

A STUDY OF GOVERNANCE MODELS

Prepared for Nicola Water Use Management Plan

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OUTLINE OF CONTRACT

Governance is defined in one dictionary as the act, process or power of governing. In relation to Nicola WUMP, governance is understood to mean the policies, regulations, procedures, structure, revenue generation, mandate and scope of authority of a legally incorporated body that will have a role to play in the management of the water resource. Currently the management of the water resource in the Nicola watershed is primarily the responsibility of the provincial government. To that end, the provincial government has resources, legislation, regulation and policy to manage this resource.

Information on different aspects of existing governance models was collected in preparation for an in-depth discussion on this topic. The governance model will form part of the final water use management plan document and this governance model will need to meet the criteria of feasibility and viability and at the same time gain the support of government and the community.

The existing governance models researched were as varied as the organizations behind them. Researching the different options available to the Nicola WUMP proved to be relatively simple, as there are a large number of groups with very comprehensive websites. Selections were made to draw from both a variety of governance models as well as organizations fulfilling different roles in the realm of water management.

METHODOLOGY

Research was primarily done using the internet. Searches were performed to identify possible organizations and further research was conducted to ensure they met the criteria of the research project, contained information regarding their governance, and differed from previously selected organizations so as to present different options to the Nicola WUMP. The Summary Table (Appendix B) completed as much as possible with the publicly available information contained within each website and by contacting people via email within the organization.

REPORT OUTLINE

Outlined below are brief descriptions of the organizations selected, including the following information:

- Who are they
- What they manage
- Where they are located
- When they were formed
- What is their vision, mission statement, and/or goals

Appendix A (page 11 of this document) is a composite list of websites used to perform this research. Appendix B (Excel document) is a spreadsheet comparing the governance models of each of the selected organizations. Appendix C (Powerpoint document) is a collection of organizational charts outlining the positions within each of the organizations.

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Oldman Watershed Council

The Oldman Watershed Council (OWC) is a not-for-profit organization that is working in partnership with communities and residents to improve the Oldman River Watershed. The OWC seeks to maintain and improve the Oldman River Watershed through partnerships, knowledge, and the implementation and integration of sustainable water management and land use practices. The Oldman Watershed Council was formed in September 2004, when the Oldman River Basin Water Quality Initiative (Initiative) merged with the Oldman Basin Advisory Council (BAC).

When Alberta's provincial Water for Life strategy was released, these two groups combined to provide a diverse partnership, knowledgeable in all areas of watershed management. Today, the Council provides leadership and guidance in watershed planning and management, monitoring water quality and promoting stewardship.

The goals of the Oldman Watershed Council are to integrate its activities through knowledge, research, partnerships and education as they relate to water management, water quality, and land-use practices in the following key areas:

1. Provide responsible information and input into water management planning activities that reflects the needs of stakeholders in the Oldman Watershed.
2. Increase awareness and understanding of the Oldman Watershed among residents and stakeholders and encourage commitment and responsibility for water quality and water use.
3. Refine and expand knowledge of water-related conditions and processes throughout the Watershed.
4. Promote sustainable land use practices that protect the Watershed.
5. Reduce contaminants, such as microbes, nutrients and pesticides, entering surface water and groundwater in the Oldman Watershed.



The mission of the OWC is to maintain and improve the Oldman River Watershed through partnerships, knowledge and the implementation and integration of sustainable water management and land use practices.

Mackenzie Valley Land and Water Board

The Mackenzie Valley Land and Water Board (MVLWB) was established in 1998, when the Mackenzie Valley Resource Management Act came into being as a result of the Gwich'in and Sahtu Comprehensive Land Claims Agreements. The Act created co-management boards for both the Gwich'in and Sahtu settlement areas as well as establishing the MVLWB.

While the Gwich'in Land and Water Board and the Sahtu Land and Water Board each have jurisdiction over the issuance of land use permits and water licenses in their own settlement area, the MVLWB has three main functions:

- Issuing land use permits and water licenses in the unsettled claims area until the balance of the land claims are settled in the Mackenzie Valley;
- Processing trans-boundary land and water use applications in the Mackenzie Valley; and
- Ensuring consistency in the application of the legislation throughout the Mackenzie Valley.

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The mandate of the boards is to regulate the use of land and water, and the deposit of waste, so as to provide for the conservation, development and utilization of land and water resources in a manner that will provide the optimum benefit to the residents of the settlement area and of the Mackenzie Valley and to all Canadians.

The MVLWB's vision for itself is to be a forum for regional decision making, ensuring effective participation of residents in the use, protection, and benefits of the lands and waters of the Mackenzie Valley. They incorporate both scientific data as well as Traditional Knowledge in their decision-making.

Mount Werner Water Board

The Mount Werner Water District was formed in 1965 to provide water and sanitation services for the then newly developing Steamboat Ski Area and Resort. The District was formed as a Special District pursuant to State Statute and is a political subdivision of the State of Colorado. The Mount Werner Water District includes the area of Steamboat Springs that lies south of Fish Creek.

Initially, the District developed separately and distinctly from the City of Steamboat Springs. Over time, however, as the District and the City grew, the need arose for the water and sanitation facilities of both to become physically integrated and combined. In 1980, the District participated in the construction and operation of a regional wastewater treatment facility. It is operated by the City but services both the District and the City. The Fish Creek Filtration Plant also became a joint operation when the State Health Department ordered the City to add filtration to its water system. To meet this requirement, the District and the City reached an agreement to add capacity to the District's Fish Creek Filtration Plant that would meet the City's demand. Now, other facilities are also shared, including Fish Creek Reservoir, which is the raw water supply for both the City and the District, and the Yampa River Valley infiltration galleries and water treatment facility. The Mount Werner Water District's mission is to provide high quality, customer-friendly services at the lowest possible cost.

Manitoba Conservation Districts

A Conservation District (CD) is a group of neighboring rural municipalities (RMs) working in partnership with the Province of Manitoba to develop programs to effectively manage the natural resources of their area. Conservation Districts are established under the authority of The Conservation Districts Act. Individual District boundaries may vary, however they are usually based on the drainage basin or watershed of the major river in the area.

The CDs are divided into sub-districts along watershed boundaries. Each of the RMs within a sub-district appoints members to the sub-district board. The chairpersons of all of the sub-districts, along with a Provincial Appointee, constitute the CD Board.

The CD Boards hire staff as needed to deliver their programs and to conduct sound financial management. Each of the CD Boards and staff develop an Integrated Resource Management Plan (IRMP) for their area, in consultation with the local ratepayers and provincial partners.

The Department of Water Stewardship is responsible for the CD Program. The Conservation Districts Commission (CDC), reporting to the Minister of Water Stewardship, is responsible for the Program. Staff known as the CD Secretariat carries out the day -to- day management of the Program.

For over thirty years, Manitoba's Conservation Districts have been practicing sustainable development at the grass roots level. Today, there are sixteen Districts, covering over 60% of the agricultural portion of Manitoba, and the program continues to grow.

Particular program strengths have made it a popular choice among rural municipalities.

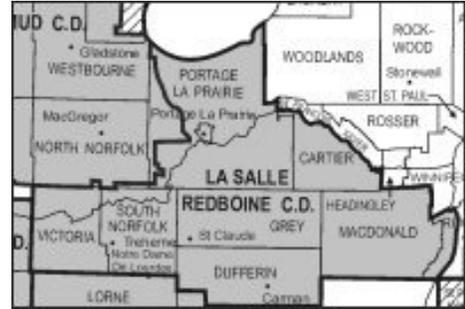
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- Local people are the "owner-operators". Municipalities, farmers and other District residents work together toward common goals – goals that they themselves determine.
- A CD is able to deal with the entire range of resource management problems within a watershed and can be a vehicle for delivering programs for other agencies.

Careful management of the natural resources is essential if they intend to have sustained economic growth in harmony with the environment. The Conservation Districts (CDs) Program is tailor-made to deal with the resource management challenges of today and tomorrow.

La Salle Redboine Conservation District

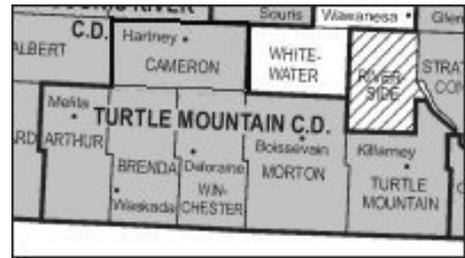
The La Salle Redboine Conservation District (LSRCD) was formed in 2002 and at present covers just over 7,000 km² (2,703 miles²). It is located in southern Manitoba and includes all or parts of the rural municipalities of Dufferin, Grey, Macdonald, Portage la Prairie, Ritchot, South Norfolk, Cartier and Victoria. It also includes the City of Portage la Prairie, the Town of Carman and the Villages of St. Claude and Treherne. In their first year of programming they offered 12 different soil and water management programs. Some of the programs offered include grassed waterways, offshore watering systems, permanent cover programs, rotational grazing systems and pasture pipelines. They also support their urban partners by promoting green communities by assisting with funding for neighborhood tree plantings and interpretive trail signs.



The La Salle Redboine Conservation District have found that the major challenge in being a new Conservation District is getting their name out to landowners. The LSRCD has roughly 35,000 residents, many of whom don't know that they exist or don't really know what they are about. A major benefit of have older conservation districts is that they can draw on their experiences so the "same mistake is not make twice". But that is really where the similarities stop. Every CD is different, based on their landscape and watersheds, so while the basic programs are the same between districts, each district has their own unique approach to conservation.

Turtle Mountain Conservation District

The Turtle Mountain Conservation District (TMCD) was formed in 1973. The District covers approximately 4,518 km² (2,008 miles²) and is located along the international boundary. The TMCD includes all or parts of the rural municipalities of Brenda, Morton, Winchester, Arthur, Turtle Mountain and Cameron and the Towns of Killarney, Boissevain, Deloraine, Waskada and Hartney. Annual crop production is the dominant land use, with forage and livestock also playing an important role. Sustainable soil and water management goals are the focal point of the majority of program options and initiatives with the greatest focus on water. Some major programs include creek stabilization, forage seed assistance, shelterbelt construction, conservation tillage, wildlife habitat improvement, and conservation education.



Having been established since 1973, the Turtle Mountain Conservation District faces different challenges than newly established CDs. One of their

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main challenges is the lack of monitoring, therefore when the Board is looking at issues facing their CD, they don't know what programs are still necessary. Also, there has been a lot of money spent in their district and they question whether or not it is making a difference.

Okanagan-Basin Water Board

The Okanagan-Basin Water Board was set up to be the vehicle for implementation of the recommendations of the Okanagan Basin Study which was conducted from 1969 - 1974. It encompasses the North Okanagan Regional District, the Central Okanagan Regional District, and the South Okanagan Regional District. It was an alternative to the original chief recommendation of the study which proposed that the valley be represented by one regional district with boundaries coincident with the watershed. The OBWB is set up to be responsible for water management functions identified in the study which pertain to the valley as a whole. The current involvement of the Water Board is in funding of advanced liquid waste treatment projects and control of Eurasian watermilfoil.

The Water Board sees a need for someone to take the lead in integrating all the interests whose purpose it is to protect, allocate, regulate, monitor and otherwise manage water in the valley. They believe that effective management of water must ultimately take on a watershed based approach and while this has been urged in various studies, there has been little progress towards this goal. In the early 1970's the Okanagan Basin Study identified concrete steps to improve water quality throughout the watershed, and set up a mechanism whereby all citizens would share in the cost. They were able to identify and focus on a single source of pollution (community sewer outfalls) for which the technology existed to vastly improve conditions. However, many of the recommendation of the OBS were never fully implemented, and some thirty years down the road, they may be approaching a similar crisis. Remediation of point sources of pollution to the main lakes is no longer enough to protect the integrity of Okanagan waters for potable purposes, for fish and wildlife and other biota, and for human enjoyment.

The OBWB currently face a somewhat bewildering array of agencies, programs, and special projects, aimed at protecting or improving the condition of their environment, and they need to restore an appreciation of the inter-relationships between air, land, water, wildlife, and human activities and recognize that the natural system is complex and dependent on the interaction of all of its component parts. Specifically the Okanagan Basin Water Board would like to:

- Create political will and good governance - enable the varied interests in water management to come together and improve communication and coordination, to make best use of resources, and to establish a firm direction for the management of water in the Okanagan for the future.
- Adopt an ecosystem-based approach - With an initial focus on water, recognize the linkage between social, economic, and environmental components and incorporate this into sound and ethical decision making.
- Care for the region's ecosystems - Identify problem areas and the steps needed to rectify difficulties. As part of sharing the available knowledge and technology ensure that best management practices are used.
- Raise awareness to change human behaviour - educate people
- Empower people - utilize and assist the grassroots non government groups to help achieve water management objectives, and recognize that actions must be adapted to local needs, abilities, and opportunities.

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Bow River Irrigation District

The Bow River Irrigation District (B.R.I.D.) is located in Vauxhall, Alberta. The B.R.I.D. owns and operates several hundred kilometers of earth canals and water pipelines, as well as several reservoirs. This infrastructure is used to provide irrigation and domestic water for farming, industry, wildlife, and towns within the district's boundaries. Water for the B.R.I.D. is diverted from the Bow River at the Carseland Weir. Lake McGregor, Travers Reservoir, and Little Bow Reservoir are the major water storage reservoirs for the B.R.I.D., which are owned and maintained by Alberta Environment.

The Bow River Irrigation District contains the third largest area under irrigation of Alberta's thirteen irrigation districts – approximately 213,400 acres or 86,360 hectares in 2004. In 2003, the B.R.I.D. irrigators voted to expand the area of the District, an expansion which is scheduled to be completed by 2007 bringing the total irrigated area to approximately 232,000 acres (93,890 hectares).

The concept for what was to eventually become the B.R.I.D. began in 1906 with the Southern Alberta Land Company, which eventually became the Canada Land and Irrigation Company. Construction actually began in 1909 at the main diversion on the Bow River near Carseland. After delays caused by financial difficulties and the outbreak of World War I, the first delivery of water took place in 1920. In 1950, the Canadian



Government purchased all the land and assets from the Canada Land and Irrigation Company and turned control over to the Prairie Farm Rehabilitation Administration. In 1968, the Bow River Irrigation District was created and took over the Bow River Development Crown Corporation in the Enchant area. In 1974, the B.R.I.D. was expanded when the federally owned Bow River Project at Vauxhall and Hays was amalgamated with the B.R.I.D.

The importance of irrigation to Southern Alberta cannot be over-emphasized. Both the water distributed by the B.R.I.D. and the infrastructure managed by them fulfill many different roles. Co-operation between the B.R.I.D., Alberta Fish & Wildlife, Ducks Unlimited Canada, and Partners in Habitat Development has resulted in numerous areas being developed for waterfowl and wildlife habitat. Marginal farming areas near or adjacent to canals may be retained as cover areas or may be further developed as waterfowl habitat. Irrigation within the B.R.I.D. provides excellent crop yield, in particular sugar beets, soft wheat, corn, beans, peas, and alfalfa. Several towns and villages enjoy abundant water supplies due to the irrigation distribution throughout the District. Each town or village must have holding ponds that can hold enough water to supply their needs through the fall and winter months when water is no longer available. The reservoirs provide opportunities for boating, fishing and other water based recreation, and the canals also provide a multitude of areas for angling. The water made available by the irrigation distribution system is also beneficial to the efforts of oil and gas exploration. In addition, revenue gained from these activities assists with the day to day operating expenses of the B.R.I.D. and helps to maintain a level of service without unduly burdening the water user.

Bonaparte Water Users Group

The Bonaparte Water Users Group (BWUG) are an incorporated society, composed of individuals concerned with improving the conditions of waterways in the Cache Creek area of B.C. When they began their work, there were a lot of hard feelings between landowners and the Department of Fisheries and Ocean. However, the BWUG their projects are beneficial to both parties: they

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provide exclusionary fencing for livestock and bank stabilization. The majority of their funding is from external grants. Unlike all the other groups previously examined, the Bonaparte Water Users Group does not have any paid staff; they do however award contracts to complete their bank stabilization projects.

CONCLUSIONS

The comparison of organizations has proved to be quite interesting. There are some trends that are detectable:

- The most common method of making decisions is by majority vote;
- Almost all have paid staff including an Executive Director/Manager whose responsibility is to liaise with the Board of Directors.

The greatest differences are not in governance policies but in actual function fulfilled by the organizations. Within the selection there are groups that deliver water and remove wastewater, groups that approve both water and land use permits, and groups that are mainly concerned with the state of a particular watershed. In terms of governance models, there is a lot of valuable information contained within the summary, which I am confident will assist the members of the Nicola Water Use Management Plan understand governance as well as the different options available in developing their own model.

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APPENDIX A

Sources

While material was collected from all sections of websites, only home pages are listed below.

Oldman Watershed Council

<http://www.oldmanbasin.org>

Mackenzie Valley Land and Water Board

<http://www.mvlwb.com>

Mount Werner Water District

<http://www.mwwater.com>

Manitoba Conservation Districts

<http://www.gov.mb.ca/waterstewardship/mwsb/cd/index.html>

La Salle Redboine Conservation District

<http://www.lasalledboine.com>

Turtle Mountain Conservation District

<http://www.tmcd.ca>

Okanagan-Basin Water Board

<http://www.nord.ca/services/obwb/index.php>

Bow River Irrigation District

<http://www.brid.ab.ca>

Bonaparte Water Users Group

Contact: Harold Ridgway

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APPENDIX B

Title	Nature of Legal Entity	Board of Directors-selection, term, composition, honorariums, qualifications	Mandate, limits of authority
Oldman Watershed Council	Not-for-profit organization	Comprised of 13 reps from organizations + 4 members at large, 2 year term, reps from industry, municipalities(2), health, federal gov, provincial gov(2), academia, not-for-profit(2), irrigation sector, agricultural producers, first nations (vacant) + members at large, elected at AGM, Board to appoint Working Team Leaders and identify key members for the Active Working Teams	The Oldman Watershed Council will integrate its activities through knowledge, research, partnerships and education as they relate to water management, water quality, and land-use practices in providing responsible information and input into water management planning activities that reflects the needs of stakeholders in the Oldman Watershed, increasing awareness and understanding of the Oldman Watershed among residents and stakeholders and encouraging commitment and responsibility for water quality and water use, refining and expanding knowledge of water-related conditions and processes throughout the Watershed, promoting sustainable land use practices that protect the Watershed, and reducing contaminants, such as microbes, nutrients and pesticides, entering surface water and groundwater in the Oldman Watershed.

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Title	Nature of Legal Entity	Board of Directors-selection, term, composition, honorariums, qualifications	Mandate, limits of authority
Mackenzie Valley Land & Water Board	Quasi-judicial board	Board consists of: 2 permanent, five-member regional panels - the Gwich'in Land and Water Board and the Sahtu Land and Water Board, and a permanent, four-member regional panel - the Wek'eezhii Land and Water Board; 4 additional members - 2 nominated by First Nations, one nominated by the Government of the Northwest Territories, and one other; and A chairperson appointed by the federal Minister, nominated by a majority of the members, 3 year term, honorariums set by DIAND when members are appointed, qualifications not official, try to balance experience of members, e.g.: if members have strong technical/scientific knowledge, they may look for a nominee with strong traditional knowledge.	A forum for regional decision making, ensuring effective participation of residents in the use, protection, and benefits of the lands and waters of the Mackenzie Valley. Making land and water use decisions that are consistent, credible and non-partisan, valuing the input from all parties and incorporating both Traditional Knowledge and science in the decision making process, respecting the land and waters that the Board regulates and the partners and clients to which the Board is accountable, Maintaining integrity by regulating the uses of land and water in an efficient, focused and confident manner, and by clearly communicating the MVLWB's roles and actions to partners and clients.

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Title	Nature of Legal Entity	Board of Directors-selection, term, composition, honorariums, qualifications	Mandate, limits of authority
Mount Werner Water District	Quasi-municipal corporation, subdivision of the State of Colorado	Laws require Board to advertise for candidates for open positions, terms are 2 & 4 yrs, if more than one candidate for a single position, a district-wide election must be held in early May. There are 5 members of the Board of Directors. Members receive honorariums per meeting	Mount Werner Water District is committed to providing the district with the highest quality and most cost-effective water and wastewater services throughout their District, while preserving public health, protecting the environment, and ensuring the utmost customer satisfaction.
Manitoba Conservation Districts	Representatives of the Provincial Government of Manitoba	The CDs are divided into sub-districts along watershed boundaries. Each of the Rural Municipalities within a sub-district appoints members to the sub-district board. The chairpersons of all of the sub-districts, along with a Provincial Appointee, constitute the CD Board	CDs also provide a vehicle for other Government/non-Government Departments and/or Agencies, as well as private conservation groups, to deliver land and soil based conservation programs. This team approach to developing sustainable solutions has been proven to be beneficial to all of the partners, working to develop programs to effectively manage the natural resources of their area.

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Title	Nature of Legal Entity	Board of Directors-selection, term, composition, honorariums, qualifications	Mandate, limits of authority
La Salle Redboine Conservation District	Not-for-profit	District Executive Board is comprised of 1 chairperson and 8 additional members. Each of the 8 members represents a Sub District in which they are the chairperson. They serve renewable 2 year terms, they are appointed, they receive hourly honorariums	The LSRCD's mandate is to determine programs applicable to their District and deliver these programs.
Turtle Mountain Conservation District	Not representatives of government, has charitable status	Turtle Mountain Conservation District is governed by an eight member Board of Directors, which is comprised of six Sub-District chair people (appointed by the municipalities) in addition to the chairman. An additional member represents the Province as the Provincial Appointee. Members serve a 2 year term, with no limit on number of times they can be appointed. Members receive an hourly honorarium + expenses	The Turtle Mountain Conservation District envisions a healthy sustainable diverse landscape capable of providing economic, social and environmental benefits for current and future generations. The Turtle Mountain Conservation Districts mission is to be a progressive community driven watershed organization dedicated to raising awareness about sustainable land and water stewardship practices and providing incentives for conservation programs to achieve a healthy diverse landscape and maintain a viable thriving community.

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Title	Nature of Legal Entity	Board of Directors-selection, term, composition, honorariums, qualifications	Mandate, limits of authority
Okanagan-Basin Water Board	Representatives of Local Government	3 representatives from each of the Regional Districts within the Okanagan Basin + A First Nations representative designated by the Okanagan Nation Alliance; A representative of water purveyors; and, The Chair or designate of the Water Stewardship Council. (Last 3 members recent additions). 3 year terms, receive meeting pay and mileage	OBWB is set up to be responsible for water management functions identified in the study (Okanagan Basin Study) which pertain to the valley as a whole. With the agreement of the three regional districts, the Board shall be the regional authority referred to in the 'Basin Study' and act as the coordinating agency in the implementation of any of the study recommendations involving the regional authority.
Bow River Irrigation District	Not-for-profit company	7 members, each from different Electoral Divisions, elected, daily remuneration for meetings + expenses	Limits dictated by boundaries of the District, mandate to provide water to users while maintaining principles of water conservation and efficiency in the District.
Bonaparte Water Users Group	Not-for-profit society	Board is elected annually by the membership, the Board elects Directors, No honorariums, qualification is a willingness to be on the Board (so far no change in Board because of no other willingness)	The Bonaparte Water Users Group's mandate is to improve conditions waterways, and they have a mission statement. Limits are legal in regards to being an incorporated society rather than practical.

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Title	Types of decisions made	How decisions are made	Reporting requirements
Oldman Watershed Council	Working Committee: Working Team leaders from the proposed/active groups, meetings facilitated by the OWC Coordinator who will report to the Board. Working Teams: representatives from whole membership, formed and dissolved as needed, initially the following teams will be formed: Water Management Planning, Data Collection and Integration, Rural Beneficial Management Practices, Urban Beneficial Mgmt Practices, State of the Watershed, Council Communication and Outreach	Not available at this time	Accountable to the basin residents, the basin itself, & to the funders. Board communicates through AGMs and newsletters/website

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APPENDIX B

Title	Types of decisions made	How decisions are made	Reporting requirements
Mackenzie Valley Land & Water Board	Issuing land use permits and water licenses in the unsettled claims area until the balance of the land claims are settled in the Mackenzie Valley; Processing transboundary land and water use applications in the Mackenzie Valley ; and Ensuring consistency in the application of the legislation throughout the Mackenzie Valley, establish guidelines and procedures to handle the significant quantity of applications it receives and to allow it to continue to evolve as new challenges arise. Besides deciding on new permits and licenses, the MVLWB must deal with requests for alterations to existing permits and licences. It also approves reports and plans submitted by permittees and licencees as part of the ongoing due diligence on these authorizations	By majority vote	Each board established under the MVRMA is required to submit an Annual Report to the Minister of DIAND within three months of the end of the fiscal year (March 31). In addition, getting information to the public and interested parties is a top priority for the board: website, quarterly newsletter

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Title	Types of decisions made	How decisions are made	Reporting requirements
Mount Werner Water District	Operation and maintenance of public water and sewer systems within the District boundaries. Mainlines (water & sewer) and treatment works property of district	By majority vote, quorum is 3 directors	Annual Financial Audit
Manitoba Conservation Districts	Particular program strengths have made it a popular choice among rural municipalities. Local people are the "owner-operators". Municipalities, farmers and other District residents work together toward common goals – goals that they themselves determine. A CD is able to deal with the entire range of resource management problems within a watershed and could be a vehicle for delivering programs for other agencies. Ex: water mgt, small dams, drainage, soil conservation, gully stabilization, wildlife habitat, shelterbelts, erosion control, forestry, fish habitat, eco-tourism, water quality, education,		The CDs raise funds from mem a levy. The Province funds up to addition, CD Programs are fund Provincial grants from Water Sta Land owner contributions, Other programs, Partnerships with oth Government, agencies/organiza

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Title	Types of decisions made	How decisions are made	Reporting requirements
La Salle Redboine Conservation District	The Board develops policies, determines what are the issues facing the watershed, determines what programs to offer and delivers these programs.	By majority vote	Depending on source, can range from quarterly financial statements to detailed expenditure forms accompanied by cancelled cheques and related invoices
Turtle Mountain Conservation District	The Turtle Mountain Conservation District Board is involved in making decisions, which directly affect our watershed, the citizens within our local community and their environment. The Board develops policies, gives direction to the staff, looks at issues facing the watershed to determine which programs to offer.	By majority vote	Independent audit required by Province of Manitoba, the results of this audit usually fulfill requirements of external funders as well.

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Title	Types of decisions made	How decisions are made	Reporting requirements
Okanagan-Basin Water Board	Current involvement of the Water Board is in funding of advanced liquid waste treatment projects and control of Eurasian watermilfoil .	By majority vote	Annual Financial Audit
Bow River Irrigation District	Expansion, Approval of unique situations, Policy development/changes, Sale of BRID property,	By Majority Vote	Very comprehensive annual report. Annual independent audit. Parcels removed or added must be reported as per Irrigation Districts Act.
Bonaparte Water Users Group	Anything necessary to operate plus educational programs and programs to enhance bank stability and water quality	Consensus	As required by corporate structure + as required by external sponsors

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Title	Sources of revenue	User (water) fee structure	Categories of expenses	Staffing-how many, what type	Job description of Chief Operating Officer
Oldman Watershed Council	Members are expected to contribute money, property and/or in-kind services to the Society, Board of Directors may set annual membership fees for each category of membership	Not available at this time	Workgroups each have projects requiring funding, + Administration	Executive Director, Executive Assistant	Single official link to the operating organization, accountable for all organizational performance and exercises all authority transmitted into the organization by the Board

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Title	Sources of revenue	User (water) fee structure	Categories of expenses	Staffing-how many, what type	Job description of Chief Operating Officer
Mackenzie Valley Land & Water Board	Wholly funded by the Federal government, DIAND	MVRMA and NWT Waters Act and Regulations govern fees, Board decides on the Security deposit amount, have created template for small projects (looks at Camp, Regulated/Hazardous material, Fuel storage, Land disturbance, Equipment, contains different formulas depending on the risk), for big projects DIAND run their reclamation model	Salaries, honoraria, rent	Executive Director, Manager Finance & Administration, Senior Regulatory Officer, Regulatory Officers (5), IT Specialist, Clerk (Administrative) 3, Clerk (Registry) 1	The Executive Director, Mackenzie Valley Land and Water Board (MVLWB) is responsible for providing advice to, and managing the operations of, the MVLWB in accordance with the Mackenzie Valley Resource Management Act (MVRMA) as well as all other applicable legislation, land claims agreements, interim agreements and agreements in principle. Also manages day to day operations of the office, manages staff and administers the budget.

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Title	Sources of revenue	User (water) fee structure	Categories of expenses	Staffing-how many, what type	Job description of Chief Operating Officer
Mount Werner Water District	Paid by customers for water delivery/wastewater removal	1. Tap fees (or plant investment fees) are a buy-in to existing and future water treatment and wastewater treatment capacity, collected when a builder applies for a building permit, Calculated to recognize existing debt structure and future investment requirements, and 2. Service fees collected quarterly for water usage, Based on cost of service.	Administration, Distribution (water) and Collection (wastewater), Water filtration, Raw water supply, Wastewater treatment, Capital Improvement Program	Manager, Office Manager/Bookkeeper, Superintendent, District Engineer, Water Treatment Plant Operator(2), Field Technician, Accounts Receivable/Customer Service, Maintenance Worker	Hire, supervise & evaluate staff; Direct & supervise operation of water and wastewater services; Carry out policies & programs of the District; Coordinate a 5-yr strategic plan for the District; Manage & supervise financial affairs; Carry out obligations of the District imposed by federal or state law including reporting requirements; Coordinate communications with other governmental entities; Represent the District and its interests within the great Steamboat Springs community and State of Colorado.
Manitoba Conservation Districts	oper Rural Municipalities through three times the levy raised. In addition through a variety of sources: Water Stewardship, Municipal levies, and other resource management programs from Government/non-Governmental organizations	Department of Water Stewardship funds 3 times the levy raised by the Rural Municipalities		The CD Boards hire staff as needed to deliver their programs and to conduct sound financial management. The Department of Water Stewardship is responsible for the CD Program. The Conservation Districts Commission (CDC), reporting to the Minister of Water Stewardship, is responsible for the Program. Staff known as the CD Secretariat carry out the day-to-day management of the	

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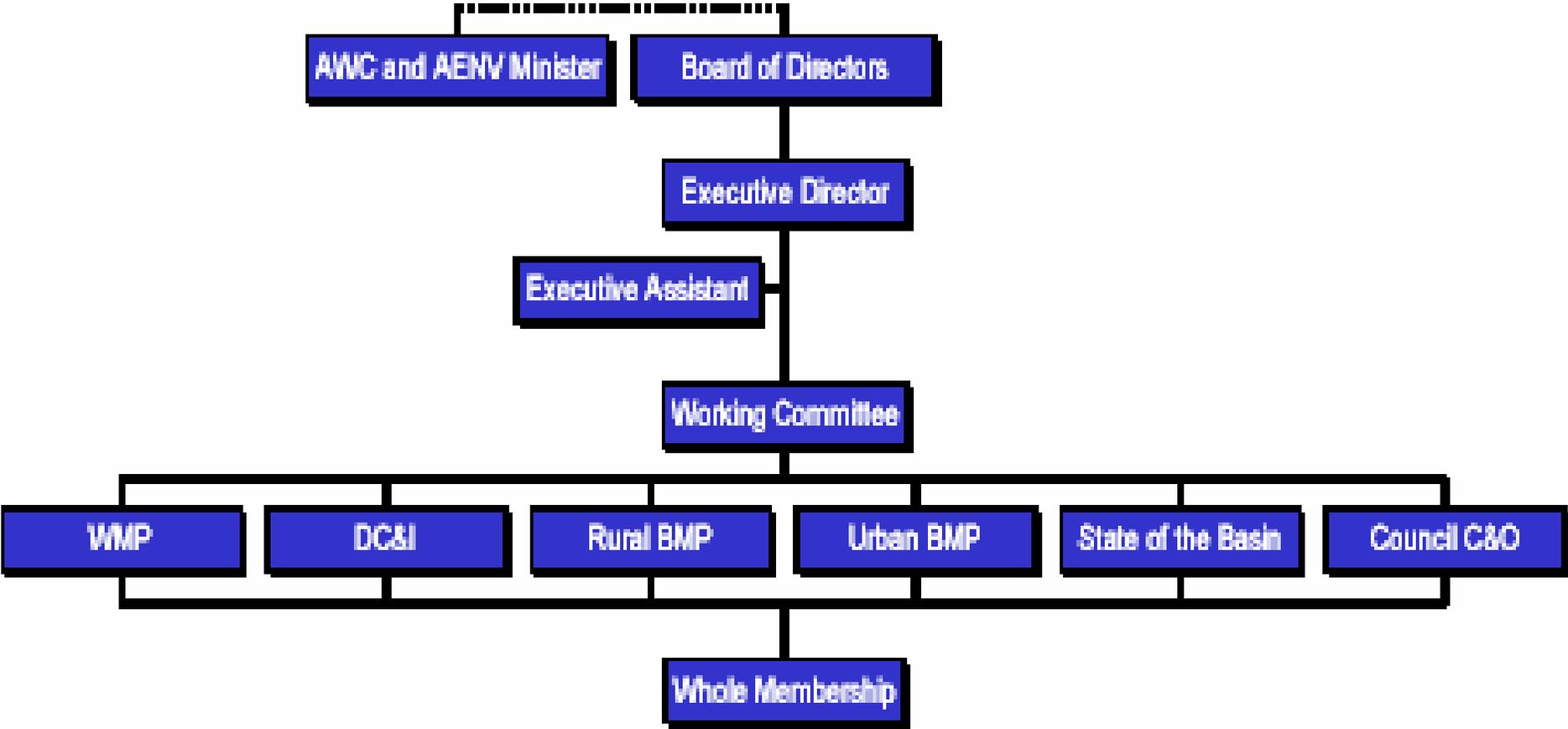
Title	Sources of revenue	User (water) fee structure	Categories of expenses	Staffing-how many, what type	Job description of Chief Operating Officer
La Salle Redboine Conservation District	A grant from Manitoba Water Stewardship, levies raised by the Rural Municipalities, and funding from various external partners	Levies are based on the portioned land assessment for each municipality along with the amount of provincial funding expected	Water management, soil management, pasture management	District manager, financial administrator, project technician, summer conservation assistant (2)	Liaise with the Board of Directors, Day-to-day operation of the Conservation District
Turtle Mountain Conservation District	A grant from Manitoba Water Stewardship, levies raised by the Rural Municipalities, and funding from various external partners including: Manitoba Agriculture, Food and Rural Initiatives, Manitoba Conservation, Ducks Unlimited Canada, Manitoba Hydro Forest Enhancement Program, Fisheries and Oceans Canada, Natural Resources Canada (external funding partners are associated with particular programs offered by the CD)	No formula, based on what municipalities can afford and what the Provincial Government can afford to match (1\$ municipal levy is matched with 3\$ from government)	Programs (water & soil, wildlife habitat, education), Capital Assets such as equipment that can be rented/loaned, Administration	Manager, Administrator, Technician, 1 Seasonal Staff	Liaise with the Board of Directors, Day-to-day operation of the Conservation District

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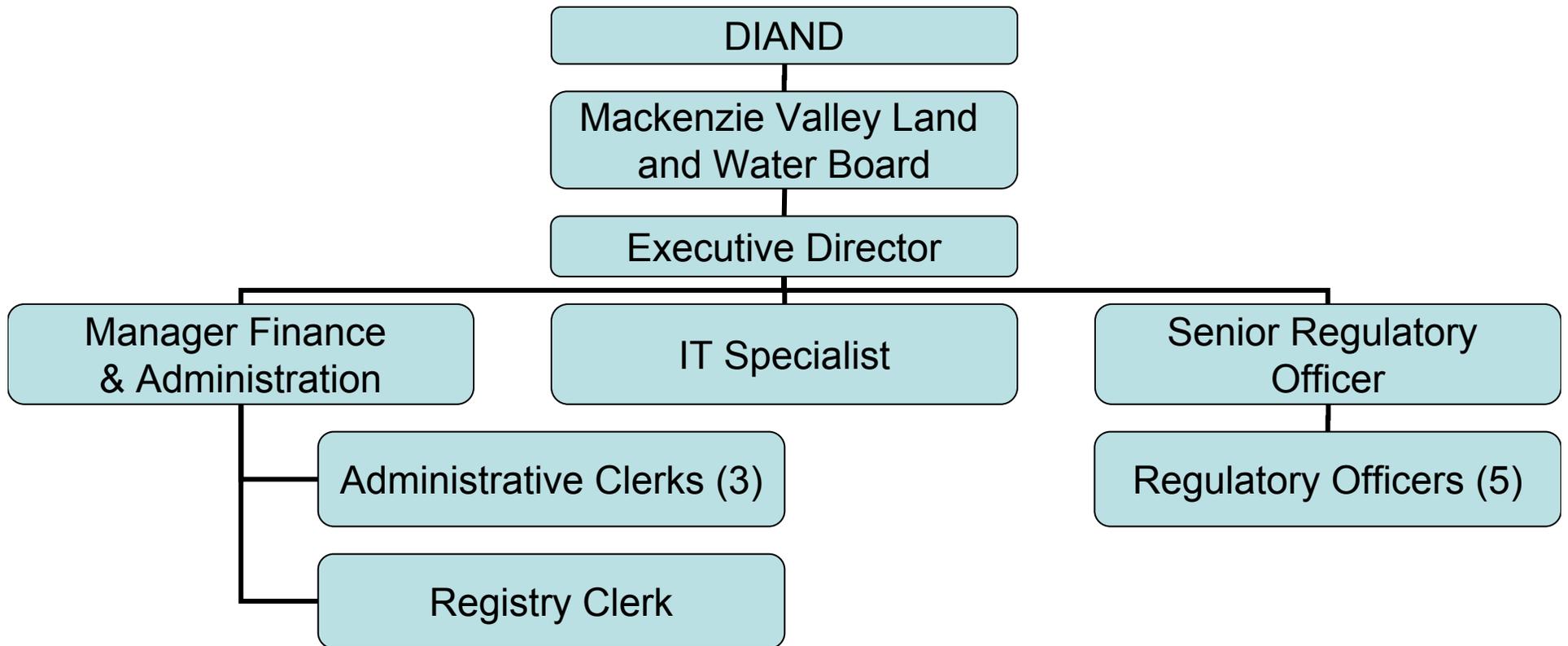
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Title	Sources of revenue	User (water) fee structure	Categories of expenses	Staffing-how many, what type	Job description of Chief Operating Officer
Okanagan-Basin Water Board	Regional Districts. Funding partnerships for advanced liquid waste treatment and Eurasian watermilfoil with the Province of BC through the Ministry of Environment and Municipal Affairs	Fixed amount per \$1000, collected as part of tax assessments.	Sewage Assistance Grants, Aquatic Weed Control, Regional water management programs	Program Manager, 2 Office staff, 4 outside workers	Involved in all aspects of the programs from budget to implementation, and participating on a variety of water information and sustainability project committees
Bow River Irrigation District	Water Rates and charges, Alberta Agriculture, Alberta Environment, Irrigation Rehabilitation Program (75/25 Cost Share),	Total projected expenditures, subtract projected revenues from other sources, divided by total number of irrigated acres within the irrigation district	Salaries, Employee benefits, Equipment, Materials and Supplies, Delivery pumps, Weed & pest control, Office costs, etc.	Administration: 6, Engineering: 7, Operations: 20, Shop & Field Staff: 15	Oversee all matters in the operation and maintenance of the irrigation district but within the regulations of the Irrigation District Act.
Bonaparte Water Users Group	Membership dues (nominal) plus grants. DFO watches for money for them and applies for grants for them. CN or CP occasionally when negligence has caused streamside issues that are within their mandate to repair.	No formula	Mainly relating to bank stabilization projects - moving rock and removing trees	No paid staff, bank stabilization programs completed by contractors	President's "job description": "Don't screw up! Keep on the best of terms with funders, raise the profile of the group.

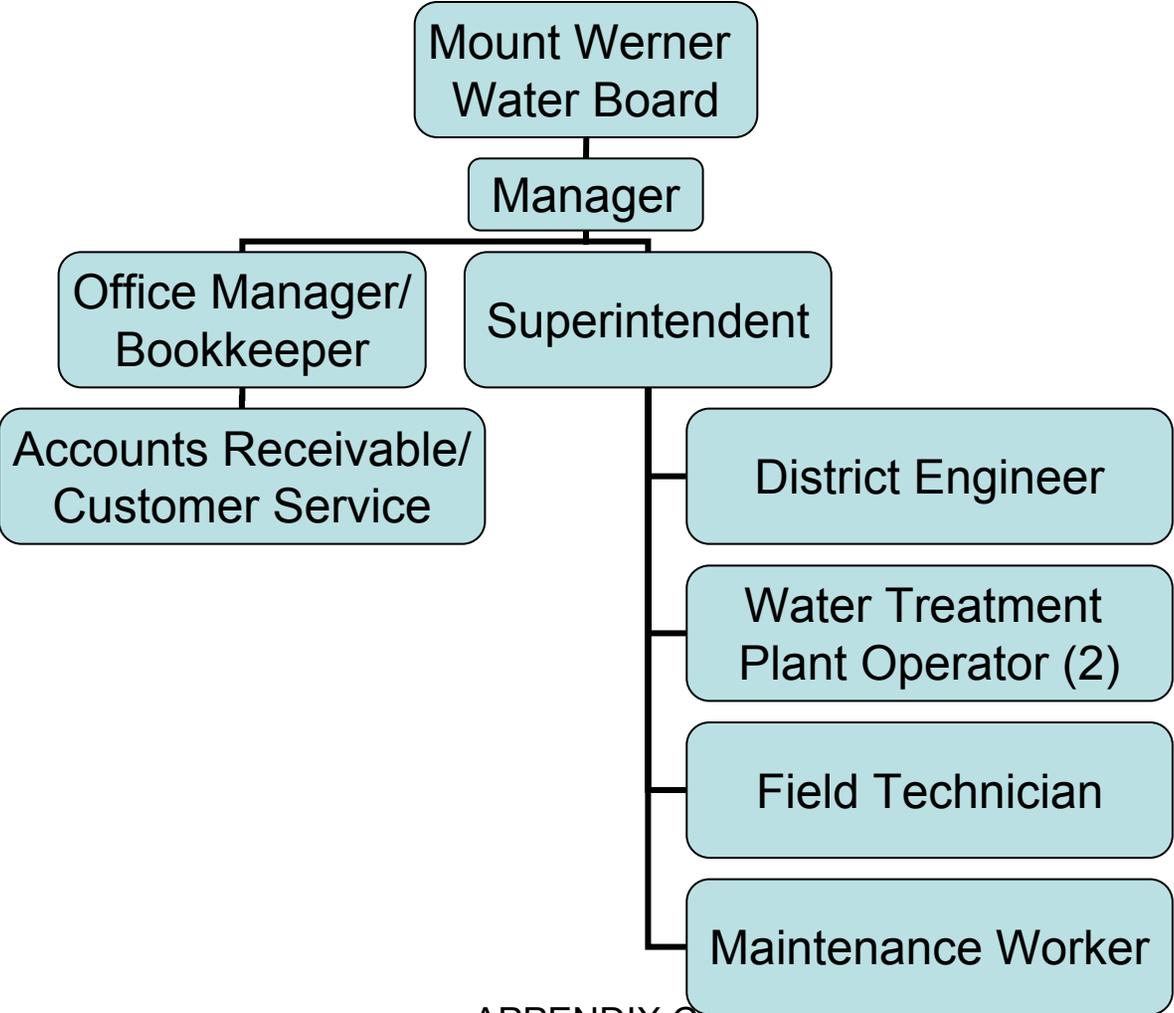
Oldman Watershed Council



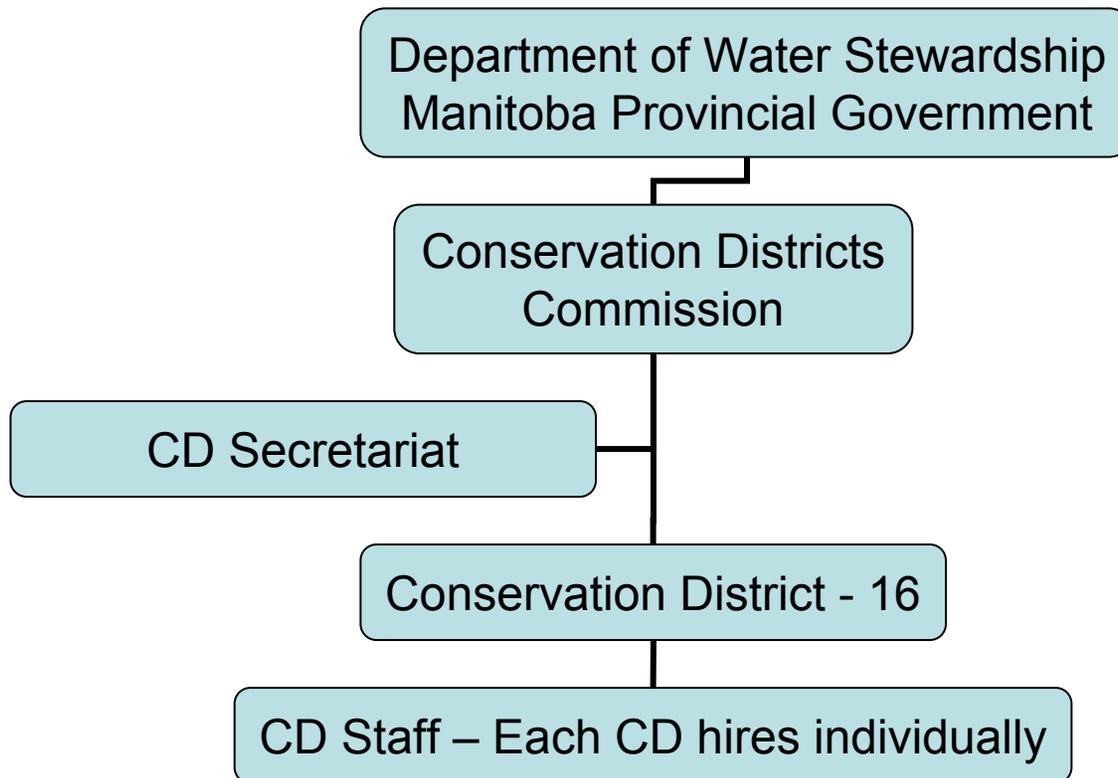
Mackenzie Valley Land and Water Board



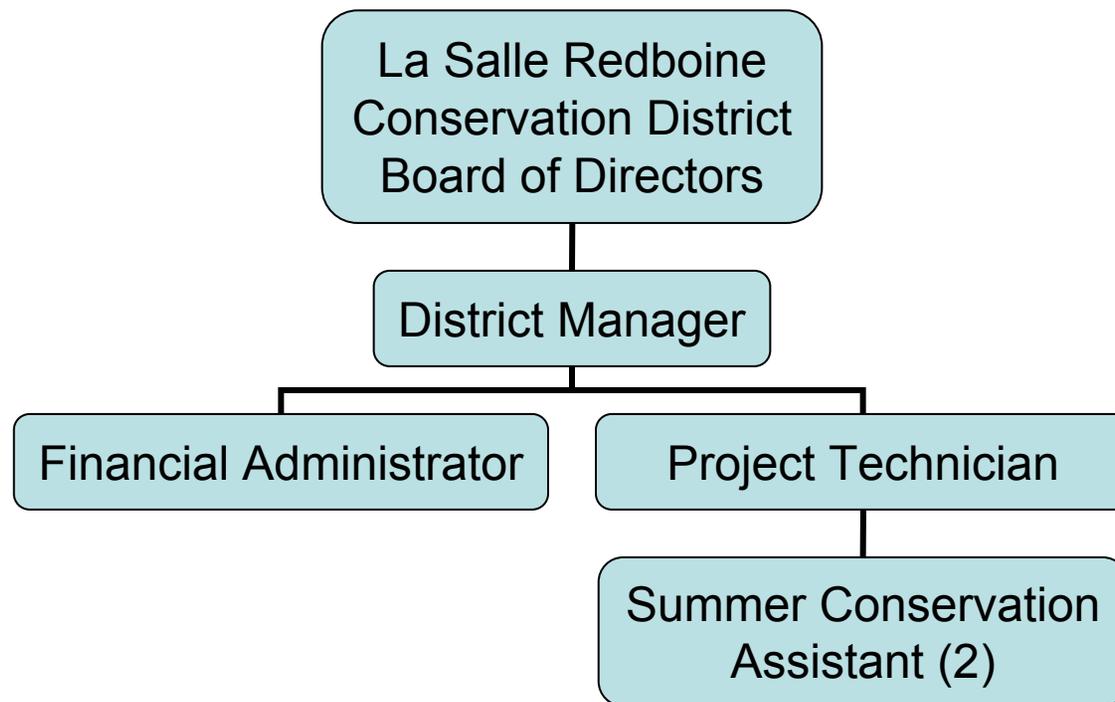
Mount Werner Water Board



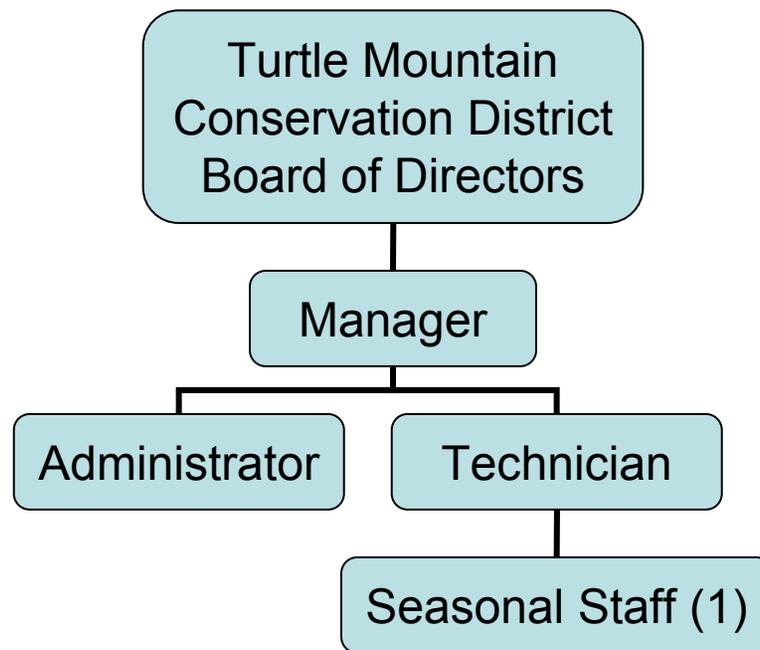
Manitoba Conservation Districts



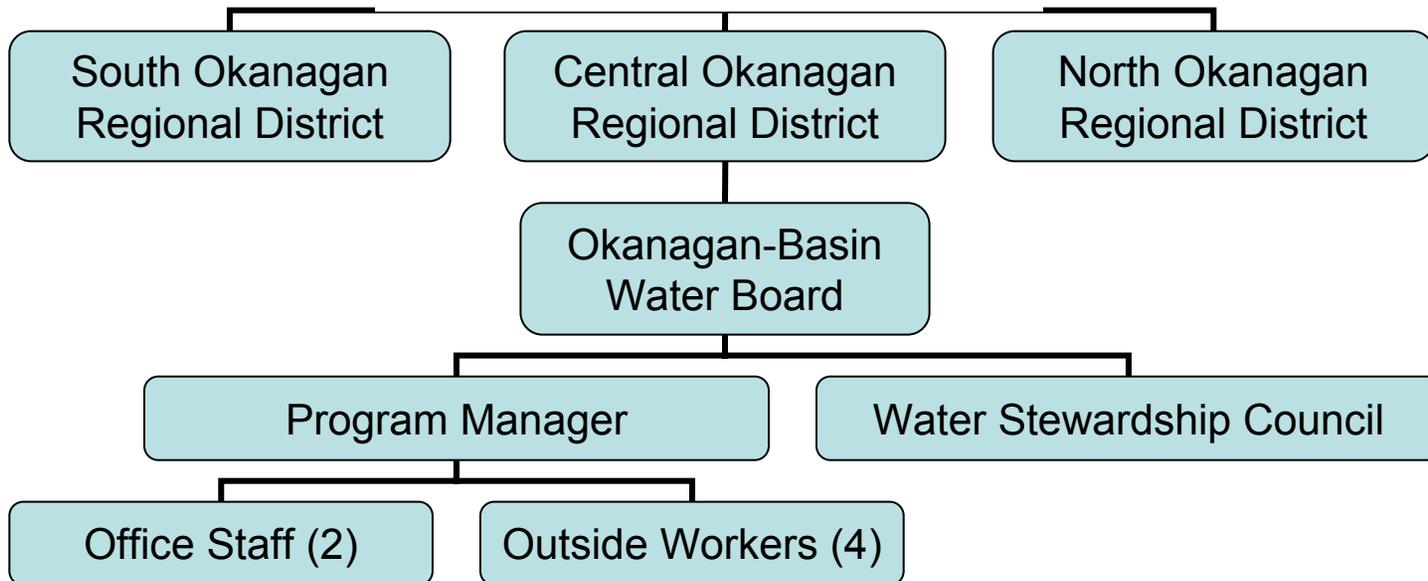
La Salle Redboine Conservation District



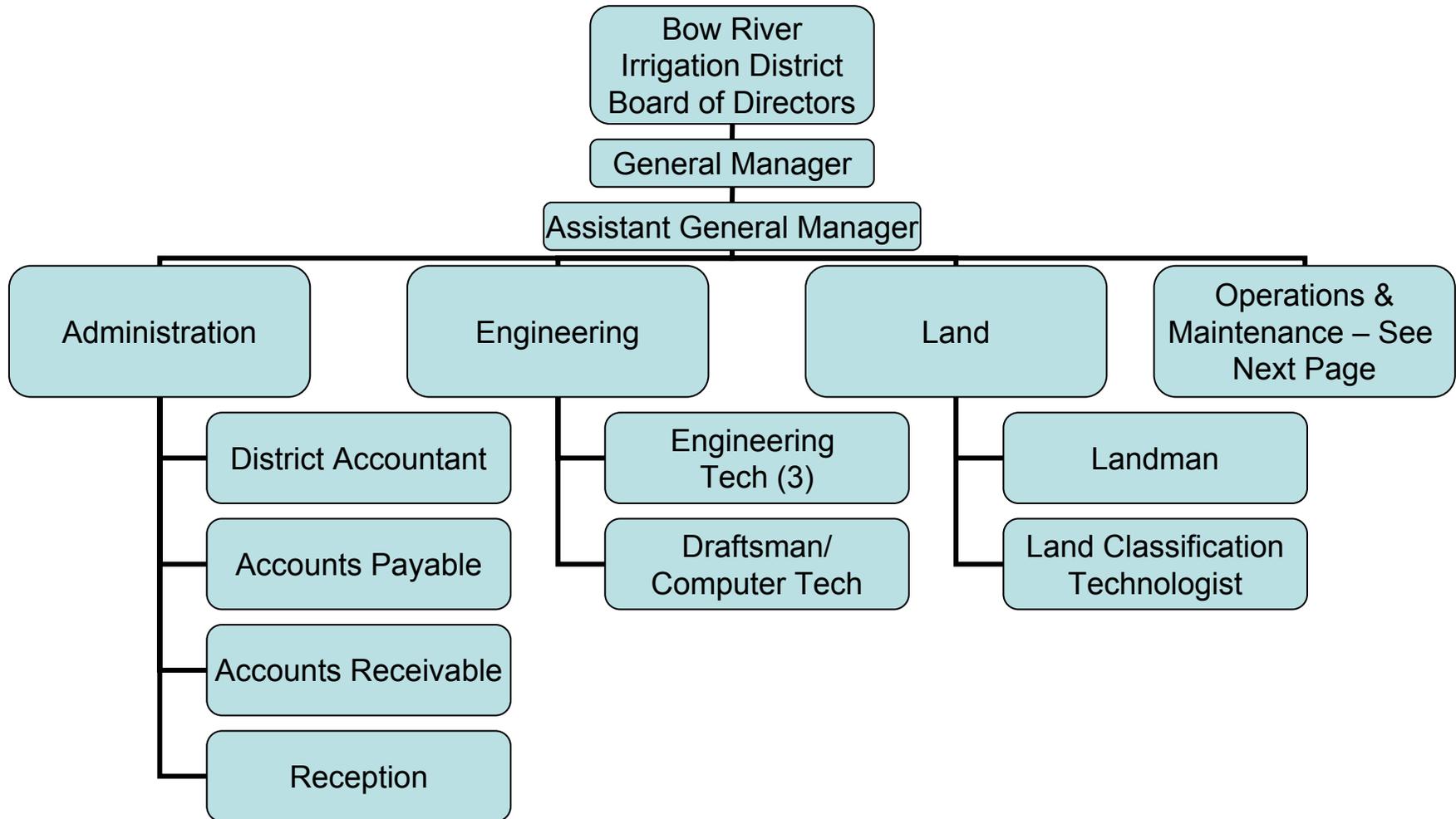
Turtle Mountain Conservation District



Okanagan-Basin Water Board



Bow River Irrigation District



APPENDIX C

Bow River Irrigation District - Continued

