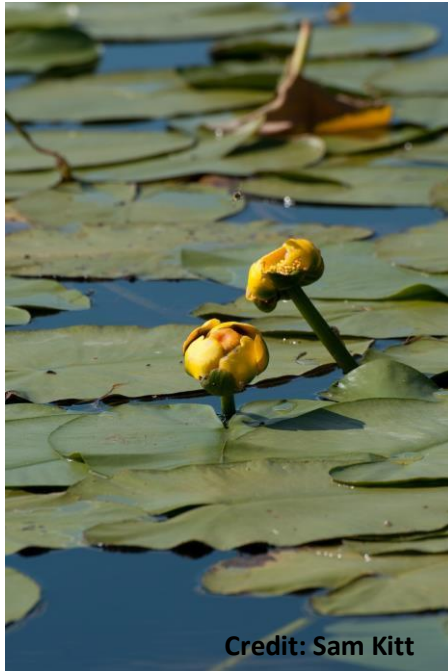




**Mighty Peace  
Watershed Alliance**



## **Five Year Strategic Plan, 2019 to 2024**

Accepted January 2019

## Contents

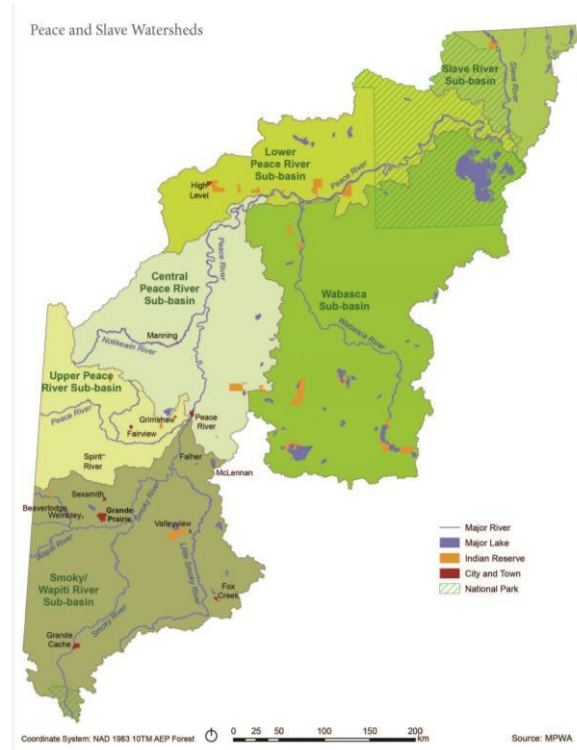
I. INTRODUCTION .....	3
The Peace River Watershed .....	3
The Mighty Peace Watershed Alliance .....	3
Get to Know the Mighty Peace Watershed.....	4
2. WHO WE ARE .....	5
Vision.....	5
Mission.....	5
Shared Values.....	5
3. WHAT WE DO – Strategic Business Plan .....	6
Goals, Strategies and Actions.....	6
Monitoring and Reporting.....	6
Appendix 1. 2019-24 Strategic Plan & 2019-2020 Operational Plan .....	7

## I. INTRODUCTION

### The Peace River Watershed

The Peace River originates out of the Finlay River/Williston Reservoir in the Rocky Mountains of British Columbia, flowing northeast through Alberta. It joins the Slave River before these waters flow into the Mackenzie River, Northwest Territories, eventually draining into the Arctic Ocean. The Peace River is 1,923 km long (from the head of Finlay River to Lake Athabasca). At Peace Point, where it drains into the Slave River, the Peace River has an average annual discharge of 2,161 cubic metres per second (68,200,000 dam<sup>3</sup> per year).

The Peace River has many tributaries. Within Alberta, larger tributaries include the Smoky, Heart, Cadotte, Notikewin and Wabasca rivers. The Peace River *Watershed*, the area of land draining into the Peace River, is approximately 302,500 km<sup>2</sup>, or about 30% of the province of Alberta.



### The Mighty Peace Watershed Alliance

The Government of Alberta's *Water for Life* Strategy encourages a collaborative watershed approach where active stakeholders and communities use consensus, adaptive management and innovation to understand and promote living within the carrying capacity of the watershed. Watershed Planning and Advisory Councils (WPAC) are designed to report on the state of the watershed, lead watershed planning activities, promote best management practices and develop education programs.

The Mighty Peace Watershed Alliance held its first AGM on March 18<sup>th</sup> of 2011, where a Board of Directors were elected. The MPWA has since worked through 2 Strategic plans. Most recently the board has completed its Integrated Watershed Management Plan for the Peace and Slave Watersheds. Further to this, the Board then evaluated how the Integrated Watershed Management Plan Objectives and the MPWA Strategic Plan aligned. This exercise allowed the board the opportunity to reaffirm the organization's vision, mission and goals.

## Get to Know the Mighty Peace Watershed

Peace River headwaters, now Williston Lake (1), which was created in 1967 to power the new WAC Bennett Dam (2). Peace Canyon dam (3). Beaton (4) and East Pine Rivers (5), two major tributaries in B.C. Peace River enters Alberta (6), bringing in approximately 48.6 billion m<sup>3</sup> of water each year (roughly 3 times the combined amount of all of the rivers in southern Alberta).

### MAJOR TRIBUTARIES

Little Smoky River (7)  
Wapiti River (8)  
Smoky River (9) (contributes approximately 11 billion m<sup>3</sup> water annually)  
Cadotte River (10) Wabasca River (14)  
Notikewin River (11) Mikkwa River (15)  
Buffalo River (12) Wentzel River (16)  
Boyer River (13) Rivière des Rochers (17)  
Slave River (18), which flows into the Northwest Territories then Great Slave Lake, the Mackenzie River and, finally, the Arctic Ocean

### WHAT SHAPED THE LAND

**145 – 2.5 MILLION (YEARS BEFORE PRESENT)**  
Climate warm. Dinosaurs, marine animals and primitive plants the dominant life forms. Entire region frequently covered by a great inland sea. Bedrock and major hydrocarbon deposits created. Coal beds formed. Mountains rise to the west, changing drainage patterns from west to north. Rocky Mountains rise, major land forms established. Dinosaurs disappear, mammals, birds, insects and flowering plants dominate. Mastodons, sabre-toothed cats and giant bears are common, followed by horses, bison, mammoths, wapiti and camels as the climate becomes cooler and drier.

### 2.5 MILLION – 10,500

Ice Age. Successive periods of glacial advance and retreat, scouring landscape, creating glacial till. As glaciers melt, rivers form beneath them, creating sand and gravel deposits. Last glacial maximum occurred approximately 21,000 years ago. Modern-day Peace River and tributaries form.

### 10,500 – PRESENT

First people arrive via land bridge from Asia. Many large animals go extinct. Dunne-za (Beaver) inhabit region, as do the Dene-tha (Slavey).

### KEY POINTS IN TIME

**1785 (APPROX)**  
Beaver and Cree reputedly negotiate peace at Peace Point. River becomes known as "Unchaga," the Beaver word for Peace.

### 1788-1880s

Fort Vermilion established. Over 20 trading posts throughout Peace watershed over the years, serving as centres of trade, missionary influence and agricultural experimentation. Influxes of traders leading to birth of Métis Nation in northern Alberta. Fort Dunvegan established but closed as trading post by 1918. Currently a park. Steamboats ply the river, which remained a major freighting route well into the 20th century.

### 1899

Oil and gas discovered at Tar Island, 25 km downstream of Peace River town. First oil well drilled in region in 1915. By 1919 big oil strikes attract workers and speculators to area. Treaty 8 signed.

### 1900-1909

Settlers arrive in waves over the years.

### 1911

Ferry service at Dunvegan. Served until 1960 when Dunvegan Bridge opened. First rail service across Peace River.



Northwest Territories

1917  
Agricultural research station founded at Beaverlodge.

1922  
Wood Buffalo National Park established, granted World Heritage status by UNESCO in 1982/83 and named a Ramsar wetland of international importance.

### 1945

Waves of development. Exploration for and production of oil and gas, construction of roads, rail lines. Grande Prairie becomes a city in 1958.

### 1967

Bennett Dam completed at Hudson Hope creating Williston Lake. Peace Canyon dam constructed in 1980.

### 2000s

Development of steam-assisted gravity drainage (SAGD) recovery technology, especially in the Wabasca sub-basin. Plans for major heavy-oil recovery projects in the upper end of the Central Peace sub-watershed.

### 2011

Population of watershed 165,000. Grande Prairie has > 55,000 people.

### 1972

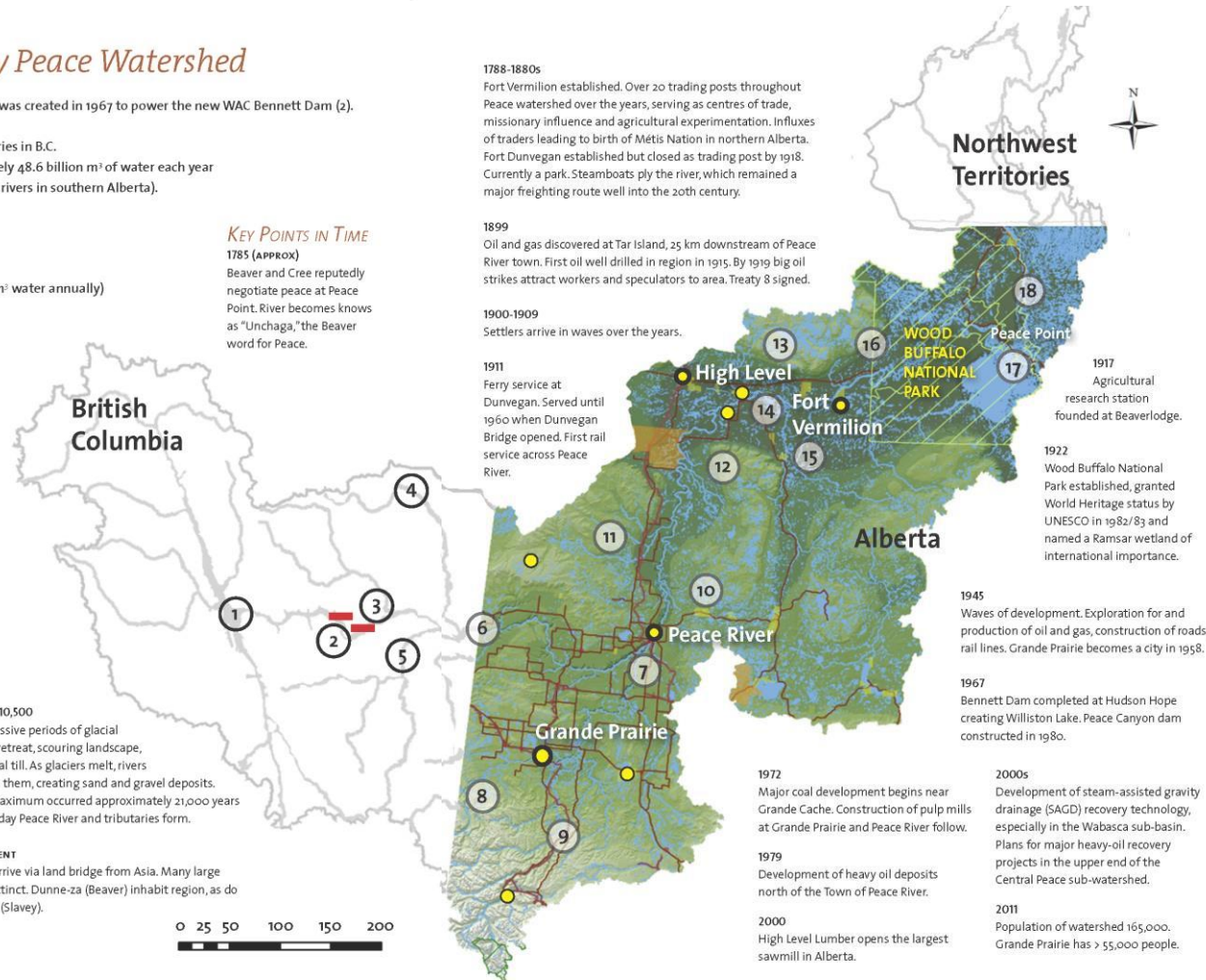
Major coal development begins near Grande Cache. Construction of pulp mills at Grande Prairie and Peace River follow.

### 1979

Development of heavy oil deposits north of the Town of Peace River.

### 2000

High Level Lumber opens the largest sawmill in Alberta.



## 2. WHO WE ARE

The Mighty Peace Watershed Alliance is guided by its vision, mission and shared values.

### Vision

*The Peace is a healthy, sustainable watershed that supports our social, environmental and economic objectives.*

### Mission

*To promote watershed excellence, the Mighty Peace Watershed Alliance will monitor cumulative effects from land use practices, industry and other activities in the watershed and work to address issues through science, education, communication, policy and by supporting watershed stewardship.*

### Shared Values

The Mighty Peace Watershed Alliance will:

<b>Respect a diversity of peoples and values</b>	By demonstrating individual and collective respect for the air, land and water and by appreciating the diversity of values and opinions found in the Peace watershed.
<b>Be an ambassador for the Peace watershed</b>	By promoting our vision and mission, demonstrating integrity, accountability and practicality, and practicing effective communication, knowledge-building and consensus decision-making.
<b>Be a trustworthy and credible source of information</b>	By being well-informed and providing sound advice through an adaptive watershed approach that integrates traditional, local and scientific knowledge in information-gathering and problem-solving.
<b>Be fair and transparent to all</b>	By seeking balanced representation and listening to all stakeholders in an open, transparent manner.
<b>Be inclusive and collaborative</b>	By facilitating inclusive and collaborative processes and partnerships, promoting membership and interaction, and providing opportunities for all stakeholders to be involved.
<b>Be innovative and action-oriented</b>	By being motivated, resourceful and action-oriented in finding new, innovative ideas and win-win solutions.
<b>Foster Stewardship</b>	By encouraging and enabling individuals and organizations to be good stewards of the watershed.



### 3. WHAT WE DO – Strategic Business Plan

The Mighty Peace Watershed Alliance (MPWA) is also guided by a rolling strategic plan and is currently changing from a 3 year Strategic Plan to a 5 year Strategic Plan. The successful completion of major milestones such as the State of the Watershed (2015) and the Integrated Watershed Management Plan (2018) allows the Board to focus on the long term effective implementation of the planning work done up till now. This plan provides goals<sup>1</sup> and strategies<sup>2</sup> required to achieve the vision and mission of the MPWA. A more-detailed annual operational plan will also be developed each year

#### Goals and Strategies 2019-2024

<b>Goal #1 - The Mighty Peace Watershed Alliance is a strong, vibrant, and sustainable organization.</b>	<b>1.1 Develop a strong financial position and certainty (timing, opportunities)</b>
	<b>1.2 Build organizational and project capacity through committee, staff development and recruitment</b>
<b>Goal #2 The Board and Members of the Mighty Peace Watershed Alliance are well educated about air, water and land issues in the basin and are open to innovative ideas and practices.</b>	<b>2.1 Improve board understanding about the cumulative effects of land-use on water quantity, quality and aquatic health</b>
	<b>2.2 Encourage knowledge/innovation by bringing in expertise to address Board and member's concerns</b>
<b>Goal #3 - The Mighty Peace Watershed Alliance is well-known and accessible to residents in the basin.</b>	<b>3.1 Develop and implement a community engagement strategy to dialogue with communities in the Peace basin</b>
	<b>3.2 Develop and implement a community engagement strategy to dialogue with aboriginal communities in the Peace basin</b>
<b>Goal #4 - Residents of the Peace watershed have access to safe, secure drinking water.</b>	<b>4.1 Residents of the Peace watershed have access to safe, secure drinking water.</b>
	<b>4.2 Promote Best Management Practices for drinking and wastewater management.</b>
<b>Goal #5 - Water quality, quantity and seasonal rate of flow in the Peace watershed is understood and advice on its uses are made to the appropriate bodies.</b>	<b>5.1 Improve understanding of the water quantity, quality and seasonal rate of flow in the Peace basin</b>
	<b>5.2 Improve understanding about the instream flow needs of the Peace River and its major tributaries and wetlands</b>
<b>Goal #6 - Watershed Stewardship is widely supported by residents throughout the basin.</b>	<b>6.1 Strengthen the Alliance's effectiveness by building a collaboration of community networks that promote MPWA stewardship initiatives.</b>

#### Monitoring and Reporting

The Mighty Peace Watershed Alliance will monitor its activities and will report annually on its progress against the goals and strategies listed above. Specific outcomes are indicated in the Operational Plan and will be adjusted as circumstance dictates.

<sup>1</sup> A Goal is a desired outcome that supports the Mission and helps achieve the Vision.

<sup>2</sup> A Strategy is a plan of action designed to achieve a Goal.

## Appendix 1 - 2019-2024 Strategic Plan & 2019-2020 Operational Plan

Note: The body responsible for each action is abbreviated as follows: B=Board; EC=Executive Committee; ED=Executive Director; FC=Finance Committee; TC=Technical Committee; E&S = Education and Stewardship Committee; IWMP SC= IWMP Steering Committee; E/O=Education/Outreach Coordinator & WC=Watershed Coordinator. **Term to initially address outcomes are S(hort) 1-2 years, M(edium) 3-4 years and L(ong) 5+ years with many outcomes then being carried through the life of this Strategic Plan.**

Goals	Strategies	2019-2024 Activities	Outcomes
<b>Goal #1 - The Mighty Peace Watershed Alliance is a strong, vibrant, and sustainable organization.</b>	<b>1.1 Develop a strong financial position and certainty (timing, opportunities)</b>	<p>1.1.1 Through the Finance committee (FC) lobby to address multi- year funding and timing concerns. Lobbying will involve proposing resolutions to RMA and AUMA. MPWA will seek support from other WPACs to address funding issues.</p> <p>1.1.2 The Board Chair will send letters requesting funding support to the Ministers of AEP, AAF, Municipal Affairs and others.</p> <p>1.1.3 The MPWA (ED, WC) will pursue federal/provincial grants and Board (B) members will approach and solicit potential sources of financial support.</p>	<p>Before 2020-2021 fiscal year address timely, stable funding from AEP for achieving the Water for Life goals with the WPAC model. Secure multi-year funding. {Chair, ED} S</p> <p>The MPWA will endeavor to have appropriate operational 3 year MOUs in place (target AEP, AB Health Services, AB Culture, AAF, NADC, Aboriginal Affairs, and other as board determines; there is ongoing work on these items). {Chair, ED} S</p> <p>The Chair and Board (and ED) is to pursue other sources of stable funding through new partners (phone, letter, and/or conversation) and increase of general funds by new partners by 5% of total budget. Quarterly reports by Chair on funding progress will be provided to the Board. {ED, B} S</p> <p>Through the MPWA efforts to network, in kind support for general budget and projects will increase by 5% each year. {B, ED, E/O, WC} S</p> <p>Increase staff complement by addressing financial requirements &amp; staff capacity for work in areas of fund development and community liaison. {ED} L</p> <p>Bylaws, Process Guide and Committee TORs are regularly reviewed &amp; updated as necessary. {ED, B} S</p>
	<b>1.2 Build organizational and project capacity through committee, staff development and recruitment</b>	<p>1.2.1 Maintain organizational strength by sustaining staffing complement and maintain Board capacity by procuring grants for Staff and Board Development. Investigate blended work models with partner organizations to fill manpower requirements for specific work areas.</p>	<p>Ensure a yearly Board Meeting to identify funding sources, and review the financial committee's strategy. {ED&gt;FC&gt;B} S</p> <p>Each Director will identify and make contact with 2 potential sources of financial support. {B} S</p> <p>Staff will be encouraged &amp; supported to maintain professional competence to meet organizational goals.{ED} S</p>

Goals	Strategies	2019-2024 Activities	Outcomes
<b>Goal #2 The Board and Members of the Mighty Peace Watershed Alliance are well educated about air, water and land issues in the basin and are open to innovative ideas and practices.</b>	<p><b>2.1 Improve board understanding about the cumulative effects of land-use on water quantity, quality and aquatic health</b></p> <p><b>2.2 Encourage knowledge/innovation by bringing in expertise to address Board and member's concerns</b></p>	<p>2.1.1 Board members will have an understanding of the issues associated with monitoring and managing the cumulative effects as well as the threshold values and indicators of the Peace Watershed by inviting in appropriate speakers.</p> <p>2.1.2 Increase Board and Public awareness of cumulative effects monitoring by hosting workshops and exploring the Alberta Tomorrow/ALCES program by the end of 2020.</p> <p>2.2.1 Assess Board knowledge gaps and bring in expertise from organizations such as Governments, University, Colleges, Aboriginal groups, Industry, and others for at least two Board meetings a year.</p> <p>2.2.2 Bring in speakers for the public to address data and information gaps identified in the IWMP</p>	<p>Dedicate at least one Board meeting a year to include speakers who are knowledgeable about cumulative effects, thresholds, and indicators (incorporate tours to improve the Boards understanding of cumulative effects as needed). {ED, WC} <b>M</b></p> <p>The Board will have at least 2-3 presentations per year from a variety of experts covering a number of related topics. {ED, TC} <b>S</b></p> <p>Host one Board and one public workshop with the Alberta Tomorrow Cumulative Effects modelling. {ED, E/O} <b>S</b></p> <p>Provide learning opportunities for public 2 to 3 times per year to address data and information gaps identified in the IWMP. {WC, E/O} <b>S</b></p> <p>IWMP SC to evaluate and yearly report on the progress of implementation of the March 2018 IWMP. {IWMP SC, WC} <b>S</b></p>



Goals	Strategies	2019-2024 Activities	Outcomes
<b>Goal #3 - The Mighty Peace Watershed Alliance is well- known and accessible to residents in the basin.</b>	<p><b>3.1 Develop and implement a community engagement strategy to dialogue with communities in the Peace basin</b></p> <p><b>3.2 Develop and implement a community engagement strategy to dialogue with aboriginal communities in the Peace basin</b></p>	<p>3.1.1 E&amp;S to develop a plan to effectively network within the watershed.</p> <p>3.2.1 Invite conversation over the next five years with Aboriginal Communities to collect information regarding Aboriginal issues, to identify common issues and to share how the MPWA and Communities can collaborate.</p> <p>3.2.2 Invite Aboriginal Communities to participate in a MPWA Adhoc Committee to work towards establishment of an effective and appropriate strategy for engagement.</p>	<p>Promote membership opportunities within the MPWA to include knowledgeable supporters/advocates. {B. E&amp;S} <b>S</b></p> <p>Both the membership and mailing list will be up-to-date. {ED, E/O, E&amp;S} <b>S</b></p> <p>Establish an effective and appropriate engagement strategy for Aboriginal Community dialogue (strategy may include ad hoc committee, one presentation per year to an Aboriginal organization, and at least one presentation per year from an Aboriginal Community of the watershed to introduce Board to Traditional Knowledge, water issues and concerns, identify Aboriginal water champions) with the aid of an adhoc committee. {ED, B} <b>M</b></p> <p>To increase awareness of MPWA and its work, make at least 5 presentations to Municipalities/year (Council, Staff, consultants), promote MPWA at all workshops/activities, and a minimum of 2 tradeshow per year. {ED, E&amp;O, B} <b>S</b></p> <p>A Strategy plan has been developed and in place to distribute information about MPWA and activities – web access, social media, newsletters, etc. {ED, E&amp;O, E&amp;S} <b>S</b></p> <p>Complete influence mapping for MPWA. {ED, WC &amp; E/O} <b>M</b></p>

Goals	Strategies	2019-2024 Activities	Outcomes
<b>Goal #4 - Residents of the Peace watershed have access to safe, secure drinking water.</b>	<p><b>4.1 Residents of the Peace watershed have access to safe, secure drinking water</b></p> <p><b>4.2 Promote Beneficial Management Practices for drinking and wastewater management</b></p>	<p>4.1.1 Collaborate with existing organizations/communities to address public education and concerns around Source Water Protection Plans (SWPP). Engage partners in priority areas to undertake Source Water Protection Planning.</p> <p>4.2.1 The ED, E/O and E&amp;S develop a program that shares BMPs with other stakeholders in the watershed using websites, social media and other media. Focus will be on information and education regarding water literacy, water conservation, waste water management and managing drinking water.</p>	<p>SWPP: MPWA will be instrumental for support and assistance to appropriate authorities and Aboriginal Communities to develop SWP plans in priority areas: Grimshaw Gravels Aquifer SWPP - <b>S</b>, Wapiti Watershed - <b>S</b>, Lower Peace - <b>M</b>, and identify other locations - <b>L</b>. {E/O, E&amp;S, TC, WC}</p> <p>SWPP workshop to provide information by showcasing completed plans and addressing drinking water needs. {ED, WC, E/O} <b>M</b></p> <p>MPWA will look for opportunities to share BMPs as well as field requests for information and advice from municipalities, industry and Aboriginal communities for information and contacts regarding beneficial management practices. {ED, E&amp;S, E/O, TC WC} <b>S</b></p> <p>As appropriate continue linkage with Water North Coalition (WNC) on common goals (We are a non-voting member). {ED} <b>S</b></p> <p>Host three opportunities per year that address water literacy. {E/O} <b>S</b></p>

Goals	Strategies	2019-2024 Activities	Outcomes
<b>Goal #5 - Water quality, quantity and seasonal rate of flow in the Peace watershed is understood and advice regarding management is made to the appropriate bodies.</b>	<p><b>5.1 Improve understanding of the water quantity, quality and seasonal rate of flow in the Peace basin</b></p> <p><b>5.2 Improve understanding about the instream flow needs of the Peace River and its major tributaries and wetlands</b></p>	<p>5.1.1. Continue to share information around the Peace River Flow Regime and its downstream effects, as well as the community based flow values.</p> <p>5.1.2 MPWA will work with partners to address water availability away from the Mainstem.</p> <p>5.2.1 Improve water literacy through education about wetlands, riparian and in-stream flow needs.</p>	<p>The MPWA Board will have an understanding of EMSD's monitoring program for the Peace Watershed and work towards ensuring the program addresses gaps the MPWA has identified. {TC} <b>S</b></p> <p>The MPWA will take opportunities for input in AEP's monitoring program and Regional Plans. {ED, WC} <b>M</b></p> <p>Data gaps identified in the IWMP process &amp; communicated by recommendations in the IWMP and are reported to appropriate decision-makers. {WC} <b>S</b></p> <p>MPWA has the capacity to participate in processes and understand the progress that address water availability away from the Mainstem as they arise (SWPP, ABR, water pipelines) {WC, TC, B, ED} <b>S</b></p> <p>Ongoing operation of the Adhoc Wetlands Education Committee with up-to-date TOR and providing at least 2 education events each year. {E/O} <b>S</b></p> <p>As appropriate considering resources, continue monitoring the work of the WBNP Action Plan and be involved in further work. {ED, WC, TC} <b>S</b></p> <p>The MPWA will invite speakers to Board meetings to address instream Flow Needs (i.e. Andrew Paul) <b>S</b></p>

Goals	Strategies	2019-2024 Activities	Outcomes
<b>Goal #6 - Watershed Stewardship is widely supported by residents throughout the basin.</b>	<b>6.1 Strengthen the Alliance's effectiveness by building a collaboration of community networks that promote MPWA stewardship initiatives.</b>	<p>6.1.1 Engage Aboriginal and non-Aboriginal stewards and stewardship organizations. Provide stewardship learning opportunities that use conservation activities, workshops, newsletters, social media and website.</p> <p>6.1.2. Assist with tools and resources to individuals and organizations in the watershed to promote the use of Beneficial Management Practices.</p>	<p>Ensure all projects have an educational component such as tours, workshops, clinics, presentations, etc. {E/O, E&amp;S, WC} <b>S</b></p> <p>MPWA is considered a leader in its ability to collaborate. {ED, E/O, WC} <b>S</b></p> <p>Provide a member to sit on the Land Stewardship Center grant committee. {E/O} <b>S</b></p> <p>Develop a plan for Education and Stewardship initiatives. {ED, E/O} <b>S</b></p> <p>Update and maintain a listing of active Stewardship groups throughout the watershed. {E/O, E&amp;S} <b>S</b></p> <p>Encourage and support new stewardship groups {E/O, E&amp;S} <b>L</b></p>