

Meewasin Valley Authority



Photo: Gary Houlder

Effectiveness Report
Management Representations
As at March 31, 2015

Meewasin 

FORWARD - Measurement of Effectiveness

Meewasin has an ongoing regimen of performance measurement. We bring the results together in the Meewasin “Effectiveness Report”. The report is based on the “policy model of governance” (setting measurable goals for each “end” statement) and the recommendations of the Canadian Comprehensive Auditing Foundation (CCAF) and their 12 attributes of effectiveness.

The Effectiveness Report is prepared entirely by management and is what the CCAF calls a “management representations report”. An independent auditor has not reviewed this report.

The effectiveness report combines information from many sources. Two of the major sources are the:

- State of the Valley Report 2009; and
- Public Opinion Survey 2013.

Each five years, Meewasin publishes the “State of the Valley Report”, which is an analysis of performance based on the Meewasin Geographic Information System (GIS) database. Due to a lack of direct control within a partnership to share aerial photography, Meewasin has not been able to obtain the data for the 2013 GIS analysis required to produce a State of the Valley Report. As a result, this 2015 Effectiveness Report has used the 2009 Report, which is likely to contain outdated information.

Each five years, Meewasin publishes a “Public Opinion Survey Report” (Fast Consulting, 2013) to determine if public needs have changed and how well Meewasin is meeting them.

Further, a major review of the Meewasin Trail was completed in 2014 “The Meewasin Trail Study, Connecting People to Places”. It included an inventory of the trail with related amenities and a life-cycle replacement strategy.

These reports are available in their entirety at any time, and the first two are found at meewasin.com.

Governance is only as good as the information it receives, analyzes, communicates and puts into action.

What gets measured gets done, and what gets recognized gets done best.

MEEWASIN VALLEY AUTHORITY
“Naturally beautiful, uniquely ours.”

EFFECTIVENESS REPORT
For the year ended March 31, 2015

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PART I EXECUTIVE SUMMARY

SUCCESS HIGHLIGHTS OVER THREE YEARS

- Strategic Plan published and distributed, following a process that included consultation with a large number of people
- Trail connection to Circle South Bridge completed (east side only)
- Trail connection to the gates of Chief Whitecap Park completed
- Trail connection to Wanuskewin Heritage Park – this trail does not follow the river valley, but it does get cyclists and pedestrians off the highway connection.
- Beaver Creek Conservation Area wayfinding sign project completed
- Demolition of one more trailer at Maple Grove
- Trail survey and study completed
- Phase I Mendel shoreline riprap completed
- Meewasin Matters Campaign completed
- Northeast Policy was approved by the Board, and related Memoranda of Understanding were negotiated with the University of Saskatchewan (complete) and the City of Saskatoon (in progress).
- Conservation fieldwork in NE, including a grazing program
- Canoe program and new ski program (with re-purposed ski lodge) met targets
- School programs spring and fall are successful – Grade 3 and Grade 5
- “Monitoring Avian Productivity and Survival” bird banding program – 2 out of 3 years
- Clean Up Campaign
- Pelican Watch Contest
- International Trail Day 2013
- The area subject to development review was reduced in the north east, including reductions of University of Saskatchewan lands, to focus development review on land with the greatest linkage to the valley. Non-natural (i.e. developed) lands at a distance from the river valley were exempted from the Meewasin development regulation. As well, a bylaw to dispense with the offer of options among the participating parties upon the sale of certain land was completed.
- A new web-site and social marketing program was implemented
- A brand audit was completed
- Meewasin Conservation Award program has continued
- Meewasin skating rink met objectives, including 3 – 4 events each year

PERFORMANCE ISSUES

- Meewasin is in danger of not fulfilling its core mandate due to financial constraints. The statutory funding structure for Meewasin should be amended to maintain purchasing power.
 - Local population growth, including rural residential, has increased pressure on the valley’s limited natural resources. Conservation efforts should keep pace with this pressure.
- Construction of public facilities has become very dependant on grants and donations. Such grants and donations are advantageous and generally require

advance preparation and ready matching funds.

- North East - Riverbank land within the City of Saskatoon has not yet been added to the Meewasin conservation zone. Consideration should be given to the “small swale” and the north extent of the Meewasin NE Swale within the city limits as well.
- Trail development is well behind urban growth in the northeast, during final approval of the NE Policy in June 2015 and the Meewasin NE Swale Master Plan; and awaiting a funding strategy
- Trail infrastructure sustainability - missing gaps and infrastructure replacement. New dedicated funding of \$250,000 from the City of Saskatoon will enable the planned, on-going replacement of failing sections of the existing trail. Never the less, the review called for a budget of \$500,000 per year over 20 years.
- River Cinema was discontinued when the sponsorship stopped
- Education audience size flat; displays at Meewasin Valley Centre are very outdated and the space needs to be redeveloped
- The existing Meewasin Valley Centre is tired and inadequate as a visitor centre. The plans to improve the facility, with a new interpretive program, will do much to further the Meewasin conservation message while being an important component to attracting tourists and serving residents in Saskatoon.
- Winter school program at Meewasin Valley Centre is not in demand.
- Sunday programs often no longer done as consistently – they have sometimes transformed into a craft station at both centres
- Green screen program at Meewasin Valley Centre not implemented on schedule
- “state of the valley report” more than two years behind schedule due to data problems – remains outstanding as of this date
- Major aspects of Meewasin planning, including the Development Plan and the Conservation Zone, is out of date.
- valley-wide resource management plan needed (to be done in 2015-16)
- design and construction - unable to take advantage of available funding, due to constant project changes (i.e. Wanuskewin Trail design costs now over 30% of project costs; TransCanada Trail pledge unused, and Trail “gap” project may be abandoned)
- Trailhead sign program not fully implemented
- Reserves for long-term asset replacement have been drastically reduced in an attempt to take advantage of one-time trail development programs.

PART II STRATEGIC PLAN “A World-class Corridor. Naturally beautiful, uniquely ours. A Vision for the Meewasin Valley 2014 – 2024” (excerpt)

THE MEEWASIN “100 YEAR CONCEPT PLAN”

The Meewasin Valley Authority was created in 1979 based on *The Meewasin Valley Project – 100 Year Concept Plan*, written by Raymond Moriyma Architects and Planners. The mandate and form of the Authority was set out in the *Meewasin Valley Authority Act*, an Act based on the goals, aspirations, issues, and opportunities identified in the *100 Year Concept Plan*.

Meewasin is a creation of the Province of Saskatchewan, City of Saskatoon, and University of Saskatchewan. With the support of these Participating Parties, Meewasin undertakes programs and projects in river valley education, development, and conservation.

The desired outcomes for the Meewasin Valley are health, fit, balance, and vibrancy. The *100 Year Concept Plan* (1979) charged Meewasin as follows:

The adoption of the broad concept of health and fit.

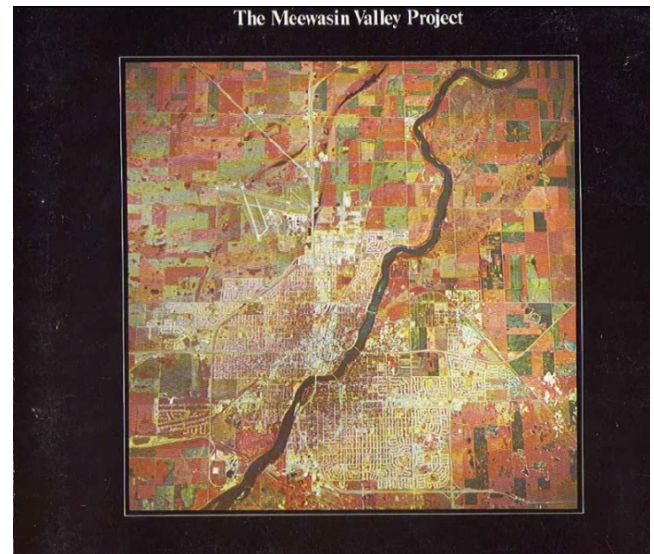
The adoption of the theme of linkage with the river as a spine.

The adoption of the principle of balance.

The acceptance of the natural system as a base for planning.

The general objectives of M.V.A. to be:

- *the conservation of nature.*
- *the improvement of water quality and reduction of pollution.*



- *the enlargement of educational and research opportunities.*
- *the improvement of rural-urban links and relationships.*
- *the improvement and extension of recreational opportunities.*

The Meewasin Valley is centered on Saskatoon and runs approximately 60 km along the river through Saskatoon and Rural Municipality of Corman Park (defined by Schedule A to the Act). It encompasses the river, floodplains, swales, upland prairies and forests, conservation areas, parks, museums, interpretive centres, the university, canoe launches, community links, and over 80 km of Meewasin Trail. Including the South Saskatchewan River itself, there are 25 square miles in the Meewasin Conservation Zone.

Mission Statement

The Meewasin Valley Authority exists to ensure a healthy and vibrant river valley, with balance between human use and conservation for the benefit of present and future generations.

Meewasin Mandate

Conserve

Develop

Educate

Planning Principles

- Valley's resources are accessible to everyone
- Conserve natural and heritage resources
- Recreation and development balanced with conservation
- Diverse activities for a varied and changing demographic
- Public participation in decision making

Strategic Plan: A World-Class Corridor

1. Theme: Healthy and vibrant

A healthy, natural river corridor supporting the wellbeing of present and future generations.

The Meewasin Trail is a destination trail that showcases and animates Saskatoon's iconic river valley.

Vibrant promotion, programs and events attract local visitors, tourism and business year round.

1.01 Key Direction: Update Meewasin Valley boundaries to secure riverbank and significant natural and heritage areas

Deliverable: Alter the Meewasin jurisdictional boundary to include all appropriate lands currently within city limits.

Measurable Goal: Add land to the conservation zone. Meewasin has identified 156.53 ha that should be added to the conservation zone within the city limits, representing 4,862 linear meters of shoreline along the NE riverbank and including the “small swale”. This target area includes privately owned land, and the agreement of all landowners (as required by the Act) may be difficult to achieve until rezoning, subdivision, and/or development occur.

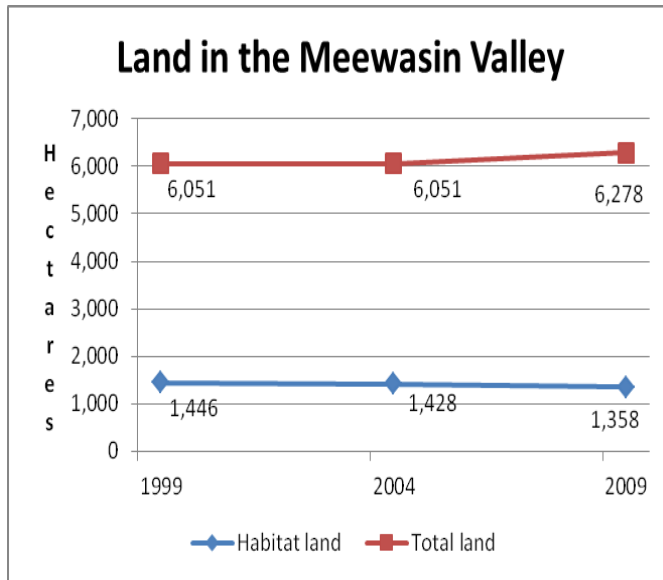
At the same time, Meewasin has focused its work by exempting an additional 21% of the conservation zone land from development review through new bylaws, as follows:

- 543.30 ha owned by the University of Saskatchewan; and
- 801.06 ha in the northeast.

Results:

Hectares in the Meewasin Valley are defined by statute

Hectares of Habitat are defined by analysis of aerial photography



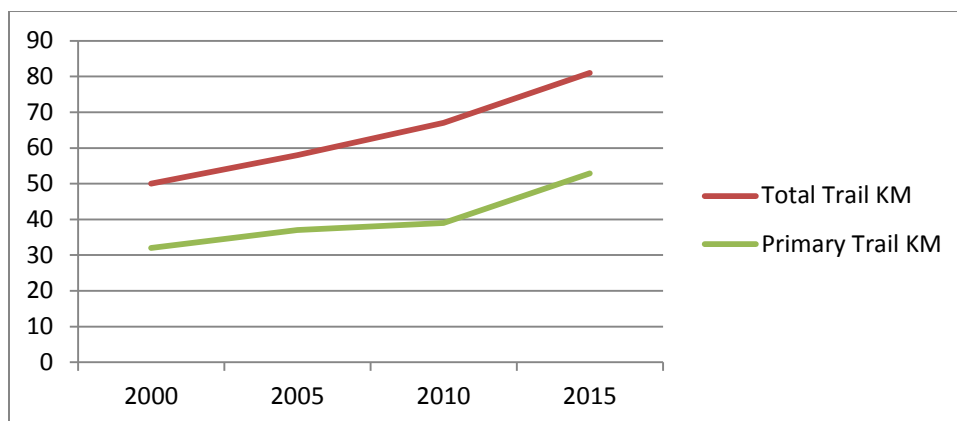
1.02 Key Direction: Extend the Meewasin Trail and amenities to better serve a community that is growing quickly.

Deliverable: Trail extensions to Wanuskewin Heritage Park, to Chief Whitecap Park, and from the former sanatorium site to the Circle Drive South Bridge are constructed.

Results:

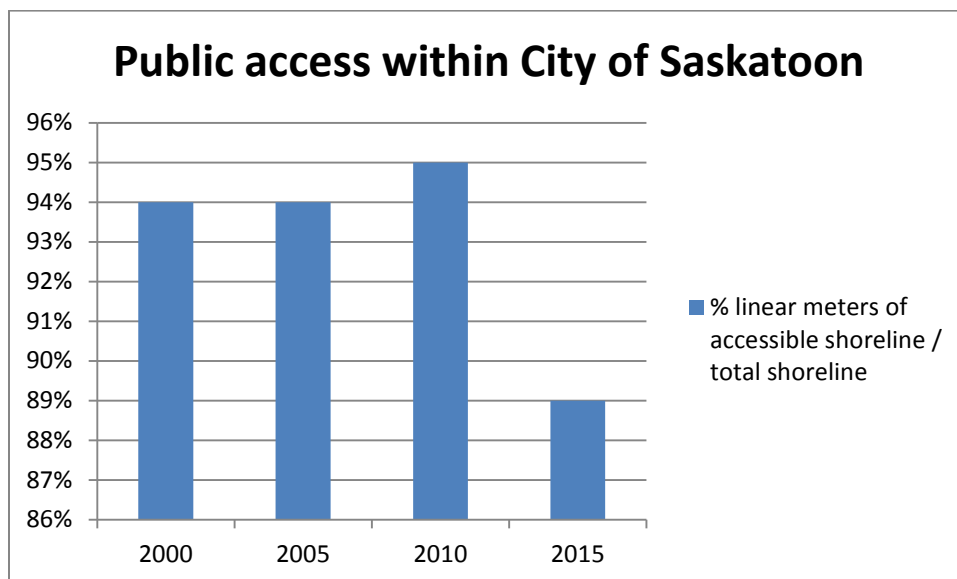
- The trail extension to Wanuskewin Heritage Park opened June 2015.
- The trail connection to the gate at Chief Whitecap Park was completed August 2015.
- A contract to design the section of trail between the former sanatorium site and the Circle Drive south Bridge was awarded in 2015.

Results: kilometers of trail



Results: Trail visits are estimated at over 1,000,000 per year.

Results: Public access to riverbank – urban



Additional land was brought into the city limits and not added to the Meewasin Conservation Zone.

1.03 Key Direction: Promote participation and appreciation by planning for and supporting activities and programs in all seasons

Deliverable: For each quarter, Meewasin hosts at least 2 unique programs and 2 events; and for each month Meewasin creates at least 10 social media posts.

Results: from the logs of programs, events, social media.

- The objective for the number of unique programs per year was exceeded several times over.
- The objective for events was achieved with an average of 2.75 events per month for the fiscal year.
- The objective for social media posts of 10 per month was achieved with an average of 29 posts per month for the fiscal year.

2. Theme: Sense of Community

Residents are stewards, communicating the value of conserving natural and heritage features

Multiple uses exist in harmony and are supported by a culture that reinforces the concept of shared spaces

The Meewasin Valley is a vibrant space with something for everyone and reflects our diversity

2.01 Key Directions: Foster community participation and meaningful contribution to conservation and development projects

Deliverable: All Meewasin committees meet at least 2 times a year. Annually, Meewasin hosts 5 unique opportunities to volunteer in conservation, stewardship or development activities.

Results:

- All committees met at least twice during the fiscal year ending March 31, 2015.
- Meewasin planned and hosted 41 stewardship events (such as group planting events) during the year, in addition to the annual Clean Up Campaign.

2.02 Key Directions: Conduct planning to improve the safety and coordination of river access for all users

Deliverable: A review of valley wide recreation, including on-water access, is completed.

Results: The Meewasin staff did contribute through committee participation in the City of Saskatoon Recreation Plan. The issue of a motor boat launch was not addressed in the past three years.

2.03 Key Directions: Formalize approaches to serve the interests and values of changing demographics in our community

Deliverable: Partner organizations are identified. Meewasin has met with each to explore and determine opportunities.

Results: Several significant partnerships were pursued in the year ending March 31, 2015. These include Partners FOR the Saskatchewan River Basin, Cities for People, Trans Canada Trail, Tourism Saskatoon, and City of Saskatoon.

3. Theme: Protecting the Legacy

Innovative and holistic resource management approaches conserve natural and heritage resources.

Amenities, natural areas, and trails within the Meewasin Valley are able to accommodate increased use.

The Meewasin Valley is an outdoor classroom, engaging audiences of all ages in active learning.

3.01 Key Direction: Develop a framework for conservation planning aimed at maintaining biodiversity and heritage valley-wide

Deliverable: A policy review is completed and required resource management plans are determined.

Results: A successful application was made to Environment Canada to undertake a valley-wide resource management plan in 2015-2016.

3.02 Key Direction: Improve and refresh infrastructure to optimize the carrying capacity of the existing park and trail network.

There are more than 65 kilometres of trail in total. This regional infrastructure has approximately 7 kilometres of gaps and many sections and amenities that are 30 years old and at the end of their service life.

Deliverable: Based on the assessment of current and projected usage and current trail conditions, initiate and complete a trail upgrade at the highest priority location.

Results: Resources were put in place to take action on this deliverable in the 2015-2016 fiscal year. Two priorities were identified for this first year – reducing slopes to improve accessibility, along Spadina Crescent north of the Weir, and design work to complete the gap between the new Circle Drive South Bridge and the Holiday Park neighbourhood.

3.03 Key Direction: Renew the Meewasin Valley Interpretive Plan with an aim to enhance experiential learning opportunities

Deliverable: An updated interpretive plan with intended outcomes would be in place, supporting budget allocation for development.

Results:

Ongoing efforts are made to make every program more “hands on”. Further, the development of an interpretive plan for the Meewasin Northeast Swale will be completed in 2015-2016. This is a significant part of the Meewasin Valley land base and faces the most immediate pressure from adjacent development.

The Meewasin Role

The following elements describe why Meewasin is uniquely situated to bring this vision to life.

Experience and Knowledge

- Meewasin is a community leader in collaborative and integrated approaches
- Meewasin has specialized knowledge in local natural resources and cultural history

Leveraging Support

- Meewasin generates funds through sponsorship, grants and donations
- Meewasin leverages in-kind donations of land and volunteer hours

Partnerships

- Meewasin champions the goals of organizations who share common values
- Collaborating with Meewasin should be easy and bring added value

Legal

- Meewasin Valley Authority Act
- Public Participation in decision making

Five Year Operational Plan 2014-2019

Report on Progress to Date

From the STRATEGIC PLAN - “A World-class Corridor, Naturally beautiful, uniquely ours. A Vision for the Meewasin Valley 2014 – 2024; Five Year Operational Plan 2014-2019”

Key:

☒ goal achieved ☐ goal not yet achieved

Planning and Conservation

Mandate

- To ensure professional implementation of the Development Plan through the preparation of strategic and site plans and development review
- To identify and preserve significant cultural heritage resources intrinsic to the valley
- To conserve existing biodiversity and native vegetation important to the watershed and to provide critical habitat for wildlife

PROJECTS	Completion
Jurisdiction Management	
Develop land acquisition policy to guide amendments to conservation zone	50%
Formalize jurisdiction amendment and documentation process	40%
Define process and duties for conservation easements oversight	60%
<u>Ongoing</u> : Identify, acquire and release lands consistent with land acquisition policy	60%
Planning	
Renew the Meewasin development plan and policy hierarchy	20%
Develop a valley-wide framework for conservation of natural areas (2015-16)	10%
Determine river access and recreation needs	X
Establish resource management plans (as specified in policy hierarchy)	X
Operational Policy	
Review roles for implementation of cyclical resource management	X
Develop natural area interface policy (draft development review policy)	80%
Develop construction guidelines for sensitive areas	80%
Develop policy guidance for off leash dog areas and private enterprise	X
Resource Management	
Develop dangerous species management guidance	X
Site restoration: riverbank, riparian, McKercher Conservation Area and Facteria	X
<u>Ongoing</u> : grazing, burning and invasive species management	√
Monitoring and Reporting	

<u>Ongoing:</u> Biodiversity monitoring and ecological data collection	√
<u>Ongoing:</u> Reporting on conservation work and State of the Valley	√
<u>Ongoing:</u> Data management	√
Stewardship Development	
Define partnership for Swale stewardship and research	√
Participate in partnerships for stewardship: PFSRB, Marr Residence, SSWRI, Wanuskewin	√
<u>Ongoing:</u> Increase capacity for community involvement in conservation	√

Public Programs

Mandate

- To promote conservation, the Meewasin Valley Authority and its activities
- To educate the public and school groups to better understand and appreciate the natural and heritage resources of the Meewasin Valley
- To facilitate the appropriate use and enjoyment of the Meewasin Valley resources and to provide opportunities for first-hand experiences in the valley
- Coordinated external public communications for the organization

PROJECTS	Completion
Planning for Public Programs	
Renewal of 1984 interpretive concept plan to guide valley-wide programming	X
Development of business plan for "History Comes to Life" at MVC Interpretive Centre	20%
Establish program level policy guidance for Meewasin role (or non-role) in events	√
<u>Ongoing:</u> Increase capacity to planning and resource development for public programs	√
Program and Resource Development	
Northeast Swale interpretative plan, coordinated with trail and recreational plan	20%
Examine feasibility of high school or summer camp programming	20%
Define approach for media and method selection and use in programming	X
Make use of site specific heritage or natural history interpretation opportunities	√
Program and Resource Renewal	
Evaluation and formalization of cross-country ski program	√
Updating school programs to reflect curriculum changes	√
Implementation of MVC Interpretive Centre direction	50%
New/refreshed trail signage for interpretation	30%
Program Delivery	
<u>Ongoing:</u> Continue public programs: interpretive centers, walking tours, gallery	√
<u>Ongoing:</u> Continue school programs: grade 3 and 5, canoe tours, skiing	√

<u>Ongoing:</u> Continue public events: identified as priority in evaluation	√
<u>Ongoing:</u> Formalize partnerships to support sensitivity to target demographics	√
Evaluation and Reporting	
Evaluation of current programs in context of updated interpretation plan	X
Establishing quality based evaluation methods unique from effectiveness measures	X
<u>Ongoing:</u> Reporting on public program delivery and identification of gaps and barriers	√
Communications	
Formalize communications as a key business function	√
Review process for webpage and social media publishing	√
<u>Ongoing:</u> Promotion of programs and events in all seasons	√
<u>Ongoing:</u> Improvement of branding consistency through a formal marketing strategy	√
<u>Ongoing:</u> Actively seeking recognition, awards and media coverage	√

Design and Development

Mandate

- Implement the projects identified in the Meewasin Development Plan so as to maintain a high standard of landscape and architectural design that is aligned with public need and sympathetic to the natural environment and heritage resources
- To operate and maintain Meewasin sites, buildings and facilities.

PROJECTS	Completion
Infrastructure Planning	
Renewal of valley wide Master Trail Plan including <ul style="list-style-type: none"> • SW corridor trail planning • NE Sector trail planning 	X 25%
Destination Trail – SE Chief Whitecap Park to Beaver Creek Conservation Area	5%
Planning for use of informal “monkey” trails	X
Trail study – assessment and recommendations for existing trail network	√
Meewasin NE Swale Master Plan	90%
Maple Grove Master Plan	X
Update to Beaver Creek Conservation Area Master Plan	5%
Coordinate with City of Saskatoon’s City Centre Plan - design backshore links at 23 rd street and 21 st street	X
<u>Ongoing:</u> Estimate infrastructure deficit, capital, deferred and operating costs	√
<u>Ongoing:</u> Coordinate with City of Saskatoon in transportation network planning	√
New Construction Projects	

Destination Trail and nodes – NW to Wanuskewin Heritage Park	√
Destination Trail and nodes – SE to Chief Whitecap Park	√
SW corridor Trail and nodes - Sanatorium site to Circle Drive South Bridge	10%
Improve trail connection of neighborhoods with backshore links – Western Development Museum link, Crocus Prairie, Kinnear Place, Capilano and NE Sector	20%
Coordinate with City of Saskatoon to implement City Centre Plan -Design and build bridge access ramps	X
Facilities to support winter interpretation and activity and extend/improved groomed cross-country ski trails	√
Interpretive Signage, Trailhead / way-finding signage	10%
Plantings and amenity installations to support Plant-A-Tree and other donor programs	√
Shoreline protection and site remediation– Mendel site	20%
Northeast Swale Master Plan - design and build infrastructure to support resource management	X
Northeast Swale Master Plan - develop greenway along Aspen Ridge neighbourhood	X
Improvement and Refresh	
Existing trails – life cycle capital replacements and upgrades for capacity and accessibility (based on trail study)	2%
Beaver Creek Conservation Area trail and way-finding signage	√
Bench replacement program	√
Updating interpretive, way-finding and site signage throughout valley as needed	X
Refreshing picnic facilities for large families and groups	X
Renewal of Beaver Creek Conservation Area and Meewasin Valley Centre Interpretive Centres	√
Renewal of office facility	√
Poplar Bluffs – restoration of canoe launch	√
Paradise Beach	√
<u>Ongoing:</u> River Landing Riverfronts improvements	√
<u>Ongoing:</u> Site maintenance – Poplar Bluffs, Fred Heal, Maple Grove and Beaver Creek	√
<u>Ongoing:</u> Plant material growing for re-vegetation	√
<u>Ongoing:</u> Site operation and maintenance – Shop, Nursery and Rink	√
Data Collection and Management	
<u>Ongoing:</u> Data collection on trail and amenities	√
<u>Ongoing:</u> Data base management donations: benches, trees, bricks, drinking fountains, signs and plaques	√
<u>Ongoing:</u> Map development and updated amenity information	√
<u>Ongoing:</u> Trail user count system – automatic and manual collection of data	√

Fund Development

Mandate

- Oversee implementation of Planned Giving, Plant-A-Tree, brick and campaign fundraising initiatives

PROJECTS	Completion
Replace external Fund Development consultants with internal capacity	
Develop a structure and mandate for an internal fundraising section	√
Evaluate effectiveness of current donor programs and recognition	X
Develop a supporting marketing and sales strategy for donor programs	X
Establish fundraising goals	X
Formalize roles and recruit volunteers to implement programs	X
Delivery of programs	
<u>Ongoing</u> : Continue programs identified as priority in evaluation	X
<u>Ongoing</u> : Improvement of cost recovery and promotion of donor programs	√
<u>Ongoing</u> : Evaluating and reporting on donor programs	√

Administration

Mandate

- To provide general management and administrative support for the organization, including executive, financial and human resource management

PROJECTS	Completion
Statutory Funding	
Conduct review of statutory funding and resource commitment with partners	75%
Examine long term funding formulas or one time step adjustments	X
Facilities	
Develop approach for managing infrastructure deficit and facilities degradation	X
Human Resources	
Approaches for enhanced recruitment and retention of staff	√
Effectiveness Reporting	
Rationalize effectiveness reporting approach and linkage to plans and budget	√
Collaborating with program sections in development of effectiveness measures	√

PART III EFFECTIVENESS BY BUSINESS LINE

A. PLANNING AND CONSERVATION

1.0 Mandate

- To ensure professional implementation of the Development Plan through the preparation of strategic and site plans and development review
- To identify and preserve significant cultural heritage resources intrinsic to the valley
- To conserve existing biodiversity and native vegetation important to the watershed and to provide critical habitat for wildlife

Hierarchy of Plans

- Act
- Schedule A of the Act (issues include errors, accuracy, usability)
- Development Plan - has regulatory status (usability)
 - includes the 100 Year Plan
 - includes Development Review Policy
 - includes specified Area Plans / Policy
 - includes specified Site Plans / Policy
 - a list of the elements with link to each is on the Meewasin web site
- Strategic Plan 2014-2024
- Area Plans and Site plans / Policy (Not included in the Development Plan)

1.1 Customers Served / Beneficiaries

The Meewasin planning function responds to the “residents of” and “visitors to” the region in and around Saskatoon. Planning provides the foundation upon which Meewasin undertakes conservation, development, and education initiatives.

1.2 Resources Used

	2005	2010	2011	2012	2013	2014	2015
Expenditures	\$52,662	\$113,552	\$87,964	\$53,073	\$75,653	\$201,302	\$176,280
Person years of staff	.8	1.85	1.85	1.0	1.0	2.0	2.0

Consultants were used in 2014 and 2015 to augment staff time.

1.2.1 Relations with other Internal Programs

2. Rationalization and Performance Evaluation

2.1.1 Relevance

The Meewasin Development Plan establishes many goals and objectives for the valley that will take 100 years and more to implement. To remain relevant, the Meewasin Development Plan must

evolve and expand (in scope and clarity) by amendment.

Variables within the planning environment must be monitored to determine the impact each may have on the Meewasin Valley. In recent years, the City of Saskatoon has undertaken development of plans for some riverbank areas, such as Chief Whitecap Park, Victoria Park, and Kinsmen Park.

Examples of changing variables include:

- Environmental change (e.g. loss of biodiversity, invading species, climate change impacts, etc.)
- Demographic change (e.g. population size, age, income, recreation trends, societal attitudes, etc.)
- Development trends (e.g. urban expansion, density impacts, technology impacts, etc.)
- Regulatory change (e.g. legislation, public input, policy environment, etc.)
- Market opportunities (e.g. lands available for purchase or conservation easement)

2.2 Appropriateness

There is a significant backlog of required planning work (e.g. stemming from discussions of the “special areas” in the Northeast Policy and urban growth along the river corridor).

2.3 Achievement of Results

- Strategic Plan
- Exemption Bylaws
- NE Plan

2.4 Cost and Productivity

	2005	2010	2011	2012	2013	2014	2015
Expenditures	\$52,662	\$113,552	\$87,964	\$53,073	\$74,274	\$83,395	\$84,320
Person years of staff	.8	1.85	1.85	1.0	1.0	2.0	2.0
% of total staff		5.9%	6.5%	3.2%	2.8%	6.4%	6.7%
# plans completed	3	0	0	1	0	0	1

Specific planning achievements for the past three year period include:

- Negotiation on preservation and expansion of the Meewasin NE Swale as the City expands.
- Completion of the 2013 State of the Valley has not been completed.
- A stewardship endowment is in place to ensure the long-term viability of conservation lands within the valley.
- The Strategic Plan 2014-2024 was completed.

2.5 Alternative Service Levels and Delivery Strategies

The planning function within Meewasin is lean and contributes to organizational efficiency. Cost savings within the planning area would be difficult to identify.

2.6 Infrastructure Management

The capital value of planning assets is in excess of \$200,000 primarily representing the GIS database. The assets are in good condition, although all aerial photography is outdated. The existing partnership to maintain current data has not met Meewasin needs.

2.7 Top Issues

- How do we ensure our policies, bylaws, and regulations are clear, concise and readily available to developers and the public? – There has been a desire to consolidate the Development Plan into a single document.
- The lands subject to development review in the northeast were exempted from development review. There has been discussion that they should eventually be removed from Schedule A of the Act, as the lands are at a distance from the river and no longer contain significant natural resources.
- Work to bring all urban riverbank into the conservation zone should be completed.

3. Conclusions / Recommendations

- The Conservation Zone should continue to be refined to ensure that Planning work and the Development Review program are targeted at lands with the greatest linkage to the valley and watershed.
- The northeast will remain a priority for future changes to the Development Plan and expansion of the Conservation Zone to all urban riverbank lands.

B. DEVELOPMENT REVIEW

1. Program Description

1.1 Mandate

To provide, pursuant to *The Meewasin Valley Authority Act*, rigorous coordination and control over the development, conservation and improvement of land in accordance with the Development Plan.

1.2 Objective

- To implement the Meewasin Development Review Policy which establishes the basis upon which review of proposed improvements will occur within Meewasin Valley. The development review committee, a statutory committee, reviews proposed improvements based on consistency with the Meewasin Development Plan, and makes recommendations to the board.
- To periodically review the Meewasin Development Plan and advise the board on additions or changes.

- To review the process for development review and advise the board on improvements.
- To provide transparency and public access to decision making.

1.3 Outputs

The outputs of Development Review are recommendations to the board on decisions to accept, reject, or accept subject to conditions, applications of proposed improvements.

Development Review is administered by the resource planning unit. Additional outputs include the following services:

- Management of the development review process
- Coordination of public notice requirements
- Liaison with the development community (i.e. public, private, and in-house applicants)
- Site monitoring
- Maintenance of jurisdiction mapping
- Monitor relevant legislation and other initiatives that may impact the development review process or policy
- Information to other organizations and individuals

1.4 Environment

Development Review Policy is being applied at an earlier phase in the development cycle with recommendations provided at the schematic design stage of a proposed improvement. Administrative review confirms the final project drawings comply with the recommendation. Any issues that arise at the final plan stage are brought back to the committee for a new review.

Development Review exists within a context of other regulatory-approving bodies. Close communication with these authorities is important.

1.5 Customers Served / Beneficiaries

The Development Review program serves applicants (whether public, private, or in-house) and the general public.

Beneficiaries of Development Review are property owners, developers, the Participating Parties, river users, other Meewasin programs, local community groups, and the general public (including both residents and visitors to the Saskatoon region).

1.6 Resources Used

	2005	2010	2011	2012	2013	2014	2015
Expenditures	\$58,936	\$63,172	\$62,724	\$65,185	\$75,653	\$83,395	\$84,320
Person years of staff	.8	.85	.85	1.0	1.0	1.0	1.0

1.7 Relations with other Internal Programs

The Development Review program applies to improvements proposed by the Design and Development Unit and Resource Conservation Unit.

1.8 Program Structure and Logic Chart

Development Review is the means by which Meewasin ensures changes to the Meewasin Valley (as defined by the Meewasin Valley Authority Act) are compatible with the Development Plan. Its function focuses on due diligence and ensuring the Authority has the information it needs to make an informed decision on a development application.

The Development Review process includes the following steps:

- (a) Receive an application and application fee using a prescribed form. Acknowledge receipt of an application is acknowledged in writing.
- (b) Meewasin administration reviews the application for consistency with the Meewasin Development Plan and Development Review Policy. A memo is submitted to the Development Review Committee highlighting aspects of the application that directly respond or conflict with the Plan or Policy.
- (c) The Development Review Committee reviews the application. This statutory committee includes geotechnical engineers, landscape architects, architects, and community planners. They make recommendation to the Meewasin board (or the “Authority”) based on their professional view on whether the application shows consistency with the planning principles for the Meewasin Valley. Applicants are encouraged to attend to present to the committee.
- (d) Within 60 days, the Meewasin board holds a public meeting and makes its decision on the application. (Often this process is within 30 days.) This meeting is advertised in the local paper, on the Meewasin web-site, and posted at the proposed site for the improvement. Meewasin, again, welcomes applicants to make representation to the board at this public meeting.
- (e) Meewasin administration informs the applicant in writing of exact meeting dates and application status throughout the process (i.e. what recommendations are to be presented to the Authority). Formal notification of the decision of the Authority is provided to the applicant in writing; and to the public through news release and web site.
- (f) Meewasin administration monitors the improvement to ensure compliance. A status report was added to the routine board agenda, so the board can also oversee compliance.

2 Rationalization and Performance Evaluation

2.1 Relevance

The Development Review program is the exercise of Meewasin jurisdictional authority as a regulator. While Meewasin works pro-actively as a catalyst, resource, facilitator, and collaborator to conserve the natural and cultural heritage of the Meewasin Valley, the powers bestowed by the *Meewasin Valley Authority Act* ensure real threats to the valley are avoided.

2.2 Appropriateness

Development Review is uncommon among conservation organizations across Canada. Meewasin Development Review Policy has a specific focus that is unique from other bylaw and permitting reviews a project would be subject to and therefore does not duplicate review efforts.

Review Policy focuses directly on the Meewasin Development Plan and on factors directly related to the conservation of the valley (e.g. slope stability, visual impact, etc.).

2.3 Acceptance

The Development Review process is becoming better understood within the development community and therefore perceived more as a responsible stewardship activity. The 2013 Public Opinion Survey indicates that “virtually all respondents (94%) think it is important for Meewasin to continue reviewing the development of projects that impact our river valley”.

Public interest in Development Review is high and often Meewasin is contacted by members of the public at large about stewardship expectations they hold for the valley.

2.4 Achievement of Results

Development Review has met all statutory requirements for timeliness. Statutory membership on the committee was maintained and members actively participate in the process as required.

Monitoring activities conducted in the valley (either directly initiated by Meewasin or referred by members of the interested public who assist with stewardship in the valley) often identify bylaw infractions, criminal activity, or stewardship concerns. Meewasin has a relationship with enforcement agencies (including policing and environmental regulators) and refers information regularly. Meewasin is viewed by the public and its enforcement partners as an environmental watchdog.

2.5 Costs and Productivity

The cost of the development review program is:

	2005	2010	2011	2012	2013	2014	2015
Development Review Applications	20	14	19	12	16	8	15
Expenditures	\$58,936	\$63,172	\$62,724	\$65,185	\$75,653	\$83,395	\$84,320
Application revenue	\$3,600	\$2,600	\$3,700	\$2,700	\$3,900	\$2,700	\$2,400
Net cost	\$55,336	\$60,572	\$59,024	\$62,485	\$71,753	\$80,695	\$81,920
Net cost per application	\$2,767	\$4,326	\$3,107	\$5,207	\$4,485	\$10,087	\$5,461
Person years of staff	.80	.85	.85	1.0	1.0	1.0	1.0
Person years per application	.040	.061	.045	.083	.063	.125	.067

2.6 Alternative Service Levels and Delivery Strategies

Alternatives available to Meewasin include delegation of authority and exempting certain land from review. Meewasin has used delegation of authority to exempt specific types of residential and commercial property from development review in the past with good success. Meewasin has used bylaws to exempt developed lands away from the shoreline from development review.

A review of the Meewasin Development Plan to ensure only those lands related to the watershed of the South Saskatchewan River valley are included in Development Review is ongoing.

2.7 Infrastructure Management

Computer hardware and software used to support the program are up-to-date.

2.9 Top Issues

How do we efficiently process development review applications and follow up on conditions of approval? How do we achieve meaningful public involvement.

3. Conclusions / Recommendations

- Development Review must continue as an essential component of the Meewasin mandate and a statutory activity. Public support for these efforts is high.
- The Development Review process will continue to be refined to ensure due diligence without onerous bureaucracy for applicants wishing to improve the valley.
- The Development Review process has become significantly paperless to improve sustainability and reduce costs.
- Meewasin should implement an online application submission that encourages applications early in the design process, and that allows staff to work closely with development applicants to ensure complete and timely applications.

C. RESOURCE CONSERVATION

1. Program Description

1.1 Mandate

- To conserve existing biodiversity and native vegetation important to the watershed and to provide critical habitat for wildlife.
- To identify and preserve significant cultural heritage resources intrinsic to the valley.

1.2 Objectives

- To undertake resource management actions that include grazing, prescribed burning, mowing, cultivating, seeding, and chemical applications to invasive alien plant species based on management practices identified within scientific literature and resource management plans.
- To identify, research, preserve, and interpret the cultural heritage of the Meewasin valley in a manner that reflects diversity of culture and perspective.
- To monitor conservation outcomes.
- To promote good use of the Meewasin Valley through regular and timely visits to sites, site clean ups, maintenance of signs and fences, and communication with valley residents and visitors about good stewardship behaviours.

1.3 Outputs

- Resource management activities (i.e. grazing, mowing, seeding, prescribed burns, specific actions to target invasive species, etc.) at the following sites:
 - Clark's Crossing
 - Guenther Prairie
 - Riparian edge within the city
 - Sanatorium Site
 - Maple Grove and Yorath Island
 - St. Barbe-Baker Afforestation Area
 - Chappell Marsh
 - Poplar Bluffs and Wilson Island
 - Paradise Beach
 - McKercher Conservation Area
 - Meewasin Northeast Swale
 - Peturrson's Ravine
 - Crocus Prairie (Central Avenue)
 - Chemical Landfill / Buffer Lands
 - Saskatoon Natural Grasslands
 - Sutherland Beach
 - Ski Jump Coulee
 - Devil's Dip
 - Cosmopolitan Park
 - Gabriel Dumont Park
 - Riparian edge of Diefenbaker Park
 - Chief Whitecap Park
 - Cranberry Flats
 - Beaver Creek North and South
 - Fred Heal Canoe Launch

- Annual monitoring/audit reports assessing the level of threat to identified sites, including conservation easements.
- Periodic detailed biophysical inventories of various research plots.
- Monitoring, management, and restoration of slope stability.
- Installation of river zone signage and river monitoring.
- Regular monitoring of sites (as listed above) to conduct clean-ups, graffiti removal, asset replacement as required, and liaison with visitors to ensure good stewardship.
- Engagement of volunteers to help with stewardship field work.
- Presentations to school groups, university classes, community organizations, interest groups, media, and the general public about stewardship of the resources of the Meewasin Valley.

1.4 Environment

Resource Conservation initiatives are common among land stewardship organizations, yet unique in their scope, geography, proximity to urban land use, and intensity.

Grassland biodiversity initiatives are drawn from range management practices exercised internationally. The goal of “tipping the scales” of co-evolution and succession in favour of one landscape form over another, however, has earned Meewasin awards and is the subject of several local research projects.

Preserving, managing, and monitoring riparian buffers is also common. Usually these efforts are focused on the small scale of a stream or wetland. A 60-kilometer extent of river valley provides both a unique scale and unique challenges to the traditional methods of riparian edge and buffer zone management.

Societal interest in resource conservation is growing. Governments are responding through the continuation of funding opportunities. Corporations are increasingly seeking partnerships (through grants and corporate volunteers) with stewardship organizations like Meewasin.

Cultural heritage initiatives fill a gap in the community as much attention is given to existing built heritage, and less to archaeological, paleoarchaeological and other historical sites and features (with the exception of research at Wanuskewin Heritage Park and the SS Medicine Hat).

1.5 Customers Served / Beneficiaries

Future generations are the ultimate beneficiaries of Resource Conservation initiatives as landscapes, natural and cultural heritage, sense of place, and biodiversity are conserved.

Current users of the valley also benefit from the initiatives of Resource Conservation as landscapes are improved or maintained as healthy, functioning ecosystems.

As consistently evident from the Public Opinion Survey, 89% of citizens feel the quality of life in Saskatoon is improved as a result of the conservation efforts of Meewasin. Non-human inhabitants and migrants must also be noted as key beneficiaries of the Resource Conservation effort.

1.6 Resources Used

	2005	2010	2011	2012	2013	2014	2015
Environmental conservation costs	\$238,159	\$233,572	\$247,491	\$216,425	\$222,463	\$186,321	\$131,643
Conservation person years	2.0	3.7	2.3	2.3	4.6	2.8	2.2

Some volunteers are used (approximately 700 – 2,500 hours per year) to implement initiatives.

1.7 Relations with other Internal Programs

There is a strong link between the work of Planning and the Resource Conservation annual work-plan.

There is significant collaboration between Resource Conservation and the horticulture program to implement the initiatives of each. Some stewardship responsibilities are jointly delivered by the Construction program. There is an opportunity for better coordination of these efforts and perhaps an opportunity for consolidation.

There is an increasing relationship with Community Development as Resource Conservation initiatives are interpreted for a more sophisticated and interested visitor, particularly at Beaver Creek and the NE Swale.

1.8 Program Structure and Logic Chart

The work of the Resource Conservation program is guided by the priorities established in Planning and the methodology recommended by scientific research. The following are the main features of the program:

- Biophysical inventories and heritage resource screenings
- Resource and restoration plans
- Invasive species removal/management
- Ecological restoration (seeding, planting) of small patches that, once established, may out-compete non-native species and spread across the landscape
- Establishment maintenance for areas in transition (watering, weeding)
- Pro-active resource management (mowing, prescribed burning, grazing) to enhance and maintain biodiversity
- Cultural heritage preservation
- Cultural heritage restoration (few initiatives in this area to date)
- Asset maintenance
- Research and interpretation
- Monitoring and reporting

During the year ending March 31, 2016, the Resource Management staff are working with their partner, Nature Conservancy of Canada, to prepare a valley-wide resource management strategy. The new strategy will include an evaluation and reporting regime. Therefore, the structure of the next effectiveness report for conservation will be based on this new resource management plan.

2. Rationalization and Performance Evaluation

2.1 Relevance

Resource Conservation is a core function within the Meewasin mandate. The work of Resource Conservation has never been more relevant. Increasing development pressures, the result of a strong local economy, and increasing expectations from more sophisticated citizens put pressure on the program to expand in scope and perform well.

The prairie uplands of the Meewasin Valley are part of the scarce 2% of mixed tall-grass prairie remaining in North America. Efforts to conserve this important remnant ecological resource are internationally relevant.

The riparian edge and slopes of the South Saskatchewan River protect the source waters for Saskatoon and areas downstream, including Lake Winnipeg. Efforts to conserve this important watershed are locally and regionally relevant.

The Meewasin Valley is home to many species – some at-risk and some nationally-unique and significant. A Meewasin effort to conserve and protect the habitat that is home to these species is relevant.

2.2 Appropriateness

Resource Conservation is an essential program for Meewasin, a conservation agency. Without this program, Meewasin would find it very difficult to implement its mandate to balance human use with conservation.

The methods employed to implement Resource Conservation are based on research-based scientific approaches. The scale of application of these approaches may be smaller than desired as a result of scarce resources for implementation. For example, the introduction of grazing as a disturbance to native prairie patches has shown positive results. The program has not been implemented to its fullest potential to date as a result of lack of resources. Likewise, prescribed controlled burns are not proceeding as aggressively as research might indicate desirable due to a lack of resources (i.e. timing and number of burns focus on a lowest-cost approach).

2.3 Acceptance

The 2013 Public Opinion Survey consistently indicates that 89% of the general public supports the work of the Resource Conservation program. Neighbouring property owners, the City of Saskatoon, and partnering organizations from the non-profit sector are all very supportive of the program.

2.4 Achievement of Results

Results are audited on an annual basis for several sites as follows.

Monitoring Assessments October 2014				
Natural Area	Improved	Stable	Deteriorating	Comments

Beaver Creek Conservation Area	√			Grazing & fire completed, active weed removal on target
Chappell Marsh	√			
Chemical Buffer		√		Weed issues
Cranberry Flats		√		11 year vegetation study not yet complete
Guenther Prairie			√	Invasive weed issues
NE Swale			√	Burning and grazing initiated, wetland margins improved, some weed control, i.e. leafy spurge
Peturrson Ravine		√		Removed tansy from wetland
Psych Centre			√	Weed problems, control initiated
San Site	√			City of Saskatoon doing buckthorn control
Saskatoon Natural Grassland			√	Trends towards loss of biodiversity appear to continue, brush overtaking prairie
McKercher Conservation Area		√		fence maintained
Yorath Island		√		No active management
Forsyth Easement				no data
Pontikes Easement				no data
Coxworth/ Weichel Easement				no data
SaskPower Easement (slope)			√	Meewasin Trail construction 2015
St. Joe Easement				no data
Total	3	5	5	#13

We estimate that 62% of the conservation sites are stable or improving. While 38% of the sites are declining in their ecological value and need a higher level of resource management than we have done in the past.

Beaver Creek Conservation Area MAPS: Monitoring Avian Productivity and Survivorship									
Year*	2007	2008	2009	2010	2011	2012	2013	2014	2015
Number of Birds Banded (or with existing band)	200	199	129	124	97	142	N/A	122	176
Number of species Represented	24	28	21	20	21	20	N/A	19	19
Returns from 1 year ago	N/A	26	8	10	7	6	N/A	6	11
Returns from 2 years ago	N/A	N/A	8	3	2	3	N/A	5	N/A
Returns from 3 years ago	N/A	N/A	N/A	5	2	2	N/A	1	5
Returns from 4 years ago	N/A	N/A	N/A	N/A	5	1	N/A	0	3

Returns from 5 years ago	N/A	N/A	N/A	N/A	N/A	3	N/A	0	2
Returns from 6 years ago	N/A	N/A	N/A	N/A	N/A	N/A	N/A	0	0
	* data collected from spring to fall for calendar year ending December.								

Beyond the above site assessments, there are specific issues throughout the valley that require special attention, as set on the chart below.

<u>Invasive Species</u> <ul style="list-style-type: none"> • European Buckthorn • Leafy Spurge • Nodding Thistle • Kentucky Bluegrass, Absinthe, Tansy, Smooth Brome, etc. 	<ul style="list-style-type: none"> • Three-year control program now funded • Biological control had mixed results and plant communities are now spreading in number and size • Patches growing and new chemical to target this species now being used • Other invasive species are out-growing our capacity to reverse the trend
<u>Areas to be Restored/Converted</u> <ul style="list-style-type: none"> • Brome-field at Beaver Creek • Non-native patches treated with chemical • Alfalfa-field at Chief Whitecap Park • Identified riparian restoration areas 	<ul style="list-style-type: none"> • Year 4 of 5 year project • Working to eliminate use of chemicals within 25 years • Unfunded and large project with mixed past results • Unfunded and large project
<u>Archaeological/Historical sites</u> <ul style="list-style-type: none"> • Silverwood Factoria • Rocky Island (Sutherland Beach) • Lime kilns (Peturrson's Ravine) • Moose Woods Trail • Hutchins Homestead • Riddell Paleontological Site 	<ul style="list-style-type: none"> • Research completed, unfunded • Unfunded; requires study to determine geographic extent • On private land • Unfunded; school likely • Study completed • Unfunded

Volunteers, yr. ended March	2006	2010	2011	2012	2013	2014	2015
Stewards groups	4	5	5	14	10	15	41
Steward individuals	276	695	240	340	203	180	442
Steward hours	552	2500	1220	2220	718	460	777
Nursery program individuals	180	120	150	90	no data	no data	no data

2011 and 2012 include the Meewasin NE Swale EcoBlitz. 2013 included the EcoAction. 2014 and 2015 included RBC projects for the Meewasin NE Swale. The Meewasin volunteer program is generally only reactive (with the exception of particular grant requirements) and efforts to attract and use volunteers are very limited. The existing volunteer program is considered to have positive

educational outcomes, and relatively small conservation outcomes. The cost/benefit analysis for a more extensive use of volunteers has not been investigated.

2.5 Cost and Productivity

	2005	2010	2011	2012	2013	2014	2015
Environmental conservation costs	\$238,159	\$233,572	\$247,491	\$216,425	\$222,463	\$186,321	\$131,643
Conservation person years	2.0	3.7	2.3	2.3	4.6	2.8	2.2

Managing natural landscapes is specialized and intensive work, but financially and ecologically a wise investment. Compared to a typical irrigated urban park (where annual maintenance costs average \$1,085/acre), the Meewasin spends approximately \$158/acre (2012) under our stewardship.

2.6 Alternative Service Levels and Delivery Strategies

The Resource Conservation program is very lean and makes good use of collaborations and contractors to implement the annual work-plan. Students, usually hired under summer grants, also provide a seasonal and affordable resource to the program.

Given the specialized nature of the work-plan (i.e. based on a scientific approach to landscape management) and unique qualifications and experience of existing staff, it is unlikely the program could be delivered more efficiently using any other alternative delivery model.

Cultural and natural resource management functions are under-resourced, but strategic efforts are keeping the valley in moderate health.

2.7 Infrastructure Management

Capital value of the equipment used by the Resource Conservation program is approximately \$100,000. The equipment is in good shape. Vehicles are rented annually from the Central Vehicle Agency.

2.9 Top Issues

There is currently no funding strategy at Meewasin or at the City of Saskatoon to support on-going resource management or development at the Meewasin NE Swale, while adjacent development proceeds quickly.

3.0 Conclusions / Recommendations

Resource Conservation should be supported in the Meewasin budget proportional to its high importance, given the Meewasin mandate. The local regional population is growing, resulting in

increased pressure on our limited natural resource. Conservation efforts should keep pace with this pressure.

D. DESIGN AND DEVELOPMENT

1. Program Description

1.1 Mandate

Implement the projects identified in the Meewasin Development Plan so as to maintain a high standard of landscape and architectural design that is aligned with public need and sympathetic to the natural environment and heritage resources.

1.2 Objectives:

- Prepare design plans and detailed working drawings for specific projects, including getting necessary approvals.
- Implement physical development while maximizing the value of dollars spent through bidding processes and efficient project management.
- Provide post development monitoring for Meewasin projects and make any necessary improvements or changes.
- Operate existing facilities (Meewasin Valley Centre, Beaver Creek Interpretive Centre and Chip's Lodge, Skating Rink, office, Maple Grove house, shop and nursery).
- Communicate design intent to public relations personnel, the management team, approving bodies (including the Meewasin development review process), funding groups, and the public as required.
- Develop policy and standards for the design and development unit.
- Asset management of tools, equipment and supplies.
- Explore opportunities for fee or service projects and implement when viable.

1.3 Outputs:

- Designs completed and achieve program.
- Compliance with consultation and review/approval processes for design projects.
- Construction projects completed on time and on budget.
- Optimize facilities operations.

1.4 Environment

Meewasin ideally uses a plan-design-build cycle that is spread over three years to ensure efficient design, budget and tendering processes. For a variety of reasons, often related to funding opportunities, this three-year cycle is occasionally compressed.

Meewasin funding has been a constraint. Often a capital project was phased over several years

because there was simply not enough money to complete large projects in one year. As a result, project management and capital costs for a given project increased and we could not deliver the total project as efficiently as possible.

Third-party funding (i.e. for trail development) have dictated Meewasin construction priorities over the past few years. Other construction priorities have been moved back on the schedule.

In addition to general contractors, Meewasin relied primarily on summer students to staff our construction and horticulture crews over recent years. This method of staffing limits our season and the nature of work assigned to crews. Summer student funding and other employment incentives have become very limited over the years.

Typically design uses digital technology. Constant effort and cost is required to upgrade computer training and equipment to keep up with industry standards.

1.5 Customer Served

Variety of Users – recreation and fitness users, environmental education, heritage education, commuters.

Sample Pedestrian Counts on Meewasin Trail:

Location	Broadway Bridge	Weir	River Landing	Gabriel Dumont	Rail Bridge U of S	NW Trail/ Adilman
February Average Daily Count						
2008	217	410	375	no data	no data	no data
2009	208	397	254	no data	no data	no data
2010	279	444	460	no data	no data	no data
2011	216	318	306	no data	no data	no data
2012	255	326	244	no data	no data	no data
2013	323	267	259	63	226	no data
2014	129	466	206	73	231	120
2015	212	160	80	550	253	157
June Average Daily Count						
2008	1,206	948	1,135	no data	no data	no data
2009	1,435	1,007	1,920	no data	no data	no data
2010	1,996	2,304	1,965	no data	no data	no data
2011	1,332	1,409	1,897	no data	no data	no data
2012	1,101	1,004	1,498	no data	no data	no data
2013	1,627	1,303	2,464	217	877	no data
2014	1,353	1,075	931	942	854	160
2015	1,298	1,031	796	942	899	no data

Trail traffic counters, year ended March 31, 2015:

- Riverfront – 172,466 visits
- Under Broadway Bridge – 264,996 visits
- Weir west – 234,252 visits
- Gabriel Dumont Park trail - 109,189 visits
- University of Saskatchewan, near railway bridge – 211,263 visits
- NW trail near Adilman Drive – 77,846 visits

New trail traffic counters:

See appendix A for detailed reports.

- Mendel site, year ended May 21, 2015 - 282,303 users
- East Bank Weir , year ended May 21, 2015 - 239,661 users

Based on a series of counters and confirmed in 2014 by the trail survey, we estimate total trail visits at over 1,000,000 per year.

1.6 Resources Used

	2005	2010	2011	2012	2013	2014	2015
Construction costs	\$3,602,615	\$1,458,676	\$2,722,255	\$1,578,267	\$2,041,852	\$1,655,625	\$2,506,058
Number of person years	13.0	8.5	8.1	8.0	9.0	7.3	7.3

Over the period 2010 to 2014, the construction department also managed River Landing II and the Water Treatment Plant Trail and therefore the resources under management were more than shown in the Meewasin financial statements.

1.7 Interrelationship With Other Internal Programs

- The success of Fund Development often determines budget levels and project priorities. The design unit prepares materials for use with potential donors.
- Special Events are assisted with set up and site work by crews.
- Fee for service projects are staffed by crews and other unit personnel.
- Public Programs uses the facilities to deliver programs.
- Public Programs develops interpretation plans for sites and sign system.
- Resource management staff inventory existing conditions to determine development and conservation needs for each capital project.
- Planning works to determine the development program for projects, which sets the parameters and objectives for design.

1.8 Program Structure and Logic Chart

Meewasin crews are used to implement selected projects where the cost of developing detailed contract documents is not warranted by the scale and complexity of the project. Our seasonal crews enable us to be nimble and respond to emerging issues. Consultants and contractors are used

where specialized skills and equipment are required by the nature of the project and to assist in the delivery of the program.

2. RATIONALE AND PERFORMANCE

2.1 Relevance

The design and development program responds to the needs and goals established through the planning process, taking into account broad consultation with the participating parties and the public on the needs and priorities of the community.

The maintenance and improvement of Meewasin facilities can respond to use statistics.

2.2 Appropriateness

Public feedback: the Public Opinion Survey (2013) indicated that 85% say that it is important or very important (ranking of 7+ out of 10) for Meewasin to develop riverbank facilities like the Meewasin Trail and riverbank parks in the river valley.

Landowners' (participating parties') must sign-off to accept the long-term maintenance of capital construction projects, which indicates the standard of design and construction is acceptable.

2.3 Achievement of Results

Construction results: A detailed list of construction projects, as set out in the five year plan, is in Part II.

In 2011, work to develop a Trans Canada destination trail began with expansion in the NW. The project continues into 2015-16 with the link to Chief whitecap Park.

Facility operating results: traffic counters assist in establishing volume patterns on the trail and at rural sites.

	2005	2008	2009	2010	2011	2012	2013	2014	2015
Skating Rink attendance	7,486	9,662	8,745	15,000	20,562	30,000	29,000	20,900	29,410
Days of operation	92	85	77	79	79	74	119	102	84

Skating rink attendance has increased dramatically since the opening of the new rink shelter and permanent washrooms in 2010 -11.

2.5 Secondary Impacts

Recreational opportunities contribute to wellness in our population.

2.6 Costs and Productivity

	2005	2010	2011	2012	2013	2014	2015
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Construction costs	\$3,602,615	\$1,458,676	\$2,722,255	\$1,578,267	\$2,041,850	\$1,655,625	\$2,506,058
Facility operation costs	\$135,093	\$115,302	\$140,137	\$130,423	\$221,835	\$209,421	\$172,799
Construction overhead	\$147,836	\$213,009	\$240,254	\$224,988	\$217,312	\$215,505	\$226,121
% overhead / total construction costs	4%	15%	9%	14%	11%	13%	9%
Adjusted % overhead – adding River Landing II, construction in City accounts	N/A	7%	7%	8%	-	-	-

“Overhead” represents budget department #100 – General Construction, which includes construction project management and in-house design.

Meewasin Skating Rink	2005	2010	2011	2012	2013	2014	2015
Rink operation costs	\$22,683	\$33,252	\$42,679	\$41,957	\$56,907	\$69,101	\$67,894
Average cost per skater	\$3.03	\$2.21	\$2.08	\$1.39	\$1.96	\$3.31	\$2.31
Cost / day of operation	\$247	\$420	\$540	\$566	\$478	\$677	\$1,013

2.7 Alternate Service Levels and Delivery Strategies

Capital projects are very dependent on special grant and donation funding. There is a growing maintenance demand through gradual accumulation of land. Decisions are routinely made about whether a given project should be designed by staff or consultants. Also, decisions are routinely made about whether a construction project should be contracted out or constructed by in-house crews. Some the factors considered are the need for complex design drawings, the need for engineering or other specialized work, and schedule. The use of staff as opposed to contractors is continuously evaluated to maximize effectiveness. Construction staff persons are all seasonal, with the exception of the Construction Supervisor.

2.8 Infrastructure Management

The remaining useful life of facilities is rated as follows:

- Cameco Meewasin Skating Lodge – excellent condition
- Meewasin Valley Centre – fair condition
- Beaver Creek Conservation Area – fair condition
- Shop facilities – good condition
- Trail sign system - Annual repairs

Inventory of Trail Amenities 2014

Benches	479
Waste Receptacle	279
BBQ	39
Drinking Fountain	13
Centerline (metres)	3,027
Signs	336
Recycling Bins	2
Picnic Tables	59
Light Standards	728
Bollards	183
Bike Racks	40
Bathroom Facilities	9
Art	17

2.9 Top Issues

- Aging infrastructure of facilities, trails and amenities including program support and service level response
- Potential for contaminants in river fill sites causing substantial increases in construction costs
- Funding grants and private/corporate donor reliance and response (recognition) against strategic plan.
- Construction costs can fluctuate dramatically with economic cycles.

3. Conclusions and Recommendations

- Construction has become almost completely dependent on large grants and donations, as 1/3 of statutory funding (as set out in the Act) does very little.
- Life cycle replacement of facilities (Meewasin Valley Centre, Beaver Creek, Cameco Meewasin Skating Rink) is not adequately funded.
- Meewasin should continue to make our facilities more energy and water efficient.
- The facilities and assets will continue to require investments to deal with replacement and repairs.

E. PUBLIC PROGRAMS

1. Program Description

1.1 Mandate

The Public Program Unit's (PPU) mandate is based on the Meewasin Valley Interpretive Concept

Strategic Goals:

- To promote conservation as a pervasive theme of the Meewasin Valley Authority;
- To educate the public and school groups to better understand and appreciate the natural and heritage resources of the Meewasin Valley;
- To facilitate the appropriate use and enjoyment of the Meewasin Valley resources, and to provide opportunities for first-hand experiences in the valley;
- To promote the Meewasin Valley Authority and its activities.

1.2 Objectives

The PPU objectives were as follows:

- Involve approximately 20,000 people annually in environmental stewardship activities, including Affinity Credit Union Clean-up, Pelican Watch, Grade 4 Nursery Program, Yellow Fish Road, Trail Ambassador, Monitoring Avian Productivity and Survivorship (MAPS), and other volunteer programs;
- Generate visitation at BCCA and MVC to 20,000 people annually;
- Deliver guided interpretation and environmental education programs to approximately 10,000 people per year at BCCA, MVC, Saskatoon Natural Grasslands programs and Interpretive Canoe Tours;
- Present the annual Meewasin Conservation Award to a worthy recipient.
- Expand the Yellow Fish Road Program resource materials to public and Catholic schools in Saskatoon
- Deliver summer student orientation in early May and Summer Student Reports in late August;
- Represent Meewasin at ASUPCA and promoting the carbon credit program;
- Advise on the interpretive plan for a renewal of the Meewasin Valley Centre;
- Implement River Landing Water Spray Feature Interpretation publications;
- Develop signage program and web page development;
- Publish and distribute “Tales” series as a fund development program;
- Develop exhibits and accessibility upgrade at the BCCA facility for future implementation;
- Support the MVC Capital Campaign, Skating Rink Campaign, and planned giving strategy;
- Support Partners FOR Saskatchewan River Basin.
- Develop deliver the interpretive ski program annually.
- Develop and deliver International Trail Day event

1.3 Outputs

Provide interpretation services at two main visitor centres (BCCA & MVC) and Meewasin sites valley wide. This includes support services and co-operative programming with many sites and community groups, e.g. Saskatoon Natural Grasslands and Saskatoon Nature Society. Public Involvement and trail safety are also responsibilities of the PPU. Our communications program is considered successful when residents understand and support Meewasin.

Public Opinion Survey	2003	March 2008	August 2013
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Public Support	97% surveyed want Meewasin to continue its work in the valley	91% surveyed want Meewasin to continue its work in the valley	90% surveyed want Meewasin to continue its work in the valley
Quality of Life	-	88% think Meewasin is an important contributor to quality of life	87% think Meewasin is an important contributor to quality of life
Public Investment	92% agreed that Meewasin is a good investment of tax dollars	84% agreed that Meewasin is a good investment of tax dollars	87% agreed that Meewasin is a good investment of tax dollars
Public Awareness	99% surveyed had heard of Meewasin	100% surveyed had heard of Meewasin	-

BCCA added the Monitoring Avian Productivity and Survival (MAPS) bird-banding program, interpretive ski program, interpretive grazing program, and expanded the Interpretive Canoe program.

MVC has interpreted the Riverfront water spray feature, including publication of the water spray brochure.

Meewasin Valley Centre															
2014 - 2015 Total Visitor Statistics															
	A M	P M	Weekday Programs/ Outreach	Grade 3 Program	Other School Bookings	Private Groups	MVC Weekend Programs	Phone Calls	TOTAL						
Apr-14	79	47 1	229	188	75	62	98	140	134 2						
May-14	18 1	31 5	277	663	692	92	27	120	236 7						
Jun-14	14 2	53 3	89	270	73	227	47	110	149 1						
Jul-14	27 7	68 9	540	0	194	0	0	38	173 8						
Aug-14	29 3	57 2	284	0	0	162	22	120	145 3						
Sep-14	95	45 9	65	369	89	97	45	115	133 4						
Oct-14	68	27 1	53	687	20	56	55	84	129 4						
Nov-14	38	24 1	52	76	20	13	122	84	646						
Dec-14	25	11 9	55	28	52	0	34	94	407						
Jan-15	42	30 0	62	25	460	0	166	113	116 8						

Feb-15	20	20	30	24	0	32	185	69	567
Mar-15	67	28	62	0	77	0	58	118	662
	13	44	1798	2330	1752	741	859	1205	14469
	27	57							

Beaver Creek Conservation Area				
2014 - 2015 Visitation Statistics				
	Public	School	Phone	Total
Apr-14	984	182	53	1219
May-14	1356	503	210	2069
Jun-14	633	313	293	1239
Jul-14	2113	0	202	2315
Aug-14	2413	0	155	2568
Sep-14	2508	311	200	3019
Oct-14	2168	543	154	2865
Nov-14	59	64	55	178
Dec-14	307	0	67	374
Jan-15	254	335	63	652
Feb-15	244	198	94	536
Mar-15	621	179	110	910
	13660	2628	1656	17944

Month	Facebook Posts	Tweets	Total
April 2014	9	12	21
May 2014	18	24	42
June 2014	17	24	41
July 2014	18	15	33
August 2014	13	17	30
September 2014	3	3	6
October 2014	12	16	28
November 2014	9	14	23
December 2014	20	20	40
January 2015	7	14	21
February 2015	13	16	29
March 2015	17	22	39
YEAR average per month			29

1.4 Environment

Distance education and other web-based programs are being used extensively in the industry. Water conservation and climate change are ever more important public issues.

The 2013 public opinion survey found that 90% of those surveyed supported continued free access to Meewasin facilities (down from 91% in 2008).

1.5 Customers Served/Beneficiaries

	2005	2010	2011	2012	2013	2014	2015
	People	People	People	People	People	People	People
BCCA							
Total Visitation	18,722	13,677	16,346	15,143	15,423	16,664	17,944
Phone calls	no count	1,254	1,461	1,466	1,668	1,598	1,656
School Programs	2,544	2,788	2,769	2,652	2,879	2,631	2,628
General Public	16,178	9,635	12,116	11,025	10,876	12,435	13,660
Interpretive Canoe Tours							
People		556	372	653	405	543	509
Trips		48	42	77	50	68	67
Interpretive Ski Tours							
People	-	-	-	-	-	195	471
Trips	-	-	-	-	-	10	17
Pelican Watch	1,300	1,880	2,850	2,200	2,500	2,500	2,700
Meewasin Valley Centre							
Total Visitation	14,810	14,419	16,098	21,650	14,653	12,397	14,469
Phone calls	2,262	2,138	2,051	2,138	1,852	1,659	1,205
School Programs	3,200	2,033	2,334	2,673	3,090	1,520	2,330
General Public	4,522	4,951	7,596	8,012	12,436	9,218	10,934
River Cinema in park	1,117	895	857	1,699	2725	1,150	2,200
Founders' Day	143	250	650	400	-	-	-
Eco puppet show	n/a	256	234	381	168	168	341

	2005	2010	2011	2012	2013	2014	2015
Marr Programs	62	50	80	125	225	252	-
International Trail Day	-	-	-	-	465	-	-
Clean-up Campaign	14,635	23,770	27,342	24,681	27,611	28,132	28,921
Skating Rink Events					3,150	3,725	4,600
Plant-A-Tree Ceremony	600 est.	600 est.	600 est.	600 est.	600 est.	600 est.	600 est.
Speeches & shows	12	13	15	15	4	10	18
Small events	no data	no data	no data	no data	no data	no data	568
TOTAL contacts	51,389	56,353	65,429	67,532	67,925	66,326	73,863
Web site unique visitors	-	7,743	10,730	12,472	12,145	22,414	33,103
Web site average duration	-	59 second	55 second	49 second	49 second	125 second	115 second
Facebook followers	-	-	-	-	-	1,364	1,510
Twitter followers	-	-	-	-	-	792	1,480
Annual Report distribution							800
Newsletter distribution							960
Interviews & articles							

Many Meewasin presentations, special tours, conference programs, openings, receptions, and announcements were also delivered.

Work was also significant on program partnerships – Marr Residence, Heritage Festival, Saskatchewan Marathon, Jane’s Walk, Doors Open, NatureCity Festival.

1.6 Resources Used

Person Years:

	2005	2010	2011	2012	2013	2014	2015
Valley Wide	2.3	1.1	1.0	1.0	1.2	1.3	2.0
BCCA	4.4	4.7	4.7	5.2	6.1	4.6	4.0
MVC	3.8	4.3	4.2	5.3	5.0	4.4	4.0
TOTAL	10.5	10.1	9.9	11.5	12.3	10.3	10.0

Budget:

Costs:	2005	2010	2011	2012	2013	2014	2015
Valley Wide – Program	\$128,068	\$135,489	\$134,130	\$144,408	\$175,438	\$204,914	\$197,458
BCCA – Program	197,573	234,760	237,681	255,537	273,291	250,376	224,011
BCCA – Facility	28,445	34,755	36,566	37,324	47,379	43,127	43,517
MVC – Program	148,285	189,773	189,202	210,668	191,655	189,121	204,386
MVC – Facility	44,594	37,793	47,852	44,776	45,514	53,154	48,260
TOTAL	\$546,965	\$634,580	\$645,431	\$692,713	\$733,277	\$740,692	\$717,632

1.7 Interrelationship with Other Internal Programs

The PPU works in consort with the other areas of the organization:

- Provides interpretive expertise to Planning for long-range and site/facility planning and assists with public involvement;
- Alerts Resource Conservation of site issues, supports remediation process as appropriate & instills conservation values;
- Works with Design and Development on site/facility planning and issues. Also provides assistance with signage, site openings/publicity and stewardship programs;
- Supports fundraising as appropriate, e.g. manages gift shop, sells tickets, etc.

1.8 Program Structure and Logic Chart

The PPU provides interpretation programs and expertise as required to the organization. The PPU is guided by board policy, advice from an Education Advisory Committee, and the Management Team. The PPU meets regularly for information sharing and planning under the direction of the Public Programs Manager.

2. Rationale and Performance

2.1 Relevance

The importance of education programs and services is emphasized in the organization's Mission Statement, 100 Year Conceptual Plan, and Strategic Plan. This strongly supports the relevance and need for the PPU in achieving the Meewasin mandate.

The demand for Meewasin interpretation programs and facilities is shown in the 2008 Public Opinion Survey:

- 76% of Saskatoon residents think it is important to have the Meewasin Valley Centre open seven days a week for the purpose of providing public information and understanding of the Meewasin Valley cultural and natural resources and at no cost to the visitor;
- 83% think the targeted audience should be all residents and visitors to Saskatoon;
- 81% think that Meewasin should provide educational programming for children, youth and the general public.

2.2 Appropriateness

From an overview perspective, the unit is providing services that are appropriate to the goals and objectives of Meewasin. Both sites have added water management topics. BCCA has expanded the interpretive canoe tour program, ski program. The MAPS bird program was cancelled for one year in 2013. Meewasin Valley Centre renewed a summer puppet program in 2013.

2.3 Acceptance

The response to PPU sites and services is typically positive. Feedback is collected via school program and site evaluations, letters and verbal responses.

Another strong indicator of the acceptance is that Meewasin programs is that both school boards continue to fund BCCA grade 5 and MVC grade 3 programs, and have partnered in the Grasslands, NE Swale, and canoe/ski programs. They continue to support Pelican Watch and Clean Up Campaign. Superintendents from the school systems sit on the Meewasin Education Advisory Committee.

2.4 Achievement of Results

Visitor statistics and feedback forms have provided a positive evaluation of Meewasin education programs. In order to measure attitude change and behaviour change on conservation issues, Meewasin relies on feedback from the teachers and statistics on interest in participation School systems continue to purchase Meewasin cultural and natural programs.

Teacher evaluations:

Meewasin Valley Centre School Program									
	avail able	book ed	partip ants*	evalu ations	excellen t	good	other		
Spring 2015									
Winter 2015 (Jan-Mar)	43	2	40	0	-	-	-		
Fall 2014	43	41	1169	12	67%	33%	0%		
Spring 2014	50	40	1121	15	87%	13%	0%		
Winter 2014	43	6	156	1	100%	0%	0%		
Fall 2013	43	31	788	14	85%	15%	0%		
Spring 2013	43	40	1095	12	92%	8%	0%		
Winter 2013	43	no repor t	no report	no repor t	no report	no report	no report		
Fall 2012	43	23	745	5	100%	0%	0%		
Beaver Creek School Program									
	avail able	book ed	partip ants*	evalu ations	exc elle nt	good	other		
Spring 2015									
Winter 2015	43								
Fall 2014	43	29	881	11	87%	13%	0%		
Spring 2014	50	32	1003	11	73%	27%	0%		
Winter 2014	43	30	777	11	91%	9%	0%		
Fall 2013	43								
Spring 2013	43								
Winter 2013	43								
* includes students, teachers and parents									

2.5 Secondary Impacts

Through the PPU's support of community programs and activities, the unit has impact beyond its immediate parameters, e.g. Marr Residence, City Parks summer programs, Museums Association, Heritage Society, Brightwater Conservation Centre, and outdoor education provided by school boards, University of Saskatchewan Extension, and others. Meewasin has also provides a base for tourism attractions and events in the city that brings people to Saskatoon and causes them to stay.

2.6 Costs and Productivity

Cost per visitor:

	2005	2010	2011	2012	2013	2014	2015
Valley Wide – Program	\$128,068	\$135,489	\$134,130	\$144,408	\$175,438	\$204,914	\$197,458
BCCA – Program	197,573	234,760	237,681	255,537	273,291	250,376	224,011
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MVC – Program	148,285	189,773	189,202	210,668	191,655	189,121	204,386
MVC – Facility	44,594	37,793	47,852	44,776	45,514	53,154	48,260
TOTAL	\$546,965	\$634,580	\$645,431	\$692,713	\$733,277	\$740,692	\$717,632
BCCA – Cost/participant*	\$11.28	\$16.73	\$14.02	\$16.27	\$17.50	\$14.75	\$14.13
MVC – Cost/participant* counting Clean-Up	\$6.27	\$5.74	\$5.23	\$5.22	\$5.21	\$5.75	\$5.50
MVC – Cost/participant* NOT counting Clean-Up	\$11.97	\$14.34	\$14.90	\$10.53	\$13.22	\$17.34	\$14.85

* Participants include Pelican Watch (except for 2015) and River Cinema.

2.7 Alternative Service Levels and Delivery Strategies

The key is to ensure quality is not lost through quantity.

2.8 Infrastructure Management

Consideration was given to the eventual replacement/expansion of existing facilities, namely BCCA, MVC and the Meewasin Rink. Design and possible locations for renewal of the Meewasin Valley Centre were explored this past year. The BCCA visitor centre can last many years if resources are allocated to good maintenance. In 2012 the old rink shelter was installed at Beaver Creek Conservation Area as a pilot “ski lodge” to explore four season programming – interpretive cross-country ski programs in winter and environmental outdoor theatre in summer.

2.9 Top Issues

- Beaver Creek Conservation Area – take advantage of the additional programming space with the relocation and retrofit of the old rink shack to Beaver Creek Conservation Area for group programs: cross-country skiing, photography classes, art classes, and interpretive theatre – to increase visitation
- Public Programs – Develop an interpretive education program for the Northeast Swale.
- Meewasin Valley Centre – facility renewal for the interpretive centre is needed to improve displays and program opportunities.
- Support new staff at Meewasin and those in new positions for the purpose of carrying out the Meewasin mandate.
- Continue to represent Meewasin at ASUPCA, networking with like-minded agencies, and continue to improve the carbon offset program.

3. Conclusions and Recommendations

- The assessment of the effectiveness of educational programs attempt to be outcome-based, especially for the school programs. More formal, less subjective, evaluation methods should be developed for a broad range of Meewasin programs.
- Participation in valley-wide programming (Clean-up, Pelican Watch, Yellow Fish Road, Canoe / Ski Tours) can be increased. Explore alternative methods of program delivery.
- There is a need for redevelopment of the Meewasin Valley Centre:
 - To be the heart of the Meewasin Valley, providing interpretation of the cultural and natural resources, representing the 60 kilometers of the Meewasin Valley, and telling those stories that are unique to Saskatoon.
 - The Meewasin Valley Centre is tired and inadequate as a visitor centre. Renewal the facility would do much to further the Meewasin conservation message and to attract tourists and serve residents in Saskatoon.
- The web site and social marketing program will require on-going work to meet standards for public service in this area.

F. FUND DEVELOPMENT

1. Program description

1.1 Mandate

The mandate of the fund development program is to raise resources for Meewasin through a variety of community-based programs that meet the needs of both Meewasin and its donors.

1.2 Objectives

Meewasin has an objective to raise 10% or more of funds in addition to statutory funds. This amount includes government grants, which are not included in the fund development program.

1.3 Outputs

The outputs of any fund development program are donor acquisition, donor renewal and donor growth. Meewasin uses several tactics to achieve these outputs, including:

Annual Programs

Plant a Tree

Buy a Brick

Memorial Forest

Buy a Bench / Block

500 Club / Dollar a day Club

Direct Mail

Planning Giving

Will
Life insurance
Life annuity
Endowment
Ecological Gift (interest in land)

Capital Campaigns

i.e. Riverworks, Riverfront, Meewasin Cameco Skating Rink, Meewasin Matters (Trail)

In the past, Meewasin has organized its work on major gifts into campaigns. However it is now apparent that the major gifts program needs to operate on an on-going basis. To this end, we are in the process of staffing and planning for a long-term major gifts program, in context of our other fund development work.

1.4 Environment

The fund development environment changes from month to month as new campaigns are announced and wrapped up throughout the community. Despite the world-wide economic downturn, asset wealth in Saskatoon continues to increase. Intergenerational wealth transfer is a new reality.

Technology continues to revamp the way solicitors do both data management and the actual on-line solicitation. Use of technology makes it possible to personalize asks and to develop 'champions' to take on specific causes.

Meewasin is increasingly dependent on fundraising, particularly for large-scale capital and resource management projects.

1.5 Customers served/Beneficiaries

The customers of fund development are our donors. They include:

- Individuals who donate annually
- Individuals and corporations who donate to specific programs like Plant-a-tree
- Corporations who want recognition for sponsorship
- Service Clubs
- Planned Givers
- Foundations – private and public
- Land owners

1.6 Resources Used

The department uses financial and staff resources but depends heavily on volunteer resources. Administration of a campaign should be 20% or less of charitable receipts; recognition costs should be 3.5% or less of the donation amount. The Meewasin average campaign expenditures over six years was 31% of Fund Development revenue.

	2005	2010	2011	2012	2013	2014	2015
--	------	------	------	------	------	------	------

Fund Development Expense	\$241,243	\$148,111	\$183,164	\$134,874	\$188,066	\$324,466	\$186,572
As a % of fund development revenue	67%	52%	16%	23%	30%	50%	17%
Person years	1	1	1	1	1	2	1.5

Campaign consultants, On Purpose Leadership, were employed in addition to fund development staff. Most members of the management team are involved in fund raising activity during the year, although those costs are not shown here.

1.7 Interrelationship with Other Internal Programs

The work of the fund development program must be integrated with other Meewasin work. Fund development should not develop new stand alone Meewasin programs but should respond to the programs in the other departments. The department depends on others for:

- the essence of grant applications and proposals
- illustrations for these proposals
- data base inputs and management
- easement negotiations (In this case fund development credits the donation but the work is carried out by resource management and administrative staff)
- fulfilment of commitments made to funders or funding agreements
- on-going relationships with many donors

1.8 Program Structure and Logic Chart

The fund development program actually functions in two areas that work closely together:

- Fund development—annual and day-to-day programs such as annual direct mail, Plant- A-Tree, Buy a Brick, Buy a Bench, 500 Club, planned giving. At one time, each of these areas was represented by a volunteer committee. The only committee that met in the past year was the Meewasin Matters Campaign Committee. Administrative staff and a portion of management staff manage this area. The Saskatoon Community Foundation holds and manages the endowment funds.
- Major gifts campaign—a regular campaign to be developed over the next several months.

The fund development committee and Meewasin Matters Campaign Committee have essentially wound down at this time. The development of a new volunteer organization to raise money is a priority. According to policy a Meewasin board member serves on the fund development committee.

One of the objectives of public relations is to move names available onto the giving pyramid. Programs like plant a tree are at the intake edge—somewhere between public relations and fundraising. The fundraising strategy is to prove value and build confidence so that a portion of the donors will move through our donor programs to major gifts or planned gifts.

Not quantified in annual donations totals are in-kind donations, although they may be quantified for specific reports. It is difficult to quantify planned gifts in the short term, such as wills and life insurance policies that may not be known to Meewasin and can be changed at any time.

2. Rationale and Performance

2.1 Relevance

Fund development supports the work of conservation, development and education. Increasing revenue from fund development is a policy directive from the board to management. Meewasin accepts only those donations that support Meewasin programs and values. Donations contribute to changing the timing of a project within the five year plan.

2.2 Appropriateness

Donations go:

- directly to a feature (i.e. tree or brick)
- to a specific fund (i.e. construction or endowment)
- to a program (i.e. rink operations or youth canoe tours)

The Meewasin board has adopted as policy Imagine Canada's "Ethical Fundraising & Financial Accountability Code" specifying donors' rights, fundraising practises and financial accountability. Meewasin is also subject to the provincial Freedom of Information and Privacy Act.

2.3 Acceptance

Acceptance of fund development is measured by revenue returned although the return may be over time. For example, planned giving programs may take many years to return investment. Programs that do not achieve appropriate revenue for effort are dropped.

2.4 Achievement of results

Meewasin plans and manages each fundraising program keeping in mind the cost per dollar raised. Meewasin raised \$46 million of non-statutory funds in its 36 years, which represented 39% of its total revenue.

Statistics	Number of Donors (unless marked \$)						
Donor Program	2005	2010	2011	2012	2013	2014	2015
500 Club / Dollar a Day	14	5	4	4	4	4	5
Bench & blocks	11	16	24	14	14	20	22
Bricks	20	24	24	46	29	26	32
Direct Mailer	\$14,727	\$11,500	\$18,387	\$21,710	\$48,145	\$19,399	\$29,830
Otter/ Gopher Tales		\$5,575	\$7,849	\$7,985	-	-	-
Plant-A-Tree/ Memorial Forest	94	99	66	71	90	102	95
# charitable receipts	408	407	683	550	516	658	722

issued							
Charitable receipts issued	\$359,306	\$284,139	\$1,127,703	\$589,478	\$232,577	\$385,223	\$610,965
Total Development Fund revenue (add sponsors)	\$334,514	\$281,974	\$1,160,741	\$619,256	\$626,420	\$648,231	\$1,106,486
Endowments (as at Dec 31)	\$ 216,232	\$404,121	\$406,798	\$530,541	\$644,046	\$714,119	\$821,540

The Saskatchewan Marathon named Meewasin as its charity of choice in 2011 and participants could make a donation through their on-line registration system. As a result, a large number of donors were added.

2.5 Secondary Impacts

The secondary impacts of fundraising are at least three-fold:

- First, fundraisers help increase the awareness of Meewasin conservation issues for both volunteers and potential donors.
- Second, fundraising activities help increase involvement of community members in Meewasin events and attractions, which may lead to more donations.
- Governments sometimes use private financial support and volunteer involvement as an indicator of public need for projects that they are evaluating for grants.

2.6 Costs and Productivity

There are a number of ways to measure success. They include:

- Cost to raise a dollar-- Meewasin uses the first analysis on most donations. Meewasin may accept somewhat higher costs if there is a deemed potential for donor growth.
- Lifetime value of a donor—we use this analysis for most planned givers.
- Number of donors (attrition rate). Meewasin keeps track the number of donors through the annual mailer. As well as the total return vs. costs.
- Average gift.

	2005	2010	2011	2012	2013	2014	2015
Expenditures / value of charitable receipts issued	67%	52%	16%	23%	30%	50%	17%
Average cost per donation	\$591	\$364	\$268	\$245	\$451	\$585	\$846

2.7 Alternative service levels and delivery strategies

The use of technology may enhance the current delivery strategy. Friend to Friend internet-based technology was investigated for the Meewasin Matters (Trail) Campaign (2012 – 2014), without must uptake to date. Large gifts still rely on relationships and credibility.

2.8 Infrastructure Management

Meewasin has implemented Raisers' Edge database software for fundraising. Our donors are an

asset and we should manage the database professionally. Meewasin could improve efficiency and reduce cost per donor by making better use of:

- Electronic friend to friend internet-based system;
- Additional web-based programs.

1.3 Top Issues

The present ongoing fund development programs (trees, bricks, benches, seating blocks, amenities, Direct Mailer) should be maintained to complement a new major gifts program.

3. Conclusions and Recommendations

- With the wrap of the Meewasin Matters (Trail) Campaign, it is time to develop a new fund development strategy for the future. Staffing of this function is underway and will be followed by the preparation of a fund development plan and building a new volunteer organization.
- Raiser's Edge software and database system is now in place. It is not yet being used to its potential to plan, organize and implement campaigns. It should be used to its full potential.

G. ADMINISTRATION

1. Program Description

1.1 Mandate

To provide efficient and effective financial planning and management.

1.2 Objectives

- Ensure that the programs and projects are within the Meewasin financial capacity and that global funding is sufficient to discharge the mandate;
- Enhance financial capacity through earned revenue, grants and donations – at least 10% of statutory revenues per year;
- Optimize cost/benefit through efficient operations and keep the sum of administrative and executive costs below 20% of budgeted expenditures;
- Administer human resource management systems and policies.

1.3 Outputs

Provided administration for Meewasin and ancillary organization - Partners FOR the Saskatchewan River Basin - included:

- executive management
- reception and core clerical services
- information technology
- financial services

- payroll and human resource management
- office facility operations, supplies and equipment

ADMINISTRATION	2005	2010	2011	2012	2013	2014	2015
Cheques issues per year		1,644	1,800	1,404	1,404	1,415	1,213
Employees on payroll /peak month	51	50	51	58	48	49	38
T4s issued for year	87	81	71	83	69	74	70
Active employees at March 31	26	26	25	22	23	29	26
Total payroll for year, millions	\$1.238	\$1.717	\$1.628	\$1.651	\$1.676	\$1.668	\$1.750
Payroll/expenditures	23%	51%	35%	49%	42%	43%	39%
Payroll/statutory revenue	60%	76%	74%	74%	75%	74%	76%
Meewasin expenditures, millions	\$5.4	\$3.4	\$4.6	\$3.4	\$4.0	\$3.9	\$4.5

1.4 Environment

- Increasing complexity of computer network and applications software.
- Loss of purchasing power, as increases to statutory funding did not keep pace with salary adjustments.
- Statutory funding kept pace with inflation for a few years (2004 10%, 2006 2%, 2008 2.5%, 2009 1%); until 2010-11 when statutory funding decreased. Many projects are now dependent on special purpose grants and fund raising.

1.5 Resources Used

	2005	2010	2011	2012	2013	2014	2015
Person years	5	5	5	5	4.9	5	5
Cost	\$480,238	\$576,341	\$590,703	\$587,514	\$608,096	\$597,440	\$613,162

1.7 Interrelationship with Other Internal Programs

Service provided to other units of the organization and to PFSRB. The volume of activity in all programs dictates the volume of administration. Administration's role in securing revenue can dictate the volume of program activity.

1.8 Program Structure & Logic Chart

The executive staff serves the board, provides overall management to the organization, and supervises office services. The administrative staff provides policy, financial and personnel services.

3. Rationale and Performance

2.1 Relevance

The administration program costs are in the category of a necessary evil. Other programs cannot operate without essential support services.

2.2 Appropriateness

Complaints have been received about the level of service in the following areas:

- Computer systems (a program of annual upgrades is in place)

2.3 Acceptance

No formal complaints have been received about satisfaction with administrative services that are provided.

2.4 Achievement of Results

Performance Indicator	2005	2010	2011	2012	2013	2014	2015
Ave. days to monthly financial statements	<10 days	19 days	20 days	17 days	17 days	17 days	16 days
Payroll – on time - accurate	100% 100%	100% 96%	100% 100%	100% 100%	100% 100%	100% 99%	100% 99%
Invoices and claims prepared on time	95%	100%	100%	100%	100%	100%	100%
Receivables written off	0%	0%	0%	0%	0%	0%	0%
Audit findings resolved	100%	100%	99%	99%	100%	100%	100%
Collective agreement in place	NO	YES	YES	YES	YES	YES	YES
Grievances	None	None	None	None	None	None	None

2.5 Secondary Impacts

Many people in the organization work to increase revenues. Administration assists this process and often is directly responsible.

	2005	2010	2011	2012	2013	2014	2015
Total revenue	\$5,334,379	\$3,698,440	\$5,154,675	\$3,429,821	\$3,718,483	\$3,888,640	\$4,220,292
Non-statutory revenue	\$3,277,089	\$1,446,615	\$2,946,210	\$1,204,676	\$1,472,463	\$1,622,143	\$1,918,044
Non-statutory / Total revenue	61%	39%	57%	35%	40%	42%	45%

2.6 Costs and Productivity

ADMINISTRATION	2005	2010	2011	2012	2013	2014	2015
Administration cost / total expenditures	8.9%	17.1%	11.5%	17.1%	17.8%	14.9%	13.5%
Administration positions /staff years	15.8%	14.6%	17.7%	16.2%	13.8%	16.1%	16.7%

	2007	2010	2011	2012	2013	2014	2015
Saskatoon population	208,300	224,300	231,874	236,617	248,700	253,674	257,300
Number of dwellings	92,867	95,845	90,935	no data	99,560	no data	no data
Meewasin Expenditures	\$4,526,047	\$3,378,455	\$4,570,183	\$3,421,453	\$3,999,135	\$3,358,550	\$4,526,955
Expenditures / dwelling	\$48.74	\$35.25	\$50.26	no data	\$40.17	no data	no data
Expenditures / person	\$21.73	\$15.06	\$19.51	\$14.60	\$16.08	\$13.24	\$17.59

2.7 Alternative Service Levels and Delivery Strategies

Office automation has de-centralising some functions, as individuals did more of their own typing and communications.

2.8 Infrastructure Management

An asset replacement fund was established in 1997 to provide for the eventual replacement of the Meewasin Valley Centre, Beaver Creek Conservation Area Interpretive Centre, and the Meewasin Skating Rink. The rate at which funds are being accumulated is too low given the expected remaining useful life of the buildings and equipment.

An endowment fund was established under the Saskatoon Community Foundation.

3.0 Conclusions and Recommendations

- Statutory funding structure should be amended to maintain purchasing power.
- The allocation of funds to asset replacement should be increased.