

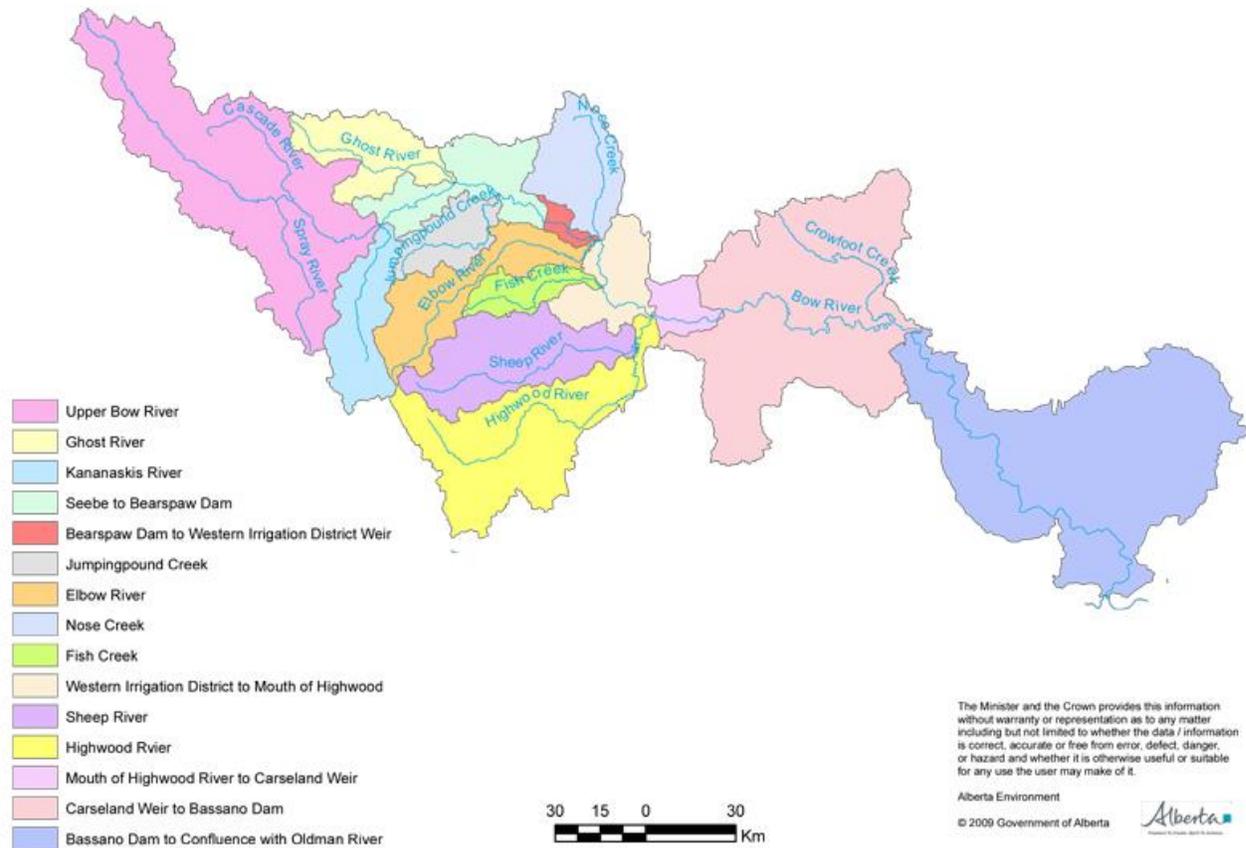


**Business Plan**  
**April 01, 2015 – March 31, 2018**



Bow Lake: Photo courtesy Mike Murray

**April 01, 2015**



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## **Business Plan**

### **April 1, 2015 – March 31, 2018**

#### **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 300 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.

The Council has adopted a vision that the Bow River Basin is one of the best-managed watersheds 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:

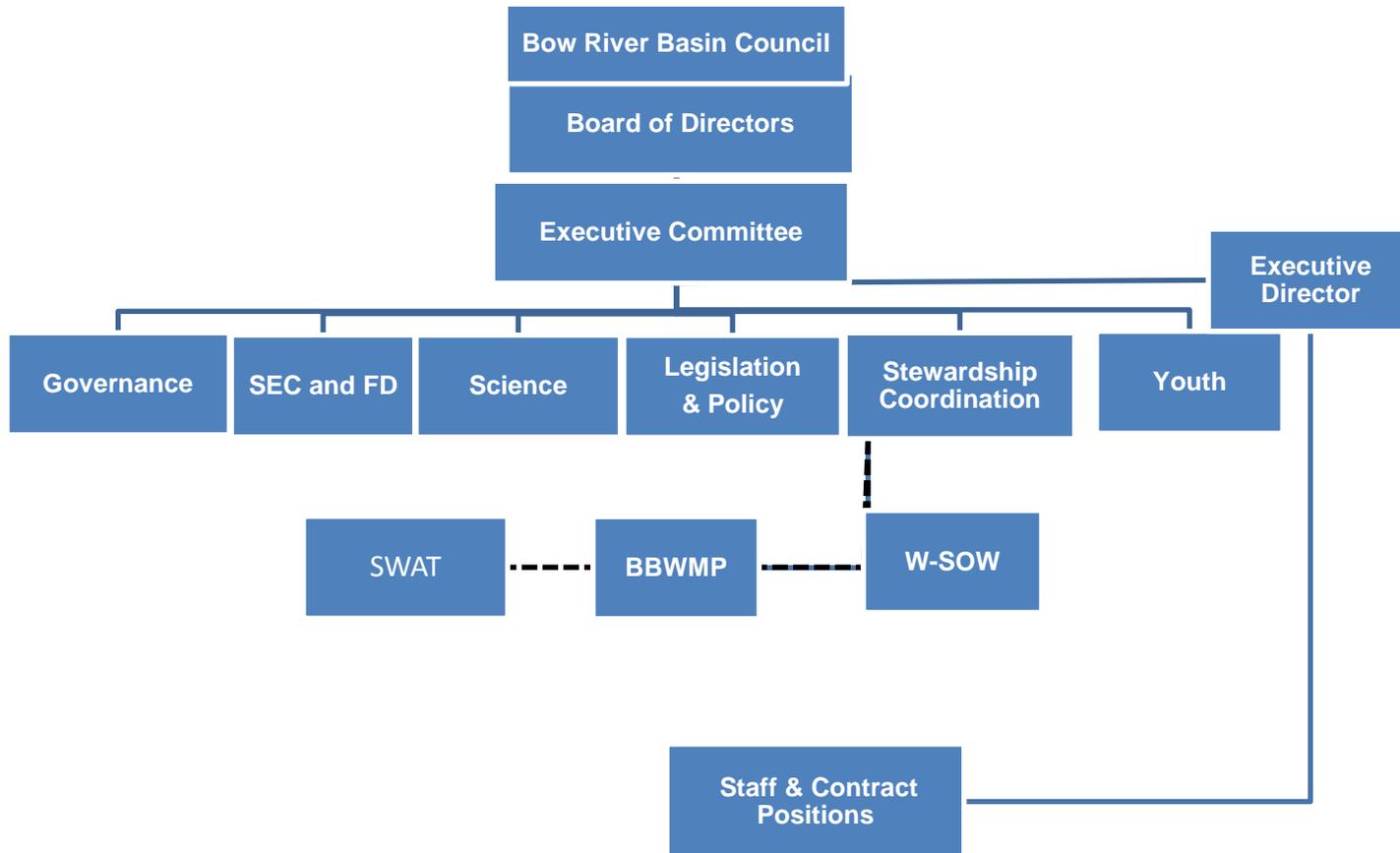
- (1) Watershed Planning: The BRBC will maintain leadership and significant involvement in the Bow Basin Watershed Management Plan (BBWMP) and other management plans, which represent comprehensive planning frameworks for decision-makers throughout Alberta, the S. Saskatchewan and Bow River Basins. The BRBC is active in setting Objectives for 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**)
- (2) 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. In addition, other activities (working groups and committees, workshops, newsletters, website and annual evaluation) facilitate member recruitment, retention and involvement in the pursuit of the BRBC mission; (**ref. Water for Life Strategy: i); ii); iii); iv) knowledge and research; v) partnerships**)
- (3) State of the Basin reporting: Consistent monitoring of watershed conditions along with timely updates of conditions within the Bow River Basin will catalyze policy, planning, educational, research and fund development activities. A continuing focus will be on the development of the Web-based State of the Watershed (W-SOW); (**ref. Water for Life Strategy: i) – v); vi) water conservation**)
- (4) Fund-development directed towards increased sustainability for the Council as it tackles the important agenda ahead.

The BRBC cumulative operating budget over the next three years is estimated to be \$2,311,905 based on the current annual operating budget of \$758,035 adjusted to reflect project-specific needs. Additional in-kind contributions and/or financial support may be required to fulfill the Watershed Planning activities including data collection and analysis that are identified.

Funds are allocated to achieve specific measurable goals. Highlights of the cumulative budget over the next three years are:

- Web-Based State of the Watershed renewal
- Watershed Management Planning – BBWMP 2012 Implementation
- Watershed Stewardship Group Projects
- Education and Awareness activities

### BRBC Organizational Chart



The business of the Council is actively reported on our web site: [www.brbc.ab.ca](http://www.brbc.ab.ca).

The Council operates under the following governance and management model:

Board of Directors: two elected from each category of membership, plus a Treasurer  
Executive: Is responsible for day-to-day governance of the organization and is comprised of Chair, Vice-Chairs (2), Secretary/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 Revenue and member 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: that are struck from time-to-time to respond to specific issues and currently consisting of (1) Bow Basin Watershed Management Plan 2012 Implementation Committee, (2) Web-based State of the Watershed Committee, (3) Strategic Watershed Analysis Team

## **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, administrative and First Nations peoples (including provincial and federal government departments). 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 BRBC as a Watershed Planning & Advisory Council

*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. This recognition is a key implementation step of this strategy.

### 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.

- Report on state of the watershed.
- Develop watershed management plans.
- Promote best management practices.

These outcomes are further expanded to include the following **deliverables**<sup>1</sup>,

1. Provide a forum to identify, discuss and recommend priorities for issues and initiatives within the watershed.
2. "State of the basin" reporting, which may include internet accessible information.
3. Watershed management plans that identify water related issues and concerns and examine the best course of action to address them.
4. Make recommendations to the appropriate water and land use decision-making authorities.
5. Long-term partnering arrangements.
6. Undertake actions that benefit the water in our watershed or makes changes to the way we use the water resource.
7. Assist in the development and implementation of water conservation programs, water monitoring programs, source water and wetland protection programs.

<sup>1</sup> Please refer to the "BRBC Deliverables" column in the integrated 3-year work plan.

8. Promote awareness and implementation of best management practices.
9. Conduct education and awareness programs.
10. Establish partnerships with watershed stewardship groups within the basin.
11. Project supports through provision of funds and/or resources based on merit, availability, and sound financial and project management principles.
12. Fund development for benevolent, cultural, ecological, educational, planning and/or recreational purposes for the improvement and protection of the Bow River Basin watershed.
13. Administrative activities and principles 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.

### **Sustainability (inc. Administration):**

The Bow River Basin Council will perform certain functions with the overall goal of helping to improve environmental health of the Bow Basin throughout the term of this Business Plan. The following activities are conducted in all years and highlight some of the Council's important sustainability activities. These Core activities include;

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. Primary activities are the four (full-day) Educational Forums held quarterly (see Point 2); BRBC websites (Home site, Web based State of the Watershed Site); Quarterly newsletters; and weekly News & Events Bulletins.

2) The Bow River Basin Council will convene day-long Quarterly Educational and Networking Forums (2<sup>nd</sup> 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;

- ALIDP – overview of storm water management
- Stormwater, Total Loadings City of Calgary
- Role of LID in CSMI
- Rural Water Quality
- EPCOR Operations in Okotoks
- SR 1 Springbank Reservoir
- Biosphere Stormwater Project
- Characterization of Stormwater Quality in the Nose Creek Watershed: Informing a BMP Strategy
- Ghost Watershed Alliance Society
- Foothills Land Trust
- Fish Creek Riparian Project Report
- Room for the River
- Managing recreation on public land: How does Alberta compare?
- City of Calgary Flood Mitigation
- Calgary SW Ring Road
- ESRD Assessment
- Water Quality Impact from Disturbances

- Issues for Alberta's Irrigation Districts: Facts, Fallacies, Myths and Misconceptions
- Phosphorous Management Plan
- Wetland and Riparian Land Management
- Aquatic Invasive Species program
- Bow River Operational Support Tool
- GOA Flood Task Force –Flood Mitigation Activities and update
- Bow River Basin Council Flood Mitigation Submission Paper - Discussion

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

3) 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) includes;

- ◆ Lake Management
- ◆ Water Literacy
- ◆ Aquatic Invasive Species

4) Through responding to information requests, the Bow River Basin Council will maximize opportunities to profile progressive water management activities within the Basin. This will include highlighting the positive work of members, including government. This includes both broadcast on-line and print media interviews. Furthermore the BRBC will speak on behalf of the Rivers (and basin) through the collection, presentation and dissemination of objective “biased-balanced” facts and information.

#### **Stewardship and Watershed Health (Project Activities):**

The Bow River Basin Council will engage in specific projects and it will provide funding and in-kind support for others. These projects will have well defined end-points and deliverables.

#### **Year 1 - April 1, 2015 – March 31, 2016**

1) Implementation of the Bow Basin Watershed Management Plan - 2012 (setting Management Objectives for Land Use, Source Water Protection, Riparian Areas and Wetlands utilizing appropriate indicators for the Bow River Basin). Through advanced communications tools and collaboration, key stakeholders will be significantly involved in the implementation of this plan.

This initiative is being led by the BBWMP Implementation Committee. The BBWMP IC, in association with Standing Committees (SEC, L&P and Science Committee, working to develop a work plan to engage municipal partners in the basin and other stakeholders. Three engagement workshops in three different locations in the basin were completed in 2014. One similar workshop is planned for 2015 in Okotoks. These workshops will develop implementation work plan for stakeholders and help them to implement specific recommendations related to their jurisdiction.

2) Renewal and update of the Web-based State of the Watershed (W-SOW). The BRBC will continue improvements to the web based GIS platform that will permit users to

download maps and indicators information. The existing suite of 16 indicators is being reviewed along with accessible data sets. The intent is to develop an enduring framework for continuous monitoring and management reporting. This tool will also allow users go deeper into the watershed and extract information at sub-basin level. This is one of the BRBC's priority projects that support the implementation of Alberta's water for Life strategies. The BRBC will continue to explore various sources of financial support to fund this initiative.

The 2014 WSOW renewal project which is currently underway will build a new platform in collaboration with the Alberta WaterSMART. It is expected that, once it is completed, the end result will be a completely new product (online web report) fully integrated with the existing BRBC website.

The BRBC will continue to work on the WSOW in 2015. This proposed 2015 project builds on the works completed in the 2014 WSOW renewal project. The 2015 work will focus on expanding the coverage incorporating data and information from stewardship groups and other stakeholders including rural municipalities. This WSOW project will be led by the BRBC Science Committee (an existing standing committee of the BRBC) and the BRBC Watershed Stewardship Coordination Committee (WSCC) will lead the consultation and rural outreach component of the project.

3) The BRBC (in collaboration with key experts and stakeholders) will coordinate two full-day workshops to develop a process for identifying hydrologically significant areas within the Bow basin. It is anticipated that these two workshops will, at a minimum, provide a "methodology" by which GOA, in collaboration with other stakeholders including the BRBC, can prepare a publicly accessible inventory (database and maps) of all hydrologically significant areas for the entire SSRP. These workshops are carried forward from the 2014 work plan and will be organized in the first half of 2015.

4) The BRBC is currently engaged with stakeholders in a collaborative to develop Cooperative Stormwater Management Initiative (CSMI) in the region. The assessment and development of a sub-regional wetland implementation and management approach is proposed. Working as a collaborative the group provides a unique opportunity, where storm water solutions can be applied throughout a large region on the east side of Calgary to have a significant impact on reducing water pollution and urban runoff impacts. The development of a proposed wetland implementation and management approach will be one component of a systems approach to reduce major urban center runoff and rural runoff to have a great benefit to the watershed, and the five communities involved.

5) The BRBC will partner with Town of Okotoks and other stakeholders to implement 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 prevent storm water run-off nutrients and contaminants from discharging into water bodies. Structured soil beds combined with dense phreatophytic (a deep-rooted plant that obtains water from a permanent ground supply or from the water table, such as many tamarisk species) vegetation will be employed to maximize nutrient capture and replicate natural water balance as affecting the receiving stream environment.

6) The Bow River Basin 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 target is approximately \$25,000.00/year.

7) The BRBC will join a volunteer network (CoCoRaHS) to observe measure and map precipitation (rain, hail and snow) in the community. This is a network of grass root volunteers. The network is present in most of the Canadian provinces. The public is interested and keen to get involved in something that is valuable to society. It will provide an opportunity to the BRBC members to engage and contribute directly to watershed management. This project will contribute by providing accurate, reliable, real-time data for forecasting through the participation of community members. This will expected to add a significant component to flood forecasting, prevention and mitigation initiatives in the future.

The BRBC board is extremely supportive of this initiative. The next step is to contact CoCoRaHS Canada regarding the process to join the network as a group. Initially the BRBC members will be given the priority to participate and become the member of the network. The initial goal is to recruit and train 100 community volunteers to observe precipitation and provide real time data. The project will coordinate with CoCoRaHS Canada for training and procure 100 instruments to distribute to the volunteers. This project directly contributes to the provincial priority of developing Flood Resiliency, Mitigation and Planning Leadership and Support.

8) The BRBC engages with WSGs through its WSG Coordination Committee. The committee is working towards developing a project that will help to create landscape/water resource inventory map layers and a water resource data management system to inform the stewardship action process and to help BBWMP implementation sectors. It will also help to improve the BRBC responding capacity viz-a-viz stewardship support, and will help to define and prioritize stewardship projects. As part of the stewardship support, the BBRBC will continue to support Nose Creek's water quality monitoring project and Jumping Pound Creek's water quality project.

9) The BRBC is currently working on a Watershed simulation to identify priorities for the watershed resiliency project. This project will be a collaborative between the Bow River Basin Council (BRBC), the ALCES Group, and Alberta WaterSMART. Provided the funding arrangement is made to fully support the project, the BRBC will act as the project lead, with modeling and technical support from the ALCES Group. Alberta WaterSMART will provide expertise in technical facilitation.

The project will be completed in three phases. This phase (first) of the project will be led by Alberta WaterSMART, who has a long history and expertise in technical facilitation. Alberta WaterSMART will work with BRBC and its partners to identify restoration and conservation strategies of interest and their desired outcomes. The BRBC is comprised of a wide range of stakeholders with a range of interests across the basin. This group will enable a broad- scale, guided discussion to identify, evaluate, and prioritize potential restoration and conservation projects. A key component of this initial phase is applying the ALCES Online tool as a user-friendly way to assess watershed values. In its current form, the tool is useful for evaluating the consequences of land use to watershed integrity, and assessing the utility of a broad set of management strategies. The first phase of the project will apply the existing ALCES Online tool for the purpose of familiarizing stakeholders with the historic, current, and future land use/landscape of the Bow River Basin.

Flood Resiliency, mitigation and Planning leadership and Support – is one of the high priority areas identified in terms of potential project alignments between ESRD and WPACs for the upcoming fiscal year. Both the BRBC and Alberta WaterSMART are engaged extensively in providing advice to the province regarding flood resiliency and mitigation. This project will support the provincial priority of developing programs to anticipate and minimize impacts of

major catastrophic events and the protection of communities by reducing vulnerability to floods and other natural disasters.

**Year 2 - April 1, 2016 – March 31, 2017**

1) Continuation, as warranted, with the Bow Basin Watershed Management Plan – 2012 implementation, in accordance with the 2008 Strategic Watershed Analysis Team (SWAT) process – subject to review. Through advanced communications tools and collaboration, key stakeholders will be significantly involved in the implementation and evaluation of this plan. The BBWMP 2012 implementation review and next round of active planning will commence in first half of 2015.

2) Continue to pursue improvement on the web based State of the Watershed (WSOW) reporting.

3) Pursue the means and structure for a consistent integrated management framework for the entire Bow River Basin as suggested in the Bow River Project and subsequent planning sessions.

**Year 3 - April 1, 2017 – March 31, 2018**

The year 3 work plan will consist of the on-going projects and activities along with a continuation (where necessary) of activities commenced in either years 1 and 2. The work of the Strategic Watershed Analysis Team was instrumental in establishing the long-term planning direction of the BRBC.

# Bow River Basin Council Integrated 3-Year Workplan

**Table 1 – On-Going Core Activities and Expenses  
(All Fiscal Years 2015/2016 through 2017/2018)**

Project/Activity	Deliverables	Lead, (support), {input}	Proposed Completion	Budget (per year)	In-Kind Contributions (per year) <sup>2</sup>	Water Strategy <sup>3</sup>	BRBC Deliverables
<b>Watershed Stewardship Coordination &amp; Support</b>							
Watershed Stewardship Coordination Committee (360 hours @ \$63)	Meeting 7 X/ year 12 members	WSCC, (BoD) and (Staff)	On-going	\$1,000	\$22,680	i) – vi)	1,8,9,10
Quarterly forum participation and presentations (Average 50 persons per forum: total 50 Volunteers days for 1	1 forum dedicated to stewardship/ year. 50+ attendants	Program Manager, SC	March 2016	\$3,000	\$2,500 TransAlta \$25,200 members	i) – vi)	1,8,9,10
<b>Science Committee</b>							
Science Committee: (9X4X7 = 252hours @ \$63)	(9 vol., 3 hrs meeting, 7 meetings/year	SC (BoD) {staff}	On-going	\$1,500	\$15,120	i) – vi)	1, 4, 5, 6, 8
BRBC Science Forum	Annual Technical Forum ≥ 60	M&M (BoD) {staff}	May 2015	\$2,500	\$28,350	i) – vi)	1, 4, 5, 6, 8
<b>Governance Committee</b>							
Governance Committee			On-going				
<b>State of the Watershed Report</b>							
<b>Watershed Management Planning</b>							
BRBC Participation in Water Management Workshops (160 hours volunteer support)	15 to 20 workshops per year	Staff & Volunteers	On-going	\$2,000	\$10,080	i) – vi)	4,5,8,9
BBWMP Implementation (BBWMP Imp. Committee: 16 members, 6 meetings of 4 hours/year (16X6X4) = 384 hours @ \$63)	BBWMP 2012 Implementation	BBWMP committee	On-going	\$5,000	\$28,728	i) – vi)	4,5,8,9

<sup>2</sup> The noted “In-Kind” activities are formal participation in meetings, workshops or forums. At present there is no accounting for additional informal (between meetings) activities. Thus, “In-Kind” amounts are clearly an under-representation of total voluntary commitment. “In-Kind” values are calculated using the Association of Professional Engineers, Geologists and Geophysicists of Alberta (APEGGA) salary Survey APEGA Annual Salary Survey 2014 Total Compensation - All Industries for Geoscientist Level C Average \$130,414) [http://www.apega.ca/pdf/SalarySurvey/SSH\\_2014.pdf](http://www.apega.ca/pdf/SalarySurvey/SSH_2014.pdf) Also includes other In-Kind contributions at market valuation rates (e.g. Office Space).

<sup>3</sup> **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

Project/Activity	Deliverables	Lead, (support), {input}	Proposed Completion	Budget (per year)	In-Kind Contributions (per year) <sup>2</sup>	Water Strategy <sup>3</sup>	BRBC Deliverables
<b>Capacity Building</b>							
Board of Directors (includes Retreats)	9 meetings per year (plus a 2-day Board Retreat)	Chairman, (Staff), {Directors}	Monthly to bi-monthly. Ongoing	\$13,000	\$90,720	i) – vi)	1,5,11,12,13
WPAC Summit	1 / year (2 board members – 3days)	BoD (staff)	2015 (TBD)	\$2,500		i) – vi)	1,2,3,4,5,6,7,8,9, 13
WPAC Executive Directors Meetings	Quarterly (1.5 days)	ED	On-going	\$1000		i) – vi)	1,2,3,4,5,6,7,8,9, 13
Conference / Course Attendance (inc. presentation opportunities)	Participation in or attendance at 5 – 10 events per year	staff	On-going	\$25,000		iv)	2,3,4,5,7,8,9,10
<b>Legislation &amp; Policy Committee</b>							
Legislation and Policy Committee Meetings	Monthly Meetings 9/year	L&P, (BoD) and (staff)	On-going	\$2,500	\$14,112	i) – vi)	1, 4, 5, 6, 8
L&P Workshop (Topic TBD)	1 day Workshop with 75 attendees	(L&P, (BoD) {staff)	2015(TBD)	\$5,000	\$37,800	i) – vi)	1, 4, 5, 6, 8
<b>Youth Committee</b>							
Youth Committee meeting	Monthly meetings Mentoring workshops	YC, BoD and Staff	On-going	\$1,500	\$6,615	i) – vi)	1,8,9,10
BRBC Social media (FB, Twitter, LinkedIn)	Regular update	YC	On-going		\$3,780	i) – vi)	1,8,9,10
<b>Stakeholder Engagement Committee</b>							
Stakeholders Engagement Committee Meetings (9 volunteers, 10 meetings of 4 hours each/year)	newsletter, Annual Report, Evaluation, communications strategy etc (10/yr)	SEC, (BoD ) {staff}	On-going	\$1,000	\$22,680	i) – vi)	9,10
Quarterly Education and Networking Forums (the December Forum is offered jointly with the Stewardship Committee)	≥80 members present at each. 3 meetings/ year	Program Manager, (BRBC members)	June, September 2014 & March 2015	\$10,000	\$75,00 TransAlta \$75,600 members	i) – vi)	1,8,9,10
Quarterly Newsletter and annual report	Four newsletters per year.	NL Ed., SEC, Staff	Quarterly. Ongoing.	\$12,600		i) – vi)	1,2,3,4,5,6,7,8,9, 10,11,12
NL Editor participation (SEC meeting )	Agenda, strategic review	NL Ed, staff, SEC	ongoing	\$2,520			
News & Events Bulletins	Weekly text updates	NL Ed., (E&C), {Staff}	On-going	\$11,515		i) – vi)	1,2,3,4,5,6,7,8,9, 10
Specialized contract writing/editing (50 hours of volunteer support)	Annual report completed.	NL Ed., (E&C), {Staff}	June (each year)	\$2800		v)	9,10
Website Maintenance (60 hours of volunteer support)	Keep Website up-to-date. Training	E&C, Program Manager)	On-going	\$7,500	\$3,780	i) – vi)	2, 3, 5, 6, 9,10, 13
Annual BRBC Evaluation (100 hours of volunteer support)	Evaluation survey	E&C	(February or March	\$500	\$6,300	v)	4,5,6,8
Contact from Stakeholders, Media or the public	Speaking on behalf of council	Chairman, ED, (BoD)	On-going	\$500	\$3,150	i) – vi)	2, 3,4, 5, 7, 9, 10

Project/Activity	Deliverables	Lead, (support), {input}	Proposed Completion	Budget (per year)	In-Kind Contributions (per year) <sup>2</sup>	Water Strategy <sup>3</sup>	BRBC Deliverables
Fund development Outreach/visit	Visit and presentation	BoD, ED	On-going	\$2,000		i) – vi)	12,13
Review of Fund Development Documents	Case For Support, framework and plan	SEC, staff	On-going	\$2,000			1, 2, 4, 8, 9, 11, 12, 13, 14
<b>Administration (HR)</b>							
BRBC Staff Salaries & Remittances	ED, PM, FDMS	Staff	On-going	\$280,500		i) – vi)	1,2,3,4,5,6,7,8,9, 10,11,12, 13
BRBC Staff Benefits	ED, PM, FDMS	Staff	On-going	\$16,000		i) – vi)	
<b>Administration (Office)</b>							
BRBC Office Space and meeting halls	Sufficient office space to conduct core activities	Staff	On-going	\$21,900	\$21,900	i) – vi)	1,2,3,4,5,6,7,8,9, 10,11,12, 13
Telephone, internet, computers and office equipments, printing, postage	Office Management	staff	On -going	\$11,800	\$11,800	i) – vi)	1,2,3,4,5,6,7,8,9, 10,11,12, 13
BRBC Staff Expenses	Executive Director, & Program Manager & FDMS Officer	Staff	On-going	\$12,000		i) – vi)	1,2,3,4,5,6,7,8,9, 10,11,12, 13
Office supplies		Staff	On-going	\$1,500	\$1,500	i) – vi)	1,2,3,4,5,6,7,8,9, 10,11,12, 13
Budgeting – Financial Management	Payroll Remittances (12 per year) Investment Mgmt.	ED, Staff	On-going	\$3,500	\$2,100		11, 12,13
Audit Fee	0.5 day meeting and audit completion	Staff (Auditor)	On-going	\$3,500	\$2,100		13
Annual Filings	Societies Branch	Staff	On-going	\$3,500	\$2,100		13
Directors & Officers Liability Insurance	\$2 million in coverage	ED, FDMS	On-going	\$2,000			13
<b>Total</b>				<b>\$474,635</b>	<b>\$458,795</b>		

**Table 2 – Short-Term Projects – Year One  
(Fiscal Year 2015/2016)**

Project/Activity	Deliverables	Lead, (support), {input}	Proposed Completion	Budget (per year)	In-Kind Contributions (per year)	Water Strategy <sup>4</sup>	BRBC Deliverables
<b>Watershed Stewardship Support</b>							
Grants Watershed Stewardship Groups (Stewardship grants and WSG project)	Provide funds to WSGs in the basin	Staff BoD (members), WSCC	March 2016	\$15,000	\$17,000	i) – vi)	3, 4, 5, 6, 7, 8, 9, 10, 11, 12
<b>Monitoring, Modeling and Research</b>							
Community Collaborative Rain Hail and Snow network (CoCoRaHS)	Precipitation monitoring	Volunteers	March 2016	8000	\$315,000	i) – vi)	3, 4, 5, 6, 7, 8
Watershed simulation to identify priorities for the watershed resiliency project	Modeling report		March 2016	50,000		i) – vi)	4, 5, 6, 7,
<b>Best Management Practices</b>							
Cooperative Storm water Management Initiatives	Collaborative planning		December 2015	\$85,000	\$25,000	i) – vi)	3, 4, 5, 6, 7, 8, 9, 10, 11, 12
Riparian Absorptive Landscapes Pilot Study	study report and recommendations		Multi years	\$90,000			
<b>State of the Watershed Reporting</b>							
						i) – vi)	1, 2, 4, 5, 7, 8, 9
Web-based State of Watershed (WSOW) Renewal (Volunteers: 12X4X7X63)	Set up watershed inventory and integrate sub watershed	April 2015	March 2016	\$45,000	\$21,168	i) – vi)	1, 2, 4, 5, 7, 8, 9
<b>Watershed Management Planning</b>							
Bow Basin Watershed Management Plan Annual Report on Implementation (volunteers: 12X2X4X63)	BBWMP 2012 Implementation		March 2015	\$3,000	\$6,048	i) – vi)	3, 4, 5, 6
<b>Capacity Building</b>							
<b>Stakeholder Engagement Committee</b>							
<b>Fund Development</b>							
<b>Total</b>				<b>\$296,000</b>	<b>\$384,216</b>		

<sup>4</sup> **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

### Short-Term Projects – Year Two (Fiscal Year 2016/2017)

In the year two, we will continue to work on our core areas that include new phase of planning, implementation and review of the Bow Basin watershed Management Plan. Similarly we will also continue to engage in the project regarding the State of the watershed reporting and upgrading web-based state of the watershed tool. In addition, capacity building project such as grant support to the grass root stewardship groups and field trip studies will be carried out. Water management workshop with particular focus on ground water monitoring/management and other thematic areas will be organized.

### Short-Term Projects – Year Three (Fiscal Year 2017/2018)

The year three will see continuation, as warranted, with the Bow Basin Watershed Management Plan review and implementation, 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.

#### Abbreviations

	AENV – Alberta Environment
Assist – Providing significant assistance to the completion of the project.	AWA – Alberta Wilderness Association
BBWMP SC – Bow Basin Watershed Management Plan Steering Committee	BoD – Board of Directors
SEC – Stakeholders Engagement Committee.	ED – Executive Director
Exec. – Executive Committee	
Input – Provide outside information/ideas/assistance if requested.	L&P - Legislation and Policy Committee
Lead – Taking responsibility for managing and completion of project	NL Ed. – Newsletter Editor
M&M – Monitoring and Modeling Committee	
TBD – To Be Determined	WSCC – Watershed Stewardship Coordinating Committee

# 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.

In addition to current practice the BRBC will be incorporating elements of performance measurement as presented in “**Quick Guide to Performance Evaluation Plans**” provided by Alberta Environment and Sustainable Resource Development.

The Bow River Basin Council is committed to achieving the planned results laid out in this Business Plan. Furthermore, the Council is accountable to its mission and 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 a healthy 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 should be administered in January or February of each fiscal year. Overall satisfaction (satisfied and very satisfied) must 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. Fund development is continued in efforts to broaden and strengthen the base of the BRBC's financial supporters.

## **Additional Measures:**

- Recruitment: ensuring broad representation from membership categories
- Retention: ensuring a high percentage of renewals
- Recognition: celebrating membership participation and accomplishment
- Number of BRBC evaluations received from members
- Number of quarterly education and networking forums held
- Number of attendees to quarterly education and networking forums
- Number of board of directors meetings held
- Number of attendees to board of directors meetings
- Number of newsletters produced
- Number of weekly News & Events Bulletins
- Number of updates to BRBC website
- Number of hits to BRBC websites
- Number of direct mail campaign materials delivered
- Number of grant applications submitted
- Number of successful grant applications
- Amount raised through fund development

**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. Additional activities include opportunities to promote a 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:**

- Number of projects supported
- Number of BRBC presentations provided
- Number of water education presentations provided
- Number of times BRBC display used for promotional purposes
- Number of BRBC Committee Meetings held
- Number of conferences attended

**Condition #3 – Stewardship - Financial Measures:** Fund development for, and in support of, specific projects for the benefit and improvement of the Basin. Stewardship goals are assured by actively engaging the membership in specific activities of the Council and the ability of the organization to finance and undertake specific projects, which have achieved 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.

- Achieving stable and self-sufficient funding
- Measuring member monetary contributions to the Council
- 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
- Commitment measured as active participation.
- In-kind contributions to projects (expertise)
- Financial contributions to specific projects
- Recognition of member contributions and innovation

### **Measuring Success**

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

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

April 1, 2015

**Bow River Basin Council Membership (April 30, 2015)**

<p><b><u>Commercial Industrial (48)</u></b></p> <ul style="list-style-type: none"> <li>• ALCES</li> <li>• Agrium</li> <li>• AMEC Earth &amp; Env.</li> <li>• Applied Aquatic Research Ltd</li> <li>• Associated Engineering</li> <li>• Aquality Env'l Consulting Ltd.</li> <li>• Baseline Water Resource</li> <li>• Brilliant Green Solutions</li> <li>• Brown &amp; Associates</li> <li>• Calgary C of Commerce</li> <li>• CH2MHill</li> <li>• Charette Pell Environmental Cor.</li> <li>• Dillon Consultant</li> <li>• EnCana</li> <li>• Enmax</li> <li>• EPCOR</li> <li>• Fossil Water</li> <li>• Frank Plan</li> <li>• Full Circle Adventures</li> <li>• Glencoe Golf &amp; C. C.</li> <li>• Golder Associates Ltd.</li> <li>• Hutchinson Environmental</li> <li>• Integrated Sustainability</li> <li>• Kerr Wood Leidal</li> <li>• Matrix Solutions</li> <li>• Maureen Lynch Consulting</li> <li>• Newalta Corporation</li> <li>• Penn West Energy</li> <li>• Prairie Waves</li> <li>• Tera Env'l Consultants</li> <li>• Tesera Systems Inc.</li> <li>• Tetra Tech EBA Ltd.</li> <li>• Schneider Electric Smart Infrastructure</li> <li>• Source 2 Source</li> <li>• Spray Lake Sawmills Ltd.</li> <li>• Stellar Constance Productions In.</li> <li>• Stormtech</li> <li>• Summit Env'l Consultants</li> <li>• Umbel Communications</li> <li>• Urban Systems Ltd.</li> <li>• Watercat Consulting LLC</li> <li>• Water Rights</li> <li>• Westhoff Engineering</li> <li>• Worley Parsons Komex</li> <li>• WPC Solutions</li> <li>• WQ Consulting</li> <li>• Zanshin Environmental</li> <li>• Zurich Industry Ltd.</li> </ul> <p><b><u>Individual Public Members (144)</u></b></p> <p>The BRBC currently has 144 such members including</p> <ul style="list-style-type: none"> <li>• Consultants / Engineers</li> <li>• Lawyer/Doctor</li> <li>• Ranchers</li> <li>• Scientists/Prof's/Students</li> <li>• University professors</li> <li>• <u>1 MLA</u></li> </ul>	<p><b><u>Non-Profit Interest Groups &amp; Academia (51)</u></b></p> <ul style="list-style-type: none"> <li>• Alberta Beef producers</li> <li>• Alberta Fish &amp; Game Assoc.</li> <li>• Alberta Innovates</li> <li>• Alberta lake Mgmt. Society</li> <li>• ALIDP</li> <li>• Alberta Stewardship Network</li> <li>• Alberta WaterSMART</li> <li>• AWA</li> <li>• Bow Waters Canoe Club</li> <li>• Bragg Creek Env'l Coalition</li> <li>• Calgary Regional Partnership</li> <li>• Calgary River Forum</li> <li>• Canada West Foundation</li> <li>• Canadian Parks &amp; Wilderness Society</li> <li>• Cochrane Env'l Action Com.</li> <li>• Cows &amp; Fish</li> <li>• Ducks Unlimited</li> <li>• Elbow River Watershed Partnership</li> <li>• Foothills Land trust</li> <li>• Friends of Fish Creek</li> <li>• Ghost Watershed Alliance</li> <li>• Hillhurst Sunnyside Comm. Ass.</li> <li>• Inglewood Bird Sanctuary</li> <li>• Inside Education</li> <li>• Kananaskis Field Station</li> <li>• Land Stewardship Centre</li> <li>• Little Creeks &amp; Rough Fescue Appreciation Society</li> <li>• Mount Royal University</li> <li>• Nature Calgary</li> <li>• North Saskatchewan Watershed Alliance</li> <li>• Nose Creek Partnership</li> <li>• Oldman Watershed Council</li> <li>• Partners FOR The Sask. River Basin</li> <li>• River Watch Science Prog.</li> <li>• Rocky Mountain Dirt Riders</li> <li>• Sarcee Fish &amp; Game</li> <li>• South East Alberta Watershed All</li> <li>• St. Thomas United Church</li> <li>• Sustainability Resources</li> <li>• Trout Unlimited</li> <li>• UN Water for Life Decade</li> <li>• University of Calgary</li> <li>• University of Lethbridge</li> <li>• Urban Development Institute Calgary</li> <li>• Waterlution</li> <li>• Water Matters</li> <li>• Waters of Wheatland</li> <li>• Weaselhead Preserv. Society</li> <li>• Western Sky Land Trust</li> <li>• Wildsight</li> <li>• Young Env'l Professionals</li> </ul>	<p><b><u>Municipal Government (19)</u></b></p> <ul style="list-style-type: none"> <li>• City of Airdrie</li> <li>• City of Brooks (3)</li> <li>• City of Calgary (38)</li> <li>• County of Newell</li> <li>• Kananaskis Improvement District</li> <li>• M.D. of Bighorn No. 8</li> <li>• M.D. of Foothills No. 31 (2)</li> <li>• Rocky View County (3)</li> <li>• Town of Banff</li> <li>• Town of Black Diamond</li> <li>• Town of Canmore (2)</li> <li>• Town of Chestermere</li> <li>• Town of Cochrane</li> <li>• Town of Crossfield</li> <li>• Town of High River (2)</li> <li>• Town of Okotoks (2)</li> <li>• Town of Strathmore</li> <li>• Town of Turner Valley (2)</li> <li>• Wheatland County (4)</li> </ul> <p><b><u>Regulatory, Administrative &amp; First Nations (14)</u></b></p> <ul style="list-style-type: none"> <li>• Alberta Agriculture &amp; Rural development.</li> <li>• Alberta Community Development</li> <li>• Alberta Tourism, Parks and Recreation</li> <li>• Alberta Transportation</li> <li>• Agriculture and Agri-Food Canada</li> <li>• Banff National Park</li> <li>• Alberta Health Services</li> <li>• Environment Canada</li> <li>• Environment &amp; SRD (25)</li> <li>• Fisheries &amp; Oceans Can.</li> <li>• First Nations TSAG</li> <li>• Siksika Nation</li> <li>• Stoney Nation</li> <li>• Tsuu T'ina Nation</li> </ul> <p><b><u>Licensee (6)</u></b></p> <ul style="list-style-type: none"> <li>• Bow River Irrigation District</li> <li>• Eastern Irrigation District</li> <li>• La Farge Stormceptor</li> <li>• TransAlta Utilities Corporation</li> <li>• Western Irrigation District</li> <li>• Alberta Irrigation Projects Association</li> </ul>
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**Total membership = 283**