48,210	\$ 60,467
Fund held in trust - CWRA	-	-	-	-	-	11,054	-	11,054	11,054
Employee deductions payable	-	-	-	-	-	12,829	-	12,829	22,984
Deferred contributions (Note 6)	127,706	-	456,364	114,763	-	152,116	-	850,949	1,067,164
Interfund payable	-	-	-	-	13,000	1,210	-	14,210	15,718
	127,706	-	456,364	114,763	13,000	225,419	-	937,252	1,177,387
FUND BALANCES	-	-	-	-	17,011	329,863	280,000	626,874	534,122
	\$ 127,706	\$ -	\$ 456,364	\$ 114,763	\$ 30,011	\$ 555,282	\$ 280,000	\$ 1,564,126	\$ 1,711,509

### ON BEHALF OF THE BOARD



President



Treasurer

See notes to financial statements  
Lim & Associates, Chartered Professional Accountants

# NORTH SASKATCHEWAN WATERSHED ALLIANCE

## Statement of Cash Flows

Year Ended March 31, 2020

	2020	2019
<b>OPERATING ACTIVITIES</b>		
Excess (deficiency) of revenues over expenses	\$ 92,752	\$ (294,693)
Item not affecting cash:		
Amortization of equipment	2,608	3,756
	<u>95,360</u>	<u>(290,937)</u>
Changes in non-cash working capital:		
Contributions receivable	(29,627)	31,386
Interest receivable	(1,386)	-
Inventory	3,302	15,936
Accounts payable	(12,257)	(61,952)
Deferred contributions	(216,215)	359,767
Prepaid expenses	-	1,060
Goods and services tax payable	3,919	7,447
Employee deductions payable	(10,155)	8,714
	<u>(262,419)</u>	<u>362,358</u>
<b>INCREASE (DECREASE) IN CASH FLOW</b>	<b>(167,059)</b>	<b>71,421</b>
Cash - beginning of year	<u>1,564,651</u>	<u>1,493,230</u>
<b>CASH - END OF YEAR</b>	<b>\$ 1,397,592</b>	<b>\$ 1,564,651</b>
<b>CASH CONSISTS OF:</b>		
Cash	\$ 1,117,592	\$ 1,383,688
Short term investments	<u>280,000</u>	<u>180,963</u>
	<u>\$ 1,397,592</u>	<u>\$ 1,564,651</u>

# NORTH SASKATCHEWAN WATERSHED ALLIANCE

## Notes to Financial Statements

Year Ended March 31, 2020

---

### 1. PURPOSE OF THE SOCIETY

North Saskatchewan Watershed Alliance (the "society") is a not-for-profit society, incorporated in 2000 under the Societies Act of Alberta and registered as a charity in September 11, 2015 under the Income Tax Act. As a registered charity, the organization is exempt from the payment of income tax under Section 149(1) of the Income Tax Act.

The society operates to protect and improve water quality and ecosystem functioning in the North Saskatchewan River Watershed within Alberta. The society is governed by the Board of Directors elected by members from within the watershed alliance.

---

### 2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

#### Basis of presentation

The financial statements were prepared in accordance with Canadian accounting standards for not-for-profit organizations (ASNFPO) and include the following significant accounting policies:

#### Fund accounting

North Saskatchewan Watershed Alliance follows the restricted fund method of accounting for contributions.

The General Fund accounts for the society's operating, administrative activities, and for deficiency of contribution grants over expenditures from any completed project(s). This fund reports unrestricted resources (Note 7).

All other funds are used for the activities that are indicated by the fund description.

The Restricted Funds have been externally restricted to use for the purposes described (Note 7).

The Reserve Fund represents the internally restricted fund designated by the society for specific purposes, including operating costs that will incur at the time of ceasing the society's operation.

The society may refund the Restricted Funds surplus from completed projects to the funder(s) at the end of the grant agreements.

#### Cash and cash equivalents

Cash includes cash and cash equivalents. Cash equivalents are investments in treasury bills and are valued at cost plus accrued interest. The carrying amounts are approximate fair value because they have maturities at the date of purchase of less than ninety days.

#### Inventory

Inventory is valued at the lower of cost and net realizable value with the cost being determined on a first-in, first-out basis.

(continues)

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# NORTH SASKATCHEWAN WATERSHED ALLIANCE

## Notes to Financial Statements

Year Ended March 31, 2020

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### 2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES *(continued)*

#### Equipment

Equipment is stated at cost or deemed cost less accumulated amortization. Equipment is amortized over its estimated useful life on a declining balance basis at the following rates and methods:

Computer equipment	55%	declining balance method
Furniture and fixtures	20%	declining balance method

The society regularly reviews its equipment to eliminate obsolete items. Government grants are treated as a reduction of equipment cost.

#### Revenue recognition

Restricted contributions are recognized as revenue of the appropriate restricted fund when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured. (Note 7)

Unrestricted contributions are recognized as revenue of the general fund in the year received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured. The contributions received or receivable from the Municipalities and Alberta Environment which operate on the calendar year. The contributions are recorded as deferred and recognized as revenue in the year in which the related expenditure are incurred. (Note 7)

The society recognizes revenues when they are earned, specifically when all the following conditions are met:

- services are provided or products are delivered to customers
- there is clear evidence that an arrangement exists
- amounts are fixed or can be determined
- the ability to collect is reasonably assured.

#### Donated services and materials

Volunteers contribute time each year to aid the organization in carrying out its service delivery activities. Because of the difficulty in determining the fair value of contributed services and meetings, the financial value of contributed services and meetings are recognized as an estimation in the financial statements.

Contributions in-kind are recognized only to the extent that they would have been purchased in the normal course of operations and their fair value is reasonably determinable. The continued operation of the organization is depending on the continued support of members, volunteers and board of directors.

#### Government grants

Government grants are recorded when there is a reasonable assurance that the society had complied with and will continue to comply with, all the necessary conditions to obtain the grants.

*(continues)*

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# NORTH SASKATCHEWAN WATERSHED ALLIANCE

## Notes to Financial Statements

Year Ended March 31, 2020

### 2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES *(continued)*

#### Measurement uncertainty

The preparation of financial statements in conformity with Canadian accounting standards for not-for-profit organizations requires management to make estimates and assumptions that affect the reported amount of assets and liabilities, disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenditure during the period. Such estimates are periodically reviewed and any adjustments necessary are reported in earnings in the period in which they become known. Actual results could differ from these estimates.

#### Going concern

These financial statements have been prepared on a going concern basis, which contemplates the realization of assets and the payment of liabilities in the ordinary course of business. Should the society be unable to continue as a going concern, it may be unable to realize the carrying value of its assets and to meet its liabilities as they become due.

The society's ability to continue as a going concern is dependent upon its ability to attain profitable operations and generate funds therefrom, and to continue to obtain funding or grants from governments, municipalities and third parties sufficiently to meet current and future obligations and payables. These financial statements do not reflect the adjustments or reclassification of assets and liabilities, which would be necessary if the society were unable to continue its operations.

#### Financial instruments

The society initially measures its financial assets and liabilities at fair value. The society subsequently measures all its financial assets and liabilities at amortized cost, net of any provision for impairment.

Financial assets and liabilities measured at amortized cost include cash and cash equivalents, contribution receivable, accounts payable and accrued liabilities and deferred contributions.

### 3. SHORT TERM INVESTMENT

The short term investment consists of seven Guaranteed Investment Certificates which earn interest between 1.30% and 2.05% and mature between August 2020 and March 2021.

### 4. EQUIPMENT

	Cost	Accumulated amortization	2020 Net book value	2019 Net book value
Computer equipment	\$ 8,073	\$ 7,655	\$ 418	\$ 929
Furniture and fixtures	21,573	13,185	8,388	10,485
	<b>\$ 29,646</b>	<b>\$ 20,840</b>	<b>\$ 8,806</b>	<b>\$ 11,414</b>

# NORTH SASKATCHEWAN WATERSHED ALLIANCE

## Notes to Financial Statements

**Year Ended March 31, 2020**

### 5. ECONOMIC DEPENDENCE OR GOVERNMENT ASSISTANCE

The society receives a substantial amount of its revenue from the Government of Alberta and Environment Canada are financially dependent on the Government for funding.

	<b>Abbreviation</b>	<b>Project fundings</b>	<b>Start Date</b>	<b>End Date</b>
Watershed Resiliency and Restoration Program - Vermilion	WRRP-Vermilion	1,445,000	01/04/2015	31/03/2021
Alberta Environment - operating grant	General Fund	310,000	01/04/2019	31/03/2020
Canadian Agricultural Partnership				
Environmental Stewardship and				
Climate Change Group Program				
Grant	CAPP	500,000	31/01/2019	31/12/2021
Riparian Health Action Plan	RHAP	130,000	01/04/2019	31/03/2022
<b>Total</b>		<b>\$ 2,385,000</b>		

### 6. DEFERRED CONTRIBUTIONS

Deferred contributions represent unspent externally restricted contributions for the projects and unrestricted contributions for the NSWA's operations. The changes in the deferred contributions balances are summarized for 2019 - 2020 as follows:

	<b>18-19 Deferred Revenue</b>	<b>19-20 Revenue Collected</b>	<b>19-20 Revenue Recognized</b>	<b>19-20 Deferred Revenue</b>
WRRP - Vermilion	\$ 330,893	\$ -	\$ (203,187)	\$ 127,706
Municipal Contributions	129,896	191,833	(177,113)	144,616
EPCOR	-	235,000	(235,000)	-
External Contributions	6,375	11,500	(10,375)	7,500
Alberta Environment and Parks	100,000	210,000	(310,000)	-
CAPP	500,000	-	(43,636)	456,364
RHAP	-	130,000	(15,237)	114,763
<b>Total</b>	<b>\$ 1,067,164</b>	<b>\$ 778,333</b>	<b>\$ (994,548)</b>	<b>\$ 850,949</b>



# NORTH SASKATCHEWAN WATERSHED ALLIANCE

## Notes to Financial Statements

Year Ended March 31, 2020

### 7. CONTRIBUTION BY MAJOR SOURCES

Contributions recognized in the statement of revenues and expenditures as follow:

	2020	2019
<b>Restricted funds</b>		
CAPP	43,635	-
RHAP	15,237	-
<b>Restricted funds</b>	<b>58,872</b>	<b>-</b>
<b>General funds</b>		
Alberta Environment - Water for Life operating grant	310,000	350,000
EPCOR	235,000	235,000
Municipal Contributions	177,113	150,111
Watershed Stewardship Groups	10,375	29,125
<b>General funds</b>	<b>732,488</b>	<b>764,236</b>
<b>Total Contribution by major sources</b>	<b>\$ 791,360</b>	<b>\$ 764,236</b>

### 8. RESERVE FUND

The board designated \$180,000 reserve fund as internally restricted fund for operating costs that will incur at the time of ceasing the society's operation and during the year board designated \$100,000 for future opportunities for grant applications or for special projects that would not be eligible for grant funding.

### 9. LEASE COMMITMENTS

The society has a long term lease with respect to its premises and computer equipments. The premises lease contains renewal options and provides for payment of utilities, property taxes and maintenance costs. Future minimum lease payments as at March 31, 2020, are as follows:

	Premises	Photocopier
2021	\$ 16,046	\$ 2,223

# NORTH SASKATCHEWAN WATERSHED ALLIANCE

## Notes to Financial Statements

Year Ended March 31, 2020

### 10. CONTRIBUTED SERVICES IN-KIND

The EPCOR provided in-kind support for board meetings, staff time and monitoring activities.

During the year, the society held number of board meetings and Steering Committee meetings on various projects. The value of contributed services are recognized as an estimation of \$85.00 per hour on member's meeting and preparation hours.

	2020	2019
EPCOR	246,123	230,000
	<b>246,123</b>	<b>230,000</b>
Board meetings - NSWA	103,473	140,006
Headwaters Alliance	94,249	90,006
Lake Watershed Stewardship Groups	21,170	86,106
Sturgeon River Watershed SC and TAC	39,007	63,142
Vermilion River Watershed Management Project Implementation Team	71,464	72,422
Communication	19,080	31,245
Riparian Health Action Plan (RHAP)	8,482	-
	<b>356,925</b>	<b>482,927</b>
<b>Total contributed services In-Kind</b>	<b>\$ 603,048</b>	<b>\$ 712,927</b>

### 11. FINANCIAL INSTRUMENTS

The society is exposed to various risks through its financial instruments and has a comprehensive risk management framework to monitor, evaluate and manage these risks. The following analysis provides information about the society's risk exposure and concentration as of March 31, 2020.

#### **(a) Credit risk**

Credit risk arises from the potential that a counter party will fail to perform its obligations. The society is exposed to credit risk from customers. In order to reduce its credit risk, the society reviews a new customer's credit history before extending credit and conducts regular reviews of its existing customers' credit performance. An allowance for doubtful accounts is established based upon factors surrounding the credit risk of specific accounts, historical trends and other information. The society has a significant number of customers which minimizes concentration of credit risk.

Unless otherwise noted, it is management's opinion that the society is not exposed to significant other risks arising from these financial instruments.

### 12. COMPARATIVE FIGURES

Some of the comparative figures have been reclassified to conform to the current year's presentation.



# **ANNUAL OPERATING PLAN AND BUDGET**

## **2020-2021**

May 2020

## **Acronyms**

ACP	Alberta Community Partnership (grant)
AEP	Alberta Environment and Parks
AGM	Annual General Meeting
ALMS	Alberta Lake Management Society
ALUS	Alternative Land Use Services (non-profit organization)
AUMA	Alberta Urban Municipalities Association
AWC	Alberta Water Council
CAP	Canadian Alberta Partnership (program and grant)
EMRB	Edmonton Metro Region Board
GOA	Government of Alberta
IHCRWQF	Industrial Heartland Capital Region Water Quality Framework
IWMP	Integrated Watershed Management Plan
LSC	Land Stewardship Centre (non-profit organization)
NGO	Non-governmental Organization
NSR	North Saskatchewan River
NSWA	North Saskatchewan Watershed Alliance
RMA	Rural Municipalities Association (Alberta)
SC	Steering Committee
SOW	State of the Watershed
SRWA	Sturgeon River Watershed Alliance
TAC	Technical Advisory Committee
UOA	University of Alberta
WQM	Water Quality Monitoring
WMP	Water Management Plan
WPAC	Watershed Planning and Advisory Council
WSG	Watershed Stewardship Group
WRRP	Watershed Resiliency and Restoration Program (grant)



## About NSWA

The North Saskatchewan Watershed Alliance (NSWA) is a multi-stakeholder watershed protection partnership formed in 1997, incorporated as a non-profit society in 2000 and designated as a Water Planning and Advisory Council (WPAC) by the Government of Alberta in 2005. The NSWA was granted charitable status in 2016.

The NSWA provides a forum to recognize and address issues affecting the North Saskatchewan River (NSR) watershed in Alberta. It encourages and facilitates collaborative partnerships, watershed studies and watershed knowledge sharing.

The NSWA is comprised of both individual and organizational members including:

- Municipal, provincial, and federal governments
- First Nations and Metis organizations
- Industry and utility corporations
- Agricultural and drainage associations
- Non-governmental organizations
- Educational and research institutions
- Members at large

The NSWA has a broad and diverse membership of about 150 individual members and the 100 sectoral organizations including over 30 rural and urban municipalities. The organizational structure of the NSWA includes the general membership, a Board of Directors, Board Committees, the Executive Director and staff.

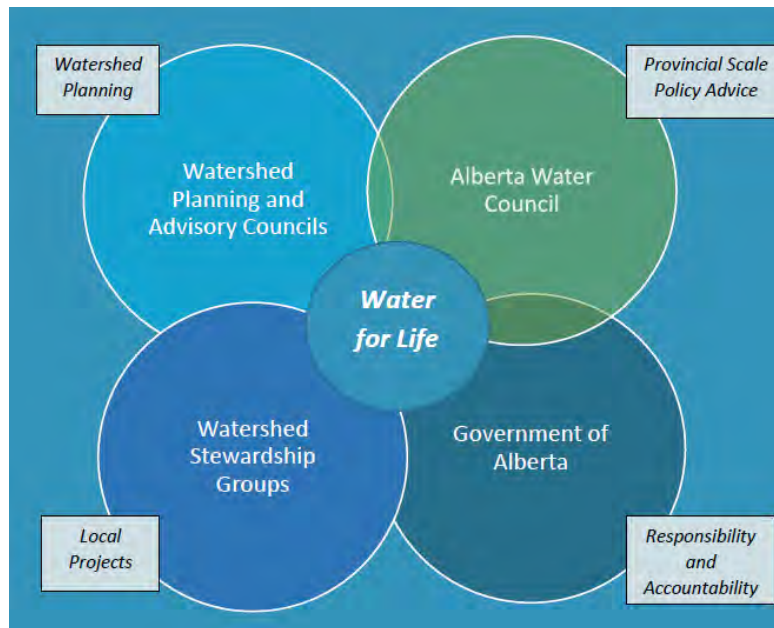


In 2005, the NSWA was appointed by the Government of Alberta as the Watershed Planning and Advisory Council (WPAC) for the North Saskatchewan River watershed under the [Water for Life: Alberta's Strategy for Sustainability \(2003\)](#). The three goals of the Water for Life Strategy are:

1. Safe, secure drinking water supply
2. Healthy aquatic ecosystems
3. Reliable, quality water supplies for a sustainable economy

The NSWA is an independent, non-profit organization that is designated by Alberta Environment and Parks (AEP) to report on the health of the watershed, lead collaborative planning, and facilitate education and stewardship activities.

As one of the partnerships under the Water for Life Strategy, the NSWA works closely with the other groups including the Government of Alberta (GoA), Alberta Environment and Parks (AEP) the Alberta Water Council (AWC), the 10 other WPACs and Watershed Stewardship Groups (WSG).



## NSWA Strategic Plan 2019-2022

To achieve the NSWA's Vision and Mission the Board regularly updates a strategic plan which includes Goals, Objectives and Actions. The Goals identified in the recently updated NSWA Strategic Plan for 2019-2022 are:

**Goal 1:** *The NSWA supports Collaborative Watershed Planning*

**Goal 2:** *The NSWA provides Leadership in Watershed Management*

**Goal 3:** *The NSWA promotes Watershed Knowledge Sharing*

**Goal 4:** *The NSWA remains a Functional and Sustainable Organization*

The 2019-2021 NSWA Goals have 18 objectives and 57 actions identified to advance the organization towards our vision and mission and our desired outcomes. These are summarized in the following tables along with specific activities or projects related to the workplan for 2020-2021.



This workplan provides the basis for the 2020-2021 NSWA budget and allocating staff and financial resources for the next year. The NSWA is an adaptable organization and recognizes that this workplan may evolve as opportunities or challenges present themselves throughout the year.

## **NSWA Key Strategic Directions**

Over the past 20 years, the NSWA has in large part set out what it achieved to do. Significant outputs such as the *State of the Watershed Report* (2005) and the *Integrated Watershed Management Plan* (2013) have been produced. NSWA has established sub-watershed groups, completed numerous technical studies and has delivered successful educational forums. The top three strategic priorities for the next three years are:

### **1. Identify ways to Measure Success of NSWA**

In order to set future strategic goals and annual operating goals, the NSWA must determine if it has been successful or has had a measurable effect in the watershed. To do this, the NSWA will develop measures of how effective it has been at influencing the behaviour or activity of individuals, groups or agencies. NSWA will also determine if its' activities have had a measurable positive effect on the watershed and watershed environment. These may be either quantitative or qualitative measures.

### **2. NSWA will focus efforts and resources on developing sub-watershed groups within the “white area”**

The NSWA work at the sub-watershed level in the white area, or the portion of the province predominately with privately owned land, has had the largest impact in terms of improving watershed knowledge, planning activities, influencing stakeholders and completing work on the ground done. The green area, or predominately provincially owned land, is represented by a much different set of stakeholders (resource-based versus municipal), where the province is the land manager.

The NSWA should continue to focus on the sub-watershed level in the white area where role and need of the NSWA is greater and where we have had proven success. It will be necessary, however, to consolidate and group the eight sub-watersheds in the white area in order to be manageable and effective.

The NSWA should continue to track green area activities and watershed-scale initiatives and should respond to requests from other agencies to be engaged in these initiatives led as appropriate and where we it can add value, but the NSWA will not proactively take the lead on green area or watershed-scale initiatives.

### **3. NSWA will focus on key stakeholders**

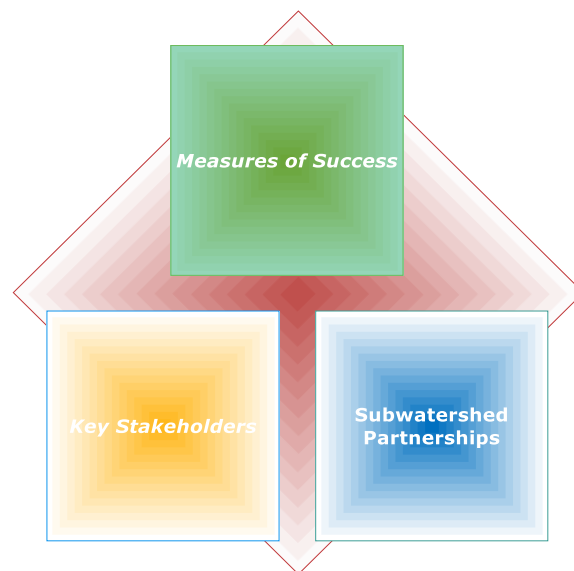
NSWA will identify key stakeholders and will focus outreach and collaboration efforts on these key stakeholders. Key stakeholders are those agencies or individuals that can influence decision-making or are agents for change in the watershed. They are someone or some entity that has a social or legal stake in the issue and can have influence.



## Action Plan for 2020-2021:

These are the priority actions for the committee for the next 6-12-month period (these are highlighted in red in the tables starting on page 8):

1. Determine a set of **measures of success** or performance indicators that would measure NSWA's influence on people/groups and the environment/watershed and that can be used to determine strategic priorities. One questions to be considered is: *Are NSWA data and knowledge being disseminated and use for decision making and to influence change?*
2. Investigate potential options for **grouping sub-watersheds** into two to three regions.
3. In conjunction with the Communications Committee, determine a list of **key stakeholders** for NSWA. Assess and rank the importance of these stakeholders to NSWA based on a matrix of interest and influence.
4. Develop a plan for an **update of the State of the Watershed (SOW)** report. This would not be a complete replication of the 2005 SOW study and report but would rather be a targeted update of select aspects of the 2005 SOW report that have changed most significantly and are of most relevance today.
5. Determine a plan for **managing the data and information** that NSWA generates.



## NSWA Annual Operating Plan 2020-2021

### **Goal 1: *The NSWA supports Collaborative Watershed Planning***

Collaborative partnerships are the core to successful watershed planning for the NSWA. Our strong relationships with government agencies, municipalities, industry, non-governmental Organizations (NGOs) and watershed stewardship groups provide us with the ability to align our work with our key stakeholder's watershed issues and projects.

Our three sub-watershed partnerships:

- Headwaters Alliance
- Sturgeon River Watershed Alliance
- Vermillion River Watershed Alliance

specifically allow us to study and address local watershed issues with local solutions.

The SRWA recently received a \$200,000 Alberta Community Partnership Grant to address some of the priority recommendations within the Sturgeon River Watershed Management Plan. These include riparian and wetland conservation strategies, planning overlay maps for hazard lands, riparian areas and wetlands and communication and education activities to promote the Management Plan and local initiatives.

The NSWA also works closely with the provincial, regional and municipal governments and other non-governmental organizations to align and promote common watershed management and stewardship initiatives.

Objective	Actions	2020-2021
NSWA collaborates with Government of Alberta (GoA) on watershed planning and knowledge sharing programs.	NSWA provides advice to GoA on water management plans, regional planning and government policy.	<ul style="list-style-type: none"> <li>• <b><i>Provide input on North Saskatchewan Regional Land Use Plan and supporting surface water quality, groundwater, and biodiversity management frameworks.</i></b></li> </ul>
	NSWA works with GoA departments that promote issues related to watershed health, such as Water for Life, Water Literacy and Respect our Lakes programs.	<ul style="list-style-type: none"> <li>• <b><i>NSWA communication and promotion alignment with Water for Life, AEP Water Literacy, AWC and other programs.</i></b></li> </ul>

# North Saskatchewan Watershed Alliance

OPERATING PLAN AND BUDGET 2020-21

Objective	Actions	2020-2021
NSWA collaborates with government agencies, industry, utilities, academia, municipalities and NGOs on watershed planning and knowledge sharing programs.	NSWA provides advice and works with government agencies, industry, utilities, academia, municipalities and NGOs to identify and support basin-wide watershed studies.	<ul style="list-style-type: none"> <li>• <i>North Saskatchewan Watershed 4-year Water Quality Monitoring Project (EPCOR, AEP, NSWA)</i></li> <li>• <i>North Saskatchewan Watershed Integrity Project (AEP, EPCOR, NSWA)</i></li> <li>• <i>Groundwater contributions to North Saskatchewan River (University of Alberta, EPCOR, Alberta Geological Survey, NSWA)</i></li> </ul>
	NSWA aligns and leverages communications with watershed partners.	<ul style="list-style-type: none"> <li>• <i>NSWA communication alignment with AWC Water for Life, AEP Water Literacy and other programs.</i></li> </ul>
NSWA collaborates with sub-watershed groups on watershed planning and knowledge sharing programs.	Support and facilitate the development of the Headwaters sub-watershed group to encourage watershed planning at a local scale.	<ul style="list-style-type: none"> <li>• <i>Facilitate membership and meetings</i></li> <li>• <i>Promote local watershed studies and projects</i></li> <li>• <i>Encourage policy alignment and capacity building through the Riparian Health Action Plan grant</i></li> <li>• <i>Support local watershed stewardship initiatives</i></li> </ul>
	Support and facilitate the development of the Sturgeon River sub-watershed group to encourage watershed planning at a local scale.	
	Support and facilitate the development of the Vermilion sub-watershed group to encourage watershed planning at a local scale.	
	Support and facilitate the development of other sub-watershed groups such as Beaverhill and White Earth.	<ul style="list-style-type: none"> <li>• <i>Apply for grants to update state of the sub-watershed information</i></li> <li>• <i>Have preliminary meetings with interested municipalities and organizations</i></li> </ul>
	<b>Investigate potential options for grouping sub-watersheds into two to three regions – Key Strategic Direction</b>	<ul style="list-style-type: none"> <li>• <i>Review options for grouping subwatersheds into regions based on landscape, issues, alignment with other regions.</i></li> <li>• <i>Introduce idea of subwatershed regions at 2020 Annual General Meeting</i></li> <li>• <i>Discuss options with existing subwatershed alliances</i></li> </ul>

## North Saskatchewan Watershed Alliance

OPERATING PLAN AND BUDGET 2020-21

Objective	Actions	2020-2021
NSWA collaborates with all levels of government (provincial, regional and municipal) to align watershed planning policies, studies and mapping	Collaborate to promote the alignment of North Saskatchewan River Regional Land Use Plan with regional and municipal level policies.	<ul style="list-style-type: none"> <li>• <i>Provide input on North Saskatchewan Regional Land Use Plan and supporting surface water quality, groundwater and biodiversity management frameworks.</i></li> </ul>
	Collaborate to promote the alignment of the Edmonton Metropolitan Regional Board (EMRB) Growth Plan including GIS mapping and Natural Living Systems with municipal level policies.	<ul style="list-style-type: none"> <li>• <i>Meet with EMRB to continue opportunities for collaboration.</i></li> <li>• <i>Include EMRB GIS staff in data gathering for studies or projects.</i></li> <li>• <i>Support EMRB Natural Living Systems goals in sub-watershed planning.</i></li> </ul>
	Collaborate to promote the alignment of sub-watershed policies with individual municipalities.	<ul style="list-style-type: none"> <li>• <i>Work with EMRB, Rural Municipalities of Alberta (RMA) and Alberta Urban Municipalities Association (AUMA) to investigate potential for municipal policy alignment on watershed protection</i></li> <li>• <i>Recommend at AWC project that focuses on municipal watershed protection policies and best management practices.</i></li> </ul>
	Assess the potential for updating the NSWA Municipal Guide (2005)	<ul style="list-style-type: none"> <li>• <i>If discussions with EMRB, RMA, AUMA or AWC do not work out, assess possible grant opportunities to update Municipal Guide</i></li> </ul>
NSWA collaborates with watershed stewardship groups to provide information and tools.	Assess the potential for developing a Watershed Stewardship and/or a Lake Stewardship Group Toolkit.	<ul style="list-style-type: none"> <li>• <i>Work with AEP, Land Stewardship Centre, ALMS and other stewardship facilitators to discuss a joint lake project.</i></li> </ul>



**Goal 2: The NSWA provides Leadership in Watershed Management**

The NSWA reviews and prioritizes watershed management projects to maximize the use of resources and influence. In addition to the three sub-watershed Alliances, this includes providing advice and support to provincial policy, framework, and guideline projects. NSWA is also part of key watershed projects with EPCOR, University of Alberta and others including:

- EPCOR/AEP North Saskatchewan River Long Term Water Quality Study
- AEP/EMSD North Saskatchewan Watershed Integrity Study
- Alberta Innovates/ALUS Natural Municipal Infrastructure Project

NSWA has also recently received \$500,000 in grant funding from the Canadian Agricultural Partnership program to conduct a 3-year watershed-wide riparian study based on the work completed in the Modeste, Strawberry and Sturgeon sub-watersheds.

Objective	Actions	2020-2021
NSWA reviews and prioritizes watershed management projects to maximize use of resources and influence.	Review and prioritize watershed direction or projects annually.	<ul style="list-style-type: none"> <li>• <b>Assess existing core and project commitments, project opportunities and prioritize projects for next year.</b></li> </ul>
NSWA provides advice to GoA on water management plans, regional planning and government policy.	Provide advice, and participate on expert working groups when requested, on North Saskatchewan Regional Plan.	<ul style="list-style-type: none"> <li>• <b>Keep in contact with Land Use Secretariat staff on NSR Plan.</b></li> </ul>
	Provide advice on government policies or guidelines such as the Wetland Policy and tools and Surface Water Allocation Directive.	<ul style="list-style-type: none"> <li>• <b>Keep in contact with Alberta Environment and Parks policy staff and communications.</b></li> </ul>
	Participate in government lead or supported watershed projects such as the Industrial Heartland/ Capital Region Water Management Framework.	<ul style="list-style-type: none"> <li>• <b>Participate in IHCRWMF Framework Implementation team and other projects.</b></li> </ul>
NSWA provides advice and works with government agencies, industry, utilities, academia, municipalities and NGOs to identify and support basin-wide watershed studies.	Participate in EPCOR/AEP/EMRB Long Term Water Quality Study.	<ul style="list-style-type: none"> <li>• <b>Provide input and support to WQM study.</b></li> </ul>
	Participate in Alberta Innovates/University of Guelph/ALUS Ecological Services Project.	<ul style="list-style-type: none"> <li>• <b>Provide input and support to Natural Infrastructure /Ecological Services Project</b></li> </ul>
	Participate in key stakeholder watershed projects such as EPCOR Spill Fate and Transport Model, UoA NSR Surface Water/Groundwater Interaction Study, etc.	<ul style="list-style-type: none"> <li>• <b>Provide input and support to other projects (as resources allow).</b></li> </ul>

# North Saskatchewan Watershed Alliance

OPERATING PLAN AND BUDGET 2020-21

Objective	Actions	2020-2021
NSWA uses an adaptive management process on the goals and actions of the Integrated Watershed Management Plan to assess progress and identify strategic and priority areas.	Use IWMP review completed in February 2017 to initiate discussions on progress of five key goals and identify priority areas for focus.	<ul style="list-style-type: none"> <li>• <b>Review with Strategic Planning and Priorities Committee prior to Strategic Planning update.</b></li> </ul>
	<b>Develop a plan for the update of the State of the Watershed Report – Key Strategic Direction</b>	<ul style="list-style-type: none"> <li>• <b>Review options for updating the SOW report and discuss with Strategic Planning and Priorities Committee prior to Strategic Planning update.</b></li> <li>• <b>Determine scope and next steps for updating the SOW report.</b></li> </ul>
	<b>Determine a set of measures of success or indicators that would measure NSWA's influence on people/groups and the environment/watershed – Key Strategic Direction</b>	<ul style="list-style-type: none"> <li>• <b>Review potential indicators for measuring NSWA influence/success for its four strategic goals.</b></li> <li>• <b>Incorporate indicators being developed by WPACs/AEP and AWC for Water for Life Strategy.</b></li> </ul>
NSWA provides leadership and support to sub-watershed groups.	Support and facilitate the development of the Headwaters sub-watershed studies such as the Riparian Health Assessment and groundwater overview.	<ul style="list-style-type: none"> <li>• <b>Hold regular meetings with SC and TAC</b></li> <li>• <b>Coordinate Riparian Action Plan projects including managing \$130,000 WRRP grant</b></li> <li>• <b>Work with other NGOs such as Cows and Fish and ALUS to promote their programs to municipalities and landowners.</b></li> </ul>
	<p>Support and facilitate the development of the Sturgeon River sub-watershed studies such as water quantity, water quality, groundwater, aquatic health, riparian assessment, natural areas mapping, municipal planning tools, modelling of effects of land use change on hydrological characteristics of watershed.</p> <p>Use information from technical reports to develop a sub-watershed management plan (WMP).</p>	<ul style="list-style-type: none"> <li>• <b>Hold regular meetings with SC and TAC</b></li> <li>• <b>Finalize SRWMP</b></li> <li>• <b>Coordinate studies/actions that address the recommendations of the WMP including management of \$200,00 ACP grant.</b></li> </ul>

# North Saskatchewan Watershed Alliance

OPERATING PLAN AND BUDGET 2020-21

Objective	Actions	2020-2021
	<p>Support and facilitate the implementation of the IWMP for the Vermilion sub-watershed.</p> <p>Coordinate the Vermilion watershed restoration grants until 2021.</p>	<ul style="list-style-type: none"> <li>• <i>Hold regular meetings of VRWA including AGM and manage Society obligations.</i></li> <li>• <i>Manage \$1.5 million WRRP grant including celebrating completion of landowner projects.</i></li> <li>• <i>Partner with Lakeland College on WQM projects.</i></li> <li>• <i>Collaborate with local municipal staff and NGOs on riparian and wetland projects.</i></li> </ul>
NSWA provides leadership and support to watershed stewardship groups.	Provide support to the Parkland County Wabamum Lake Initiative.	<ul style="list-style-type: none"> <li>• <i>Facilitate completion of Wabamum Lake Water Management Plan.</i></li> </ul>
	Provide support to the implementation of lake management plans for Mayatan , Antler and Hubbles Lakes.	<ul style="list-style-type: none"> <li>• <i>Build capacity and facilitate transition of implementation of watershed plans to watershed stewardship groups.</i></li> </ul>
	Discuss the benefits and costs to develop a watershed and/or lake stewardship toolkit	<ul style="list-style-type: none"> <li>• <i>Conduct a state of lake management planning and stewardship programs in NSR watershed.</i></li> <li>• <i>Coordinate meetings of lake management expert working group to look for opportunities for alignment or collaborative projects.</i></li> </ul>

**Goal 3: The NSWA promotes Watershed Knowledge Sharing**

The NSWA is a key resource for watershed information on the North Saskatchewan watershed and focuses its communication efforts on strategic issues with its key stakeholders. We align and compliment the communication efforts of AEP, NGOs and other organizations to reinforce watershed knowledge and stewardship messages.

Our communications strategy focuses on the sharing of knowledge through:

- NSWA website
- Monthly newsletters
- Educational forums
- One-on-one meetings with key stakeholders.

Objective	Actions	2020-2021
NSWA focuses its communication efforts on key stakeholders and strategic issues.	Update NSWA Communications and Engagement Plan annually.	<ul style="list-style-type: none"> <li>• <b>Work with Communications and Engagement Committee to update Communication and Engagement Plan.</b></li> </ul>
	<b>Identify and Focus Efforts on Key Stakeholders – Key Strategic Direction</b>	<ul style="list-style-type: none"> <li>• <b>Work with Communications and Engagement Committee to finalize assessment of Key Stakeholders</b></li> <li>• <b>Update Communications and Engagement Plan with Key Stakeholder information and ensure activities are focused on them.</b></li> </ul>
NSWA is a key resource for watershed information.	Information sharing is encouraged between watershed stakeholders including government, industry, academia and NGO's.	<ul style="list-style-type: none"> <li>• <b>Meet annually with other WPACs, AEP and other NGOs to discuss opportunities for alignment or collaborative projects.</b></li> </ul>
	Input and support (such as staff participation or letters of support) is provided to watershed stakeholders conducting projects or studies related to the North Saskatchewan watershed.	<ul style="list-style-type: none"> <li>• <b>Attend meetings and provide input and support to other projects (as resources allow).</b></li> </ul>
	Promote and optimize the use of the NSWA website for sharing information on the North Saskatchewan Watershed.	<ul style="list-style-type: none"> <li>• <b>Collect, review and summarize NSWA website analytics annually.</b></li> <li>• <b>Update and optimize web site to address user demand</b></li> </ul>
	NSWA provides information to media on watershed issues	<ul style="list-style-type: none"> <li>• <b>Circulate media releases on key NSWA events or</b></li> </ul>



# North Saskatchewan Watershed Alliance

OPERATING PLAN AND BUDGET 2020-21

Objective	Actions	2020-2021
	when requested.	<i>accomplishments</i>
NSWA increases awareness and understanding of the value and benefits of healthy watershed to key stakeholders.	Use the NSWA website, <i>Living in the Shed</i> book and high profile events such as Edmonton Riverfest and World Water Day to share knowledge and generate interest with the general public.	<ul style="list-style-type: none"> <li>• <b>Apply for grant funding to hire two summer students.</b></li> <li>• <b>Students and staff to attend key events in the watershed.</b></li> <li>• <b>Students to increase social media and website information.</b></li> </ul>
	Use the NSWA website, forums, newsletters, annual report and social media to share knowledge with membership, municipalities, WSGs and NGOs.	<ul style="list-style-type: none"> <li>• <b>Monthly newsletters and web news postings.</b></li> <li>• <b>Two educational forums in February and October on key topics</b></li> <li>• <b>Regular website and social media updates on key issues.</b></li> <li>• <b>Annual NSWA Report to summarize work and accomplishments of organization.</b></li> <li>• <b>Annual General Meeting with key speakers for membership.</b></li> </ul>
NSWA aligns and leverages communications with watershed partners.	NSWA works with Government of Alberta departments that promote issues related to watershed health, such as Water for Life, Water Literacy and Respect our Lakes programs.	<ul style="list-style-type: none"> <li>• <b>Meet with AEP and other departments annually to discuss opportunities for alignment or collaborative projects.</b></li> </ul>
	NSWA participates with Alberta Water Council on provincial wide watershed studies and projects.	<ul style="list-style-type: none"> <li>• <b>Support WPAC representative on AWC and specific AWC projects by providing input and information when requested.</b></li> <li>• <b>Use AWC resources when planning watershed projects, programs or initiatives.</b></li> </ul>
	NSWA works with the other 10 Watershed and Advisory	<ul style="list-style-type: none"> <li>• <b>Attend quarterly meetings of WPAC Executive Directors.</b></li> <li>• <b>Attend biannual WPAC Summits to share information and opportunities for alignment.</b></li> </ul>
	NSWA works with key stakeholders such as industry, utilities, municipalities, agriculture to share information on watershed issues.	<ul style="list-style-type: none"> <li>• <b>Keep in touch with board sector representatives to assess opportunities for collaboration.</b></li> </ul>
	NSWA works with NGO's that have programs that align with watershed goals such as Land	<ul style="list-style-type: none"> <li>• <b>Have annual meetings with key NGO partners to discuss</b></li> </ul>

May 13, 2020 Approved

## North Saskatchewan Watershed Alliance

OPERATING PLAN AND BUDGET 2020-21

Objective	Actions	2020-2021
	Stewardship Centre, Alberta Lake Management Society, Alternative Land Use Services, Cows and Fish and Inside Education.	<i>opportunities for alignment or collaborative projects.</i>
NSWA recognizes achievements and celebrates successes.	Use website, newsletters, annual report and annual general meeting to highlight achievements of NSWA.	<ul style="list-style-type: none"> <li>• <b><i>Celebrate key milestones, grant approvals, recognition or awards with membership and public.</i></b></li> <li>• <b><i>NSWA 20<sup>th</sup> Anniversary in 2020 – special activities include Staff/Board Reunion, LITS \$20 in 2020, member profiles in newsletters, NSWA video</i></b></li> </ul>
	Apply for Emerald Award for 20 <sup>th</sup> Anniversary.	<ul style="list-style-type: none"> <li>• <b><i>Finalist in Emerald Awards NGO Category for 20 Years of Environmental Excellence.</i></b></li> </ul>

**Goal 4: The NSWA remains a Functional and Sustainable Organization**

The NSWA organization is a registered non-profit society guided by an 18-member multi-stakeholder Board and has a complement of five staff. The Board meets six times a year and the Annual General Meeting is held in June.

The operating budget of the NSWA is approximately \$700,000 with major contributions provided by:

- Alberta Environment and Parks
- EPCOR
- municipal partners.

Watershed management project work is funded through separate federal and provincial grants and municipal and watershed stewardship group contributions.

Objective	Actions	2020-2021
NSWA is a functional organization with a strong multi-stakeholder society and board structure.	NSWA Society obligations are met annually such as annual general meeting, financial audit, record keeping and reporting.	<ul style="list-style-type: none"> <li>• <b>Complete annual financial audit.</b></li> <li>• <b>Hold annual general meeting.</b></li> <li>• <b>Submit annual society and charitable status reports.</b></li> <li>• <b>Maintain records of membership, minutes and elected directors.</b></li> </ul>
	NSWA Board of Directors has regular meetings to discuss watershed issues, provide strategic direction and support to NSWA Society.	<ul style="list-style-type: none"> <li>• <b>Board and Committees have defined meeting schedules.</b></li> <li>• <b>Board has annual review of strategic plan and annual operating plan and budget.</b></li> </ul>
	NSWA Board of Directors reviews Society Bylaws regularly.	<ul style="list-style-type: none"> <li>• <b>Board and Governance Committee review NSWA Bylaws (2009) to align with updated policies and address any noted issues.</b></li> </ul>
	NSWA Board of Directors to review Governance Manual and policies regularly.	<ul style="list-style-type: none"> <li>• <b>Board and Committees to review policies as outlined in 3-year policy review schedule.</b></li> </ul>
	NSWA Board of Directors to review Society and Board membership and fee structure.	<ul style="list-style-type: none"> <li>• <b>Board and Governance Committee to update membership and board structure as part of Bylaw update.</b></li> </ul>
NSWA is a sustainable organization with predictable core funding and well supported staff	Draft and approve a 3-year strategic plan. Report on progress and review annually.	<ul style="list-style-type: none"> <li>• <b>Board and Strategic Planning and Priorities Committee to review priorities by November.</b></li> </ul>
	Draft and approve a 1-year	<ul style="list-style-type: none"> <li>• <b>Board and Finance Committee to</b></li> </ul>

# North Saskatchewan Watershed Alliance

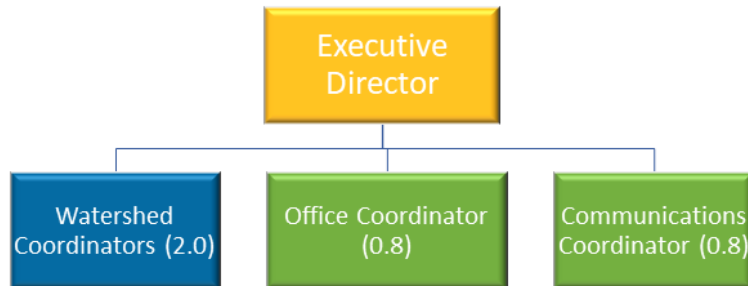
OPERATING PLAN AND BUDGET 2020-21

Objective	Actions	2020-2021
	operational plan and budget.	<i>draft annual budget for approval in March 2021.</i>
	Work with key funders (Alberta Environment and Parks, EPCOR and municipalities) to ensure core funding and in kind support is sustained.	<ul style="list-style-type: none"> <li>• <i>Complete AEP grant application and reports on time</i></li> <li>• <i>Send EPCOR letter requesting contributions by March.</i></li> <li>• <i>Send Municipal contribution letters out by September.</i></li> <li>• <i>Provide presentations, reports or update letters when requested.</i></li> </ul>
	Apply for grants for key project areas such as basin wide studies and sub-watershed focused work.	<ul style="list-style-type: none"> <li>• <i>Assess grant opportunities for alignment with strategic plan</i></li> <li>• <i>Focus on grants that allow staff resource funding</i></li> </ul>
	Partner with other organizations on projects that would increase watershed knowledge.	<ul style="list-style-type: none"> <li>• <i>Participate in project teams (when resources allow) or provide letters of support</i></li> </ul>
	Review staff organizational and compensation structure to ensure effective delivery of NSWA strategy.	<ul style="list-style-type: none"> <li>• <i>Update position descriptions and human resources policies for full time staff</i></li> <li>• <i>Review temporary staff contracts and opportunities to alleviate workload stresses</i></li> </ul>
	Review staff succession planning to ensure organizational sustainability.	<ul style="list-style-type: none"> <li>• <i>Update position descriptions with progression of experience and competencies</i></li> </ul>
	Evaluate office space needs for NSWA prior to lease expiry at the end of 2020.	<ul style="list-style-type: none"> <li>• <i>Assess opportunities for moving or sharing space to decrease costs</i></li> </ul>
	<b>Determine a plan for managing the data and information that NSWA generates – Key Strategic Direction</b>	<ul style="list-style-type: none"> <li>• <i>Compile a listing of data and information that NSWA currently holds and how and where it is held.</i></li> <li>• <i>Provide summary and/or policy of how key data and information is stored and shared.</i></li> </ul>



## **NSWA Staff**

The day to day operations of the NSWA are managed by the Executive Director and four staff. Contract staff and consultants are hired to support projects or provide technical expertise if resources are available.



## **Work Plan Timelines**

The annual strategic planning process for the NSWA begins in the fall with the Board reviewing its strategic planning priorities for the upcoming fiscal year (April 1 – March 31). Once the Board Strategic Plan is approved it provides the foundation for the operational workplan and budget as well as the Government of Alberta grant application that is due at the end of February each year. Key dates include:

- November – Strategic Planning Session
- January – Strategic Plan Approved
- April – Government of Alberta Operating Grant Report
- May – Annual Work Plan and Budget Approved
- June – Annual General Meeting

Confirmation of funding from the Government of Alberta, EPCOR and municipal contributions is spread out throughout the year and the budget may require updates based on final numbers. See Figure 1.

## **NSWA Funding Sources**

Operational funding for the NSWA is provided by:

- Government of Alberta
- EPCOR
- Municipal contributions
- Others (watershed stewardship groups, Living in the Shed book sales and donations).

The NSWA also receives grants from federal and provincial government programs for project specific work such as technical studies and on the ground projects. See Figure 2.

**Figure 1: NSWA Work Plan Timelines**

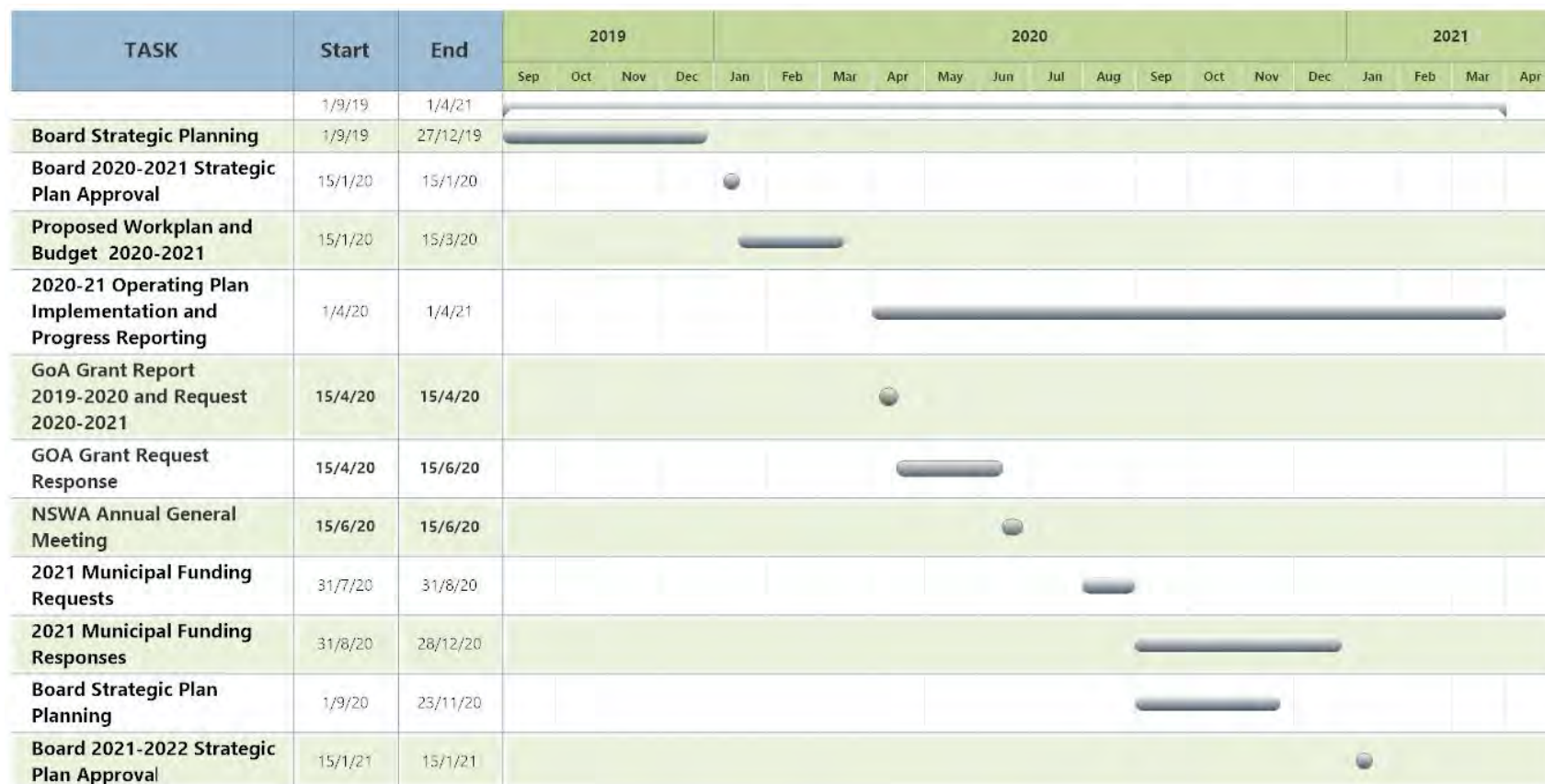
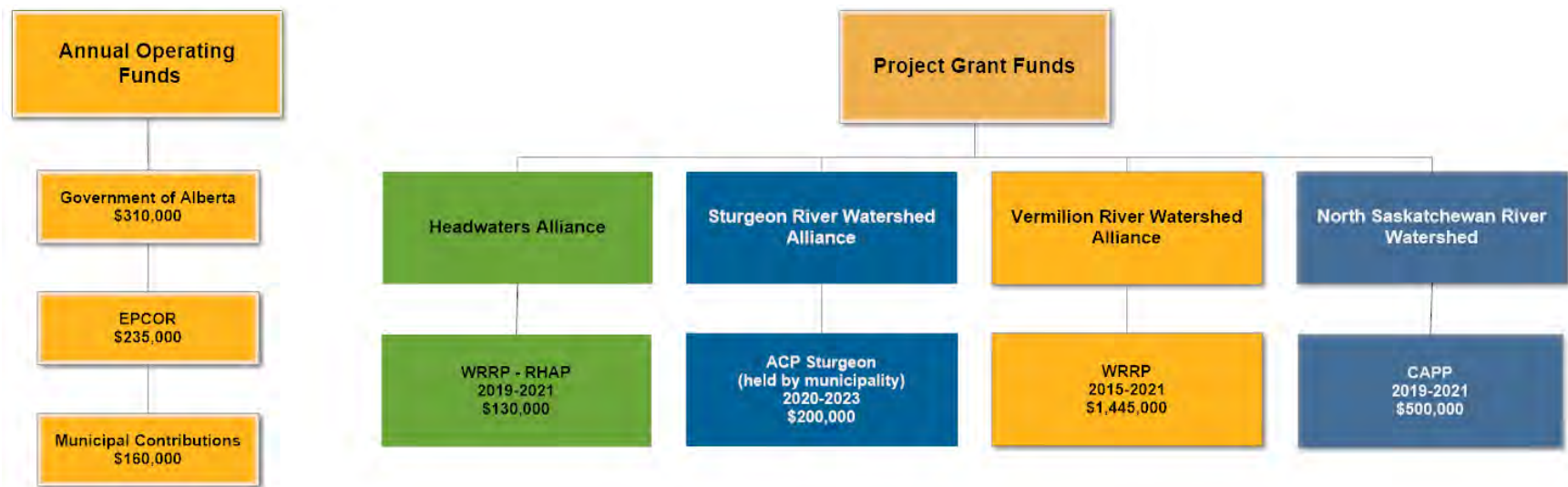


Figure 2: NSWA Funding Sources



WRRP - Watershed Resiliency and Restoration Program  
ACP- Alberta Community Partnership  
CAPP - Canadian Agricultural Partnership Program  
RHAP - Riparian Health Action Plan

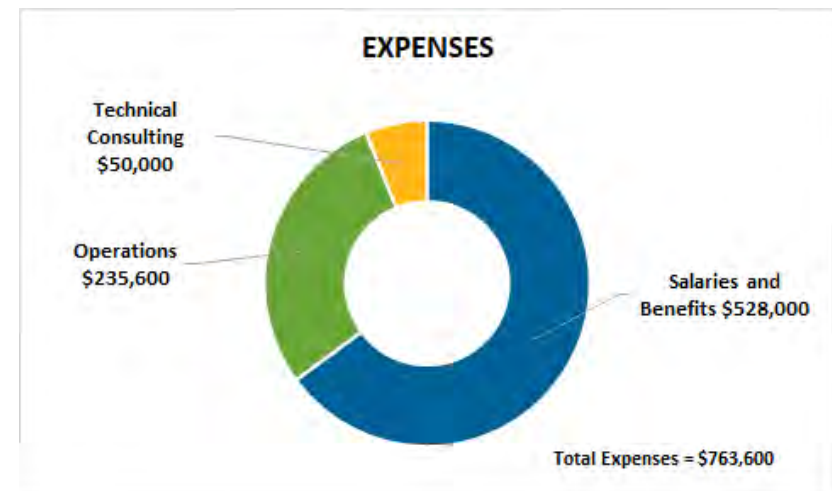
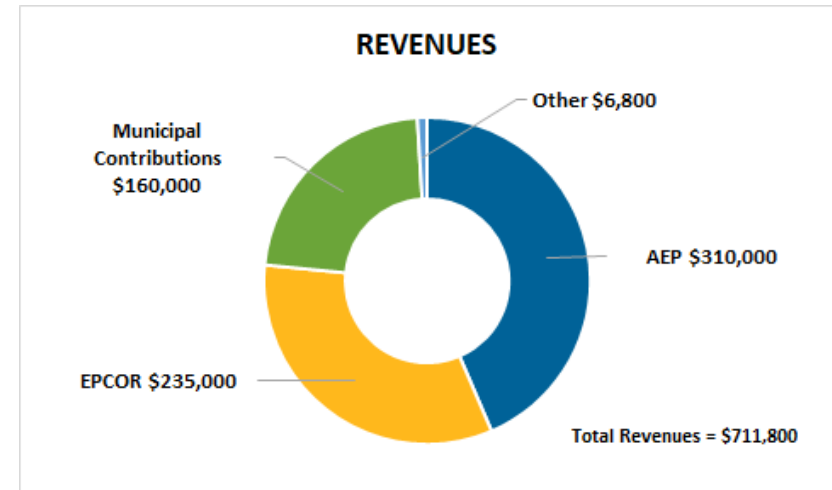
## Approved 2020 – 2021 Operating Budget

REVENUE	
AEP Grant	310,000
EPCOR	235,000
Municipal Contributions	160,000
Other	6,800
<b>TOTAL</b>	<b>\$711,800</b>
EXPENSES	
Salaries and Benefits	528,000
Operations	235,600
Consulting Fees	50,000
<b>TOTAL</b>	<b>\$763,600</b>
<b>NET</b>	<b>(\$51,800) *</b>

Operating Funds	
Operating Fund Balance March 31 2020	<b>\$376,600</b>
Projected Balance March 31 2020	<b>\$324,800</b>

Other Funds	
Operational Fund Reserve	<b>\$180,000</b>
Future Opportunities Fund	<b>\$100,000</b>

*\*Deficit would be funded from the Future Opportunities Fund if necessary*





## **VISION:**

*People working together for a healthy and functional North Saskatchewan River watershed – today and tomorrow.*

## **MISSION:**

*To protect and improve water quality, water quantity (instream flow) and the health of our watershed by:*

- *Seeking, developing and sharing knowledge*
- *Facilitating partnerships and collaborative planning*
- *Working in an adaptive management process.*





# Updated Bylaws 2020



As part of the NSWA 2019-2021 Strategic Plan, the Board identified updating the society bylaws as a key action item. The existing bylaws were drafted in 2000 when NSWA became a registered society and were updated once in 2009 to address the range of stakeholders that would make up the Board of Directors.

The update of the bylaws started in 2019 with the Board Governance Committee taking the lead. The Committee used resources provided by the Government of Alberta Registry Office to compile the minimum society bylaw requirements and update the NSWA society bylaws. These updates were reviewed by the Board on May 13, 2020. The main articles of the updated bylaws now include:

1. *Preamble*
2. *Definitions*
3. *Objects of the Society*
4. *Membership*
5. *Meetings of the Society*
6. *Board Governance*
7. *Financial and Other Management Matters*
8. *Amending the Bylaws*
9. *Dissolving the Society and Distribution of Assets*

The major updates to the new bylaws include:

- The addition of definitions
- Quorum for annual and special general meetings change from 10% of membership to 25 members
- More detail on special general meetings and special resolutions
- Composition of the Board of Directors updated
- Board Directors terms changed from 'a minimum of two' to three years
- More detail on the duties and responsibilities of Directors and Officers and their appointment, election, withdrawal and expulsion
- Expanded Financial and other Management Matters section to include registered office, use of seal, indemnity of Directors and Officers and a Dispute Resolution section
- Addition of article on Dissolving the Society and Distribution of Assets

**Special Resolution:**

***That the NSWA Bylaws (2009) are repealed and are replaced by NSWA Bylaws (2020).***

**Attachment 1:**  
**Proposed NSW Bylaws**

## **Article 1 - PREAMBLE**

### **1.1 The Society**

The name of the society is the “North Saskatchewan Watershed Alliance”, which may also be known or referred to as the NSWA.

### **1.2 The Bylaws**

The following articles set forth the bylaws of the NSWA.

## **Article 2 - DEFINITIONS**

### **2.1 Definitions**

In these bylaws, the following words have these meanings:

**2.1.1 Act** means the Societies Act R.S.A. 2000, chapter S-14 as amended, or any statute substituted for it.

**2.1.2 Annual General Meeting** means the annual general meeting described in Article 5.

**2.1.3 Audit** means an inspection of financial accounts by an independent body.

**2.1.4 Board** means the Board of Directors of the NSWA.

**2.1.5 Board Meeting** means a meeting of the Board as convened from time to time.

**2.1.6 Bylaws** mean the bylaws of the NSWA as amended.

**2.1.7 Consensus** is not necessarily unanimous agreement. Members may consent to a decision they disagree with, but recognize the decision meets the needs of the group and therefore give permission to move forward. Dissenting opinions may be recorded in meeting records.

**2.1.8 Director** means any Member elected or appointed to the Board of Directors in accordance with these Bylaws.

**2.1.9 Member** means an individual or organization that are registered with NSWA as described in Article 4.

**2.1.10 NSWA** means the ‘North Saskatchewan Watershed Alliance’.

**2.1.11 Officer** means the Chairperson, Vice-chairperson, Treasurer and Secretary of the Society as described in Article 6.

**2.1.12 Quorum** means the minimum Members present in order to conduct business, as described in Article 5.

**2.1.13 Registered Office** means the registered office for the NSWA, as described in Article 7.

**2.1.14 Register of Members** means the register maintained by NSWA containing the names of the Members of the NSWA.

**2.1.15 Simple Majority** means 50% plus one.

**2.1.16 Society** means the North Saskatchewan Watershed Alliance Society.

**2.1.17 Special General Meeting** means a special general meeting as described in Article 5.

**2.1.18 Special Resolution** means a resolution, as defined in Section 1(d) of the Societies Act, passed at a Special General Meeting or Annual General Meeting of the Membership of the NSWA. There must be twenty-one (21) days' notice for this meeting and the notice must state the proposed resolution. There must be approval by a vote of 75% (seventy-five) of the Members present at the meeting.

**2.1.19 Voting Member** means a Member entitled to vote at the meetings of the Society.

### **Article 3 – OBJECTS OF THE SOCIETY**

**3.1** The objects of the Society are detailed in the Certificate of Incorporation.

### **Article 4 - MEMBERSHIP**

#### **4.1 Classification of Members**

The Membership of the Society shall be open to all individuals and organizations whose interests are consistent with the NSWA vision, mission and values.

Membership consists of two categories:

- a. Individual Membership
- b. Organizational Membership

#### **4.2 Admission of Members**

**4.2.1** Any person or organization may become a Member by completing an application form. Application forms will include information on the name and contact information for the individual or organization and that indicate they agree with the vision, mission and values of the Society. The Board approves the application form and may update it from time to time.

**4.2.2** For organizations, the application form will include contact information for the voting representative for the organization and an alternate. The organization may also be asked to provide a letter indicating that the individuals named in the application are recognized as the formal representatives for the organization.

**4.2.3** A membership will be valid for one calendar year, April 1 – March 31. For a Member to be eligible to vote at the Annual General Meeting, or be nominated for the Board, they must have renewed their membership by March 31 of the same year.

#### **4.3 Fees and Contributions**

**4.3.1** The Board may establish a membership fee and, from time to time, amend the membership fee.

**4.3.2** The membership fee for an Individual Membership may be different from the membership fee for an Organization Membership.



**4.3.3.** Nothing herein shall preclude the acceptance of donations or funds from any source to support the work of the organization.

## **4.4 Rights and Obligations**

**4.4.1** A Member has the right to:

- a. receive notices of meetings of the Society
- b. attend and speak at the Annual General Meeting and Special General Meetings
- c. receive copies of minutes and regular updates regarding NSWA activities
- d. participate in a collaborative approach to planning and decision making in support of the business of the Society
- e. express concerns in writing to the Board
- f. stand for election to the Board
- g. entitled to one (1) vote at a meeting of the Society. Members cannot vote as both an individual and an organization.

**4.4.2** A Member has the responsibility to:

- a. act in accordance with the vision, mission, values and Bylaws of the NSWA
- b. support a collaborative approach to planning and decision making
- c. support the vision, mission and values of the NSWA within their community, sector and sphere of influence
- d. work actively with other Members and NSWA stakeholders to implement work, projects and programs of the Society.

## **4.5 Withdrawal**

Members may voluntarily withdraw from the Society by sending or delivering a written notice to the NSWA through the Registered Office. The withdrawal is effective immediately upon receipt of such notice. The Member is removed from the Register of Members and all rights and privileges are removed upon receipt of notice.

## **4.6 Expulsion**

The Society may, by Special Resolution at a Special Meeting called for such a purpose, expel any Member for any reasonable cause which is deemed sufficient in the interest of the Society. The expulsion is effective immediately upon delivery of notice to the expelled Member. All rights and privileges are removed upon receipt of notice. The decision cannot be appealed.

## **Article 5 - MEETINGS OF THE SOCIETY**

### **5.1 Annual General Meetings**

**5.1.1** The Society holds its Annual General Meeting within six months of the fiscal year-end and typically before June 30th of each year. The Board sets the place, date and time of the meeting.

**5.1.2** Notice of the Annual General Meeting shall be given in writing via mail or email to each Member at least twenty-one (21) calendar days prior to the meeting. The notice shall state

the place, date and time of the Annual General Meeting and any business requiring a Special Resolution.

**5.1.3** The agenda for the meeting shall include:

- a. adopting the agenda
- b. adopting the minutes of the last Annual General Meeting
- c. considering the NSWA annual report
- d. reviewing the audited financial statement for information
- e. appointing of the auditor(s)
- f. electing the Directors of the Board
- g. considering any matters specified in the meeting notice

**5.1.4** Attendance by 25 Members at the Annual General Meeting is a quorum.

**5.1.5** Important emergent items can be added to the agenda at the Annual General Meeting with Simple Majority vote of the attending members.

## **5.2 Special General Meetings**

**5.2.1** A Special General Meeting can be called at any time:

- a. By resolution of the Board of Directors
- b. On written request of at least ten (10) directors. The reason for the Special Meeting and the motion(s) intended to be submitted at this Special Meeting, or
- c. On written request of at least twenty-five (25) Members of the Society. The request must state the reason for the Special Meeting and the motion(s) intended to be submitted at this Special Meeting.

**5.2.2** Notice of the meeting shall be given in writing via mail or email to each Member at least twenty-one (21) calendar days prior to the meeting. The notice shall state the place, date and time of the meeting and the reason for the meeting including any special resolutions being presented.

**5.2.3** Only the matter(s) set out in the notice for the Special General Meeting are considered at the Special Meeting

**5.2.4** Any Special General Meeting has the same method of voting and the same quorum requirements as the Annual General Meeting.

## **5.3 Proceedings at the Annual or Special General Meeting**

**5.3.1** Annual or Special General Meetings of the Society are open to the public. A Simple Majority of the Members present may ask any persons who are not Members to leave.

**5.3.2** The Chairperson cancels the Annual or Special General Meeting if a quorum is not present within one-half (1/2) hour after that set time. If cancelled, the meeting is rescheduled for one (1) week later at an agreed time and place. If quorum is not present within one-half (1/2) hour after the set time of the second meeting, the meeting will proceed with the Members in attendance.

**5.3.3** The Chairperson chairs every Annual or Special General Meeting of the Society. The Vice-Chairperson chairs in the absence of the Chair. If neither the Chairperson nor Vice-Chairperson are present, the Members present choose one (1) of the Members to chair.

## **5.4 Consensus Decision Making**

Every reasonable effort will be made to achieve Consensus in decisions and recommendations. Where Consensus cannot be reached, decisions and recommendations at meetings will be made by Simple Majority with dissenting opinions noted in the minutes.

## **5.5 Voting**

**5.5.1** Each Registered Member shall have one (1) vote. A show of hands decides every vote at General Meetings. A ballot is used if at least five (5) Members request it.

**5.5.2** The Chairperson does not have a second or casting vote in the case of a tie vote. If there is a tie vote, the motion is defeated.

**5.5.3** Members may not vote by proxy.

**5.5.4** A Simple Majority of votes of the Members present decides each issue or resolution unless the issue needs to be decided by Special Resolution.

**5.5.5** The Chairperson declares a resolution carried or lost. This statement is final and does not have to include the number of votes for and against the resolution.

**5.5.6** The Chairperson decides any dispute on any vote. The Chair decides in good faith, and this decision is final.

## **Article 6 - BOARD GOVERNANCE**

### **6.1 Board of Directors**

**6.1.1** The Board governs and manages the affairs of the Society. The Board may hire an Executive Director to carry out management functions under the direction and supervision of the Board.

**6.1.2** The Board has the powers of the Society, except as stated in the *Society Act*. The powers and duties of the Board include:

- a. Promoting the objects of the Society
- b. Promoting the membership of the Society
- c. Approving an annual budget for the Society
- d. Paying all expenses for operating and managing the Society
- e. Making policies for managing and operating the Society
- f. Maintaining all accounts and financial records of the Society
- g. Without limiting the general responsibility of the Board, delegating its powers and duties to the Executive Committee or the Executive Director of the Society.

**6.1.3** The composition of the Board shall consist of no less than ten and no more than twenty Directors appointed or elected to represent the diversity of stakeholders, sectors and regions throughout the watershed. The Board can also include advisory positions which do not vote.

6.1.3.1 Directors are appointed from areas deemed critical to the organization such as regulators of water, land or energy resources, or major water license holders. These positions include:

- a. Provincial or other Government Agencies – Up to 3 positions
- b. Water or Hydroelectric Utilities – Up to 3 positions

6.1.3.2 Directors are elected from sectors that represent the diversity of stakeholders in the watershed. These positions include:

- a. Municipal Government – Up to 4 positions
- b. Industry – Up to 3 positions
- c. Agriculture – Up to 2 positions
- d. Non-Governmental Organization – Up to 2 positions
- e. Non-Affiliated Member at Large or Academia/Research – Up to 3 positions

**6.1.4** The Directors shall be elected at the Annual General Meeting. The Directors shall serve a term of three years. The terms of the Directors will be staggered so that a reasonable proportion of the Director positions are elected each year.

**6.1.5** A Director may resign from office upon written notice to the Board. The resignation takes effect on the date the Board accepts the resignation.

**6.1.6** Voting Members may remove any Director before the end of their term by a Special General Resolution vote at a Special General Meeting.

**6.1.7** If there is a vacancy on the Board, the remaining Directors may appoint a Member to fill that vacancy until the next Annual General Meeting.

**6.1.8** Meetings of the Board

- a. The Board meets at least four (4) times per fiscal year.
- b. The Chairperson calls the meetings. The Chairperson also calls a meeting if any two (2) Directors make a request in writing and state the business of the meeting.
- c. Meetings are called with five (5) days' notice by phone or email. Board Members may waive notice.
- d. A Simple Majority of the Directors present at any Board Meeting is Quorum.
- e. Where Consensus cannot be reached, decisions of the Board will be made by Simple Majority vote provided the Quorum of Directors is present. Dissenting votes will be noted and recorded.
- f. Each Director has one (1) vote.
- g. The Chairperson does not have a second or casting vote in the case of a tie vote. A tie vote means the motion is defeated.
- h. Meetings of the Board are open to Members of the Society, but only Directors may vote. Members are only permitted to participate in a discussion when invited to do so by the Board. A Simple Majority of the Directors present may ask any other Members, or other persons present, to leave.
- i. A meeting of the Board may be held by electronic means such as conference or video call. Directors who participate in this call are considered present for the meeting.

- j. Irregularities or errors done in good faith do not invalidate acts done by any meeting of the Board.

## **6.2 Officers**

**6.2.1** The Officers of the Society are the Chair, Vice-Chair, Secretary and Treasurer.

**6.2.2** At its first meeting after the Annual General Meeting, the Board elects the Officers. The Officers hold office until re-elected or until a successor is elected.

## **6.3 Duties of the Officers of the Society**

### **6.3.1** The Chairperson:

- a. Supervises the affairs of the Board
- b. When present, chairs all meetings of the Society, the Board and Executive Committee
- c. Is an *ex officio* member of all Committees
- d. Acts as the spokesperson for the Society
- e. Carries out other duties assigned by the Board

### **6.3.2** The Vice-Chair

- a. Presides at meetings in the Chair's absence. If the Vice-Chair is absent, the Directors elect a Chairperson for the meeting
- b. Replaces the Chair at various functions when asked to do so by the Chair or the Board
- c. Carries out other duties assigned by the Board

### **6.3.3** The Secretary

- a. Attends all meetings of the Society, the Board and the Executive Committee
- b. Keeps accurate minutes of these meetings
- c. Makes sure a record of names and addresses of all Members of the Society is kept
- d. Makes sure all notices of Society meetings are sent
- e. Makes sure the Seal of the Society is kept at the Registered Office
- f. Makes sure the annual return, changes in the Directors, amendments to the Bylaws and other incorporating documents are kept up to date with the Corporate Registry
- g. Carries out other duties assigned by the Board

### **6.3.4** The Treasurer

- a. Makes sure all monies paid to the Society are deposited in a chartered bank, treasury branch or trust company approved by the Board
- b. Makes sure a detailed account of revenues and expenditures is presented to the Board as requested
- c. Makes sure an Audit of the Society is prepared and presented at the Annual General Meeting
- d. Carries out other duties assigned by the Board



## **6.4 Board Committees**

**6.4.1** The Board may appoint committees to advise the Board.

**6.4.2** Each committee has terms of reference that outlines their purpose and responsibilities.

**6.4.3** A Board Member chairs each committee created by the Board.

**6.4.4** The committee chairperson calls committee meetings. Each Committee records minutes of its meetings and shares these with the Board. Committees provide reports to the Board when requested.

**6.4.5** A Simple Majority of the committee members present at a meeting is a Quorum.

**6.4.6** Each member of the committee has one (1) vote at the meeting. The committee chairperson does not have a casting vote in the case of a tie.

## **6.5 Executive Director**

**6.5.1** The Board may hire an Executive Director to carry out assigned duties. The Board sets out the terms of employment in a written agreement.

**6.5.2** The Executive Director reports to and is responsible to the Board, and acts as an advisor to the Board and to all Board Committees. The Executive Director does not vote at any Society meeting.

**6.5.3** The Board maintains a position description for the Executive Director and conducts an annual performance assessment.

## **6.6 Quorum**

**6.6.1** For Board and Committee Meetings Quorum shall be a Simple Majority

**6.6.2** For Annual General Meetings Quorum shall be 25 Members

**6.6.3** For Special General Meetings Quorum shall be 25 Members

## **Article 7 - FINANCIAL AND OTHER MANAGEMENT MATTERS**

### **7.1 Registered Office**

**7.1.2** The registered office of the NSWA is located in Alberta. The exact office location may be established by resolution of the Board if the change is communicated to Corporate Registry.

### **7.2 Finance and Auditing**

**7.2.1** The fiscal year of the Society is April 1 to March 31.

**7.2.2** There must be an Audit of the financial books, accounts and records of the Society once a year. A duly qualified accountant, or two Members of the Society, who do not have signing authority currently for the year the Audit is being conducted, will be appointed at the AGM to

do this Audit. At each Annual General Meeting, the Audit of the Society for the previous year is presented and accepted as information.

### **7.3 NSWA Seal**

**7.3.1** The Board may adopt a seal as the Seal of the NSWA.

**7.3.2** The Secretary has control and custody of the seal, unless the Board decides otherwise.

**7.3.3** The Seal of the Society can only be used by Officers authorized by the Board. The Board must pass a motion to name the authorized Officers.

### **7.4 Cheques and Contracts of the Society**

**7.4.1** The designated Officers of the Board sign all cheques on the monies of the Society. Two (2) signatures are required on all cheques. The Board may authorize the Executive Director to sign cheques for certain amounts and circumstances. This may also apply to other types of payments, such as electronic fund transfers or payroll, as approved by the Board.

**7.4.2** All Contracts of the Society must be signed by two (2) designated Officers or other persons authorized to do so by resolution of the Board. The Board may authorize the Executive Director to sign contracts for certain amounts and circumstances.

### **7.5 Keeping and Inspection of the Books and Records**

**7.5.1** The Secretary keeps and files all necessary books and records of the Society as required by these Bylaws, the Act, or any other statute or laws, unless the Board decides otherwise.

**7.5.2** A Member wishing to inspect the books or records of the NSWA must give written notice to the Chair or the Secretary of their intention to do so. Such a request will be granted within 30 days from the date of the request.

**7.5.3** Unless otherwise permitted by the Board, such inspection shall take place at the Registered Office during regular working hours.

**7.5.4** Other records of the Society are also open for review by Members except for records that the Board designates as confidential. Reasonable notice must be provided.

### **7.6 Borrowing powers**

**7.6.1** The Society may borrow or raise funds to meet its objects and operational requirements. The Board decides the amounts and ways to raise money including giving or granting security.

**7.6.2** The Society may issue debentures to borrow only by a Special Resolution of the Society.

### **7.7 Payments**

**7.7.1** No Member, Director or Officer of the Society receives any payment for their services as a Member, Director or Officer.

**7.7.2** Members, Officers or Directors who have a contract with the Society for services, lose their voting privileges at Board, Annual General or Special Meetings during the time the contract is in effect.

**7.7.3** Reasonable expenses incurred while carrying out duties of the Society may be reimbursed upon Board approval.

## **7.8 Dispute Resolution**

**7.8.1** This section applies to any dispute arising out of the affairs of the Society or the application of its Bylaws.

**7.8.2** The Dispute may be between:

- a. Members, or
- b. the Society and its Directors or its Officers, or
- c. the Society or its Directors or its Officers and either
  - i. a Member, or
  - ii. a former Member who was a Member within the previous 12 months.

**7.8.3** Any dispute will be resolved by:

- a. Direct negotiation between the parties, with or without assistance and/or facilitation. If resolution is not achieved, then by:
- b. Written appeal to the Board (and/ or other appropriate committee) for a decision. If resolution is not achieved, then by:
- c. Mediation pursuant to the National Mediation Rules of Arbitration and Dispute Resolution Institute of Canada (ADRIC), or to mediation practices agreed upon by the parties. If resolution is not achieved, then by:
- d. Arbitration pursuant to the National Arbitration Rules of ADRIC, or to arbitration practices agreed upon by the parties. The decision will bind all parties.

**7.8.4** The selection process for any facilitators, mediators, or arbitrators will be determined by the Board.

**7.8.5** Members are obligated to comply with the Society's dispute resolution Bylaws, policies and procedures as a condition of membership. The failure of a Member to cooperate with the Society's dispute resolution processes shall be considered reasonable cause for expulsion.

**7.8.6** In a circumstance where a language for the dispute resolution process cannot be mutually agreed upon by all parties, the dispute resolution process shall be in English.

## **7.9 Protection and Indemnity of Directors and Officers**

**7.9.1** Each Director or Officer holds office with protection from the Society. The Society indemnifies each Director or Officer against all costs or charges that result from any act done in their role for the NSWA. The Society does not protect any Director or Officer for acts of fraud, dishonesty, or bad faith, or acts not approved by the Board or acts outside of NSWA business.

**7.9.2** A Director or Officer is not liable for the acts of any other Director, Officer or employee. A Director or Officer is not responsible for any loss or damage due to the bankruptcy, insolvency, or wrongful act of any person, firm or corporation dealing with the NSWA.

**7.9.3** Directors or Officers can rely on the accuracy of any statement or report prepared by the Society's auditor. Directors or Officers are not held liable for any loss or damage as a result of acting on that statement or report.

## **Article 8 – AMENDING THE BYLAWS**

**8.1** These Bylaws may be cancelled, altered or added to by a Special Resolution at an Annual General or Special Meeting of the Society.

**8.2** The twenty-one (21) days notice of the Annual General or Special Meeting of the Society must include details of the proposed resolution to change the Bylaws.

**8.3** The amended Bylaws take effect after approval of the Special Resolution at the Annual General Meeting or Special Meeting and accepted by the Corporate Registries of Alberta.

## **Article 9 – DISSOLVING THE SOCIETY AND DISTRIBUTION OF ASSETS**

**9.1** The Society does not pay any dividends or distribute its property among its individual Members.

**9.2** If the Society is dissolved, any funds or assets remaining after paying all debts are to be paid to one or more charitable organizations with objects similar to those of the NSWA.

**9.3** Members are to select the organization to receive the assets by Special Resolution. In no event do individual Members receive any assets of the Society.

**Attachment 2:**  
**Existing NSW Bylaws**

## **NORTH SASKATCHEWAN WATERSHED ALLIANCE SOCIETY**

### **BY-LAWS**

#### **NAME**

The name of the organization shall be the "North Saskatchewan Watershed Alliance Society". However, for the purposes of routine business, it shall be known as the "North Saskatchewan Watershed Alliance" (NSWA).

#### **MEMBERSHIP**

Membership of the Society shall be open to any individual or organization whose interests are consistent with the Vision and Mission of the Society.

- a) Individuals and organizations may become members of the Society. Applications for membership are subject to review and acceptance by the Board of Directors and payment of any applicable membership fee.
- b) Individuals must complete a membership application. Upon acceptance of their application, they will be considered a "declared" member for voting purposes.
- c) Organizations, or a branch thereof, must also complete a membership application and provide a letter to the NSWA designating their official representative and an alternate representative. Upon acceptance of the application, the organization will be considered a "declared" member for voting purposes.
- d) When a membership vote is required on any motion, one "declared" member has one vote. Voting privileges at an Annual General Meeting (AGM) or Special Meeting of the Society are open only to members in good standing. An alternate representative may vote on behalf of the official representative of an organizational member.
- e) Members in good standing may voluntarily withdraw from the NSWA at any time by advising the Executive Director in writing.
- f) A member may be expelled from the Society for non-compliance with member responsibilities (as stated below).
- g) Membership in the Society has a term of one year dating from April 1<sup>st</sup> of one year to March 31<sup>st</sup> of the following calendar year, and will lapse if not renewed annually.

#### **MEMBER RIGHTS AND RESPONSIBILITIES**

A "declared" member has the right:

- to attend and vote at the AGM and all Special Meetings
- to stand for election to the Board of Directors
- to participate in a collaborative approach to planning and decision making in support of the business of the Society
- to express concerns in writing to the Board of Directors
- to receive copies of minutes and regular updates regarding NSWA activities
- to participate in working committees that are undertaking NSWA initiatives
- to put forth new ideas for consideration by the members, Board of Directors and Executive Director

A "declared" member is responsible:



- to act in accordance with the Vision, Mission and By-laws of the NSWA
- to support a collaborative approach to planning and decision making
- to support the Vision and Mission of the NSWA within their community, sector and sphere of influence
- to work actively with other members and stakeholders to implement NSWA work, projects and activities

## **FEES AND CONTRIBUTIONS**

- a) The Board of Directors may propose fees for both individual and organizational memberships. Any proposal to set or amend membership fees must be ratified at the AGM or at a Special Meeting.
- b) Nothing herein shall preclude the acceptance of donations or funds from any source to support the work of the organization.

## **BOARD OF DIRECTORS**

- a) The Board of Directors shall consist of no less than ten and no more than eighteen members elected to represent a variety of sectors and regions throughout the watershed.
- b) The Board of Directors is responsible for the overall operation of the Society.
- c) The nomination and election of members to the Board of Directors will take place at the AGM. Each Director will commit to a minimum two-year term of office.
- d) Should a vacancy occur, the Board of Directors may fill the vacancy by direct appointment from the membership of the Society. Such an appointment will be in effect until the next AGM. A new member of the Board of Directors must be elected at the next AGM to fill such a vacancy.
- e) The Board of Directors shall meet a minimum of four times per fiscal year at the call of the President of the Society. The agenda of the business to be transacted shall accompany each notice of a meeting of the Board of Directors.
- f) Any member of the Board of Directors may resign from office upon written notice to the Board of Directors.
- g) Any member of the Board of Directors (including officers) may be removed from office by a motion of the Board of Directors.
- h) The Board of Directors will prepare the Vision, Mission and By-laws of the NSWA Society and Terms of Reference of the Board of Directors for ratification. To become official, these documents must be ratified at an AGM or a Special Meeting of the Society.
- i) The Board of Directors will conduct business and make decisions on behalf of the NSWA membership.
- j) The Board of Directors will develop a three-year strategic plan outlining major goals, projects and activities, and an annual work plan in support of the strategic plan.
- k) Every reasonable effort will be made to achieve consensus in decisions and recommendations.
- l) Where consensus cannot be reached, decisions and recommendations of the Board will be made by simple majority vote provided that a quorum of Directors is present. Quorum will constitute 50% + 1 of elected or appointed Directors. Dissenting votes will be noted and recorded.
- m) The Board of Directors may employ such persons, companies or organizations as may be required to carry out the work of the Society.

- n) The Board of Directors may appoint committees to carry out the specific work of the organization.

## **OFFICERS**

- a) Following each AGM, the newly elected Board of Directors shall appoint from among its members an Executive Committee consisting of a President, Vice-President, Secretary and Treasurer.
- b) The Executive Committee is responsible for carrying out the business of the Society.
- c) The same person may fill the offices of Secretary and Treasurer.
- d) The President, or a designate, shall act as official spokesperson for the Society.
- e) The President is ex-officio on all committees of the Society.

## **EXECUTIVE DIRECTOR**

- a) The Board of Directors may appoint an Executive Director to be responsible for managing the operations of the Society.
- b) The Board will determine the terms of employment of the Executive Director and conduct an annual performance review.
- c) The Executive Director shall subscribe to the Vision and Mission statements of the NSWAA and support the membership to achieve the overall goals of the Society.

## **MANAGEMENT**

- a) The Board of Directors shall provide the Executive Director, and the overall membership of the Society, with leadership and direction.
- b) The Executive Director, on behalf of the Executive Committee, shall conduct the ongoing, day-to-day business of the Society.
- c) The President shall provide general supervision of the affairs of the Society.
- d) The Vice-President shall assist the President in supervising the affairs of the Society and act on behalf of the President in his/her absence.
- e) The Secretary shall be present at meetings of the Board of Directors to record the business of the Society and shall keep a record of correspondence of the Society. If the Secretary is absent from a particular meeting, the President shall appoint an alternate Secretary from among the Directors present at the meeting. The Secretary shall have charge of the Seal of the Society which, whenever used, shall be authenticated by the signature of the Secretary and the President or the Vice-President.
- f) The Treasurer shall attend to the collection and recording of any monies due the Society and shall certify as to the accuracy of all bills and vouchers presented for payment. The Treasurer shall prepare a statement of the financial standing of the Society on the request of the Executive Committee and for every AGM. The Treasurer shall complete and submit an annual return to Corporate Registry and deposit funds in a bank as directed by the Board of Directors.
- g) All cheques written on Society accounts must be signed by any two of the President, Vice-President, Secretary, Treasurer or Executive Director.
- h) The fiscal year of the Society shall be from April 1st of one year to March 31st of the following calendar year.

## **INSPECTION AND CONFIRMATION OF RECORDS**

The financial records shall be audited at least once each year by a duly qualified accountant or by two members of the Society appointed for that purpose at the AGM. A complete and proper statement of the standing of the books for the previous year shall be submitted by such auditor(s) to the Annual General Meeting of the Society.

Members may make a written request to inspect the books and records of the Society. Such a request will be granted within 30 days from the date of the request. Members may inspect the books and records only at the regular business offices of the Society.

## **MEETINGS OF THE SOCIETY**

- a) The Board of Directors may call at any time a Special Meeting of the Society in order to address issues of concern regarding the operation of the Society. The Board of Directors also may call a Special Meeting in response to a written request from no less than ten (10) members of the Society.
- b) Members will be notified of General or Special meetings in writing via email, fax or letter at least thirty (30) days prior to the date of the meeting.
- c) The AGM of the Society shall generally be held on or before June 30<sup>th</sup> each year. Notice of the AGM shall be given in writing via email, fax or letter to each member at least thirty (30) days prior to the date of the meeting. Notice of the meeting will be accompanied by the draft minutes of the previous AGM and any intervening general or special meetings of the Society.
- d) Annual work plans and financial projections of the Society will be presented for information at the AGM. Ratification of the annual work plan at the AGM infers acceptance by members present of decisions made by the Board of Directors with respect to the daily operation of the Society.
- e) Every reasonable effort will be made to achieve consensus in decisions and recommendations.
- f) Where consensus cannot be reached, decisions and recommendations at meetings will be made by simple majority vote provided that a quorum of members is present.
- g) Ten percent (10%) of the "declared" members of the Society must be present to carry on business at a General or Special Meeting. If ten percent (10%) of members are not present, the President or alternate Chairperson of the meeting may call for a motion from the floor to declare that the members present constitute a quorum.
- h) Each "declared" member shall have one vote and an equal voice in making decisions at any Special Meeting or AGM of the Society. Such votes must be made in person and not by proxy or otherwise.

## **BORROWING POWERS**

For the purpose of carrying out its purpose, the Society may borrow, raise or secure the payment of money in such manner as it deems appropriate. This power shall be exercised only under the authority of the Society.

## **REMUNERATION**

Members, Officers and Directors of the Society shall not be entitled to receive any remuneration for their services unless authorized by the Board of Directors. Members, Officers and Directors, who have a contract with the Society for services, and/or who

receive remuneration for work performed, lose their voting privileges at a General or Special meeting during the time the contract or remuneration is in effect.

## **BY-LAWS**

The By-laws may be rescinded or amended only by a "Special Resolution". Proposed amendments to the By-laws of the Society shall be submitted in writing by a "declared" member not less than thirty (30) days prior to the date of a Special Meeting or the AGM of the Society. Section 1 (d) of the *Societies Act* requires a minimum of 21 days notice to the members if a special resolution is going to be held. This section of the Act also requires approval of  $\frac{3}{4}$  (75%) of the members in attendance in order to pass the special resolution. Copies of the accepted amendments must then be forwarded to the Registrar for Societies under the *Societies Act* of Alberta.