



Athabasca
WATERSHED COUNCIL

**Board of Directors Hybrid Meeting
Draft Agenda
Sept 21, 2023**

This board meeting will be a hybrid meeting. For those interested, please join us at the office in the Train Station in the Town of Athabasca. For those unable to travel, virtual meeting details are below:

Administration AWC is inviting you to a scheduled Zoom meeting.
Topic: Sept. 21 Board Meeting
Time: Sep 21, 2023 09:15 AM Mountain Time (US and Canada)
Join Zoom Meeting
<https://us02web.zoom.us/j/6661792450>
Meeting ID: 666 179 2450
One tap mobile
+15873281099,,6661792450# Canada
+16473744685,,6661792450# Canada
Dial by your location

- +1 587 328 1099 Canada
- +1 647 374 4685 Canada
- +1 647 558 0588 Canada
- +1 778 907 2071 Canada
- +1 780 666 0144 Canada
- +1 204 272 7920 Canada
- +1 438 809 7799 Canada

Meeting ID: 666 179 2450
Find your local number:
<https://us02web.zoom.us/j/6661792450>

Time	Agenda Item	Lead
9:30	Call to Order/ Treaty Land Acknowledgement	Chair
9:35	1. Administration: <ul style="list-style-type: none"> a. Health and safety, quorum b. Approval of Agenda c. Approval of Past Meeting Minutes (June 17, 2023) d. Directors Update (changes, appointments, etc.) 	Chair
9:45	2. Roundtable Introductions and Updates: share news, updates, upcoming events, etc. from your sector	Directors
10:15	3. Reports: <ul style="list-style-type: none"> a. Q1 Activity and Financial Report b. Summer highlights overview: <ul style="list-style-type: none"> i. Voyageur Brigade & Athabasca County Presentation ii. Staff highlights 	Staff Dan, Paula, Ida Rob, Councilor Kelly Chamzuk
10:45	4. New Business: <ul style="list-style-type: none"> a. Introduce and discuss Draft Succession Plan b. Introduce and discuss AWC Programs and Projects Document (are we doing the right things?) 	ED / All

	c. Initial discussion about 2024 15 Year Anniversary	
11:45	5. Next Steps a. Oct. 12 – 13 WPAC Summit b. Nov. 23 board meeting & committee meetings c. Feb. 2024 board meeting date / location d. Other?	Chair
12:00	6. Meeting Adjourned	Chair
12:00 – 3:00 ish	<i>For those attending in-person, lunch will be provided. Also, weather permitting and depending on interest, Ashley and Sarah will do a demonstration of the X-stream Science program (benthic and water quality sampling) in the afternoon in the Tawatinaw River in Athabasca.</i>	

DRAFT



Board of Directors Meeting

June 17, 2023

Lac La Biche

Draft Meeting Minutes

Meeting Summary:

The Athabasca Watershed Council (AWC) met in person in Lac La Biche on June 17 with the board meeting following the AGM. The board heard year end staff activities and financial reports during the AGM portion of the event. During the board meeting, they approved Feb. 2023 meeting minutes; elected officers; approved an updated budget based on confirmed AEPA funding; discussed how we can achieve our strategic and IWMP goals; and shared round table updates and upcoming events. The next board meeting will be held September 21, 2023.

Meeting Attendees:

SEAT	DIRECTOR	ALTERNATE	Quorum
AEP Representative	Abdi Siad Omar		√
Provincial/Federal Government	vacant		
Municipal (Upper Basin)	vacant		
Municipal (Middle Basin)		Gary Cromwell	√
Municipal (Lower Basin)			
Forestry	Dan Moore		√
Oil & Gas	Janice Linehan		√
Ag or Industry	vacant		
Agriculture			
Mining/Utilities			
Indigenous			
Indigenous			
Indigenous	vacant		
Health or Environment	Brian Deheer		√
Health or Environment	Julie Hink		√
Stewardship	Kendra Gilbert		√
Stewardship	Paula Evans		√
Research and Academia			
Member-at-Large	Laura Pekkola		√
Member-at-Large	Ida Edwards		√
Past President	vacant		
Quorum = >50% filled seats (14) = >7			10

<p>Staff present: Petra Rowell, AWC Executive Director Sarah MacDonald, Watershed Science Coordinator Ashley Johnson, Science and Outreach Coordinator Caity Seifert, Project Coordinator Kailyn Gibbons, Watershed Technician</p>	
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Actions arising from the June 17, 2023 AWC Board meeting:

Action (Lead):	To be completed by:
<i>Ashley post the approved Feb. 2023 meeting minutes to the website.</i>	Next meeting (Sept)
<i>Develop and share list of all previous funders with the board and continue the discussion about potential funding sources.</i>	Ongoing with 15 year anniversary work.
<i>Add a stakeholder discussion to the next meeting.</i>	Deferred to Nov.
<i>Board members think about how to be an ambassador for the Athabasca Watershed Council.</i> - Create a slide deck about the AWC for use by board members	Ongoing. Nov.
<i>Write a formal letter of thanks to AEPA with a list of accomplishments, activities enabled with new funding.</i>	ASAP

1. Welcome

a. Call to Order, Health and Safety, Quorum

AWC President and meeting Chair Dan Moore called the meeting to order at 2:30 p.m. Executive Director Petra Rowell confirmed health and safety logistics and that quorum was met.

b. Treaty Land Acknowledgements

The Chair provided a Treaty Land acknowledgement as follows: *The Athabasca Watershed Council acknowledges that our watershed is located on Treaty 6, 8 and 10 territories. We make this acknowledgment as an act of Truth and Reconciliation, showing our respect for the land and the Indigenous ancestors who came before us. We also acknowledge and respect the languages and culture of today's First Nation and Metis people, whose presence continues to enrich our watershed.*

c. Round Table Introductions

The Chair invited all participants to introduce themselves and to say a few words about their summer plans.

2. Administration

a. Review Meeting Objectives and Approve Meeting Agenda

As per the agenda circulated prior to the meeting, meeting objectives were as follows:

- Board orientation
- Officer election
- Approve an updated 2023-24 budget
- Hear updates on summer, fall planned activities

The agenda was approved by consensus (motion by Kendra/no objections) as presented with no additions or deletions.

b. Review Action Items and Approve Meeting Minutes

Petra went through the Feb. 9, 2023 meeting’s action log and minutes: all action items have either been completed or are in progress.

Action (Lead):	Status:
<i>Action: Ashley post the approved Nov. 22 2022 meeting minutes to the website.</i>	Done.
<i>ACTION: Develop and share list of all previous funders with the board and continue the discussion about potential funding sources.</i>	Ongoing with 15 year anniversary work.
<i>ACTION: add a stakeholder discussion to the next meeting.</i>	Deferred.
<i>ACTION: Board members think about how to be an ambassador for the Athabasca Watershed Council.</i>	Ongoing.

The minutes were approved by consensus as presented.

Action: Post the approved Feb. 2023 meeting minutes to the website.

3. Board Member Orientation / Q and A Session

a. Quick Overview of structure, key documents

Petra provided an overview of AWC governance documents and organizational structure. She noted that many of these documents are provided to Directors in their binders, but are also on the website. She reviewed the vision, mission and value statements. She also explained that our bylaws set out the rules around membership and elections. The Board Terms of Reference identifies which seats are held by which sectors. Petra noted that the board has 4 key roles including:

- 1. Define and advance the organizations purpose.*
- 2. Ensure, develop and conserve resources (financial, human and property).*
- 3. Provide oversight (exercise effective control).*
- 4. Engage in outreach with stakeholders (manage relationships).*

These 4 roles, and the tools we use to implement them, drive our annual calendar of activities.

b. Election of Officers

With Petra facilitating the election process, a slate of officers was presented and approved by consensus (motion by Janice, no objections) with officer positions filled as follows:

- *President Dan Moore*
- *Vice President Kendra Gilbert*
- *Treasurer Paula Evans*
- *Secretary Julie Hink*

4. Reports and Updates

Petra welcomed new staff member, Caity Seifert. She also welcomed summer students Kailyn and Kendra. With staff and the AEPA cheque received and in the bank, the AWC is expecting a very busy summer!

a. Quick overview of 2023-24 first quarter finances (approve updated budget) and activities and plans for the remainder of the fiscal year.

Petra provided an updated budget, based on confirmed/received core grant funding from AEPA. This updated 2023-24 budget was approved by consensus with no objections. She explained that additional funds will largely go to a 4th full time staff position and travel (with more staff out doing more things).

Petra also asked for a motion to add a 2nd staff person (Sarah MacDonald) as a signatory to our ATB bank accounts. This motion (made by Brian Deheer; seconded by Julie Hink) was approved by consensus with no objections.

Finally, Petra asked for a motion to enable the AWC Executive Director to utilize investment tools, including GICs and additional savings accounts, to maximize interest income, where it is practical to do so. Brian Deheer made the motion to allow the AWC Executive Director, with the approval of a second Director (usually the Treasurer), to set up additional savings accounts or to purchase short term GICs, as she sees fit. The motion was seconded by Julie Hink. There were no objections / all were in favor.

b. Discuss how we can achieve our strategic plan and IWMP goals

Knowing about our structure and function, Petra asked board members for ideas on how to better achieve our goals. Some responses included:

- Good to see balanced information and collaborations
- Would like to see more information like the Ponds and Dams poster shared more broadly
- Also like to see more human interest stories / shorter 'snippets' that are easy to digest (i.e., caring for your property, water conservation tips, issues with non-disposable wipes, we can all make a difference, etc.)
- Glad to see activities that engage youth; could reach out more to 4H and Junior Forest Wardens
- Could reach more public by having a booth at Farmers Markets, newspaper articles
- Send a formal letter of thanks to AEPA (Minister and DM) with some of our achievements
- Create a short slide deck for board members to use with their sectors.
- Consider a facilitated strategic planning session for the board

5. Other Business (Round Table Updates and Announcements)

The Chair asked for a round table of updates from our Directors and their sectors/ affiliations. In particular, we would like to know what's going on in your sector; if your sector has any water issues; and if you are hearing/have any feedback for AWC activities:

- a. Laura thanked Ashley for assisting with a session at the Inside Education Generate Navigate event in Canmore.

- b. Ida noted issues with Tansy and vetch and other invasive species in the Town of Athabasca and is looking for AWC support to address these issues along the Tawatinaw River.
- c. Ida also noted that an urban deer study is being conducted in Athabasca (Sarah has been in touch with the researcher) and work is being done on the trails (Muskeg Creek, Athabasca landing) around Athabasca.
- d. Abdi noted AEPA is pleased with the work that the AWC is doing and looks forward to seeing what activities increased funding can support.
- e. Petra noted the AWC's 15 year anniversary is coming up in 2024 – something to discuss this fall.

6. Next Steps / Meetings:

- a. July 6 – 13 Fort Assiniboine Bicentennial Voyageur Canoe Brigade (a paddle from Whitecourt to Athabasca, with community events in Whitecourt, Blue Ridge, Fort Assiniboine, and Athabasca. There can be 6 to 8 paddlers per canoe, so each team is approximately 12 people.)
- b. Sept. 21/23 – board meeting (in person)
- c. Nov. 23/23 – hybrid
- d. Feb 15/24 - online

After board and staff photos were taken out on the deck, the meeting was adjourned at 4:00 pm.

Meeting Adjourned.





Staff Q1 (Spring) Activity & Financial Report: April 1 – June 30, 2023

Overview:

- The first quarter is always a busy time of year, with a focus on preparing the previous year's financial statements and the annual report, as well as starting the new fiscal year, preparing for the June AGM and other spring activities.

Admin, HR, Office, etc.:

- We continue to hold staff meetings most Monday mornings (virtually or in-person) as well as a virtual 'work-together' session on Wednesdays (a time to share more details on various projects or reports we are working on).
- Our two summer students, Kailyn Gibbons and Kendra Pritchard, started with us the first part of May. Kailyn will be supporting riparian work and Kendra will be compiling a report on benthic invertebrates. ART interns Caity Seifert and Jason Day both attended a Climate Adaptation workshop in Calgary April 14 and wrapped up their projects by the end of June. We are so very pleased that Caity has agreed to stay on with us as a full-time Project Coordinator. SAIT Integrated Water Management Capstone student Hugh Melville completed his [Ponds and Dams](#) project in April.
- Sarah successfully completed the [Roberta Bondar STEM Career Development](#) program. Ashley attended an environment conference in Vancouver. Petra, Ashley and Caity all completed a 2 day first aid course in April.

Board/Governance:

- The Board of Directors held a successful AGM and board meeting in Lac La Biche on June 17. The weather was lovely, the meeting venue (MacArthur Place) gave us a great view of the lake, and presentations were well received (the entertainment Friday night was also much enjoyed!).

Committee Updates:

Executive Committee, Chair Dan Moore

- The AWC Executive Committee (Chair Dan, Vice-Chair Kendra and Treasurer Paula) was re-elected at the June AGM with the addition of Julie Hink as Secretary. Ida Edwards and Amanda Buchanan also join as new Directors.

Finance Committee, Chair vacant

- This committee has been dormant for a while and is currently lacking a chair. Petra will be asking for volunteers to reinvigorate this important committee in the fall.

- A lot of time has been put into the new AEP grant application process. We are pleased to note that funding from Alberta Environment was significantly increased this year (\$320,000), with a commitment for the same for the next 3 years. The previous year's report to Environment was submitted by the deadline of April 15.

Communications, Education and Community Engagement (CECE) Committee, Chair Paula Evans

- The CECE Committee continue to work by emails depending on requests from staff to review various materials.

Education and Outreach Projects

- Ashley continues to organize the monthly e-newsletter, social media posts, blog and website updates. She is also growing our student X-Stream science program by attending events with the Lesser Slave Watershed Council (High River May 15) and training with other WPAC staff in Camrose May 23-24.

- With the summer well underway, staff have already participated in a number of events

- April 22 - Sarah Ashley and Caity spent Earth Day doing a river side clean up in the Town of Athabasca.
- May 16 - Sarah was invited out to give a talk at the school at Alexis
- May 21 – Petra gave a talk at the Calling Lake Community Society AGM
- June 4 – Petra and Caity manned a display at Lac La Biche Environment Days
- June 6 – Sarah, Kailyn and Caity were at Lac La Nonne Pond Days and Ashley and volunteer Margaret were at Chip Lake Pond Day
- June 7 – Petra, Kailyn and Caity were at Thunder Lake Pond Day; Ashley and volunteer Connor conducted the AWC's first X-Stream Science program with a Hinton school
- June 24 – Petra, Sarah and Caity attended the BAILS AGM; Ashley attended the Metis Crossing Celebration



Technical Committee, Chair Dan Moore

- The Technical Committee did not meet as a group but Petra and Sarah have had a number of discussions with committee, AEP staff and others regarding various technical programs and projects.

Science projects:

- Sarah continues to grow the Healthy Shorelines project, funded by WRRP grants. Working as a member of the ALUS Partnership Advisory Council for Athabasca County, County of Barrhead, Westlock County, and Thorhild County, a number of riparian and wetland conservation and restoration projects have been approved. The AWC also continues to partner with Highway2Conservation on a planting project at French Creek, a small tributary of the Pembina River. Sarah visited the site April 21. We are also partnering with West Central Forage Association to add educational signage to a riparian area best practices demonstration site on the Pembina River at Sangudo. Also moving east with a new site near Grassland. Sarah, Caity and Kailyn attended a riparian workshop in Rycroft in June. Staff all pitched in at several site planting days, in between fires, floods and poor air quality.
- Sarah continues to facilitate the Pembina Technical Working Group (representing 12 different organizations) who are developing a Pembina state of the watershed report and initiating a two-year water quality monitoring project funded by a generous (\$80k) donation from Pembina Pipelines. The group has put out an RFP, hired CPP Environmental, and met June 9 to discuss water quality sampling sites.
- Staff have been supporting a [Tawatinaw Watershed Working Group](#), who were successful in applying for an Alberta Stewardship Network grant (\$10k). The group met May 13 at Rochester for a walk along the river before meeting inside to discuss project deliverables.
- Sarah was successful in getting ACA funding (\$12k) for another year of benthic sampling in the McLeod. She also continues to participate in the East Slopes Biomonitoring Collaborative meetings which occur every couple of months.
- The Berland-Wildhay Watershed Connectivity [Planning initiative](#), a stakeholder group looking at waterbody crossing mitigation in this East Slopes watershed, took a break from meetings over the winter but staff met with project partner, Nick, CNF, April 9 and then Petra and Sarah facilitated a stakeholder meeting in Hinton May 3.
- Petra is representing the AWC on the LLB WMP Implementation Committee which meets the 2nd Thursday of every month (AWC Director Brian Deheer is Co-chair with LLB County).

Other Partnerships / Sector and Community Engagement:

- Petra is working with other WPAC technical staff to examine state of the watershed reporting (last met April 4 virtually). Met with the other WPAC managers in Camrose April 12. Petra represents all 11 WPACs on the Alberta Energy Regulators Multi-stakeholder Engagement Advisory Committee which meets quarterly.
- We continue to provide input to Steve Meadows, the WPAC rep on the Alberta Water Council.
- AWC Director Laura Pekkola continues to support a WPAC project team developing a watershed 101 series of videos.

- Petra, Sarah, Dan, Rob Minns and Ida Edwards are participating on the Brigade planning committee which met more frequently as the event draws near.

Things to Look Forward to Next Quarter (Jul - Sept):

- The Brigade! July 6th – 13th
- July 27 - Tawatinaw Working Group Meeting
- August – vacations!
- Sept. 21 Board Meeting

Communications Report:

Measure	March 31, 2021	March 31, 2022	March 31, 2023			
Membership:						
# individuals	120	173	195			
# organizations	34	40	42			
Monthly Newsletter:						
# of subscribers	368	455	676			
Website:						
website users	468	711				
# of Page Views	1116	15350				
Sessions / length	4742 / 2 m0s	7755 / 1m35s				
Bounce Rate	54.43	61.68				
Facebook:						
Facebook Followers	468	608	686			
Facebook Likes	406	502	577			
Twitter:						
Twitter followers	404	479	692			
Instagram:						
Instagram Followers	405	573				
Linked In followers:			102			

2023-24 AWC Budget and Q1 (Apr 1 - Jun 30) Expenses

REVENUE:	Budget (core)	Actual (core)	Actual (projects)	Actual Total
Donations	\$ 3,500.00			
GOA grant	\$ 320,000.00	\$ 320,000.00		\$ 320,000.00
Other Grants			\$ 15,500.00	\$ 15,500.00
Misc. Revenue	\$ 1,500.00			
Interest Revenue	\$ 1,500.00	\$ 535.00		\$ 535.00
Total Rev	\$ 326,500.00	\$ 320,535.00	\$ 15,500.00	\$ 336,035.00
EXPENSE:				
Rent/Utilities / internet	\$ 6,000.00	\$ 1,942.15	\$ 225.00	\$ 2,167.15
Telephone / Teleconference	\$ 3,000.00	\$ 482.84		\$ 482.84
Website (domain, hosting)	\$ 500.00			
Computers & Software	\$ 2,500.00	\$ 1,384.66		\$ 1,384.66
Bank Fees / service charges	\$ 150.00	\$ 13.50		\$ 13.50
Board and Property Insurance	\$ 3,000.00			
Courier & Postage	\$ 500.00			
Advertising & Promotions	\$ 2,500.00	\$ 1,000.00		\$ 1,000.00
Gifts of Appreciation	\$ 500.00			
Office Supplies	\$ 500.00	\$ 58.47		\$ 58.47
Printing (design and layout, logo)	\$ 2,500.00			
Membership, conf fees	\$ 500.00			
Accounting Expense (Audit)	\$ 5,000.00			
GST expense (not recoverable)	\$ 2,000.00	\$ 110.48	\$ 3.75	\$ 114.23
honorariums	\$ 3,500.00	\$ 300.00		\$ 300.00
Travel	\$ 5,000.00	\$ 3,356.37	\$ 2,649.51	\$ 6,005.88
Hosting, Events	\$ 2,500.00	\$ 84.85		\$ 84.85
Core staff (4)	\$ 244,686.29	\$ 49,837.89	\$ 850.00	\$ 50,687.89
Summer students, interns, etc.	\$ 2,400.00		\$ 8,145.28	\$ 8,145.28
Staff dev, training, etc.	\$ 2,500.00	\$ 1,237.00	\$ 711.95	\$ 1,948.95
EI Expense		\$ 1,156.70	\$ 185.88	\$ 1,342.58
CPP Expense		\$ 2,842.37	\$ 432.58	\$ 3,274.95
Staff Benefits Program	\$ 4,800.00	\$ 600.00		\$ 600.00
WCB Expense	\$ 1,000.00			
Field Supplies / site contract work	\$ 500.00		\$ 1,424.50	\$ 1,424.50
consulting contracts	\$ 20,000.00			
contingency (savings)	\$ 3,500.00			
TOTAL EXPENSE	\$ 319,536.29	\$ 64,407.28	\$ 14,628.45	\$ 79,035.73
NET INCOME	\$ 6,963.71	\$ 256,127.72	\$ 871.55	\$ 256,999.27

Cash on Hand June 30, 2023:

Core Operations Acct	\$ 521,757.75
T-Bill (interest savings) Acct	\$ 74,568.45
T-bill (interest holding) Acct	\$ 100.67
GIC	\$ 10,180.00
sub-total	\$ 606,606.87
less \$ rec'd and committed	\$ 522,558.32
Unallocated	\$ 84,048.55

Grants rec'd but not spent:

WRRP old	\$ 18,637.50
WRRP new	\$ 170,000.00
GOA core	\$ 255,592.72
Pembina Pipe	\$ 40,000.00
TAW ASN	\$ 7,350.00
ACA	\$ 7,062.03
TDFEF	\$ 1,249.50
headwaters	\$ 22,666.57
	<u>\$ 522,558.32</u>



Emergency Succession Plan

Draft September 2023

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Introduction

The Board of Directors of the Athabasca Watershed Council (AWC) recognizes that this is a plan for contingencies due to the disability, death or departure of the Executive Director. If the organization is faced with the unlikely event of an untimely vacancy, the AWC has in place the following emergency succession plan to facilitate the transition to both interim and longer-term leadership.

The Board of the AWC has reviewed the job description of the Executive Director. The job description is attached. The board has a clear understanding of the Executive Director's role in organizational leadership, program development, program administration, operations, board of directors' relationships, financial operations, resource development and community presence. Separate plans follow for both short term and long-term unplanned absences.

Succession Plan in the Event of a Temporary, Unplanned Absence: Short-Term

A temporary absence is one of less than three months in which it is expected that the Executive Director will return to their position once the events precipitating the absence are resolved. An unplanned absence is one that arises unexpectedly, in contrast to a planned leave, such as a vacation or a sabbatical. The Board of Directors is authorized (or authorizes the Executive Committee) to implement the terms of this emergency plan in the event of the unplanned absence of the Executive Director.

In the event of an unplanned absence of the Executive Director, the most senior, longest serving staff member (currently the Watershed Science Coordinator) is to immediately inform the Board Chair of the absence. As soon as it is feasible, the Chair should convene a meeting of the Executive Committee to affirm the procedures prescribed in this plan or to make modifications as the Committee deems appropriate.

This senior person serving in this role must be kept up to date on the activities of the Executive Director, and have access to their key contacts, in case they are called upon to serve as Acting Executive Director (AWC staff are currently working on this by organizing the shared file drive, developing an administration guide, etc.). Should the standing appointee to the position of Acting Executive Director be unable to serve, the first and second back-up appointees for the position of Acting Executive Director will be the Education and Outreach Coordinator, then the Project Coordinator.

If the Acting Executive Director is new to their position and fairly inexperienced with the organization or role (less than 1 year), the Executive Committee may decide to appoint one of the back-up appointees to the acting executive position. The Executive Committee may also consider the option of splitting executive duties among the designated appointees.

Authority and Compensation of the Acting Executive Director

The person appointed as Acting Executive Director shall have the full authority for decision-making and independent action as the regular Executive Director. This includes signing authority for financial matters, and a motion from the Board will be recorded in the minutes, as required by the bank.

The Acting Executive Director may be offered additional compensation (5-8% suggested) at the discretion of the Executive Committee. A letter from the Board Chair to the Acting Executive Director will be provided to ensure clarity on compensation, expected timelines, and any other information the Board Chair deems pertinent.

Board Oversight

The Executive Committee is responsible for monitoring the work of the Acting Executive Director. The Executive Committee will be sensitive to the special support needs of the Acting Executive Director in this temporary leadership role.

Communications Plan

Immediately upon transferring the responsibilities to the Acting Executive Director, the Board Chair will notify staff members and members of the Board of Directors of this delegation of authority. As soon as possible after the Acting Executive Director has begun covering the unplanned absence, Board members and the Acting Executive Director shall communicate the temporary leadership structure to the following key external supporters:

1. Alberta Environment and any other major funders at the time
2. AWC Membership via the e-newsletter and social media
3. Any committees or working groups

Completion of Short-Term Emergency Succession Period

The decision about when the absent Executive Director returns to lead the AWC should be determined by the Executive Director and the Board Chair. They will decide upon a mutually agreed upon schedule and start date. A reduced schedule for a set period of time can be allowed, by approval of the Board Chair, with the intention of working their way back up to a full-time commitment.

Succession Plan in Event of a Temporary, Unplanned Absence: Long-Term

A long-term absence is one that is expected to last more than three months. The procedures and conditions to be followed should be the same as for a short-term absence with one addition: The Executive Committee will give immediate consideration, in consultation with the Acting Executive Director, to temporarily filling the position left vacant by the Acting Executive Director. This is in recognition of the fact that for a term of more than three months, it may not be reasonable to expect the Acting Executive Director to carry the duties of both positions. The position description of a temporary hire would focus on covering the priority areas in which the Acting Executive Director needs assistance.

Completion of Long-Term Emergency Succession Period

The decision about when the absent Executive Director returns to lead the AWC should be determined by the Executive Director and the Board Chair. They will decide upon a mutually agreed upon schedule and start date. A reduced schedule for a set period of time can be allowed, by approval of the Board Chair, with the intention of working the way up to a full-time commitment.

Succession Plan in Event of a Permanent Change in Executive Director

A permanent change is one in which it is firmly determined that the Executive Director will not be returning to the position. The procedures and conditions should be the same as for a long-term temporary absence with one addition: within 5 business days, the Board of Directors will task the Executive Committee to plan and carry out a transition to a new permanent Executive Director. The Board will also consider the need for outside consulting assistance depending on the circumstances of the transition and the committee's capacity to plan and manage the

transition and search. The Executive Committee will also determine the need for an Interim Executive Director, and plan for the recruitment and selection of an Interim Executive Director and/or permanent Executive Director.

Date of Plan Completion: September 4, 2023

Location of Plan: ??

Name of Person Completing Document: Petra Rowell, AWC Executive Director

The Emergency Succession Plan and the supporting documents (administration guide, job descriptions, and organization charts) should be reviewed and updated annually.

Signatures of Approval for the Athabasca Watershed Council:

Board Chair	Date
Executive Director	Date
Individual Selected as Acting Executive Director	
Acting Executive Director's Current Title	Date

Appendix One: Executive Director Position Description

Objective: To broadly set out the accountabilities and administrative duties of the Executive Director and establish the parameters by which he or she will be recruited and evaluated.

Position: Executive Director (Chief Executive Officer)

Context: The Executive Director is the sole official link between the Board of Directors (Board) and the organization that it governs. The responsibilities of the Executive Director lie in the exercise of delegated authority and compliance within parameters established by Board policy and directives.

Time Commitment: 36.25 hours per week. Flexible schedule is necessary

Responsibility: Executive Committee

Term: Full time position

Accountability

The Executive Director reports directly to the Board during its official meetings, through the Executive Committee for ongoing personnel and financial matters, and through the Chair on other matters as they arise.

Authority

The Executive Director holds a key leadership position in the AWC. The Executive Director is accountable to the Board for facilitating and executing planning and policy development along with administrative (including personnel) and financial management (including budgeting and fund development). Under the authority of the Board, the Executive Director carries out assigned policies and regulations. The Executive Director directs the implementation of the AWC's programs and services, and is responsible for the management of all staff members and volunteers. The Executive Director is a designated Signing Officer of the AWC.

Responsibility

1. Visioning

In support of the Board, the Executive Director:

- Participates in the creation and communication of the AWC vision

- Develops programs and services that serve the vision, within the policy guidelines set by the Board.
2. Governance
 - Attends all Board meetings, and is an *ex officio* member of all committee meetings
 - Coordinates with, and assists, the Board in organizational development
 - Provides orientation for Board members and committee chairs
 - Acts as a consultant to the Board and its committees
 - Supports the Board and its Committees as needed, balancing the resources available to the demands of the Board and its committees
 3. Strategic Planning
 - Conducts internal and external environmental scans to identify emerging issues affecting the AWC. The internal scan brings to the Board's attention issues arising from within the AWC, such as the increased need for technological resources or contract services. The external scan identifies issues that may have an impact on the AWC, such as change in provincial funding policies. Sets specific organizational goals and outcomes, under the direction of the Board.
 - Sets goals for management practices
 - Sets program and service goals
 - Identifies the resources required to achieve the goals
 - Communicates with key stakeholders to identify the changing needs and conditions of the communities that are served by the AWC.
 - Explores, evaluates and develops alternative scenarios and plans to assist the Board in achieving its vision.
 4. Policy Management
 - Administers the day-to-day operations of the AWC
 - Directs the staff's implementation of policy
 - Prepares procedure statements for Board policies
 5. Leadership
 - Oversees the operation of the AWC and its staff at its office in Athabasca and elsewhere
 - Works in collaboration with staff, key stakeholders, and relevant community agencies and groups, to accomplish shared objectives and responsibilities
 - Encourages team-building by facilitating open communication and positive working relationships with staff and volunteers
 - Establishes control and follow-up mechanisms for the AWC
 6. Personnel Management
 - Interprets Board policy decisions to staff, volunteers and contractors
 - Hires, supervises, evaluates, and releases staff
 - Supervises the management (recruitment, selection, orientation, and training) of AWC Volunteers

- Supervises the hiring of contractors and consultants
- Trains and motivates staff and volunteers
- Oversees and strengthens volunteer recognition program
- Sets clear, results-oriented goals, with realistic and measurable outcomes
- Supports goal achievement, coaches and monitors performance
- Assists individual skill development in the AWC
- Supports and encourages staff initiatives
- Observes and evaluates staff performance
- Provides regular, appropriate, and constructive feedback
- Assists the Executive Committee in personnel matters
- Ensures that human resource policies are followed within staff structure

7. Financial Management and Fund Development

- Implements the Board's policies for the allocation and distribution of resources
- Ensures the maintenance of sound bookkeeping procedures
- Provides the Board (Treasurer) with regular statements of revenues and expenditures
- Administers the funds of the AWC, according to the budget approved by the Board
- Advises the Executive Committee on financial matters
- Encourages fiscal responsibility and stewardship throughout the organization
- Functions as a signing officer within the guidelines provided by the Board
- Leads and delegates fund development activities to ensure adequate revenues
- Ensures donors are stewarded and funders are receiving timely and accurate reporting

8. Risk Analysis

- Evaluates, in broad-based terms, the potential assets and liabilities of a project, proposal, or strategy
- Makes sure that both risks and opportunities have been identified and evaluated
- Assesses potential threats to the AWC's image
- Assesses the risks to the AWC's financial security and growth
- Provides regular, reliable, and comparable reports on the AWC's progress

9. Public Relations and Promotion Management

- Promotes community awareness of the AWC's vision, mission and values
- Participates in networking and community relations activities on behalf of the AWC
- Builds strong working relationships with others, both inside and outside the AWC, and enlists their support for accomplishing tasks
- Assists communications and outreach staff in preparing programs, and acts as a spokesperson for the AWC and its programs in the community
- Works with key external stakeholder groups
- Identifies and researches funding opportunities

- Facilitates a communication plan that informs the community of the activities and direction of the AWC
- Seeks public speaking opportunities
- Supervises the membership recruitment campaign

Evaluation

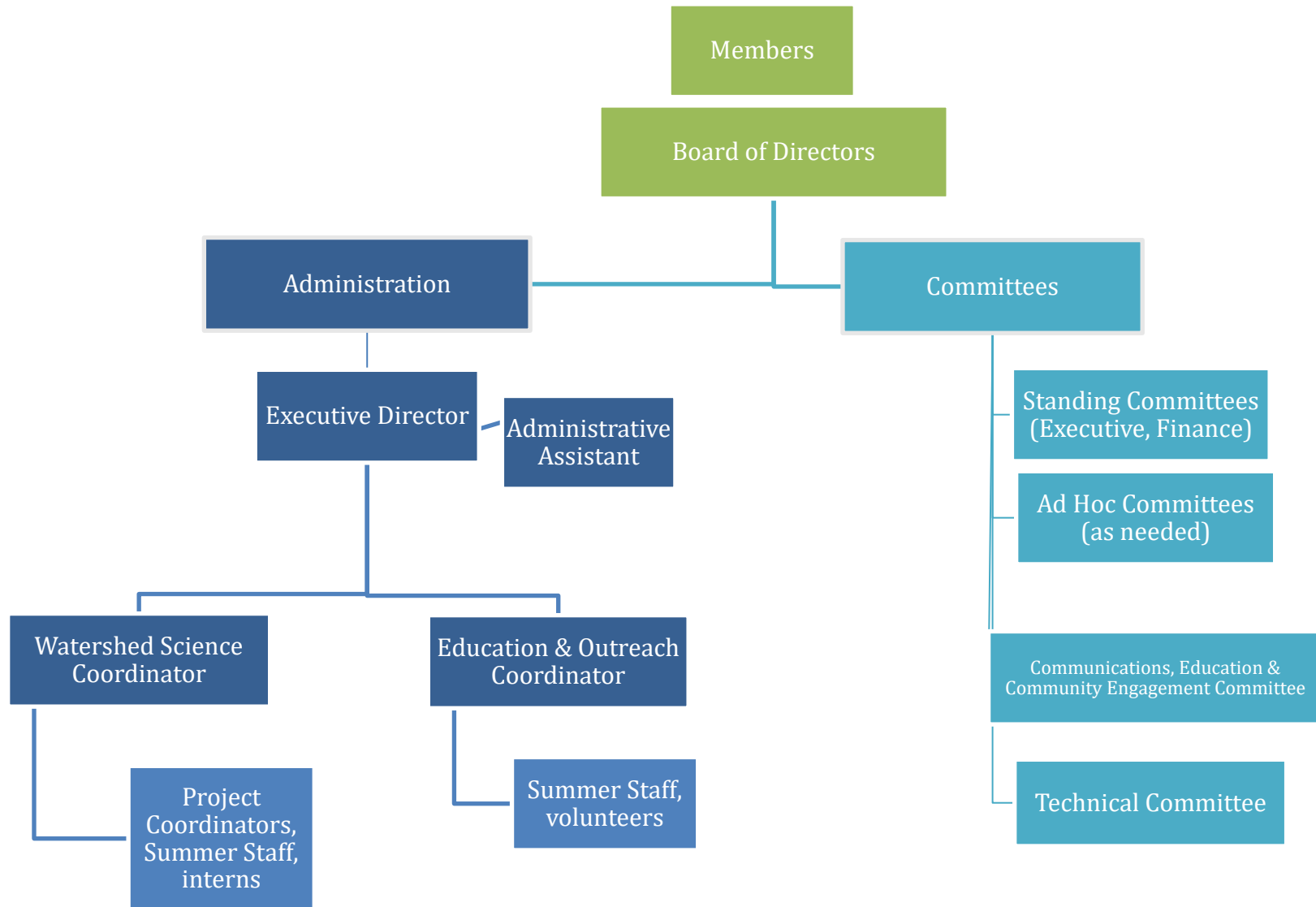
The Executive Director is subject to the performance appraisal process as conducted by the Executive Committee. He or she will assist in the assessment of organizational outcomes; recommending changes when necessary. The Executive Director will also inform the Board of Directors about situations that affect the Executive Director's ability to meet his / her goals.

Personal Characteristics

The Executive Director should demonstrate competence in some or all of the following:

- *Adaptability:* Demonstrate a willingness to be flexible, versatile and/or tolerant in a changing work environment while maintaining effectiveness and efficiency.
- *Behave Ethically:* Understand ethical behaviour and business practices, and ensure that his/her own behaviour and the behaviour of others are consistent with these standards and align with the vision, mission and values of the organization.
- *Build Relationships:* Establish and maintain positive working relationships with others, both internally and externally, to achieve the goals of the organization.
- *Communicate Effectively:* Speak, listen and write in a clear, thorough and timely manner using appropriate and effective communication tools and techniques.
- *Creativity/Innovation:* Develop new and unique ways to improve operations of the organization and to create new opportunities.
- *Focus on Stakeholder Needs:* Anticipate, understand, and respond to the needs of internal and external stakeholders to meet or exceed their expectations within the organizational parameters.
- *Foster Teamwork:* Work cooperatively and effectively with others to set goals, resolve problems, and make decisions that enhance organizational effectiveness.
- *Lead:* Positively influence others to achieve results that are in the best interest of the organization.
- *Make Decisions:* Assess situations to determine the importance, urgency and risks, and make clear decisions which are timely and in the best interests of the organization.
- *Organize:* Set priorities, develop a work schedule, monitor progress towards goals, and track details, data, information and activities
- *Plan:* Determine strategies to move the organization forward, set goals, create and implement actions plans, and evaluate the process and results.
- *Solve Problems:* Assess problem situations to identify causes, gather and process relevant information, generate possible solutions, and make recommendations and/or resolve the problem
- *Think Strategically:* Assesses options and actions based on trends and conditions in the environment, and the vision and values of the organization.

Appendix Two: Organizational Chart





Summary of AWC Programs & Projects (past and present)

Key Theme Areas <i>All AWC activities focus on answering the 8 questions below:</i>	Good Governance Strategic Plan Goal #5 Lead: Executive Director (Petra) with Board, Executive	Education & Outreach Strategic Plan Goal #1&2 Lead: Education & Outreach Coordinator (Ashley) with CECE Committee, summer students, volunteers, contractors (Margaret), etc.	Science Strategic Plan Goal #3&4 Lead: Watershed Science Coordinator (Sarah) with Tech Committee, Project Coordinators (Caity, summer staff, Interns (Shayla), contractors, volunteers, etc.
What is the AWC and what do we do?	<ul style="list-style-type: none"> - Vision, Mission, values - branding (name, logo, tagline, email and web addresses) - WFL/ AEPA MRD / strategic plan 	Promote a water literacy approach & build awareness through our branded items and communications (brochure, website, newsletter, factsheets, annual reports, social media, etc.)	<ul style="list-style-type: none"> - build awareness of the AWC through projects, working groups, etc.
What is a watershed? What watershed do you live in? Why take a watershed approach?	Board members are aware of watershed definitions and resources.	Build watershed knowledge via watershed education program (Pond Days, Caring for our Watersheds, X-Stream Science); utilizing displays and models at public events, trade shows, etc.	Build into presentations.
What is interesting/ important about the Athabasca watershed?	Board members bring their sector perspective forward to AWC meetings, projects, etc. **Build sector specific fact sheets?	Adding more info to the Athabasca watershed and sub-basin descriptions.	Develop maps for webpage to highlight various aspects (Sarah – interactive atlas; Caity – climate change, drinking water, footprint, wetlands).
What is the state of WFL goals in the Athabasca & what issues are affecting watershed health?	Board members bring forward water issues and concerns and share innovations.	Communicate the results of past and current state of reporting (**re-organize SOW webpage).	<ul style="list-style-type: none"> - State of reporting (2012 reports and current update project) - Characterize Risks (climate change, ponds and dams, spills, etc.)
What is the AWC doing about these issues?	Board members provide advice to GOA and others via engagements, submissions, participation in committees, etc.	Communicating IWMP activities as well as engaging youth, lake and stewardship groups; promoting citizen science and community monitoring initiatives	Developed an IWMP with 8 goals; achieving goals via projects (see next page).
What are others doing? (WFL Partners, Govts, Industry, Rural & Indigenous Communities, NGOs, Researchers, etc.)	AB Water Council and AB WPACs initiatives; AEPA Forums & initiatives; AER MSEAC Committee, Water North Coalition, etc.	<ul style="list-style-type: none"> - Participate in AB WPACs Education and Outreach Committee - Host Water Management in Alberta’s Boreal conference (Feb. 2023) - Attend ALMS conference and other events 	AB WPACs Tech Committee; Building understanding of stakeholders in each region through presentations, projects, etc.
What can you do?	Promote water conservation, recycling, etc. to sectors	Ensure youth, public, lake groups, community monitoring groups are connected to resources	Engage stakeholders (govts, industry, Indigenous, NGOs) in IWMP projects
Are we making progress (performance measures)?	Others are willing to invest in the AWC (value of financial and in-kind contributions)	The AWC audience is increases year over year (# of newsletter recipients; # social media followers)	Iterative SOW report metrics / trends



Summary of AWC Programs & Projects (past and present)

To address the issues affecting the Athabasca watershed, the AWC is implementing its IWMP through a variety of programs and projects:				
IWMP Goals	Headwaters	Mid	Lower	Metrics
Everyone in the Athabasca watershed has access to safe, secure drinking water supplies.	Characterized drinking water for 112 urban, rural and Indigenous communities (~ 200,000 people) across the Athabasca. Identifying community clusters that rely on a shared source water (Edson and area groundwater users, Lesser Slave Lake communities, Paddle River communities, Athabasca mainstem, etc.) and starting to characterize risks to these source waters (e.g., climate change, dams and ponds report, etc.). Promoting SWPP to mitigate DW risks.			Drinking water index
Aquatic ecosystems are healthy and biologically diverse: - water quality - biodiversity - riparian and wetlands	Initiating a Healthy Headwaters project to promote cool, clear, connected East Slopes Streams and species at risk management.	Growing the Healthy Shorelines Program to ensure landowners have the tools to conserve / restore shorelines - AWC and ALUS projects	Providing input on policies, plans, regulations, etc. affecting aquatic health in this region.	Healthy Aquatic Ecosystems index
River flows and lake levels meet social, cultural, economic and environmental needs	Water Smart report; Re-do the SOW P3 report looking at surface water quantity; be informed by the LARP SW Quantity MF; encourage AEPA to produce an Upper Athabasca SW Quantity MF; think about a future groundwater project in areas where GW provides source drinking water			Reliable Supplies Index
Natural land cover is conserved, and cumulative land use pressures on water are mitigated.	Wildhay-Berland Watercourse Crossing Project	- Info kits targeted at Ag producers, acreage owners and lake properties.	Input to LARP 10 year review, CIWG tailings group	Healthy Aquatic Ecosystems index
Knowledge (Traditional, Indigenous, Local & Western) informs decision-making and planning.	SOW 2012 reports; TEK report; risk characterization reports; NSERC Under Ice water quality model			Knowledge Index
	- East Slopes Collaborative (McLeod benthic sampling) - L. McLeod riparian assessment	- Pembina and Tawatinaw riparian assessments - Pembina 2-year Water quality sampling		
Policies and plans are aligned for watershed health.	Provide input to provincial and municipal land use planning initiatives; Intern report on how municipalities can use policy and planning tools to reduce their impact on warming waters			Healthy Aquatic Ecosystems index
The impacts of climate change on watershed health are known and inform community preparedness.	Characterized climate change for communities across the Athabasca and how it might affect source water supplies, drought, flood, etc. identifying tools (drought planning, flood mapping etc.) to support community resiliency and sharing with communities.			Community Resilience index
Sub-basin and lake assessment, planning and stewardship initiatives are supported.	Establishing a Headwaters Working Group	Provide support to the Pembina and Tawatinaw Working Groups and lake groups (BAILS, LEPA)	Member of the LLB WMP Implementation committee Support the Calling Lake Community Society	Partnerships metric