

Bow River Basin **COUNCIL**

Business Plan **April 01, 2019- March 31, 2022**



Valley in Banff National Park: Photo courtesy Mike Murray

April 01, 2019

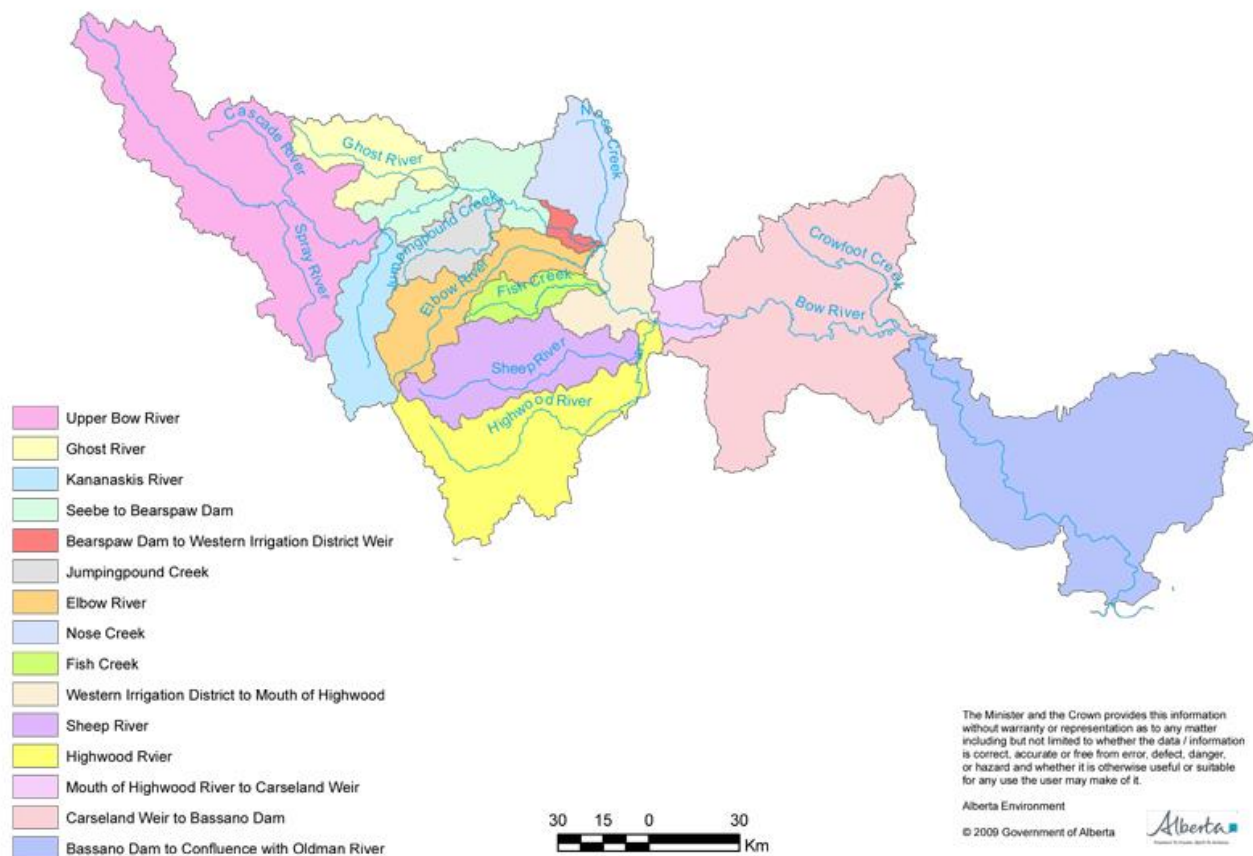


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Business Plan

April 1, 2019 – March 31, 2022

Executive Summary

The Bow River Basin Council (BRBC) is Alberta's first Watershed Planning and Advisory Council (WPAC), receiving the designation in December of 2004. The BRBC is also the Province's longest serving Basin Council having been established in 1991 by appointment of the Minister of Environment. It is a registered, not-for-profit charitable society consisting of nearly 410 active participants distributed amongst six categories representing the collective interests of more than 1.3 million residents either within the Basin or dependent upon its waters. Our Council continues as a leading WPAC in Alberta, and within our own basin we are widely respected as a trusted voice of reason, respect and balance.

The Council has adopted a vision that the Bow River Basin is one of the best-managed watersheds in the world. To achieve this objective and fulfill the directive established by Alberta's *Water for Life Strategy*, the Council undertakes a multi-faceted program, strengthening the decision-making capacity among water and land-use managers throughout the basin. The Council recognizes the importance of reaching literally hundreds of decision-makers who can exercise proactive steps in watershed management within the Basin. The cornerstones of the Council's plans for the next three years are:

1. Regular Membership Educational Forums and Services: Highly-inclusive forums that establish the relationships and communication linkages necessary for consensus-based decision-making, thus building and maintaining capacity within a strong membership. The BRBC will hold 6 such forums each year.
2. In addition, the BRBC will continue to engage, recruit and provide participation opportunities through volunteering activities (working groups and committees, workshops, newsletters, website and annual evaluation in the pursuit of the BRBC mission; **(ref. Water for Life Strategy: i); ii); iii); iv) knowledge and research; v) partnerships)**
3. The BRBC will continue to engage its membership through different standing committee works. These committees provide very important avenues to members to contribute/use their knowledge and expertise in various projects. BRBC Science Committee, Legislation and Policy Committee, Stakeholder Engagement Committee, Youth Committee and Watershed Stewardship Coordination Committee will continue to mobilize highly skilled members to leverage the financial support provided by funders.
4. Collaboration and partnership: BRBC will continue to pursue collaborative projects to advance best management practices, watershed planning, monitoring and state of the Basin

reporting. Consistent monitoring of watershed conditions along with timely updates of conditions within the Bow River Basin and sub basin will catalyze policy, planning, educational, research and fund development activities. The BRBC will continue to work with stewardship groups such as Nose Creek Partnership, Jumping Pound Creek, Ghost Watershed Alliance, Elbow River Partnership and Big Hill Creek to promote continuous monitoring, data collection and implementation of WMPs, BMPs. **(ref. Water for Life Strategy: i) – v); vi) water conservation)**

5. Watershed Planning: The BRBC will maintain leadership and significant involvement in the Bow Basin Watershed Management Plan (BBWMP) and other management plans, which represent comprehensive planning frameworks for decision-makers throughout Alberta, the S. Saskatchewan and Bow River Basins. The Ten Year Review of the South Saskatchewan River Basin Water Management Plan is one of the major projects successfully concluded recently. Similarly High Conservation Value Area Mapping is another project currently being pursued. Tools development for this project is completed and the BRBC is in discussion with SAIT to develop a platform to roll out project. BRBC is also supporting the provincial initiatives namely Storm Water Use/Water Reuse Policy and Phosphorus Management Plan.

As part of its overall watershed planning objectives, the BRBC actively works with its members in setting parameters such as quantity (WCO's), quality (WQO's), and others (Wetlands, Riparian, Aquifer and Groundwater) **(ref. Water for Life Strategy: i) safe, secure drinking water supplies; ii) healthy aquatic ecosystems; iii) reliable, quality supplies for a sustainable economy)**

6. Fund-development directed towards increased sustainability for the Council as it tackles the important agenda ahead. The BRBC is fortunate to have highly engaged members who not only actively participate in its projects but also generously provide financial support. Annual contributions from the municipal partners and licensee members constitute a significant portion of the BRBC revenue annually.

The BRBC cumulative operating budget over the next three years is estimated to be \$2.81 M based on the current annual operating budget adjusted to reflect project-specific needs. Additional in-kind contributions and/or financial support are required to fulfill the annual core activities as well as projects. Funds are allocated to achieve specific measurable goals under the following programs and projects

- Member education and outreach
- Stewardship of water and protection of the aquatic environment
- Research, collaboration and partnership development
- Best Management Practices
- Environmental Condition Reporting (ECR) – formerly “State of...” reporting
- Watershed planning
- Administration and Management

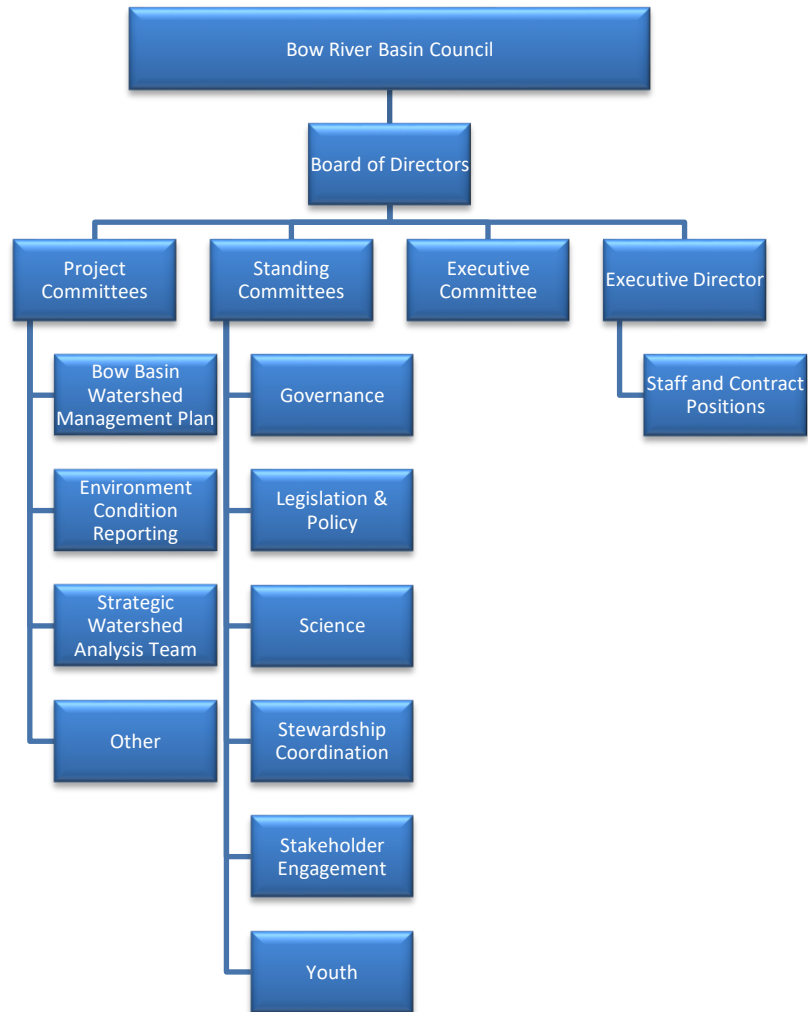
The BRBC Governance and Management Model

Board of Directors: The BRBC has six categories of members. The BRBC board is comprised of two members elected from each category of membership (12) plus a Treasurer elected at large.

Executive is responsible for day-to-day governance of the organization and is comprised of Chair, Vice-Chairs (2), Treasurer and Executive Director. Executive Director: responsible for day-to-day management of the Council. Program Manager: responsible for day-to-day operations of the Council's activities. Fund Development & Member Services Officer: responsible for fund development, member support, finance and administrative support.

Standing Committees are as follows: (1) Executive Committee, (2) Stakeholder Engagement & Fund Development Committee, (3) Governance Committee (4) Legislation and Policy Committee, (5) Science Committee (6) Watershed Stewardship Coordinating Committee (7) Youth Committee. Project Committees are struck from time-to-time to respond to specific issues or project activities. Currently SSRB WMP 10 years Review Committee is active.

BRBC Organizational Chart



The business of the Council is actively reported on our web site: www.brbc.ab.ca

Vision of the Council

The Bow River Basin Council's envisions a future where,

The Bow River will be conserved and protected as a fragile and unique resource and recognized as our lifeline. Multiple uses will be balanced, ensuring the needs of all stakeholders are met while recognizing that a healthy ecosystem is paramount.

Simply stated,

The Bow River Basin will be one of the best-managed watersheds in the world.

Mission of the Council

The Bow River Basin Council is a multi-stakeholder group that has a broad mission of encouraging co-operative and effective strategies for water use management and environmental stewardship. Representatives on the Council serve in six membership categories: (i) commercial and industrial interests, (ii) individual public members, (iii) licensees (including irrigation

agriculture), (iv) urban and rural municipalities, (v) non-profit / academia (including recreational and ecological interests, and (vi) regulatory agencies (federal and provincial departments) and First Nations communities. The Bow River Basin Council does not assume the operating mandate of any member stakeholder, but will instead support and assist all member stakeholders in their mandates by improving co-ordination, communications and consensus-based problem solving amongst them.

The Bow River Basin Council's mission is:

To provide or support actions for the purposes of protecting and improving the waters of the Bow River Basin and with respect to any social, cultural, economic and environmental aspects of:

- riparian zones
- aquatic ecosystems
- the quality and quantity of groundwater and surface water
- the effects of human activity and land use on water resources

The History and Accomplishments of the BRBC as a WPAC

Water for Life (the Provincial Strategy) recognized the need and called for the establishment of Watershed Planning and Advisory Councils (WPAC's) throughout Alberta. WPAC's are expected to fulfill a significant role in the management of Alberta's water resources. Furthermore, they will directly influence policy and legislation development. The Bow River Basin Council was formally recognized as the Watershed Planning and Advisory Council (WPAC) in December of 2004, the first WPAC to be given this recognition. This recognition is a key step in implementation of Water for Life strategy.

"No organization is stronger than the quality of its leadership, or ever extends its constituency far beyond the degree to which its leadership is representative." Edgar Powell

Through the very hard work of its Board and a broad base of dedicated volunteers the BRBC has accomplished a great deal and enjoys a rich history of accomplishments. In international front, The BRBC had opportunities to host water management delegations from England (Mersey River), Egypt and the Peoples' Republic of China. Furthermore, the Council was represented on the Canadian Steering Committee for the UN International Year of Fresh Water.

At a national scale the BRBC was represented on a National Advisory Panel to Assess Wildfire Impact on Water, and subsequently the State of the Science Workshop - Wildfires Impacts on Water Supplies and Potential for Mitigation (CWN – Canada & Water Research Foundation – USA). Similarly, the BRBC was at the table for the Canadian Water Network project on Governance for Source Water Protection in Canada held in Guelph ON.

Currently, the BRBC is a representative at Institute for Environmental Sustainability Advisory Committee instituted under Mount Royal University and Global Water Futures Select Collaborators Group, a federally supported national initiative.

Provincially, the BRBC was the first WPAC to publish a State of the Watershed Report, the first to publish an Integrated Watershed Management Plan, and provided the first WPAC representative to the Alberta Water Council. The BRBC also organized and hosted the inaugural WPAC Summit and successfully held 2nd summit in 2016. The Council was active in an advisory capacity with the formation of the Athabasca Watershed Council and was co-founder of the Alberta Water Portal. Currently the BRBC is active in the following province wide organizations/activities

- Chairs – Alberta Stewardship Network stewardship grant committee
- Member - Water Portal Water Quality Advisory Panel
- Member - Alberta Whirling Disease Committee
- Member - Alberta Low Impact Development Partnership
- Director - Alberta Ecotrust Foundation
- Environmental Co-chair Alberta Ecotrust Grant Review Committee

At regional level, the BRBC was the only pre-existing watershed organization that was invited to form a Basin Advisory Committee in the South Saskatchewan River Basin Water Management Plan process. Recently the BRBC successfully led a project of reviewing SSRB Water Management Plan. In addition, the BRBC is active in the following regional organization, initiatives and activities.

- Mentor/Judge - Caring for our Watersheds
- Board member - Elbow River Watershed Partnership
- Participant- Elbow/Bow Field School Program
- Board member - Calgary River Valleys
- Member - Phosphorous Management Plan IC
- Manager - SSRB Water Management Plan 10 Year review
- Member - Nose Creek Watershed Partnership Technical Committee
- Member - West slope Cutthroat Trout Recovery Team
- Member - Eastern Slopes Conservation Collaborative
- Member - Water Program Activity Team (Foothills Research Institute)
- Member – Bow River Working Group

Media – The BRBC prompted the production of a documentary on the Bow, produced for the Great Canadian Rivers Series, shown on the Discovery Channel. The organization has received national print coverage in the Globe & Mail, Readers’ Digest, Canadian Civil Engineer, and the Canadian Water Resources Association Newsletter. Executive Director and Board members have from time to time appeared on CBC and local radio/TV program to talk on water and watershed management issues.

Awards:

- 2008 – North American Lake Management Society (NALMS) Technical Excellence Award
- 2009 – Calgary Award for Environmental Achievement
- 2010 – Alberta Stewardship Network (ASN) Grassroots Environ. Stewardship Award
- 2010 – Alberta Emerald Award Recipient

Expected Outcomes (as detailed in Water for Life)

The 2003 Water for Life Strategy outlines 3 primary over-arching goals for provincial water management. These were reaffirmed by Water for Life – a renewal in November of 2008.

- Safe, secure drinking water supplies,
- Healthy aquatic ecosystems,
- Reliable, quality supplies for a sustainable economy

Furthermore, the Strategy supports these subsidiary goals or activities

- Knowledge and research,
- Partnerships,
- Water conservation.

The Provincial Strategy indicates that WPAC's will fulfill the following major general outcomes.

- Engage and inform stakeholders (education and outreach)
- Report on state of the watershed.
- Develop watershed management plans (e.g. Bow River Working Group).
- Promote best management practices.

These outcomes are further expanded to include the following deliverables¹,

- Provide a forum to identify, discuss and recommend priorities for issues and initiatives within the watershed.
- Establish partnerships with watershed stewardship groups within the basin.
- Environment Condition Reporting previously known as "State of the basin" reporting, which include internet accessible information.
- Watershed management plans that identify water related issues and concerns and examine the best course of action to address them.
- Undertake actions that benefit the water in our watershed or makes changes to the way we use the water resource.
- Partners with stakeholders in development and implementation of water conservation programs, water monitoring programs, source water and wetland protection programs.
- Promote awareness and implementation of best management practices.
- Conduct education and awareness programs.
- Make recommendations to the appropriate water and land use decision-making authorities.

- Project supports through provision of funds and/or resources based on merit, availability, and sound financial and project management principles.
- Fund development for benevolent, cultural, ecological, educational, planning and/or recreational purposes for the improvement and protection of the Bow river watershed.
- Administrative and managerial activities in accordance with provincial and federal laws governing the management of non-profit, charitable societies.

Specific Activities and Projects

The following overview of the BRBC's activities is provided for ongoing (regular) activities that support sustainability and project activities that promote specific stewardship objectives.

1. Education Activities are the BRBC's means of both engaging and informing members on an on-going basis. These activities build capacity by increasing the depth of knowledge amongst existing members and by attracting new members. The main activities include four (full-day) Educational Forums held quarterly (see Point 2); BRBC websites (Home site and Environmental Condition Reporting); Quarterly newsletters; and weekly News & Events Bulletins.

2. The Bow River Basin Council will convene day-long Quarterly Educational and Networking Forums (2nd Wednesday of June, September, December and March). These forums for members permit the sharing of perspectives and exchange information. This past year some of the topics covered included;

- Irrigation Efficiency and Flow Restoration on the Bow River
- Water Re-Use
- South Saskatchewan Watershed Management Plan 10 Year Review
- Evolving Stewardship: responding to opportunities in the watershed
- Ring Road Decision
- Springbank Reservoir 1 project update
- Stakeholder Engagement Committee
- True Sources of the Elbow
- Ghost State of the Watershed
- Aquatic and Riparian Condition Assessment for the Bow River
- Sub regional footprint planning initiative
- Elbow River Interpretive Sign Project / Plastic Free YYC Introduction
- Water Quality Project
- High Plains Industrial Park Stormwater Management Pilot
- The Bow river Bioengineering Demonstration and Education Project
- Source Water Protection Plan
- MGA Amendment discussion
- South Sask. Watershed Management Plan 10 Year Review – Final Report
- New Monitoring Program and Optimization
- Big Hill Creek Water Quality Report
- Sediment and Stream health Implications

- McLean Creek Sediment Study
- A Time of Change
- Jumping Pound Creek Watershed Partnership Update
- Call for the Wetland
- MGA/Implications for Watershed Planning and Environmental Stewardship
- ABMI Human Footprint
- Capacity Building Through Volunteer- Driven Riparian Health Assessment
- Riparian Restoration Elbow, Trout Redd Survey
- Big Hill Springs stewardship project activities
- CreekWatch progress report presentation
- A walk through the Ghost Watershed
- Amphibian Monitoring Program
- Water act/Wetlands Policy Working Through a case Study
- Bio – engineering projects in the Ghost and Elbow watersheds
- Jumping Pound Creek Plan Implementation
- Bow River Water Management Project
- Springbank Reservoir 1 project update
- Whirling Disease Update

In addition to the regular Forums the BRBC conducts a specialized one-day Science (Technical) Forum and a one-day Legislation and Policy in the spring every year.

3. Watershed Planning: BRBC completed 2 phases of Bow Basin Watershed Management Plan. These plans are decision support tools based on integrated management framework developed to support stakeholders in watershed management initiatives. Besides the regular watershed management plan, the BRBC also implement projects to support the planning initiatives. Last year, it completed successfully a review project of SSRB Water Management Plan. The purpose of this project is to assess effectiveness of the implementation of the Plan since its inception in 2006 and evaluate progress against WMP recommendations and intended outcomes based on best available data, including a baseline comparison. This year the BRBC will continue to pursue the implementation of the recommendations. BRBC will continue its work on High Conservation Value Area Mapping Project in the Bow Basin. This project aims at developing a better understanding of the Bow River Watershed with a focus on retaining and storing water, reducing runoff, protecting riparian and wetland habitats and preserving headwaters. The BRBC is partnering with SAIT to develop a platform to roll out this project.

4. Environmental Condition Reporting (ECR): Previously known as State of the Watershed Report, the BRBC will continue to seek improvement on its web based watershed health reporting tool. This year’s focus is on partnering with stakeholders to populate the tools with additional data set collected by stewardship organizations and other jurisdictions.

5. Water for Life Implementation and Water for Life Renewal continue to be extremely important activities for the BRBC. Under the Alberta Water Council, there are numerous

initiatives and Project Teams in which BRBC Members are centrally involved. Currently active projects and initiatives in which the BRBC is either directly (BRBC appointed representation) or indirectly (BRBC member organization appointed) include;

- Protecting Sources of Drinking Water in Alberta
- Building Resiliency to Multi year Drought
- Water for Life Implementation Review Committee

Stewardship and Watershed Health (Project Activities):

The BRBC undertakes projects that will make a lasting contribution to improve water quality and watershed health. These initiatives are sparked collaboratively with our members, community groups, youth groups, educational institutions or interested individuals. It will also provide funding in the form of stewardship grant and in-kind support to stewardship groups, research institutions and others. These projects will have well defined end-points and deliverables.

Year 1 - April 1, 2019– March 31, 2020

1. High Conservation Value Area Mapping in the Bow basin: This project aims at developing a better understanding of the Bow River Watershed with a focus on retaining and storing water, reducing runoff, protecting riparian and wetland habitats and preserving headwaters. This project will develop web-based tools to provide a better understanding of the Bow River Watershed from the perspective of hydrological conservation. The following elements are identified as key to hydrological conservation:

- Retaining and storing water
- Reducing runoff
- Protecting riparian and wetland habitats
- Preserving headwaters

The project was initiated a few year ago in collaboration with stakeholders. The process of developing tools is completed and the BRBC is partnering with SAIT to develop platform.

2. Riparian Absorptive Landscapes Pilot Study: The intent of this project is to utilize the biogeochemical functionality of plants and permeable soils to establish self-sustaining riparian bio-retention systems that would reduce run off volume and prevent storm water run-off nutrients and contaminants from discharging into receiving water body. The project has established a test site in Okotoks and data collection is ongoing. This is a very successful collaborative involving Province through WRRP, Federal Government through Environment Canada, City of Calgary, Town of Okotoks and University of Calgary. The data collection and research activities are expected to continue beyond 2020.

3. The BRBC is partnering with Jumping Pound Creek Partnership to implement the Watershed management Plan. This project has received financial grant from the province under the Watershed Resiliency and restoration Program (WRRP). In addition, surrounding municipalities namely Rocky View County, MD of Big Horn and Town of Cochrane also contribute annually to the project. The activities under this program include riparian area fencing, relocation of livestock facility, riparian signage, lower reach restoration and engagement/outreach with landowners.

4. Nose Creek WMP implementation: The Nose Creek Watershed Partnership (NCWP) is a watershed stewardship collaborative comprised of the Airdrie, Calgary, Crossfield, Rocky View County and the Calgary Airport Authority. Primary goal of the NCWP (this project) is the full implementation of the Nose Creek Watershed Management Plan and collaborating municipalities have committed funds annually to the project. Furthermore, implementation activities are relevant, yield tangible results that are measurable and positive. The BRBC serves as a managing partner within this group and contributes (in-kind) to the Technical Committee.

5. Okotoks drought resilient LID project: This project has received a grant of \$225,000 from the province under WRRP. The BRBC is also exploring addition grant to expand the scope of the project. The BRBC is partnering with town and University of Calgary to undertake this research initiative. Source 2 Source is hired as implanting/consulting partner.

The main goal of the project is to create a drought resilient urban landscape of ecological and aesthetic value with the following objectives; a) to create an integrated stormwater management system, capable of capturing, treating, storing, and reusing Stormwater runoff, thus minimizing the impact of development on the sensitive downstream environments and increasing the drought resilience of the urban landscape; b) to identify the relationship between the size of impervious catchment, the storage capacity of the bioretention bed, and the irrigation demand of the absorbent landscape that ensures feasible operation of the system based on the typical amount of rainfall observed in the project area; c) to test the performance of the system and investigate the feasibility of applying the concept to a variety of contexts and scales with the ultimate goal of optimizing the balance between runoff production and irrigation demand; d) to provide recommendations on utilizing integrated stormwater management and reuse as a sustainable development practice in light of climate change and the associated increase in likelihood of extreme weather.

6. The BRBC engages with WSGs through its WSG Coordination Committee. The council will provide funding, in accordance with the provisions of the *“Funding Guidelines and Application Form”* to stewardship projects in the Bow Basin each year. The actual total will be dependent upon the volume of requests and the availability of resources. The tentative target is \$25,000.00/year.

Year 2 - April 1, 2020– March 31, 2021

Continuation of the work on Nose Creek Watershed Management Plan Implementation and Jumping Pound Creek Watershed Implementation Plan. It is expected that the Airdrie Drought Resilient LID project will continue in 2019.

Continuation of the work of the Okotoks Drought Resilient LID project as warranted. The project is expected to continue at least 3 years from the start. The physical infrastructure installation is expected to be completed in the first year. Data collection, testing and evaluation will pursue in the subsequent years as warranted. The BRBC will explore further collaboration support in the project.

Continuation, as warranted, will be pursued on High Conservation Value Area Mapping project. A collaboration and partnership with research and educational institution such as SAIT will be pursued.

In accordance with the 2008 Strategic Watershed Analysis Team (SWAT) process and through further review, future planning priorities and timeline will be established. Through advanced communications tools and collaboration, key stakeholders will be significantly involved in the review and identification of future planning priorities.

Pursue the means and structure for a consistent integrated management framework for the entire Bow River Basin as suggested in the SSRP and subsequent planning instruments.

Year 3 - April 1, 2021 – March 31, 2022

The year three will see continuation and extension of, as warranted, with the collaborative projects developed and implemented in year 1 and year 2, in accordance with the 2008 Strategic Watershed Analysis Team (SWAT). Further possibility of collaboration with stakeholders in developing projects regarding watershed monitoring and research; best management practices and capacity building will be explored.

Bow River Basin Council

On-Going Core Activities and Projects

Fiscal Years 2019/2020

Project/Activity	Deliverables	Outputs	Outcomes (Env./Social)	Water Strategy ¹	Annual Budget	In-Kind Contributions (per year) ²	Multiply for prep and travel
Watershed Stewardship Coordination Committee							
Watershed Stewardship Coordination Committee (9x6x3 hours@\$85)	6 meetings per year	Effective and Functional WSGs in the basin	Enhanced participation of community in stewardship activities, enhanced coordination	i) – vi)	\$2,000	\$27,540	Y
Stewardship forum participation and presentations (Average 75 persons per forum: (75x1x8 hours@\$85)	1 forum with 75+	Increased knowledge Enhanced participation & networking	Improved protection Improved water quality Improved riparian health	i) – vi)	\$5,000	\$51,000	N
Science Committee							
Science Committee: (10x8x 3 hours@ \$85)	8 meetings /year	Increased focus and application of watershed science	Improved decision making Improved water management	i) – vi)	\$1,000	\$40,800	Y
BRBC Science Forum (75x1x8 hours@ \$85)	Annual Science Forum ≥ 75	Promotion of watershed science and research	Improved water quality and quantity, Science based decision making	i) – vi)	\$5,000	\$51,000	N
Governance Committee							
Governance Committee (3x6x3 hours @ \$85)	6 meetings /year	Improved BRBC governance	Improved capacity/sustainability	V	\$5,000	\$9,180	Y

¹ *Water For Life* Linkages: i) safe, secure drinking water supplies; ii) healthy aquatic ecosystems; iii) reliable, quality supplies for a sustainable economy; iv) knowledge and research; v) partnerships, and; vi) water conservation

² The noted “In-Kind” activities include formal participation, paper presentation in meetings, workshops or forums. Contribution of time and expertise to BRBC project and program activities. At present there is no accounting for additional informal time contributed (between meetings) activities. Thus, “In-Kind” amounts are clearly an under-representation of total voluntary commitment. “In-Kind” values are calculated using Alberta Water Council’s rate for volunteer time. Also includes other In-Kind contributions at market valuation rates (e.g. Office Space and equipment).

Project/Activity	Deliverables	Outputs	Outcomes (Env./Social)	Water Strategy ¹	Annual Budget	In-Kind Contributions (per year) ²	Multiply for prep and travel
Legislation & Policy Committee							
Legislation and Policy Committee Meetings (9x7x3 hours @\$85)	9 Monthly Meeting/year	Enhanced & effective WPAC role	Improved policy, effective management, improved environment	i) – vi)	\$2,000	\$32,130	Y
L&P Workshop (Topic: water reuse) (70x1x8 hours @ \$85)	1 workshop with 70+ participants	Enhanced capacity and information	Improved policy, effective management, improved environment	i) – vi)	\$6,000	\$47,600	N
Youth Committee							
Youth Committee (10x7x3 hours @ \$85)	7 meetings, 1 workshop, Brewery & WTP tours	Increased participation, collaboration & awareness	Improved capacity, leadership development, sustainability	i) – vi)	\$4,000	\$35,700	
Stakehold. Engagement Committee							
Stakeholders Engagement Committee (9x9x3 hours @ \$85)	9 meeting/year	4 newsletter, 1 Annual Report, N&E bulletin,	Enhanced communication, coordination and participation Enhanced collaboration	i) – vi)	\$2,000	\$41,310	Y
Quarterly Education and Networking Forums (70x3x8 hours @ \$85)	3 forums with 70+ attendants	Increased knowledge, participation & networking	Improved water management & Coordination Improved water quality & quantity	i) – vi)	\$10,000	\$7,500 TransAlta \$142,800 members	N
BRBC communication editor (250 hours of volunteer time)	Editing com. materials	Newsletter, report and N & E bulletin	Enhanced communication	i) – vi)	\$38,425	\$21,250	
Promotion and outreach	Promotional materials	Enhanced profile and visibility	Capacity building	i) – vi)	\$5,000		
BRBC website, ECR and hosting	Website maintenance	Updated website and ECR	Enhanced communication	i) – vi)	\$5,000		
BRBC Social media (FB, Twitter, LinkedIn 5 volunteer hours per month @ \$85)	Face book, Twitter	Regular update and feeds	Increased awareness, enhanced communication, volunteer mobilization	i) – vi)	\$1,000	\$5,100	N
Capacity Building							
Board of Directors & retreat (12 board members 78 hours/year+ 1 gov. rep. 1/3 time)	8 monthly meetings and one 3 days Retreat)	Effective Governance strategic development	Increased organizational capacity and sustainability	i) – vi)	\$15,000	\$123,031	Y

Project/Activity	Deliverables	Outputs	Outcomes (Env./Social)	Water Strategy ¹	Annual Budget	In-Kind Contributions (per year) ²	Multiply for prep and travel
Water Management workshop/conference training	Attend 2-3 workshops	Increased knowledge and capacity	Increased organizational capacity	i) – vi)	\$3,000		
Summer Student program	Hire 1 summer student	Increased performance	Increased interest in watershed planning	i) – vi)	\$7,200		
Staff development & learning	Attend training/courses as and when basis	Improved knowledge and performance	Capacity building/sustainability	iv)	\$12,000		
Membership, fees	Promotional materials	Enhanced profile and visibility	Capacity building	i) – vi)	2,000		
BRBC Casino event (40x1x8)	1 event	Increased revenue by \$65,000+	Increased revenue, increased capacity to fund projects			\$27,200	N
Administration (HR)							
BRBC Staff Salaries, Remittances & Benefits	ED, PM, FDMS	3 permanent staff	Sustained operation and management of the BRBC business	i) – vi)	\$333,000		
Administration (Office)							
BRBC Office Space and meeting halls	Sufficient office space to conduct core activities	BRBC Office management and administration	Sustained operation and management of the BRBC business	i) – vi)		\$19,000	
Telephone, internet, computers and office equipment, printing, postage	Office Management	Business operation and management	Sustained operation and management of the BRBC business	i) – vi)		\$15,500	
BRBC Staff Expenses and travel	ED, PM and FDMS	Business operation and management	Sustained operation and management of the BRBC business	i) – vi)	\$16,000		
Office supplies	BRBC office	Business operation and management	Sustained operation and management of the BRBC business	i) – vi)	\$3,000		
Financial Management	Financial mgmt.	Account keeping, and payroll admin.	Sustained business operation and management	i) – vi)	\$5,000		
Annual Filings	Audited books and records	BRBC general account and casino	Sustained business operation and management	i) – vi)	\$3,500		

Project/Activity	Deliverables	Outputs	Outcomes (Env./Social)	Water Strategy ¹	Annual Budget	In-Kind Contributions (per year) ²	Multiply for prep and travel
Directors and Officers Liability Insurance General Liability	Liability insurances (2 policies)	Protection against liability	Sustained business operation and management	i) – vi)	\$2,000		
Subtotal: Core activities					\$497,125	\$697,641	
Stewardship and Watershed health (Short-Term Projects)							
High Conservation Value Area Mapping in the Bow basin	GIS map, data and report	Action plan to address knowledge gap	Improved knowledge base for future management and planning process	i) – vi)	\$23,000		
Riparian Absorptive Landscapes Pilot Study	Demonstration project, data collection and analysis	Project report with findings & recommendations	Increased knowledge and capacity to apply riparian bioretention beds to manage storm water discharge	i) – vi)	\$58,000		
Okotoks Drought Resilient LID proposal - WRRP	Bio retention bed, absorptive landscape sites	Demonstration project, data collection and analysis	Increased knowledge and capacity to apply LID tools	i) – vi)	\$175,000		
Jumping Pound Creek Watershed Management Plan Implementation	Fencing and protection tools	Implementation of the plan	Improved watershed monitoring and enhanced resiliency	i) – vi)	\$56,000		
Nose Creek Watershed Management Plan Implementation	Monitoring report and other protection tools	Implementation of WMP	Improved watershed monitoring and enhanced resiliency	i) – vi)	\$110,000		
Project support to Watershed Stewardship Groups	Project support to stewardship groups	3- 5 projects	Increased capacity of stewardship groups, increased coordination and collaboration	i) – vi)	\$25,000		
Short term Projects total					\$447,000		
Grand Total					\$944,125	\$697,641	

Performance Measures and Success Factors

Performance measurement is important for performance improvement and to determine if resources are being used wisely. Measuring performance focuses attention on key results providing the link between our business plan goals (what we say we will do) and our results (what we accomplish). Achievement of our goals contributes to the success of our business plans.






The Bow River Basin Council is committed to achieving the planned results laid out in this Business Plan. Furthermore, the Council is accountable for its decisions and projects to all stakeholders.

The success of the BRBC will be measurable in two main areas: Sustainability and Stewardship. The following factors are necessary to ensure the success of this business plan.

The Council will be judged successful only if the following conditions are met:

Condition #1 - Sustainability: Sustainability through an engaged membership with a high level of member satisfaction. A vibrant roster supported by active membership activities backed by prudent financial management.

Evaluation: An annual member survey will be administered in January or February of each fiscal year. Overall satisfaction (satisfied and very satisfied) should exceed 80%. The retention rate for existing members should be high (90 – 100%) and an annual increase in the membership base should be achieved. Good communications are conducted with members, stakeholders and the public.

Additional Measures:	Target	Trend
 Recruitment: ensuring broad representation of Membership		UP
 Retention: tracking membership		98%
 Track attendance at BRBC events - Quarterly Forums, Workshops, etc.		75+
 Track Board attendance (quorum = 7)		8+
 Track the number of weekly News & Events Bulletins		42

Condition #2 – Stewardship and Watershed Health: Projects completed in a timely manner as per timelines outlined in the Business Plan. Extensions to projects should be granted sparingly and with full Executive approval. Stewardship goals are assured by actively engaging the membership in specific activities of the Council. Additional activities include opportunities to promote and profile the BRBC and Stewardship within the Basin. Create and maintain an objective and reliable means of continuously assessing the overall health of the Bow River Basin.

Evaluation: High percentage (80%) of projects completed as per original timelines provided, including the timely implementation of broader Water Quality Indexing throughout the Basin.

Additional Measures:	Target	Trend
Track the number of projects supported		7
Track the number of BRBC presentations Provided		5
Track the number of times BRBC display Used for promotional purposes		N/A
Track the number of BRBC Committee Meetings held		24
Note any special project recognition (Federation of Canadian Municipalities Water Prize - Okotoks Bioretention Project)		1

Condition #3 – Financial Management: Fund development is continued in efforts to broaden and strengthen the base of the BRBC’s financial supporters. Fund development for, and in support of, specific projects to enhance the ability of the organization to finance and undertake specific projects, which have measurable results.

Evaluation: The annual budget process identifies the level of financial need for the coming year and this informs the fund development plan which then successfully secures the funds required. Financial accountability and adherence to BRBC policies and procedures. Fund development for, and in support of, specific projects for the benefit and improvement of the basin

Additional Measures:	Target	Trend
Achieving stable and self-sufficient funding	Stable	
Maintain a direct mail campaign	2	
Track number of contributions		UP
Track the total fund raised		UP
Track active member participation		UP

Measuring Success

- Track Sustained attendance at Quarterly Educational and Networking Forums.
- Track Increasing support
- Track Increasing profile
- Track Increasing membership
- Track Increasing influence

The Bow River Basin Council will be proactive and ensure that the public is educated about water issues.

Bow River Basin Council Membership (March 14, 2019)

<p><u>Commercial Industrial (51)</u></p> <ul style="list-style-type: none"> • ALCES • Alta Link • Agrium • Applied Aquatic Research Ltd • Associated Engineering • ATCO • Aquality Env'l Consulting Ltd. • Banner Env. Engineering • Baseline Water Resource • Cath-earth-sis Services Inc • CCI Inc. • Charette Pell Environmental Cor. • CSA group • East Slopes Aquatic Consulting • EnCana • Enmax • EPCOR • Fiera Biological Consultants • FountainStone solutions • Frank Plan • Full Circle Adventures • Glencoe Golf & C. C. • Hatfield Consultants • Hemmera Env. Consultants • Hutchinson Environmental • Integrated Sustainability • Inter Pipeline Ltd. • Kerr Wood Leidal • K-nowbe • Limnological Solutions • Matrix Solutions • Maureen Lynch Consulting • Palliser Environmental Services. • Prairie Waves • Radon West Testing & Mitigation • RJ Burnside • Tesera Systems Inc. • Source 2 Source • Spray Lake Sawmills Ltd. • Stellar Constance Productions In. • Stormtech • Summit Env'l Consultants • Telvent • Umbel Communications • Urban Systems Ltd. • Water Rights • Westhoff Engineering • Worley Parsons • WPC Solutions • WQ Consulting • Zanshin Environmental <p><u>Individual Public Members (256)</u> 256 members including Consultants / Engineers, Lawyer/Doctor, Ranchers</p>	<p><u>Non-Profit academia (60)</u></p> <ul style="list-style-type: none"> • Alberta Beef Producers • Alberta Fish & Game Assoc. • Alberta Innovates • Alberta Lake Mgmt. Society • Action for Agriculture • ALIDP • Alberta's Living Laboratory Pro. • Alberta Stewardship Network • Alberta Tomorrow Foundation • Alberta WaterSMART • AWA • Big Hill Creek Pres. Society • Bow Waters Canoe Club • Bragg Creek Env'l Coalition • BRFM Society • Calgary River Forum • Calgary River Users Alliance • Canada West Foundation • CAWST • CPAWS • Cochrane Env'l Action Com. • Cows & Fish • Ducks Unlimited • Elbow River Watershed Partner • Foothills Land trust • Friends of Fish Creek • Friends of Confederate creek • Ghost Watershed Alliance • Hill Hurst Sunnyside Comm. Ass. • Inglewood Bird Sanctuary • Inside Education • Kananaskis Field Station • Land Stewardship Centre • Mistakis Institute • Mount Royal University • MPWA • Nature Conservancy Canada • Nature Calgary • North Sask. Watershed Alliance • Oldman Watershed Council • Partners FOR the Sask. River B. • River Watch Science Prog. • Rocky Mountain Dirt Riders • Sarcee Fish & Game • South East Alberta Watershed All • South Bow River Com. Action Gr • SAIT • St. Thomas United Church • Sustainability Resources • Trout Unlimited • UN Water for Life Decade • University of Alberta • University of Calgary • University of Lethbridge • BILD Alberta • Waters of Wheatland • Weaselhead Preserv. Society • Western Sky Land Trust • Wildsight • Young Env'l Professionals 	<p><u>Municipal Government (23)</u></p> <ul style="list-style-type: none"> • Calgary Metropolitan Reg. Board • City of Airdrie • City of Brooks • City of Calgary • County of Newell • Kananaskis Improvement District • M.D. of Bighorn No. 8 • M.D. of Foothills No. 31 • Rocky View County • Town of Banff • Town of Black Diamond • Town of Canmore • Town of Chestermere • Town of Cochrane • Town of Crossfield • Town of High River • Town of Okotoks • Townsite of redwood meadows • Town of Strathmore • Town of Vauxhall • Town of Turner Valley • Vulcan County • Wheatland County <p><u>Regulatory, Administrative & First Nations (12)</u></p> <ul style="list-style-type: none"> • Alberta Agriculture & Forestry • Alberta Culture and Tourism • Alberta Transportation • Agriculture and Agri-Food Canada • Banff National Park • Alberta Health Services • Alberta Environment & Park • First Nations TSAG • Geological Survey of Canada • Siksika Nation • Stoney Nation • Tsuu T'ina Nation <p><u>Licensee (6)</u></p> <ul style="list-style-type: none"> • Bow River Irrigation District • Eastern Irrigation District • La Farge • TransAlta Utilities Corporation • Western Irrigation District • Alberta Irrigation Projects Association
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Total 408