



## 2019 ANNUAL REPORT

A close-up photograph of a mallard duck in flight, showing its green head, yellow beak, and brown and white feathers. The duck is positioned in the upper half of the frame, facing right.

# Rising TO THE Challenge

**Ducks Unlimited Canada supporters are united by their belief in the power and importance of conservation.**

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No creature is too small.



©iStock/jlm



**No challenge is  
too large.**

©Stock/Melanie Hobson



**Our strength comes  
from banding together.**

©DUC

**Our results are sweetest  
when shared.**



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**The pursuit of a healthier world is a journey with no end. But it's marked with important milestones that provide motivation to carry on. To forge new paths. To make new discoveries. And to inspire others to join us in rising to the challenge to *Rescue Our Wetlands*.**

**Over the past year, DUC realized many of these milestones thanks to your support.**

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## Message from the President & Chairman of the Board

### An historic year for wetland conservation

The year 2019 has been locked in our sights for some time. To be exact, we've been focused on what this point in history would reveal about the state of Canada's wetlands and waterfowl for the past seven years.

Today, we're proud to say, the news is good. Our efforts are paying off. As DUC marked the successful conclusion of our seven-year *Rescue Our Wetlands* campaign, this year's conservation achievements propelled us farther than we ever imagined.

As you flip through the pages of this report, you'll see examples of the inspiring work that took us through the homestretch of the campaign and beyond our ambitious goals. And while the number of acres we conserved and the number of projects we delivered are impressive, the impact our work had on people is most compelling. Each story shines a spotlight on a conservation partner whose passion and commitment has made our work possible. Each is a powerful reminder of why our mission means so much to so many.

You'll also get a glimpse into the innovative ideas that are leading us into our next great conservation undertakings. Because as much as we've accomplished for Canada's wetlands and waterfowl, we know there is still much to do.

Now, more than ever, the country needs wetland conservation. It needs DUC—and it needs you. Environmental issues related to water quality, biodiversity, floods, droughts, sea level rise and the effects of a changing climate are real. So, as we prepare to tackle the challenges that lie beyond the *Rescue Our Wetlands* campaign, our hopes are high. Our courage is strong. Because by working together, we know we can build a healthy, sustainable future.

Thank you for making this an historic year for wetlands, for waterfowl and for all of us.

Yours in conservation,

David C. Blom  
President

James E. Couch  
Chairman of the Board



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# A Campaign That Made History

Seven years...a \$500-million fundraising goal...  
and the opportunity to change the face of conservation.

The *Rescue Our Wetlands* campaign took bold steps to safeguard wetland habitat across Canada. This habitat is critical to the health of our water, our wildlife and our communities. With up to 70 per cent of wetlands lost in settled areas of the country, *Rescue Our Wetlands* responded to the urgent need to conserve and restore these vital ecosystems. Over seven years, \$559 million was raised to deliver record-breaking results for some of Canada's most valuable ecosystems.

## Big Gains on the Ground and in the Air

### Wetland Habitat

651,057 acres conserved\*

95,999,458 acres influenced\*\*

Together, we impacted an area the size of Newfoundland and Labrador.

### Waterfowl Populations:

In all seven years of the *Rescue Our Wetlands* campaign, waterfowl breeding populations were significantly higher than the long-term average in traditional survey areas. A record high happened in 2015 when nearly 50 million ducks made their way down the flyways.

\* Conserved: Areas impacted through direct habitat programs such as land purchases and conservation easements.

\*\* Influenced: Areas impacted through partnerships and policy work.

## Advancing Conservation Science

DUC's world-leading scientists from the Institute for Wetland and Waterfowl Research made important inroads as they studied our changing environment to determine the best conservation actions. Examples of their research included quantifying the role wetlands play in water quality, flood and drought mitigation, carbon storage and in supporting biodiversity. They also examined the effects of human activities on waterfowl populations and behaviours.

## A Continental Achievement

DUC's conservation achievements in Canada were further amplified by successes across North America. *Rescue Our Wetlands* was a continental campaign that included Ducks Unlimited organizations in the United States and Mexico. Collectively, 2.2 million acres were conserved across North America.

## Empowering the Next Generation

The campaign also supported education programs that are empowering young people to become conservation leaders through DUC-recognized Wetland Centres of Excellence. The centres, many located in schools, engage students in conservation projects, student-to-student mentored field trips and outreach in their communities. There are currently 25 DUC-recognized Wetland Centres of Excellence across the country, 14 of which were established during the campaign.

## Congratulations to all Canadians

Passionate people are the driving forces behind DUC's continued success. Canadians' support of the *Rescue Our Wetlands* campaign made it one of the most significant fundraising achievements in history. It changed the face of conservation by changing the way that people think about and experience our planet's most precious ecosystems. It was about rising to the challenge to protect our water, our wildlife and the lifestyles of all Canadians. Thank you to the thousands of people who stepped up to help *Rescue Our Wetlands*.



# DUC by the Numbers

Results as of March 31, 2019

## Our Conservation Success

DUC conserves important wetlands *that are at risk, restores those that have been lost or damaged and manages the areas under our care. Our work delivers results you can wade in and walk on.*

**DUC's total conservation footprint** (Cumulative results since 1938)

**11,023 habitat projects** under our care

**6.4 million acres conserved** (including 3.0 million acres restored)

**177.2 million acres influenced**

### Annual progress

	2019 Goals	2019 Results	2018 Results	2017 Results
<b>Habitat acres conserved</b>	<b>86,192</b>	<b>98,766</b>	<b>105,902</b>	<b>120,109</b>
<i>(includes acres restored)</i>	<i>51,087</i>	<i>51,187</i>	<i>48,442</i>	<i>49,574</i>
<b>Habitat acres influenced</b>	<b>5.7 million</b>	<b>26.2 million</b>	<b>5.2 million</b>	<b>9.2 million</b>

*In 2019, DUC exceeded its conservation goals in both key categories. Thanks to major partnership and policy advancements in the boreal region, the number of acres we influenced was significantly higher than planned.*

### Looking ahead to 2020

*DUC is planning to conserve 89,875 acres (including the restoration of 45,545 acres) and to influence 4.0 million acres of critical habitat across the country.*

### Our long-term vision

DUC is striving to realize our conservation vision and associated habitat goals in time for our 100th anniversary in 2038. This will be achieved by conserving 10.2 million acres (including the restoration of 7.3 million acres). We recently completed a comprehensive International Conservation Plan that will guide our efforts to realize our vision in the next 19 years.

#### Definitions

**Conserved:** Areas DUC is directly protecting through habitat programs such as land purchases, management agreements and conservation easements.

**Restored:** Areas previously lost or degraded, now returned to their natural state and protected by DUC conservation work.

**Influenced:** Areas DUC is impacting through partnerships and policy work.

**Habitat project:** A parcel of land that DUC is responsible for protecting and managing.

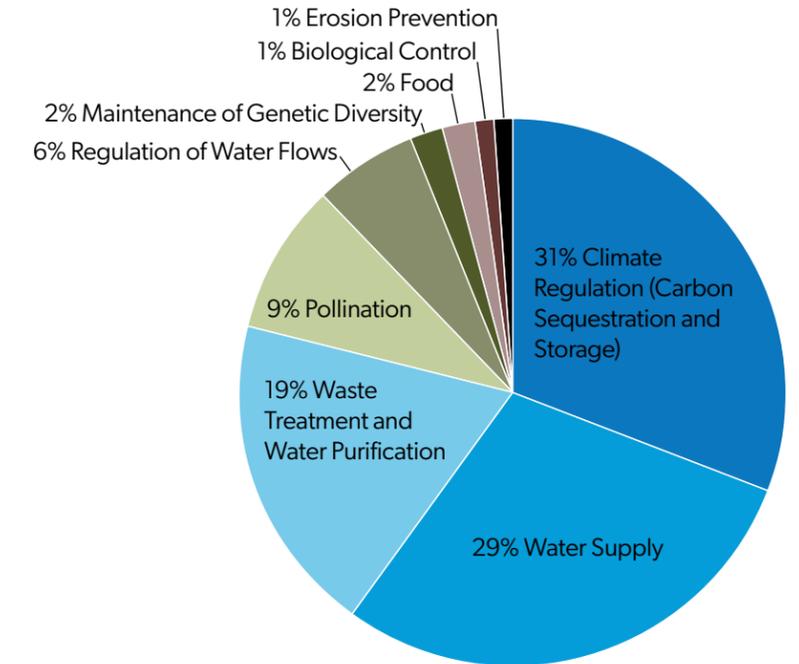
## Our Environmental and Economic Impact\*

The wetlands DUC saves aren't just for ducks. *They're for all of us. These amazing ecosystems are some of the country's most valuable natural resources.*

### Ecosystem services

The wetlands and other natural areas DUC conserves contribute many ecosystem services, or environmental benefits, to society. These include carbon capture and storage, water purification, regulation of water flows, erosion prevention, waste and nutrient filtration, biodiversity and wildlife habitat, pollination, biological control and food.

The total value of these ecosystem services associated with the 6.4 million acres (2.6 million hectares) of habitat under DUC's care is estimated at \$5 billion per annum. This works out to an average of \$782.38 per acre, per year (\$1,923.07 per hectare, per year).



### Economic benefits

For every \$1 invested in DUC conservation, restoration and wetland management efforts, society receives \$22 worth of economic, ecological and societal well-being benefits.



*\*Source: Anielski, M., J. Thompson, and S. Wilson. 2014. A genuine return on investment: The economic and societal well-being value of land conservation in Canada. Calculations based on 2012 figures, adjusted for inflation.*

# DUC by the Numbers

Results as of March 31, 2019

## Our Financial Commitment

DUC is dedicated to making the best use of its charitable dollars, investing in conservation activities that produce the greatest results for Canada's land, water and wildlife.

**Our goal is to invest 80 per cent of our expenditures in habitat conservation annually. In the 2019 fiscal year, DUC invested 81 per cent in habitat conservation.**

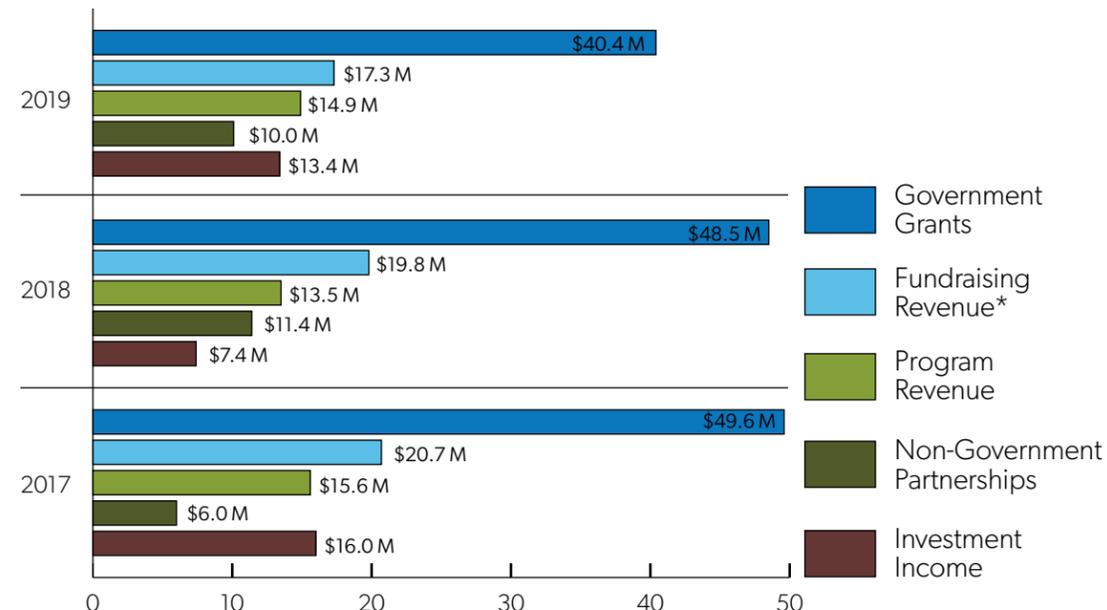
### Uses of Funds

	2019 Goals	2019 Results	2018 Results	2017 Results
<b>Conservation</b> <i>(Includes capitalized land purchases)</i>	<b>\$78.8 million</b> <b>81% investment</b>	<b>\$79.8 million</b> <b>81% investment</b>	<b>\$78.7 million</b> <b>81% investment</b>	<b>\$80.1 million</b> <b>82% investment</b>
<b>Fundraising</b>	<b>\$11.8 million</b>	<b>\$12.9 million</b>	<b>\$13.2 million</b>	<b>\$12.2 million</b>
<b>Administration</b>	<b>\$6.5 million</b>	<b>\$6.3 million</b>	<b>\$5.9 million</b>	<b>\$5.1 million</b>

### Looking ahead to 2020

*DUC is planning to realize \$90.3 million in gross revenue.*

### Sources of Revenue (in millions)



\*Includes gift-in-kind donations

DUC also leveraged lines of credit for our Revolving Land Conservation Program of \$19.3 million in 2019, \$21.7 million in 2018 and \$9.5 million in 2017.

## Our Relationship with Canadians

Wetland conservation brings Canadians together in many powerful ways. People from across the country, from all walks of life, are making DUC's work possible.

### DUC's Conservation Community stands 121,657 strong

This diverse group of supporters is made up of donors, landowners, students and teachers, fundraising event attendees and many others who are taking action to support DUC's conservation mission.

Here is a closer look at what some of these key ambassadors are doing:

**5,228 volunteers** raise funds and awareness for wetland conservation.

**18,846 landowners** protect vital habitat on their property.

**407 staff members** work to advance conservation every day.

**47,899 event attendees** participate in fundraising activities in their communities.

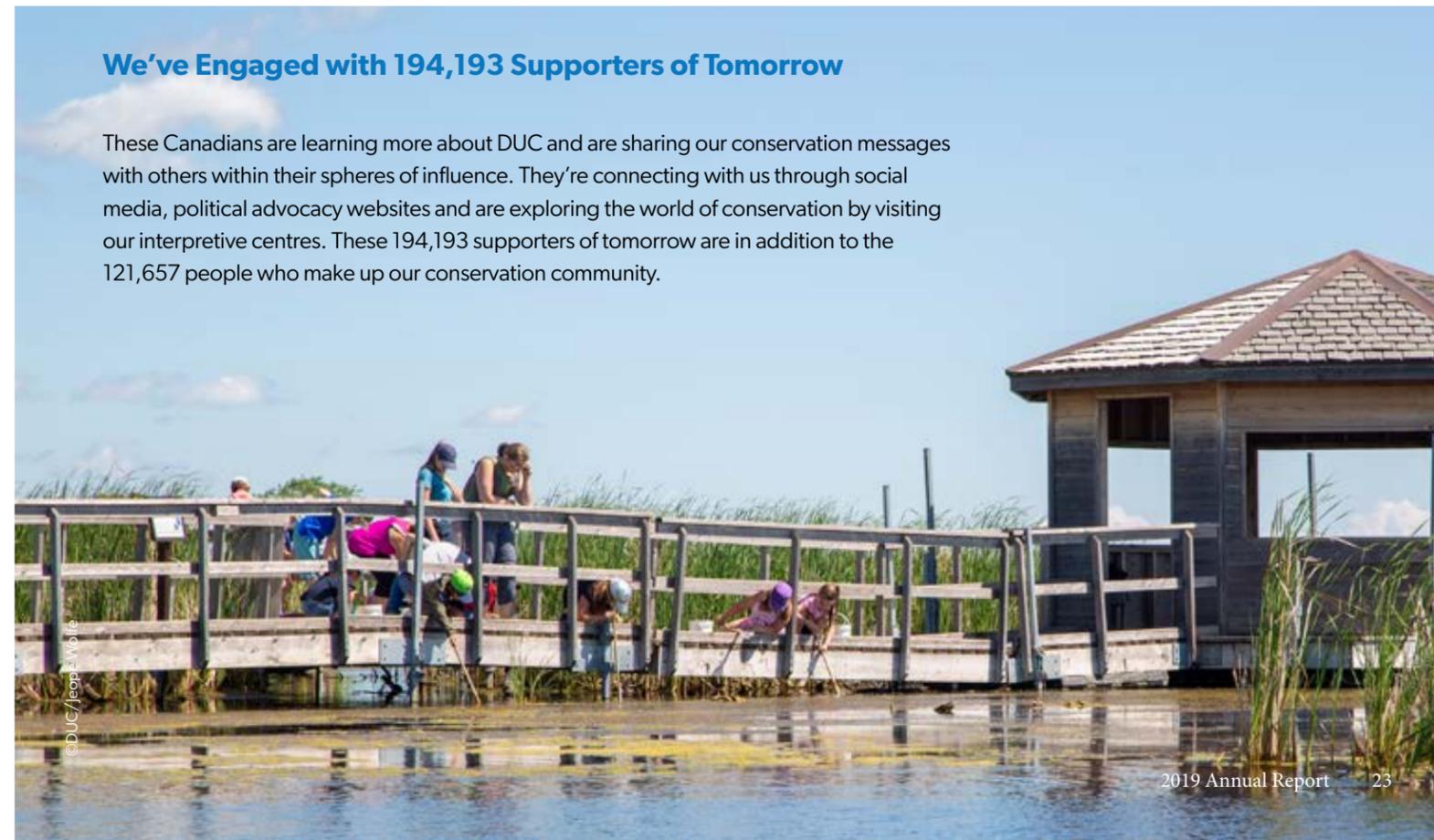
Our grassroots activities are also building important local relationships.

DUC brings friends, neighbours and residents together in support of wetland conservation. In FY19, DUC was proud to host:

**320 fundraising events** including gala dinners, auctions, clay shoots, trail runs and more.

### We've Engaged with 194,193 Supporters of Tomorrow

These Canadians are learning more about DUC and are sharing our conservation messages with others within their spheres of influence. They're connecting with us through social media, political advocacy websites and are exploring the world of conservation by visiting our interpretive centres. These 194,193 supporters of tomorrow are in addition to the 121,657 people who make up our conservation community.



# DUC by the Numbers

Results as of March 31, 2019

## Key Accomplishments in 2019

DUC is proud to have realized many important achievements that are strengthening our business and advancing our mission.

- Launching the second phase of DUC's business system transformation project, which included the implementation of a sophisticated new land management system that is enhancing our ability to administer our conservation programs.
- Investing \$9.9 million in DUC's Revolving Land Conservation Program, which supports Canada's working landscape by helping keep land in the hands of private owners.
- Supporting a national network of high-school students and teachers who are taking on wetland conservation projects at 25 DUC-recognized Wetland Centres of Excellence.
- Awarding eight graduate fellowships to some of North America's most outstanding university students who are pursuing wetland and waterfowl research at institutions across Canada and the United States.
- Establishing the DUC Endowed Chair in Wetland and Waterfowl Research at the University of Saskatchewan – the first of its kind in Canada.
- Receiving ongoing support from federal government programs including the Natural Areas Conservation Program, the National Wetland Conservation Fund, and securing funding from the newly established Nature Fund.
- Implementing a new National Health and Safety Program that's enhancing DUC's work environment and contributing to the well-being of staff.

## Looking Ahead

As DUC looks ahead to 2020, the underlying principles guiding our work include:

- Building on eight decades of progress.
- Recognizing the increasingly challenging and sophisticated political, social, technological, legal, economic and environmental climate in which we live and work.
- Fixing our sights firmly on a sustainable future.

DUC's 2020 business plan defines our five highest business priorities as follows:

- **Unrestricted Revenue:** Focusing our resources to address the ongoing critical need for unrestricted funding, which will allow us to invest our charitable dollars in the most needed areas of our business.
- **Systems Transformation:** Selecting and implementing a new constituent relationship management (CRM) system to help staff and volunteers build meaningful relationships, market to existing and new audiences, gain efficiencies, grow our resources and reduce risk.
- **National Marketing Strategy:** Implementing DUC's national marketing strategy across multiple platforms and channels to raise our brand profile and unrestricted revenue.
- **Cultural Evolution:** Building a strong, effective and diverse organization that offers a safe, inclusive and respectful culture as well as an adaptive work force.
- **Government Revenue:** Stewarding our relationships with provincial, federal and state governments to grow public investment and maximize critical partnership/policy opportunities that support DUC's habitat conservation efforts.

Keeping these business priorities at the forefront, while continuing to adapt to and manage challenges and opportunities as they emerge, will make the coming year a defining one for DUC.



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# Conservation

Canada's wetlands are vast and varied. They take the form of marshes, bogs, fens, swamps and open water. They're found on the prairies, in the boreal forest, along coastlines and even in the tundra. All help keep our communities healthy and safe.

To protect these diverse ecosystems, DUC uses a collection of diverse conservation tools:

- Conservation easements
- Restoration and mitigation work
- Revolving land conservation programs
- Winter wheat, forage and rangeland programs

DUC also partners with conservation groups across the continent to support the land, water and wildlife we share. Results ripple across borders, benefitting all North Americans.



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## North American Waterfowl Management Plan Update

***DUC helps adapt the world's most successful conservation model to meet today's challenges***

What will have the greatest impact on the future of wetland and waterfowl conservation? According to the recent update to the North American Waterfowl Management Plan (NAWMP), it's people.

Titled *Connecting People, Waterfowl and Wetlands*, the update to this world-renowned conservation model recognizes the importance of engaging new and diverse audiences with conservation. DUC took a lead role in penning the update, which stresses the need to become relevant to more people—and points to the environmental and economic benefits provided by wetlands as important connections.

“We have learned that people from all walks of life share an interest in waterfowl habitat conservation,” says Jim Devries, DUC research scientist and co-author of the NAWMP update. “Bird watchers, hikers, outdoor enthusiasts, and the general public all benefit from this work. Engaging with them and showcasing how waterfowl and wetlands contribute to their quality of life will provide the foundation we need to build and maintain broader support.”

The NAWMP is an international partnership agreement between Canada, the U.S. and Mexico. It serves as the overarching strategy that guides DUC conservation work at a continental level. First established in 1986, it continues to stand as the beacon of success for conservation practitioners and wildlife enthusiasts worldwide.

“The environmental and social science we've been conducting at DUC for the past several years provided the foundation for many of the recommendations found in the update,” says Devries. “We're proud that our research is tightly woven into the fabric of this renowned international conservation model.”

### Partner Spotlight:

#### The NAWMP Plan Committee

The NAWMP Plan Committee provides leadership and a forum for discussion regarding international waterfowl issues. Each country has six members on the Plan Committee, with permanent membership reserved for federal wildlife agencies. The Plan Committee is responsible for updating the NAWMP every five years.



*North American Waterfowl  
Management Plan*



©DUC/Jeope Wolfe

# Science

Science brings DUC's conservation work to life. It's the foundation of every decision we make. It's shaping the future by uncovering important connections between wetlands, our changing environment and human interactions.

Led by the Institute for Wetland and Waterfowl Research, DUC's science guides our work by:

- Informing our conservation programs so that we may achieve the best outcomes for waterfowl and people
- Giving us credibility and influence with governments, industries and landowners
- Equipping us with environmental data that is meaningful to all Canadians

Our commitment to science is what makes DUC a respected leader in North America's conservation community.



## The DUC Endowed Chair in Wetland and Waterfowl Research

*New position will educate and mentor generations of young conservation scientists*

University programs dedicated to the study of wetlands and waterfowl ignite the passion of tomorrow's conservation leaders. They stir a curiosity that drives new discoveries. They provide the training needed to tackle environmental challenges that are affecting our land, water and wildlife. Unfortunately, programs that provide this educational foundation are in serious decline.

Committed to ensuring future conservation leaders have access to the training they need, DUC has taken a bold and novel step to establish the DUC Endowed Chair in Wetland and Waterfowl Research at the University of Saskatchewan.

"The DUC Endowed Chair will be the first and only one of its kind in Canada," says Karla Guyn, CEO of DUC and a proud University of Saskatchewan alumna. "Investing in innovative research and the bright young minds behind it is an outstanding opportunity to support—and shape—the future of conservation science."

DUC will assist the University of Saskatchewan in recruiting the professor who will serve as the chair and will help set the direction of the research program.

Located in the heart of the prairie pothole region, with easy access to the western boreal forest, the University of Saskatchewan is ideally positioned to address questions in the most important landscapes in North America for waterfowl conservation.

"The significance of this achievement cannot be overstated," says Guyn. "It will awaken the scientific faculties of hundreds of students and it will lead to new discoveries about wetlands and waterfowl and the natural world. But most importantly, it will instill a desire within these up-and-coming conservationists to make a difference."

### Partner Spotlight:



In 2017, an international caucus of waterfowl educators and professionals evaluated all universities in North America and identified the University of Saskatchewan as the highest priority for a new endowed chair. DUC also has a long and productive history with the university. Nearly 30 former and current employees have received expert training here. In addition to a strong biology department, students focused on waterfowl ecology will have access to the university's leading veterinary school, a newly created School of Environment and Sustainability, the Global Institute for Water Security, and Environment and Climate Change Canada's Prairie and Northern Wildlife Research Centre.

# Policy

DUC policy experts work with all levels of government – federal, provincial and municipal – to advocate for conservation.

Backed by sound science and an 81-year legacy of conservation success, we have the strength and credibility to influence meaningful change by:

- Providing recommendations to shape legislation that impacts wetlands
- Offering scientific information to support conservation decision making
- Delivering on-the-ground habitat work to help achieve the goals of government conservation programs

We are proud to play a leading role in establishing and delivering policy efforts to ensure the best results for people and wildlife.



## Natural Heritage Conservation Program

### *DUC selected as key partner to conserve habitat on private lands*

A new \$100-million Government of Canada program is protecting some of the country's most valuable—and vulnerable—wetland habitat. The Natural Heritage Conservation Program is a four-year commitment that will focus on securing intact ecosystems on privately owned or managed lands.

DUC was selected as a key partner and will access up to \$20 million of these funds to deliver habitat work across the country.

“The program's focus on private lands is important,” says Jim Brennan, DUC's director of government affairs. “Many of Canada's wetlands are located within privately held or settled landscapes, which can make them more vulnerable to degradation and loss.”

Another important component is the program's requirement for matching funds. DUC is responsible for matching every federal dollar it receives with at least two dollars of non-federal contributions.

“The matching aspect is a powerful way that we can work with our donors and supporters to triple the investment—and triple the conservation impact,” says Brennan.

The Natural Heritage Conservation Program is expected to conserve more than 490,000 acres (200,000 hectares) across Canada over the next four years.

### Partner Spotlight:

#### **Nature Conservancy of Canada**

DUC is working closely with the Nature Conservancy of Canada (NCC) who is overseeing the allocation of Natural Heritage Conservation Program funding. DUC and NCC have a long history of collaborating to maximize the impact of government programs.

*Left to right: Cameron Mack, Executive Director of Wildlife Habitat Canada; Karla Guyn, CEO of DUC; the Hon. Catherine McKenna, Minister of Environment and Climate Change Canada; John Lounds, president and CEO of NCC; Susan Walmer, Chief Administrative Officer, Oak Ridges Moraine Land Trust at the National Conservation Program announcement.*



# Education

**Nature is a powerful teacher.** *It ignites curiosity and confidence within young people. DUC believes these youth can change the world—and many already are. We're encouraging the next generation of conservation leaders to explore and protect our favourite outdoor classrooms: wetlands.*

DUC's education efforts focus on our interpretive centre partnerships, including the Oak Hammock Marsh Interpretive Centre located at DUC's national office, as well as two key programs that engage young people in wetland conservation:

- DUC-recognized Wetland Centres of Excellence are schools and community partners that engage students through action projects, student-to-student mentored field trips and outreach in their communities
- The Wetland Heroes program recognizes motivated young people who support wetland conservation through their own projects and initiatives

DUC is proud to be empowering youth across the country to become forces for nature.



## Wetland Heroes *Recognizing Canadian youth taking conservation action*

The size of the act does not determine the strength of its impact. This is the lesson that DUC's Wetland Heroes are teaching the world about conservation. Recognized for undertaking projects—large or small—that help conserve wetlands, these young people are inspiring their peers and their communities with their actions.

Students created rain gardens around their school to capture and filter water. An Alberta school successfully completed 2,000 environmental projects. And a five-year-old entrepreneur donated the proceeds from his lemonade stand sales to DUC.

“Every young person is fostering positive change at some level,” says Merebeth Switzer, DUC's national manager of education. “It might come in the form of on-the-ground conservation work, community awareness or political advocacy, but they're all making a difference and all of their actions add up. That's what's so inspiring.”

In 2019, DUC renewed its focus on the Wetland Heroes program with a goal of recognizing the conservation efforts of more youth across the country. Any Canadian youth under the age of 25 can be nominated. Submissions for individuals, groups, classes or youth clubs are welcome.

“We're encouraging Canadians across the country to nominate Wetland Heroes in their communities,” says Switzer. “Sharing their story will help inspire others.”

### Partner Spotlight:



Cargill is DUC's national education sponsor. The international agri-food company is committing more than \$100,000 per year until 2020 to inform and inspire youth across Canada.

# International Partnerships

Waterfowl follow ancient pathways from their breeding grounds to wintering areas in an epic journey that has amazed humankind for millennia. DUC has studied these birds for more than 80 years. We've learned that the best way to support them is to work as they do—by banding together and uniting our efforts from one end of the continent to the other.

DUC's efforts are guided by powerful and long-standing international programs and legislation, including:

- The North American Waterfowl Management Plan, an international plan signed by Canada, the U.S. and Mexico to conserve waterfowl and migratory birds in North America
- The North American Wetlands Conservation Act, a U.S. federal cost-sharing program that provides funds to support the North American Waterfowl Management Plan

Together with our conservation colleagues in the U.S. and Mexico, we are a continental force for wetlands and waterfowl.



©DUC/Tye Gregg



## Mississippi Flyway Partners

### U.S. states step up to support waterfowl conservation in Canada

Hunters in the U.S. have a special relationship with North America's waterfowl—and a deep respect for the conservation work that keeps populations healthy. This includes safeguarding important breeding habitat in Canada. Hunters who hail from states within the Mississippi flyway understand this cross-border connection and are supporting Canadian conservation in a big way.

The Mississippi flyway is the waterfowl migration path that links the prairie pothole region, western boreal forest, Ontario and western Quebec to the most dominant southerly flowing rivers and water systems in the mid-continent of the U.S. The states in the Mississippi flyway contain 50 per cent of the country's waterfowl hunters who are responsible for nearly 50 per cent of all ducks harvested in the country annually. Fittingly, they also contribute more than 50 per cent of all state dollars that DUC receives in support of habitat conservation on the breeding grounds.

"These states recognize that to continue enjoying the outdoor pursuits they love, they must protect the habitat the birds need," says Dave Kustersky, DUC's manager of international partnerships. "They know Canada is a big part of this equation."

The Association of Fish and Wildlife Agencies (AFWA) in the U.S. sets an annual goal for every state to invest a portion of their funding in Canadian conservation projects. Funds are generated primarily through the sale of hunting licenses. Five states (Alabama, Arkansas, Ohio, Missouri and Tennessee)

in the Mississippi flyway are currently at their AFWA goal and several others are working to grow their investment in Canada.

"These states have the foresight, courage and generosity to direct funds outside their political jurisdictions to support greater conservation goals," says Kustersky. "They understand the value of conserving areas beyond their borders."

### Partner Spotlight:

#### Association of Fish and Wildlife Agencies

The Association of Fish and Wildlife Agencies is championing the philosophy of cross-border conservation throughout the U.S. For more than 50 years, an important part of the Association's mandate has been to encourage state fish and wildlife agencies to contribute a portion of their conservation funding to Canada. The goal they've set is for states to collectively contribute up to \$10 million per year to conservation projects in Canada. It's an ambitious goal, with states currently contributing approximately \$4 million.



ASSOCIATION of  
FISH & WILDLIFE  
AGENCIES

# Philanthropic Giving

For our donors, giving to DUC is more than just a charitable contribution. *It represents a deep commitment to the environment and the desire to improve the lives of wildlife and people.*

DUC's philanthropic gifts come in all shapes and sizes, from a diverse collection of supporters:

- Individual donors make personal gifts that reflect their lifestyle and interests
- Environmentally focused corporations give back to natural areas
- Foundations support conservation efforts that benefit people and communities

Across the country, DUC donors are inspiring others with their generosity and are shaping the future with their philanthropy.



## Building climate resiliency at Brick Ponds

### Intact Financial Corporation supports urban wetland restoration

It's a transformation that's taken a 79-acre (32-hectare) wetland complex in Woodstock, Ontario from bricks to bulrushes. Literally.

Known as Brick Ponds, it's one of the province's few urban wetlands. A portion of the property was used to source clay in the production of bricks for home construction in the 1850s and 60s. Today, in the face of a changing climate and extreme weather, Brick Ponds has much more to offer the rapidly growing city. Flood protection, clean water and recreational opportunities are just a few of the important environmental and economic benefits the wetland could provide.

Recognizing this, Intact Financial Corporation stepped forward to support DUC's efforts to restore the area. DUC has collaborated with a number of local conservation partners to transform Brick Ponds into a highly productive natural area by removing a towering invasive plant called Phragmites, reintroducing natural vegetation and excavating five small wetlands.

"Nature and natural resources are, and have always been, among Canada's greatest assets," says Charles Brindamour, CEO of Intact. "It is becoming increasingly apparent that these resources can be harnessed as critical infrastructure and leveraged to manage the risks associated with climate change. We have a responsibility to advance this work to ensure the long-term resilience of our country."

Intact Financial is hoping more communities across the country will follow the Woodstock model, recognizing the significant value urban wetlands bring to cities through flood attenuation and water quality improvement.

"By making our country one of the most climate resilient in the world, we can protect our nature, our economy and our people," says Brindamour.

### Partner Spotlight:



Recognizing the enormous human and economic impacts of climate change, Intact Financial Corporation is working with charitable partners like DUC to build more resilient communities. Its \$75,000 investment in the Brick Ponds restoration project is an example of how it's supporting the use of natural assets like wetlands to address and manage the risks of a changing environment.

# Grassroots Fundraising

*Change begins locally. Ideas take shape around kitchen tables, come to life in community centres and build momentum from the ground up. Since DUC's inception, grassroots support has been the driving force behind our conservation progress. Passionate people in communities across the country are fundraisers, advocates and donors who are creating a swell of support for our land, water and wildlife.*

Canadians are encouraged to join DUC's team of conservation change-makers by:

- Becoming a volunteer
- Attending or hosting a fundraising event
- Pitching in at local habitat projects
- Advocating for wetlands with policymakers

DUC's grassroots supporters lend their hands and their hearts to conservation. Each person is making a difference.



©MAST Creative



©DUC/Franco Alo

Five-year-old Dominik donated a portion of the earnings he made from his lemonade sales to DUC.

## Peer-to-peer fundraising

### Volunteers put a personal spin on generating support for wetlands

DUC volunteers come from all walks of life but share one noble quality: the desire to do more. They're passionate about wetland conservation and are continually challenging themselves to raise more money, generate more awareness and make a greater impact. Today, they're taking on new projects—and making them personal.

Volunteers are participating in a new online fundraising method known as peer-to-peer fundraising. Volunteers undertake a project of their choosing and invite friends, family and others in their networks to support them by making donations through a personal fundraising page. From participating in a trail run to hosting an ATV or truck rally, peer-to-peer fundraisers allow volunteers to raise funds in creative new ways.

“Traditionally, volunteers have directed their fundraising efforts through DUC's famous dinners and auctions,” says Tim Binch, DUC's national manager of volunteer fundraising. “These events have put DUC on the map in communities across the country and continue to play a critical role in raising funds for conservation. A peer-to-peer event is something different. There's no merchandise, no banquet, no tickets to sell. Instead, the volunteer's personal story is the focal point.”

With Canadians more digitally connected than ever, this technique is becoming an effective way that DUC volunteers are generating more support for wetlands and wildlife, while reaching new supporters online and in their communities.

### Partner Spotlight:

#### Ride to the Lake

For the past three years, a group of intrepid volunteers and avid cyclists have been putting their mettle to the pedal to raise funds for wetland conservation. Their unique fundraiser, Ride to the Lake, sees participants make a 200-kilometre trek from Winnipeg, Man. to Kenora, Ont. Each rider sets up a personal fundraising page and solicits pledges and support. Ride to the Lake was an early adapter of the peer-to-peer fundraising model.



# British Columbia

Canada's west coast is a nature enthusiast's dream. Mountains tower over gleaming wetlands, salmon journey through lush estuaries and the brassy calls of trumpeter swans echo from the sky. DUC is working throughout B.C. to ensure future generations can experience and benefit from these incredible ecological gifts.

## Our conservation success

### DUC's total conservation footprint in B.C.

(Cumulative results since 1938)

615 habitat projects under our care

444,382 acres conserved (including 291,433 acres that were restored)

6,898,802 acres influenced

(Additional acres influenced within the boreal region of B.C. are reported in the boreal section of this report.)

### Annual progress

	2019 Goals	2019 Results	2018 Results	2017 Results
Habitat acres conserved	935	350	5,325	3,819
<i>(includes acres restored)</i>	172	172	4,979	300
Habitat acres influenced	17,875	20,476	23,730	35,735

In 2019, DUC exceeded its goal for acres influenced but fell short of the goal for acres conserved. The shortfall in conserved acres is a result of a delay in project permitting. In comparison to the past two years, there has been a decline in the number of acres conserved in B.C. as DUC focuses on the planning and design for large projects in coming years.

### Looking ahead to 2020

*DUC is planning to conserve 656 acres (including the restoration of 51 acres) and to influence 12,700 acres of critical habitat in British Columbia.*

## Our community partners

10,571 supporters who are contributing to our mission

789 volunteers who raise funds and awareness for wetland conservation

979 landowners who protect vital habitat on their property

6,854 event attendees who participate in 51 fundraising events across the province



## Fraser River Estuary

### New funds boost conservation for birds and fish in province's most famous estuary

As B.C.'s Fraser River flows into the sea, an incredible ecosystem comes alive. Freshwater mixing with the salty Pacific creates the Fraser River Estuary—a highly productive and diverse network of marshes, mudflats and tidal waters. But rising sea levels, habitat loss and the spread of invasive species are taking a toll on this coastal treasure. With new support from the Government of Canada's Coastal Restoration Fund, DUC is fighting for the Fraser—and the hundreds of species of plants and animals that call it home.

DUC is receiving \$2 million over four years to restore approximately 57 acres (23 hectares) of coastal habitats that span the shorelines around Delta and Richmond. Staff are breaching dikes, modifying water controls and delivering other conservation work to enhance the important exchange of tidal water throughout the estuary.

"This is good news for salmon," says Dan Buffet, DUC's manager of provincial operations in B.C. "Habitat loss in the Lower Fraser has put pressure on populations, and our restoration efforts will provide fish with better access to quality marsh habitat."

Funds are also being used to remove an invasive species of European cattail, *Typha angustifolia*, as well as another invasive plant called Spartina. Both are choking out natural habitat that birds and other wildlife rely on.

"The Fraser River Estuary is a natural treasure here in B.C. and one of DUC's highest priority areas in the province," says Buffet. "We must protect our precious coastlines, and this investment is an important step in the right direction."

### Partner Spotlight:



Fisheries and Oceans Canada

The \$2-million in funding that's supporting DUC's efforts in the Fraser River Estuary is part of the Government of Canada's \$75-million Coastal Restoration Fund. Managed by the Department of Fisheries and Oceans, the fund supports projects that help restore coastal aquatic habitats.



# Alberta

Wetlands are woven into the fabric of the province's culture, identity and economy. From agriculture to industry, to tourism, infrastructure and development, these powerful ecosystems contribute to the lives of all Albertans. DUC conservation programs are helping ensure these vital relationships remain.

## Our conservation success

### DUC's Total Conservation Footprint in Alberta

(Cumulative results since 1938)

2,400 habitat projects under our care

2,347,347 acres conserved (including 1,140,385 acres that were restored)

136,342 acres influenced

(Additional acres influenced within the boreal region of Alberta are reported in the boreal section of this report.)

### Annual progress

	2019 Goals	2019 Results	2018 Results	2017 Results
<b>Habitat acres conserved</b>	<b>20,785</b>	<b>20,993</b>	34,826	25,835
<i>(includes acres restored)</i>	<i>13,800</i>	<i>12,174</i>	<i>23,542</i>	<i>17,324</i>
<b>Habitat acres influenced</b>	<b>95,000</b>	<b>100,000</b>	95,100	130,000

In 2019, DUC exceeded its conservation goals in both key categories. Our progress in Alberta remains steady year over year.

### Looking ahead to 2020

*DUC is planning to conserve 32,983 acres (including the restoration of 16,082 acres) and to influence 91,000 acres in Alberta.*

## Our community partners

14,196 supporters who are contributing to our mission

1,209 volunteers who raise funds and awareness for wetland conservation

4,512 landowners who protect vital habitat on their property

6,638 event attendees who participate in 50 fundraising events across the province



## New partnership benefits working landscapes on the Prairies

### Pembina Pipeline supports Revolving Land Conservation Program

Can working landscapes work for conservation? A new partnership between Pembina Pipeline Corporation and DUC is proving they can. The energy company made a bold \$1-million investment in DUC's Revolving Land Conservation Program, which strives to keep land economically productive while protecting key natural habitat for wildlife.

The Revolving Land Conservation Program is particularly effective in areas like the Prairies where demand for land is high. Through the program, DUC purchases land with high conservation value and restores the wetlands and grasslands on the property. The land is then sold back to producers with a conservation easement placed on the title. The easement protects the natural habitat, while allowing subsequent owners of the property to use the land in their operation through haying or grazing. Funds from the sale of the land provide DUC with the capital to repeat the cycle.

Pembina's contribution will help conserve approximately 2,000 acres (809 hectares) of important wetland and grassland habitat in key areas of Alberta and Saskatchewan.

"This program is designed to keep land in the hands of private owners," says Ron Maher, DUC's manager of provincial operations in Alberta. "It promotes sustainable agricultural practices, acknowledges a working landscape and delivers essential environmental benefits to all who call the region home."

Pembina's investment will span the next three years, kick-starting a cycle of environmental sustainability and economic success across this province.

### Partner Spotlight:



The importance of conserving Canada's wetlands is something Pembina has long recognized. The company's \$1-million investment in the Revolving Land Conservation Program builds on its past support of DUC programs at the Evergreen Learning and Innovation Centre in Grande Prairie. Here, DUC provides industry professionals with training and best practices that can be applied when operating near wetlands in Canada's boreal forest.

# Saskatchewan

Expansive views with seemingly endless skies are a hallmark of Saskatchewan. So, too, are the millions of waterfowl that ride the province's prairie winds every year. Nowhere in North America will you find the kind of abundant and productive wetland habitat that exists in Saskatchewan—and DUC is working hard to keep it that way.

## Our conservation success

### DUC's total conservation footprint in Saskatchewan

(Cumulative results since 1938)

3,136 projects under our care

1,761,360 acres conserved (including 929,963 acres that were restored)

4,584,085 acres influenced  
(Additional acres influenced within the boreal region of Saskatchewan are reported in the boreal section of this report.)

### Annual progress

	2019 Goals	2019 Results	2018 Results	2017 Results
<b>Habitat acres conserved</b>	<b>29,255</b>	<b>42,265</b>	<b>45,737</b>	<b>60,108</b>
<i>(includes acres restored)</i>	12,988	20,216	13,623	22,236
<b>Habitat acres influenced</b>	<b>170,000</b>	<b>294,829</b>	<b>924,014</b>	<b>629,774</b>

In 2019, DUC significantly exceeded its goals for conserving and influencing important habitat in Saskatchewan. Interest in our conservation programs was greater than expected, which led to an increase in successful negotiations with landowners and additional financial resources. This allowed DUC to conserve and influence more habitat.

### Looking ahead to 2020

*DUC is planning to conserve 31,172 acres (including the restoration of 15,470 acres) and to influence 136,000 acres in Saskatchewan.*

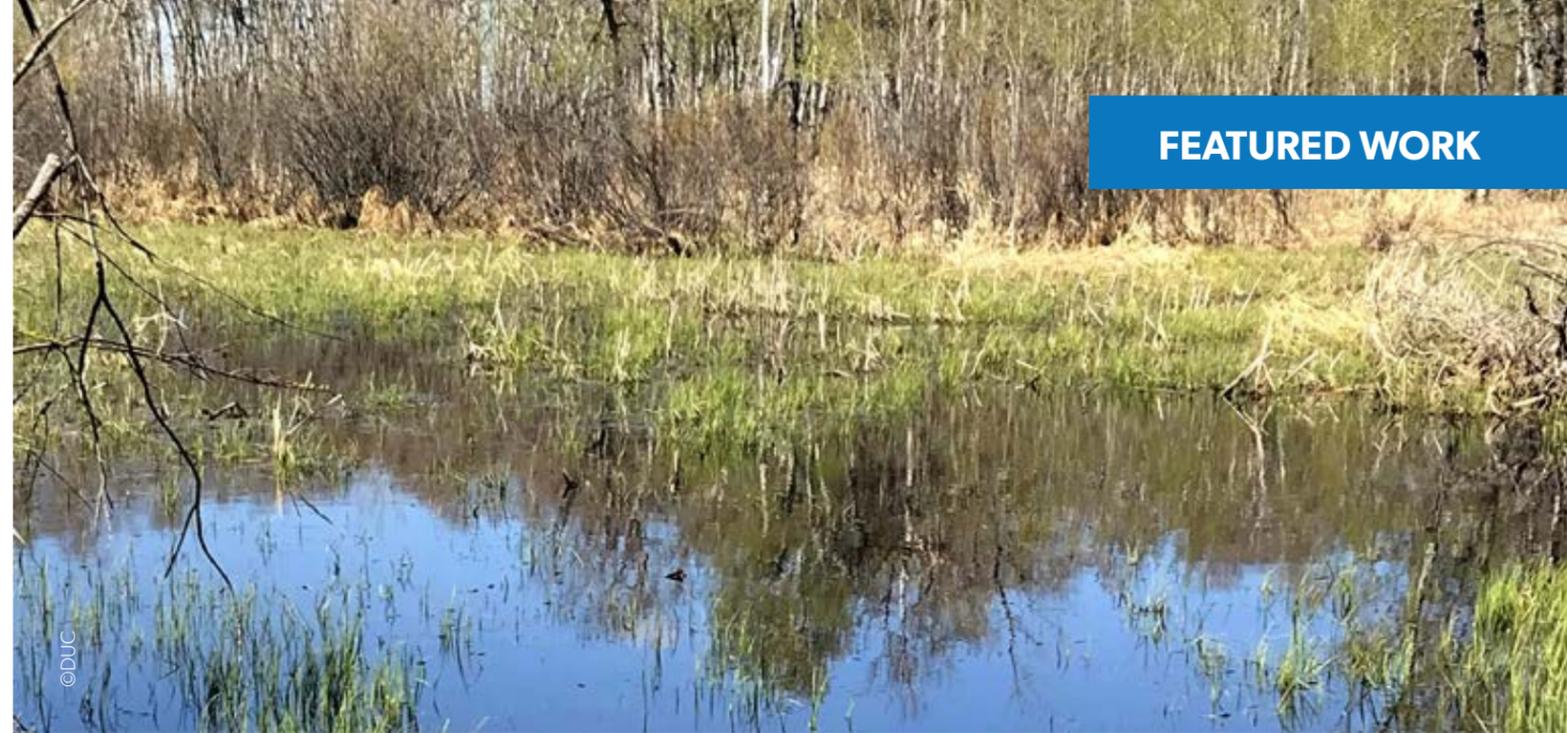
## Our community partners

11,998 supporters who are contributing to our mission

684 volunteers who raise funds and awareness for wetland conservation

4,480 landowners who protect vital habitat on their property

6,504 event attendees who participate in 46 fundraising events across the province



FEATURED WORK

## Fowler Project

### Long-time agricultural partner donates land for conservation

Agricultural producers in Saskatchewan harvest what they sow and work with nature to feed the world. Personal connections to the land run deep. By donating a piece of property to DUC, one long-time farmer, scientist and conservationist is honouring his commitment to be a good steward of the land.

Dr. Brian Fowler gifted a quarter section (160 acres or 65 hectares) of his property, located east of Saskatoon, to DUC. Previously used for crop production, the area will be returned to the wild. Grass will be seeded and 26 wetland basins will be restored. Once complete, it will become a haven for waterfowl. It's estimated that between 20 and 40 breeding duck pairs could use the site.

In this part of the province, land is in high demand. Earmarking this parcel for conservation will enhance biodiversity in the area. This includes providing habitat for creatures like pollinators that deliver direct benefits to the agricultural industry.

"If there's anyone who understands the strong relationship between agriculture and conservation, it's Dr. Fowler," says Paul Thoroughgood, a regional agrologist for DUC. "As a world-renowned researcher in conservation cropping systems and plant science, he has been collaborating with DUC in important capacities for more than a quarter of a century."

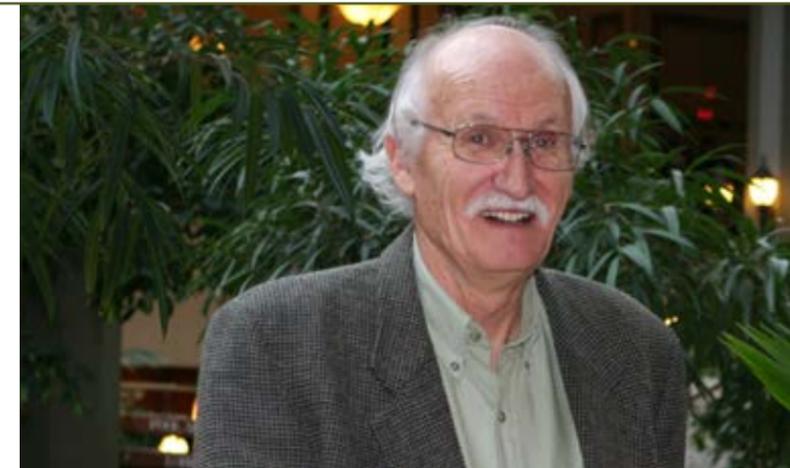
Throughout his career, Dr. Fowler helped to develop 18 winter wheat varieties adapted for the Canadian Prairies. Winter wheat provides nesting sites for waterfowl while also providing competitive market returns to farmers. In addition to this research, Dr. Fowler has mentored many graduate students who have also gone on to become experts in agronomy and conservation.

"This land donation is yet another example of his life-long commitment to the land, and we are extremely grateful to be part of the legacy he's leaving," says Thoroughgood.

### Partner Spotlight:

#### Dr. Brian Fowler

The recently retired University of Saskatchewan professor has a long and productive history with DUC. Through his work with winter cereals, Dr. Fowler significantly contributed to conservation farming practices. He is a recipient of the Ducks Unlimited North American Recognition Award for his passion in preserving Canada's natural landscapes and is a member of the Saskatchewan Agriculture Hall of Fame.



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# Manitoba

DUC's history is firmly rooted in Manitoba's soils. Our first project was completed here in 1938 and today, we're working across the province to conserve and protect some of the most ecologically significant wetlands in the world. From potholes to peat bogs, wetlands play a vital role in the health and prosperity of the province.

## Our conservation success

### DUC's total conservation footprint in Manitoba

(Cumulative results since 1938)

1,529 habitat projects under our care

675,472 acres conserved (including 385,382 acres that were restored)

721,533 acres influenced

(Additional acres influenced within the boreal region of Manitoba are reported in the boreal section of this report.)

### Annual progress

	2019 Goals	2019 Results	2018 Results	2017 Results
<b>Habitat acres conserved</b>	<b>24,952</b>	<b>22,867</b>	<b>10,573</b>	<b>14,921</b>
<i>(includes acres restored)</i>	<i>19,596</i>	<i>15,701</i>	<i>3,337</i>	<i>5,860</i>
<b>Habitat acres influenced</b>	<b>106,900</b>	<b>78,675</b>	<b>112,815</b>	<b>155,564</b>

In 2019, DUC fell just short of its goals for conserving and influencing acres. However, the difference in conserved acres is expected to be realized in the coming year. For influenced acres, the shortfall is a result of a decrease in the planting of winter wheat due to unfavourable weather conditions. Overall, DUC's progress in Manitoba remains strong.

### Looking ahead to 2020

*DUC is planning to conserve 9,548 acres (including the restoration of 4,167 acres) and to influence 157,000 acres in Manitoba.*

## Our community partners

15,026 supporters who are contributing to our mission

653 volunteers who raise funds and awareness for wetland conservation

3,226 landowners who protect vital habitat on their property

9,910 event attendees who participate in 42 fundraising events across the province



## Rebuilding the South Reader Outlet

**\$1.5-million project on the Saskatchewan River Delta helps wildlife, fish and communities**

It's the most complex and expensive project DUC has completed in Manitoba in recent years. Construction of a new South Reader Outlet dam near The Pas was a big undertaking—and one that has even bigger implications for a vast expanse of world-renowned waterfowl habitat.

The \$1.5-million rebuild is helping maintain 116,727 acres (47,237 hectares), an area more than twice the size of Winnipeg. Its new sophisticated dam manages water that flows from Reader Lake to the Saskatchewan River in northern Manitoba.

DUC operates the dam to maintain water levels in shallow marshes used by waterfowl and other wildlife such as moose. Today, it also provides a safe way for members of the neighbouring Opaskwayak Cree Nation to cross the water

and access traditional territory. An innovative fish ladder also allows species to swim upstream past the dam in stages. "Rebuilding the control will help conserve important habitat for about 21,000 breeding ducks while protecting the economy and culture of Indigenous Peoples who rely on the trapping, hunting and tourism that the delta supports," says Shaun Greer, DUC's head of habitat asset management.

The massive undertaking required both strength and precision. Heavy equipment was used to shift 400,000 cubic metres of earth and more than 90,000 kilograms of steel. To create the fish ladder, excavators lowered heavy steel plates that were welded in place just 25 centimetres apart.

The long-term benefits for fish, wildlife and residents have made it well worth the effort.

### Partner Spotlight:



The South Reader Outlet project was made possible thanks to funding from Wildlife Habitat Canada. Through an established agreement with Environment and Climate Change Canada, Wildlife Habitat Canada provides financial assistance to support on-the-ground habitat conservation projects.

# Ontario

From the fertile farmland in the south, to the rocky, mineral-rich Canadian Shield, to the grassy lowlands of the north, Ontario is rich in forests, wetlands, lakes and streams. DUC is conserving these amazing places so ducks, fish and people can enjoy them for generations.

## Our conservation success

### DUC's total conservation footprint in Ontario

(Cumulative results since 1938)

1,783 habitat projects under our care

980,693 acres conserved (including 176,375 acres that were restored)

388,689 acres influenced

### Annual progress

	2019 Goals	2019 Results	2018 Results	2017 Results
<b>Habitat acres conserved</b>	<b>5,760</b>	<b>8,081</b>	<b>5,919</b>	<b>8,771</b>
<i>(includes acres restored)</i>	1,102	1,352	1,359	2,254
<b>Habitat acres influenced</b>	–	–	<b>333,089</b>	<b>15,554</b>

In 2019, interest in DUC's restoration program from private landowners in southwestern Ontario grew substantially. Demand exceeded our goals, mainly due to program delivery in the Lake Erie watershed.

The majority of DUC's habitat progress in Ontario takes place through partnerships with private or public landowners. Therefore, influencing acres through policy and other measures is a key focus only when appropriate. Influencing acres was not a goal in Ontario in 2019.

### Looking ahead to 2020

*DUC is planning to conserve 4,691 acres (including the restoration of 490 acres) and to influence 3,000 acres of critical habitat in Ontario.*

## Our community partners

25,291 supporters who are contributing to our mission

992 volunteers who raise funds and awareness for wetland conservation

3,364 landowners who protect vital habitat on their property

11,956 event attendees who participate in 74 fundraising events across the province



## FEATURED WORK

## Holland Marsh Restoration

### Enhancing water quality and wildlife habitat in the Lake Simcoe watershed

Wetlands, streams, rivers and lakes are like links in a chain that connect wildlife, people and the environment. So, when DUC restoration work reconnected Holland Marsh to the Holland River, the entire Lake Simcoe watershed got stronger, healthier and more productive.

DUC's efforts at the 540-acre (218-hectare) wetland are re-establishing waterflow to the river by opening sections of the earthen dike that surrounds the marsh. This improves the filtration of water and sediment entering the river. It also provides a variety of native fish with access to the marsh to spawn.

"Our work at Holland Marsh is an example of the incredible ripple effect that wetland conservation has on the landscape," says Rick Robb, DUC's head of habitat asset management and engineering in Ontario.

Located in the densely populated extended Greater Toronto Area, Holland Marsh is recognized as a provincially significant wetland. Surrounded by agricultural lands, it plays a vital role in filtering runoff and cleaning the water that flows into the adjacent Holland River and drains into Cook's Bay on Lake Simcoe.

"Some 435,000 people live in the Lake Simcoe watershed and many rely on the lake for drinking water," says Robb. "Holland Marsh has a real but invisible impact on their lives. It's a great feeling to know that our restoration work here contributes to cleaner water for all those people and the local wildlife."

### Partner Spotlight:



Building on a decade of leadership in clean water initiatives, the RBC Foundation is a proud supporter of DUC's restoration efforts at Holland Marsh. Its \$50,000 investment is part of RBC Foundation's wide-ranging, multi-year Blue Water Project aimed at protecting the world's most precious natural resource: fresh water.

# Quebec

Exceptionally rich in wetlands, more than a quarter of “la Belle Province” is made up of ponds, marshes, swamps, peat bogs, lakes, rivers and riparian areas. In Quebec, wetlands are essential for maintaining biodiversity and water quality. They also help with the fight against climate change. DUC is working with our partners to safeguard these benefits for all Quebecers.

## Our conservation success

### DUC’s total conservation footprint in Quebec

(Cumulative results since 1938)

266 habitat projects under our care

72,621 acres conserved (including 30,074 acres that were restored)

39,072,578 acres influenced

### Annual progress

	2019 Goals	2019 Results	2018 Results	2017 Results
<b>Habitat acres conserved</b>	<b>1,323</b>	<b>1,871</b>	<b>1,866</b>	<b>4,605</b>
<i>(includes acres restored)</i>	1,023	449	383	622
<b>Habitat acres influenced</b>	<b>300,000</b>	<b>340,716</b>	<b>124,256</b>	<b>954,339</b>

In 2019, DUC exceeded its conservation goals in both key categories. We continue to make great progress in Quebec. In 2017, our results included a significant amount of influenced acres as a result of a large wetland mapping project. These wetlands are now protected under Quebec’s Bill 132, an Act respecting the conservation of wetlands and bodies of water.

### Looking ahead to 2020

*DUC is planning to conserve 1,740 acres (including the restoration of 1,292 acres) and to influence 100,000 acres in Quebec.*

## Our community partners

2,359 supporters who are contributing to our mission

214 volunteers who raise funds and awareness for wetland conservation

339 landowners who protect vital habitat on their property

1,127 event attendees who participate in 11 fundraising events across the province



## Lac Saint-Jean wetland mapping

### Southern Quebec wetland inventory covers more ground

Number of wetlands: 43,806. Area of wetlands: 340,716 acres (137,883 hectares). Size of mapped area: 7,987 square kilometres. Proportion of area covered by wetlands: 17 per cent. Average wetland size: 7.4 acres (3 hectares).

For DUC staff and partners involved in a wetland mapping project conducted in the Lac Saint-Jean plains, these numbers are impressive and important. They represent a culmination of years of expertise and collaboration. As the partners mark the completion of this project, they can also celebrate their progressive role in writing the future story of wetland conservation in Quebec.

In many ways, their work is just the beginning.

Since 2004, DUC has mapped the many wetlands located in the most heavily populated areas of southern Quebec, including Quebec City, Montreal, the St. Lawrence Lowlands and most recently, the plains of Lac Saint-Jean. Using up to date aerial photographs, terrain data, hydrological indica-

tors, vegetation and soils, combined with field visits, DUC meticulously mapped these areas to create a series of wetland “portraits” as part of a larger wetland inventory.

“We now have a much better understanding of the types and extent of wetlands in areas like the Lac Saint-Jean plains, where these fragile habitats are under pressure from urbanization and industrialization,” says Bernard Filion, DUC’s manager of provincial operations in Quebec.

Better yet, all of this detailed wetland mapping data is now available in a free, interactive map and a series of geomatic tools. This information base is an invaluable starting point for the protection, restoration and sustainable management of wetlands by decision-makers and land use and environmental professionals. Most important, this mapping program provides quality information on the presence and value of wetlands to municipalities and provides the basis for long-term conservation planning.

### Partner Spotlight:

#### A coalition of support

A mapping project of this scale and with multiple stakeholders required a high level of collaboration to be successful. Partners included: Rio Tinto; Environnement et Changement climatique Canada; Ministère de l’Environnement et de la Lutte contre les changements climatiques; MRC de Lac Saint-Jean Est; MRC Domaine-du-Roy; MRC de Maria-Chapdelaine; MRC du Fjord-du-Saguenay; Pekuakamiulnuatsh Takuhikan; Organisme de Bassin Versant du Saguenay; Plan de Conservation National; and Ville de Saguenay.



# New Brunswick

New Brunswick is home to sandy beaches and salt marshes brimming with life. The Tantramar Marshes stretch flat across the Chignecto Isthmus. Rivers like the Saint John and Miramichi run like veins through the province, creating floodplains and wetlands critical to waterfowl and wildlife. These are places worth conserving. These are places where DUC is hard at work.

## Our conservation success

### DUC's total conservation footprint in New Brunswick

(Cumulative results since 1938)

448 projects under our care

53,936 acres conserved (including 31,264 acres that were restored)

940,255 acres influenced

### Annual progress

	2019 Goals	2019 Results	2018 Results	2017 Results
<b>Habitat acres conserved</b>	<b>1,988</b>	<b>1,110</b>	<b>712</b>	<b>875</b>
<i>(includes acres restored)</i>	819	718	557	621
<b>Habitat acres influenced</b>	-	-	-	-

Nearly all of DUC's work in New Brunswick takes place on private land through partnerships with landowners. Therefore, influencing acres through policy and other conservation measures has not been a key conservation priority in recent years.

In 2019, DUC fell just short of achieving its goal for habitat acres conserved due to a number of projects being postponed for delivery in 2020.

### Looking ahead to 2020

*DUC is planning to conserve 1,565 acres (including the restoration of 1,270 acres) in New Brunswick.*

## Our community partners

2,530 supporters who are contributing to our mission

196 volunteers who raise funds and awareness for wetland conservation

610 landowners who protect vital habitat on their property

1,485 event attendees who participate in 13 fundraising events across the province

## FEATURED WORK



## McAllister's Marsh

### Protecting critical habitat from Saint John River flood waters

Following years of significant spring flooding, DUC's project at McAllister's Marsh on New Brunswick's Lower Gagetown Island needed serious repair. But tackling the job wasn't easy. For two weeks, heavy machines including an excavator and tracked dump truck, as well as other equipment and supplies were floated across the Saint John River by a ferry and tugboat. Today, the results are well worth the effort.

"Lower Gagetown Island is home to some of the most diverse and productive wetland habitat in Atlantic Canada," says Frank Merrill, a DUC conservation specialist in New Brunswick. "It's well known as a birder's paradise and is a special place for the community of Gagetown. That's why it was so important to rebuild our project at McAllister's Marsh."

In recent years, high water from the flooding Saint John River has risen five to six metres above the dikes that surround

McAllister's Marsh. The fast-moving water, ice and debris take a toll on the dikes and make it difficult to maintain water levels on the 168-acre (68-hectare) wetland project.

The bulk of the rebuild work involved repairing a 1.5-kilometre stretch of dike that had been compromised after years of flooding. DUC also replaced the water control structure and installed beaver levelling devices, which prevent these industrious rodents from blocking water flow.

McAllister's Marsh is situated adjacent to the Mount Ararat Provincial Wildlife Management Area. The project provides additional high-quality habitat that enhances and builds on this neighbouring protected area.

### Partner Spotlight:



The state of North Carolina has been investing in DUC's wetland conservation work for 50 years. As part of its commitment to delivering the North American Waterfowl Management Plan, the North Carolina Wildlife Resources Commission provides funding to support habitat projects in Canada that benefit waterfowl and other migratory birds. McAllister's Marsh is just one example of the projects that have benefited from North Carolina's cross-border support.

# Nova Scotia

**Rugged shoreline, lush salt marshes and fertile valleys—this is Nova Scotia.** Coastal regions support colonies of sea ducks and shore birds while sprawling freshwater wetlands provide habitat for a host of wildlife species, from mallards to moose. DUC is proud to safeguard the storied landscapes of Nova Scotia, which are tightly woven within the unique culture of the Maritimes.

## Our conservation success

### DUC's total conservation footprint in Nova Scotia

(Cumulative results since 1938)

416 projects under our care

46,444 acres conserved (including 20,707 acres that were restored)

963,033 acres influenced

### Annual progress

	2019 Goals	2019 Results	2018 Results	2017 Results
<b>Habitat acres conserved</b>	<b>626</b>	<b>399</b>	<b>308</b>	<b>561</b>
<i>(includes acres restored)</i>	175	96	99	237
<b>Habitat acres influenced</b>	<b>850</b>	<b>2,042</b>	<b>2,854</b>	<b>6,395</b>

In 2019, DUC fell just short of its goal for acres conserved as a result of the cancellation of the Government of Canada's National Wetland Conservation Fund and a delay in regulatory approvals for restoration service projects. However, we realized an increase in influenced acres thanks to the completion of agricultural stewardship plans by our conservation partner, the Nova Scotia Department of Lands and Forestry.

### Looking ahead to 2020

*DUC is planning to conserve 7,215 acres (including the restoration of 6,618 acres) and to influence 400 acres in Nova Scotia.*

## Our community partners

3,108 supporters who are contributing to our mission

175 volunteers who raise funds and awareness for wetland conservation

715 landowners who protect vital habitat on their property

1,814 event attendees who participate in 13 fundraising events across the province



FEATURED WORK

## Amherst Point Marsh

### Rebuild efforts enhance critical habitat in National Wildlife Area

Beyond the famous tides that draw visitors from around the world, there's another amazing spectacle that takes place at the Bay of Fundy. At the height of migration season, enormous flocks of birds fill the Fundy skies. Amherst Point Marsh is located at the upper end of the Bay of Fundy and provides prime nesting habitat for waterfowl making their journey along the Eastern seaboard.

DUC is responsible for managing water levels and maintaining the dikes and water control structures that keep habitat at Amherst Point Marsh healthy and productive. This year, an important rebuild was undertaken to repair decades' worth of erosion and settlement. It was a sophisticated undertaking.

"There are several cells within the marsh that have individual water levels that need to be managed," says Robert

Fraser, a conservation program specialist for DUC. "The rebuild involved trucking fill and placing it on the existing dikes to build them back up and replacing a number of water controls with new, modern materials that will lead to a longer life for the infrastructure."

Amherst Point Marsh is located in the Chignecto National Wildlife Area and overlaps with the Amherst Point Migratory Bird Sanctuary. The wetlands found here are some of the most productive in the province and the majority of waterfowl species found in Atlantic Canada can be found within this site. DUC's work to construct dikes and control structures plays an important role in improving the sanctuary's habitat for wildlife.

### Partner Spotlight:

#### Canadian Wildlife Service

DUC has been partnering with the Canadian Wildlife Service (CWS) to deliver conservation work at Amherst Point Marsh since the 1970s. The CWS has been very supportive of DUC's work in Nova Scotia and provided important funding to help rebuild sections of the dike at Amherst Point.



©DUC/Tye Gregg

# Prince Edward Island

Amid Prince Edward Island's red-faced cliffs, sandy shores and gentle rolling hills, nature thrives. The province's wetlands and coastal areas support waterfowl from as far south as the Caribbean and as far north as the sub-Arctic. They give birds a place to nest and raise their young. They filter water, protect our coastlines, and give people a place to connect with nature. Don't let its size fool you. Prince Edward Island is delivering big conservation wins.

## Our conservation success

### DUC's total conservation footprint in Prince Edward Island

(Cumulative results since 1938)

382 projects under our care

14,022 acres conserved (including 5,538 acres that were restored)

81,306 acres influenced

### Annual progress

	2019 Goals	2019 Results	2018 Results	2017 Results
Habitat acres conserved	468	830	606	521
<i>(includes acres restored)</i>	159	309	533	27
Habitat acres influenced	-	-	-	-

In 2019, DUC exceeded its conserved-acre goal as a result of a partnership with the Province of P.E.I. that secured funding from the Government of Canada for land purchases.

Nearly all of DUC's work in the province takes place on private land through partnerships with landowners. Therefore, influencing acres through policy and other conservation measures has not been a key conservation priority in recent years.

### Looking ahead to 2020

*DUC is planning to conserve 204 acres (including the restoration of 4 acres) in Prince Edward Island.*

## Our community partners

1,073 supporters who are contributing to our mission

48 volunteers who raise funds and awareness for wetland conservation

587 landowners who protect vital habitat on their property

486 event attendees who participated in 4 fundraising events across the province



## St. Charles Pond

### Securing one of the Island's premier wetlands

Islanders looking for a place to dip their paddle or drop their fishing line will find an oasis at St. Charles Pond. Muskrats dart in the inky water, great blue herons wade along the shoreline while brook and rainbow trout glide quietly below the surface. DUC has been protecting important habitat here for decades. This year, a new partnership with the Province of P.E.I. will give more people the opportunity to enjoy more of this special place.

DUC has partnered with the Province to acquire 477 acres (193 hectares) at St. Charles Pond. The land was purchased from two sisters and their families, which included a 216-acre (87-hectare) DUC project that was first built in 1979.

"St. Charles Marsh is relatively large in comparison to other ponds in P.E.I.," says Jana Cheverie, a conservation programs specialist for DUC. "It's great to be able to build

on an existing project, and to provide additional fishing, canoeing and hunting opportunities for residents."

The pond provides valuable habitat for waterfowl, including black ducks, ringed-necks, green-winged teal and wood ducks. A fishway also supports several species that use the wetland as they travel from the nearby Fortune River.

Looking ahead, DUC and the Province are discussing opportunities to promote youth waterfowl hunting at the site. In addition, one of the landowners who sold the property to DUC donated an adjacent lot with a cottage to the Souris and Area Branch of the P.E.I. Wildlife Federation with the intention of using it for education programming and outreach activities.

"The opportunities to make St. Charles Marsh a premier recreation and outdoor education destination are exciting," says Cheverie.

### Partner Spotlight:

#### Province of Prince Edward Island

DUC partnered with the Province of P.E.I. to acquire 477 acres (193 hectares) at St. Charles Pond. The Province holds the title to the land and DUC holds a restrictive covenant, which ensures the land will be used in ways that preserve its ecological value. Together, the Province and DUC are managing the project and promoting recreation and enjoyment at the site.



# Newfoundland & Labrador

From quiet marshes to soaring coastal cliffs, some of Canada's most dramatic scenery is found in Newfoundland and Labrador. Wetlands here provide critical habitat for a variety of wildlife including sea ducks, songbirds and the province's famous moose population. They also play an important role in buffering high tides and storms that cause erosion and flooding along coastlines. DUC is working to help ensure these picturesque places remain for people to explore and enjoy.

## Our conservation success

DUC's total conservation footprint in Newfoundland & Labrador  
(Cumulative results since 1938)

- 46 projects under our care
- 9,625 acres conserved (including 8,348 acres that were restored)
- 14,332,489 acres influenced

### Annual progress

	2019 Goals	2019 Results	2018 Results	2017 Results
<b>Habitat acres conserved</b> <small>(includes acres restored)</small>	100 50	–	30 <small>All 30 acres were restored</small>	93 <small>All 93 acres were restored</small>
<b>Habitat acres influenced</b>	–	–	–	–

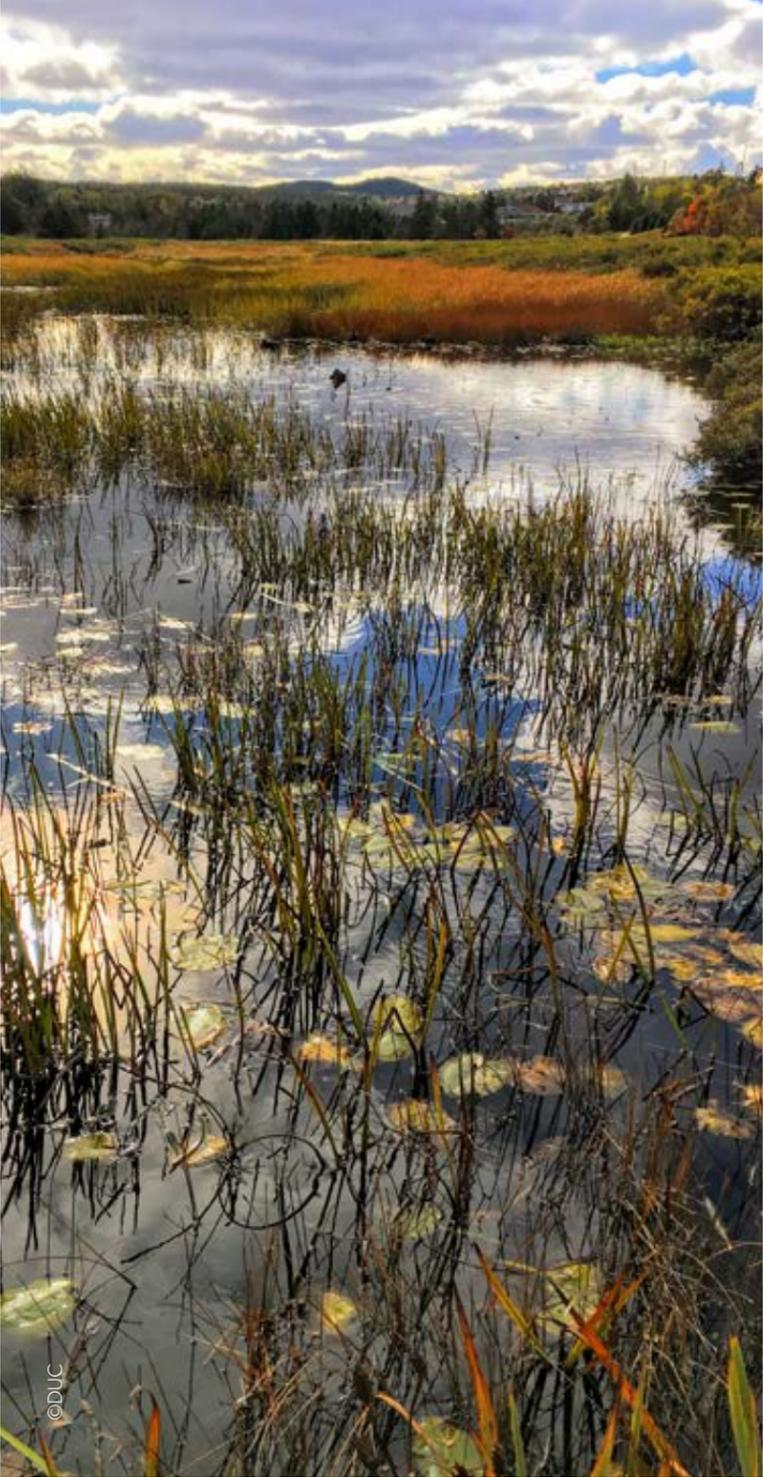
While DUC did not record any conserved or influenced acres in Newfoundland and Labrador this year, we are delivering important habitat programs across the province. This includes managing a collection of dams, dikes and fishways that support fish and wildlife. DUC also delivers a common eider program that's focused on promoting the growth of natural vegetation for nest cover.

### Looking ahead to 2020

DUC is planning to conserve 101 acres (all of which will be restored) in Newfoundland and Labrador.

## Our community partners

- 1,747 supporters who are contributing to our mission
- 254 volunteers who raise funds and awareness for wetland conservation
- 26 landowners who protect vital habitat on their property
- 1,125 event attendees who participate in 15 fundraising events across the province



## Celebrating student-led conservation

### DUC recognizes new Wetland Centre of Excellence in Torbay

They call themselves “The Duck Club.” A group of 15 enthusiastic students from Holy Trinity High School meet during their lunch hours to collaborate on conservation projects that will make their school—and their community—a healthier place.

It's more than an extra-curricular activity. Holy Trinity High School was recently recognized as a DUC Wetland Centre of Excellence (WCE), and these budding conservationists are the first in Newfoundland and Labrador to participate in the program.

“The WCE program engages students in wetland conservation through hands-on action projects,” says Diane Pelley, DUC's conservation program specialist who works with WCE students and teachers in the province. “Students at Holy Trinity are focusing their attention on a wetland called ‘The Gully’ adjacent to their school and it's exciting to see the variety of projects they're taking on.”

With the help of local conservation organizations, students restored the trail that leads from the school to the wetland and planted native vegetation along the trail's edge. They've built wetland monitoring stations and are working with students at Memorial University to learn more about how water levels affect the habitat. Recently, “The Duck Club” has taken an interest in pollinators and planted flowers in raised gardens to help attract the beneficial insects.

“They're an ambitious group,” said Pelley. “In the future, they plan to take students from the nearby elementary school on field trips to the site to teach them about the importance of wetlands and conservation. This is how the cycle will continue.”

### Partner Spotlight: Town of Torbay

The wetland that serves as the site for Holy Trinity High School's Wetland Centre of Excellence is in a conservation area managed by the Town of Torbay. The town has a long history of conservation and signed their Municipal Habitat Stewardship Agreement with the provincial government in 1997 to protect the local wetland. Officials and residents have been extremely supportive of the students' activities. This includes the local Trails and Environment Committee who's had a hand in helping restore and protect this important natural area.



# Boreal Region

Eighty-five per cent of Canada's wetlands are in the boreal forest. They support waterfowl from all over North America, filter an immense amount of water and store millions of tonnes of carbon. DUC is proud to be a conservation partner in the boreal forest, sharing our tools and knowledge to help keep this vast ecosystem healthy.

## Our conservation success\*

\*Statistics include acres from all provinces and territories within the boreal region.

### DUC's total conservation footprint in the boreal region

(Cumulative results since 1938)

109,093,232 acres influenced

### Annual progress

	2019 Goal	2019 Results	2018 Results	2017 Results
Habitat acres influenced	5,000,000	25,373,241	3,627,482	7,315,793

In 2019, DUC vastly exceeded its influenced-acre goal following the completion of a large protected area.

Because the boreal forest is made up largely of Crown land, DUC's conservation efforts are delivered via partnerships. Our results are measured exclusively in habitat influenced. We do not deliver direct programs that result in "habitat conserved" or "habitat projects" as reported in other provinces.

### Looking ahead to 2020

*DUC is planning to influence 3,500,000 acres in the boreal region.*

## Our community partners

DUC works closely with industry, Indigenous communities, and all levels of government throughout the boreal region.



©DUC / Rebecca Warren

## Edézhíe Indigenous Protected Area

### New environmental designation makes history in the Northwest Territories

Known as the "Jewel of the Dehcho," Edézhíe, N.W.T. is an extraordinary place. The sprawling 3.5 million-acre (1.4 million-hectare) area west of Yellowknife has supported First Nations people for millennia, making it an integral part of their culture and identity. It's also a significant refuge for wildlife. The area's wetlands and forests provide essential habitat for waterfowl, caribou and wood bison. This year, Edézhíe earned another deserving claim to fame: designation as a new Indigenous Protected Area (IPA).

Under the Edézhíe IPA designation, the Dehcho First Nations and the Government of Canada will work together to protect the area's ecological integrity from impacts of development while maintaining Indigenous Peoples' ways of life now and into the future. The IPA is the first of its kind in the country.

"DUC is proud to have been among the partners who helped the Dehcho people secure protection for Edézhíe," says Kevin Smith, DUC's national manager of boreal programs. "By contributing a piece of land that falls within the boundaries of the IPA, we were able to help complete the picture."

Approximately 34 per cent of the Edézhíe IPA consists of wetland habitat. In addition to supporting millions of migratory birds like tundra swans and greater white-fronted geese, these wetlands store vast amounts of carbon. This makes them an important tool in climate adaptation.

"The creation of the Edézhíe IPA is groundbreaking," says Smith. "We look forward to continued collaborations with the Dehcho community as they move forward with land-use planning."

### Partner Spotlight: Dehcho First Nations

DUC and the Dehcho First Nations are working together to complete a comprehensive wetland mapping project in the Dehcho region. This blend of traditional and science-based knowledge of the land will support efforts to identify other Indigenous Protected Areas in the North.



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# Board of Directors & Leadership

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*President*

Kevin Harris  
*Vice-President*

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David McCoy  
*Secretary*

Karla Guyn  
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John R. Messer  
George C. Reifel  
Duncan W. Sinclair  
William G. Turnbull  
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Gary Goodwin  
*Executive Corporate Secretary and Counsel*

David Howerter  
*Chief Conservation Officer*

Kim Jasper  
*Chief Fundraising Officer*

Linda Monforton  
*Chief People Operations*

Nigel Simms  
*National Director Communications and Marketing*

Marcy Sullivan  
*Chief Financial Officer*

*As of March 31, 2019*

\* Senior Provincial Director  
† Deceased

## Past Presidents

Honorable Mr. Justice  
William G. Ross †  
Regina, SK – 1938-39

O. Leigh Spencer †  
Calgary, AB – 1940-42

William C. Fisher, K.C. †  
Calgary, AB – 1943-44

S.S. Holden †  
Ottawa, ON – 1945-46

Honorable Mr. Justice  
William G. Ross †  
Regina, SK – 1947

Dr. Walter F. Tisdale †  
Winnipeg, MB – 1948-49

Judge L.T. McKim †  
Yorkton, SK – 1950-51

Colonel W.F.W.  
Hancock, O.B.E. †  
Edmonton, AB – 1952-53

Gordon E. Konantz †  
Winnipeg, MB – 1954

Chief Justice William M. Martin †  
Regina, SK – 1955-56

Richard H.G. Bonnycastle †  
Winnipeg, MB – 1957-60

Fred S. Auger †  
Vancouver, BC – 1961-62

W. Kenneth Martin, D.D.S. †  
Regina, SK – 1963-64

Robert A. Kramer †  
Regina, SK – 1965

W. Kenneth Martin, D.D.S. †  
Regina, SK – 1966

Festus S. Sharpe †  
Winnipeg, MB – 1967

W. Kenneth Martin, D.D.S. †  
Regina, SK – 1968

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Victoria, BC – 1969-70

Robert A. White †  
Vancouver, BC – 1971-72

Roderick O.A. Hunter †  
Winnipeg, MB – 1973-74

Duncan M. Jessiman  
Winnipeg, MB – 1975-76

Hugh H. Mackay †  
Rothesay, NB – 1977-78

John D. McDiarmid  
Vancouver, BC – 1979

Douglas C. Groff †  
Winnipeg, MB – 1980

G. Fitzpatrick Dunn †  
Victoria, BC – 1981

Herbert H. Cowburn, D.D.S. †  
Saskatoon, SK – 1982-83

Honorable W. John McKeag †  
Winnipeg, MB – 1984-85

Arthur L. Irving  
Saint John, NB – 1986-87

Duncan W. Sinclair, M.D.  
Aylmer, ON – 1988-89

John C. Eaton  
Toronto, ON – 1990-91

Claude H. Wilson †  
Winnipeg, MB – 1992-93

William G. Turnbull  
Calgary, AB – 1994-95

George C. Reifel  
Vancouver, BC – 1996-98

G. Tod Wright  
Burlington, ON – 1999-2000

Mel F. Belich, Q.C.  
Calgary, AB – 2001-02

John R. Messer  
Tisdale, SK – 2003-04

Peter D. Carton  
Regina, SK – 2005-07

C. Neil Downey  
Red Deer, AB – 2007-09

Jack H. Hole  
Gunn, AB – 2009-11

Tom Worden  
Courtice, ON – 2011-13

Malcolm M. "Mac" Dunfield  
Riverview, NB – 2013-15

James E. Couch  
R.M. of Corman Park, SK –  
2015-17

## Role of the Board

- Approve the values, mission and vision, as well as the broad long-term objectives, ethical considerations and governing policies of DUC.
- Hire, establish objectives and monitor the performance of the CEO and provide for succession planning.
- Provide support to staff, where appropriate, to achieve the objectives of DUC—particularly in fundraising and policy.
- Approve the budget and the risk management approach of DUC.
- Monitor the performance of DUC, as well as its management, committees and task forces in achieving our vision, mission and broad long-term objectives.
- Recruit, orient, develop and motivate directors, officers and senior provincial directors who are willing and capable of helping DUC achieve its objectives.
- Facilitate the operations of the board through appropriate governance processes.
- Monitor management's compliance with legislative and fiduciary requirements.

## Board Committees

- Executive Committee
- Conservation Programs Committee
- Membership & Revenue Committee
- Development Committee
- Finance & Risk Committee
- Governance Committee
- Personnel Policy Committee
- Nominating Committee
- Audit Committee

# Financial Overview

## Message from the Chief Financial Officer

Ducks Unlimited Canada (DUC) achieved excellent results in the 2019 fiscal year, with a continued focus on financial strength and sustainability.

For years, DUC has invested in science, engineering, adaptive management and geographic information systems (wetland mapping) to guide and deliver conservation efforts. This, combined with our investment in landowner and partner relationships as well as our Revolving Land Conservation Program, gives DUC a strategic advantage in providing wetland restoration expertise and services.

Sustainability is a focus for DUC and at March 31, 2019, DUC has internally restricted \$138.5 million for its long-term commitment to habitat asset management and \$17.5 million for future conservation opportunities. DUC is committed to outreach and education, communicating the importance of wetlands for water, wildlife and the environment to all Canadians. Internally restricted funding for conservation opportunities provides the flexibility to act quickly when opportunities arise.

DUC partners with the Alberta Treasury Branch and Canadian Imperial Bank of Commerce in our Revolving Land Conservation Program. DUC placed 4,321 acres (1,749 hectares) of conservation easements leveraged by \$8.1 million draws on loans in FY2019.

Investments in DUC's business systems transformation with our partners Microsoft and Sierra Systems Inc. saw us completing the second phase of our transformation. The board of directors has approved the third phase (Constituent Relationship Management) of the business systems transformation project to further update DUC's technological tools and streamline its business processes.

With our research pedigree, strong partnerships, educational outreach and a conservation community that stands more than 121,000 strong, DUC is transforming the way conservation is both delivered and perceived. Our governance and commitment to transparency continue to make us the premier conservation organization the nation looks to for leadership.

DUC strives to maintain a more than 80 per cent investment in conservation expenditures of its total expenditures, including fundraising. DUC achieved an 81 per cent investment in conservation expenditures in 2019 (2018 – 81 per cent).

Due to the timing and size of some philanthropic gifts, as well as the experience of 320 community fundraising events across Canada, the overall fundraising efficiency ratio can vary year over year. Merchandise is utilized through a variety of on-site raffles and auctions, and is included in the fundraising expenditures. The fundraising efficiency ratio has increased year over year (expenses/revenue) and was 47 per cent in 2019 (2018 – 43 per cent).

DUC continues to address the efficiency of the fundraising portfolio of programs. 2019 was affected by a one-time write off of inventory. The efficiency ratio would have been 44 per cent without the write off.

Thank you for the important role you've played in our accomplishments this past year, and we look forward to your continued support.



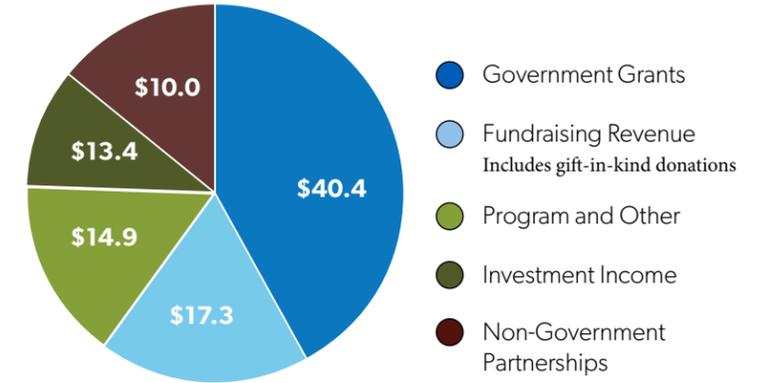
Marcy Sullivan  
Chief Financial Officer

## Overview

### Sources of Revenue (\$Millions)

DUC generates revenue from four primary sources:

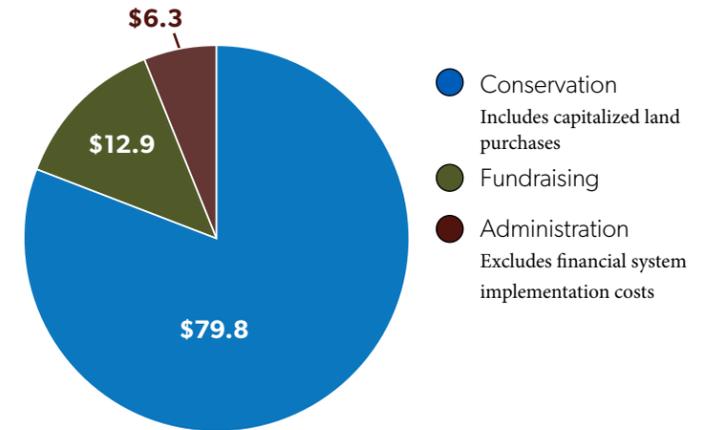
- Grants from a variety of government sources including federal (both Canada and U.S.), provincial, state and municipal, and from other non-government organizations such as Ducks Unlimited, Inc. in the United States.
- Fundraising income, which includes philanthropic giving and grassroots fundraising.
- Program and other income, which includes fee-for-service revenue and ancillary revenues from the management of owned conservation lands.
- Investment income from short and long-term investments.



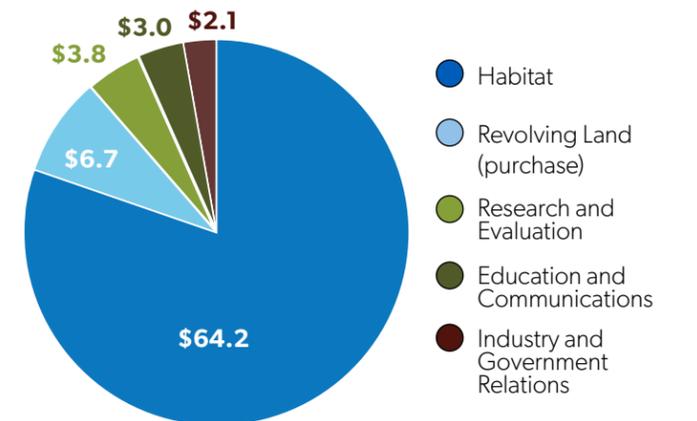
### Uses of Funds (\$Millions)

DUC benefits from:

- Diverse revenue sources;
- Efficient use of funds;
- Leveraging dollars raised; and
- Financial strength.



### Conservation mission priorities (\$Millions)



# Financial Summary

## Ducks Unlimited Canada condensed statements of financial position

(in thousands of dollars) | As at March 31

	2019	2018 restated
<b>Assets</b>		
Current assets		
Cash	\$ 18,034	\$ 25,031
Short-term investments	19,010	9,229
Other current assets	24,821	26,429
	61,865	60,689
Investments	179,799	173,584
Land held for resale	20,779	22,106
Property, plant and equipment, net	7,205	7,309
Conservation lands	178,127	174,343
	\$ 447,775	\$ 438,031
<b>Liabilities and Net Assets</b>		
Accounts payable and current portion of borrowings	\$ 53,312	\$ 31,528
Current portion of deferred contributions and unearned revenue	18,152	35,559
Accrued pension and other post-employment benefits	13,007	18,619
Non-current deferred contributions and unearned revenue	20,038	21,801
	104,509	107,507
Net assets to support conservation activities:		
Internally restricted	149,129	140,201
Invested in land held for resale, property, plant and equipment and conservation lands	183,654	178,012
Unrestricted	10,483	12,311
	343,266	330,524
	\$ 447,775	\$ 438,031

*These condensed financial statements do not contain all of the disclosures required by Canadian accounting standards for not-for-profit organizations. Readers are cautioned that these statements may not be appropriate for their purposes. For more information on the Company's financial position, results of operations, changes in net assets and cash flows, reference should be made to the complete financial statements of Ducks Unlimited Canada as at and for the years ended March 31, 2019 and March 31, 2018, on which PwC expressed an opinion without reservation in their report dated June 16, 2019. Visit [ducks.ca/annualreport](http://ducks.ca/annualreport).*

## Ducks Unlimited Canada condensed statements of revenue and expenses and changes in unrestricted net assets

(in thousands of dollars) | For the years ended March 31

	2019	2018 restated
<b>Revenue</b>		
Philanthropic fundraising	\$ 9,231	\$ 9,788
Grassroots fundraising	7,491	9,152
Non-government partnerships	10,035	11,350
Government grants	40,416	48,488
Program and other	14,922	13,478
Investment income	13,421	7,382
	95,516	99,638
<b>Expenses</b>		
Conservation program	\$ 67,454	\$ 64,451
Fundraising	12,931	13,228
Administration	6,299	5,914
	86,684	83,593
Excess of revenue over expenses for the year	8,832	16,045
Transfers from unrestricted net assets	(10,660)	(15,991)
Change in unrestricted net assets	(1,828)	54
Opening balance unrestricted net assets	12,311	12,257
<b>Closing balance unrestricted net assets</b>	<b>\$ 10,483</b>	<b>\$ 12,311</b>



# Ducks Unlimited Canada

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[ducks.ca](http://ducks.ca)

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