



NRCB

Natural Resources
Conservation Board

Financial Statements

Year Ended March 31, 2019

**NATURAL RESOURCES CONSERVATION BOARD
FINANCIAL STATEMENTS
MARCH 31, 2019**

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MANAGEMENT'S RESPONSIBILITY FOR FINANCIAL REPORTING

The accompanying NRCB financial statements have been prepared and presented by management, who is responsible for the integrity and fair presentation of the information.

These financial statements are prepared in accordance with Canadian public sector accounting standards. The financial statements necessarily include certain amounts based on the informed judgments and best estimates of management.

In fulfilling its responsibilities and recognizing the limits inherent in all systems, the NRCB has developed and maintains systems of internal controls to produce reliable information for reporting requirements. The systems are designed to provide reasonable assurance that NRCB transactions are properly authorized, assets are safeguarded from loss and the accounting records are a reliable basis for the preparation of the financial statements.

The Auditor General of Alberta, the NRCB's external auditor appointed under the *Auditor General Act*, performed an independent external audit of these financial statements in accordance with Canadian generally accepted auditing standards and has expressed his opinion in the accompanying Independent Auditor's Report.

NRCB's board is responsible for ensuring that management fulfills its responsibilities for financial reporting and internal controls. In both the presence and absence of management, the NRCB's board meets with the external auditors to discuss the audit, including any findings as to the integrity of financial reporting processes and the adequacy of our systems of internal controls. The external auditors have full and unrestricted access to the NRCB's board.

[Original signed by Walter Ceroici]

Walter Ceroici
Acting Chief Executive Officer

May 30, 2019

Independent Auditor's Report

To the Members of the Natural Resources Conservation Board

Report on the Financial Statements

Opinion

I have audited the financial statements of the Natural Resources Conservation Board, which comprise the statement of financial position as at March 31, 2019, and the statements of operations, change in net financial assets, and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In my opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Natural Resources Conservation Board as at March 31, 2019, and the results of its operations, its changes in net financial assets, and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

Basis for opinion

I conducted my audit in accordance with Canadian generally accepted auditing standards. My responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of my report. I am independent of the Natural Resources Conservation Board in accordance with the ethical requirements that are relevant to my audit of the financial statements in Canada, and I have fulfilled my other ethical responsibilities in accordance with these requirements. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Other information

Management is responsible for the other information. The other information comprises the information included in the *Annual Report*, but does not include the financial statements and my auditor's report thereon. The *Annual Report* is expected to be made available to me after the date of this auditor's report.

My opinion on the financial statements does not cover the other information and I do not express any form of assurance conclusion thereon.

In connection with my audit of the financial statements, my responsibility is to read the other information identified above and, in doing so, consider whether the other information is materially inconsistent with the financial statements or my knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work I will perform on this other information, I conclude that there is a material misstatement of this other information, I am required to communicate the matter to those charged with governance.

Responsibilities of management and those charged with governance for the financial statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of the financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Natural Resources Conservation Board's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless an intention exists to liquidate or to cease operations, or there is no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Natural Resources Conservation Board's financial reporting process.

Auditor's responsibilities for the audit of the financial statements

My objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, I exercise professional judgment and maintain professional skepticism throughout the audit. I also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Natural Resources Conservation Board's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Natural Resources Conservation Board's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the Natural Resources Conservation Board to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

I communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

[Original signed by W. Doug Wylie, FCPA, FCMA, ICD.D]
Auditor General

May 30, 2019
Edmonton, Alberta

**NATURAL RESOURCES CONSERVATION BOARD
STATEMENT OF OPERATIONS
YEAR ENDED MARCH 31, 2019**

	2019		2018
	Budget	Actual	Actual
Revenues			
Government transfers			
Transfer from the Department of Environment and Parks (Note 4)	\$ 6,433,000	\$ 5,133,000	\$ 5,574,000
Investment income	40,000	89,973	53,899
Other revenue	1,000	2,977	6,679
	<u>6,474,000</u>	<u>5,225,950</u>	<u>5,634,578</u>
Expenses – directly incurred (Note 2(a) and Schedules 1 and 4)			
Board reviews and hearings	1,344,000	1,034,099	1,092,410
Regulating confined feeding operations	5,118,000	4,049,863	4,412,198
	<u>6,462,000</u>	<u>5,083,962</u>	<u>5,504,608</u>
Annual operating surplus	12,000	141,988	129,970
Accumulated surplus at beginning of year	3,758,536	3,758,536	3,628,566
Accumulated surplus at end of year	<u>\$ 3,770,536</u>	<u>\$ 3,900,524</u>	<u>\$ 3,758,536</u>

The accompanying notes and schedules are part of these financial statements.

**NATURAL RESOURCES CONSERVATION BOARD
STATEMENT OF FINANCIAL POSITION
AS AT MARCH 31, 2019**

	<u>2019</u>	<u>2018</u>
Financial assets		
Cash and cash equivalents (Note 5)	\$ 4,113,567	\$ 3,993,576
Accounts receivable	1,735	1,679
	<u>4,115,302</u>	<u>3,995,255</u>
Liabilities		
Accounts payable and accrued liabilities (Note 7)	283,425	346,189
Net financial assets	<u>3,831,877</u>	<u>3,649,066</u>
Non-financial assets		
Tangible capital assets (Note 8)	67,647	109,470
Prepaid expenses	1,000	-
	<u>68,647</u>	<u>109,470</u>
Net assets	<u>\$ 3,900,524</u>	<u>\$ 3,758,536</u>
Net assets		
Accumulated surplus (Note 10)	<u>\$ 3,900,524</u>	<u>\$ 3,758,536</u>

Contractual obligations (Note 11)

The accompanying notes and schedules are part of these financial statements.

Approved:

Approved:

[Original signed by Peter Woloshyn]

[Original signed by Walter Ceroici]

Peter Woloshyn
Chair

Walter Ceroici
Acting Chief Executive Officer

Edmonton, Alberta
May 30, 2019

**NATURAL RESOURCES CONSERVATION BOARD
STATEMENT OF CHANGE IN NET FINANCIAL ASSETS
YEAR ENDED MARCH 31, 2019**

	2019		2018
	Budget	Actual	Actual
Annual operating surplus	\$ 12,000	\$ 141,988	\$ 129,970
Acquisition of tangible capital assets (Note 8)	(17,000)	-	(62,980)
Amortization of tangible capital assets (Note 8)	30,000	41,823	34,836
(Increase)/Decrease in prepaid expenses		(1,000)	3,228
Increase in net financial assets	25,000	182,811	105,054
Net financial assets at beginning of year	3,649,066	3,649,066	3,544,012
Net financial assets at end of year	\$ 3,674,066	\$ 3,831,877	\$ 3,649,066

The accompanying notes and schedules are part of these financial statements.

**NATURAL RESOURCES CONSERVATION BOARD
STATEMENT OF CASH FLOWS
YEAR ENDED MARCH 31, 2019**

	<u>2019</u>	<u>2018</u>
Operating transactions		
Annual operating surplus	\$ 141,988	\$ 129,970
Non-cash item included in annual operating surplus:		
Amortization of tangible capital assets (Note 8)	41,823	34,836
	<u>183,811</u>	<u>164,806</u>
Increase in accounts receivable	(56)	(901)
(Increase)/Decrease in prepaid expenses	(1,000)	3,228
Decrease in accounts payable and accrued liabilities	(62,764)	(35,406)
Cash provided by operating transactions	<u>119,991</u>	<u>131,727</u>
Capital transactions		
Acquisition of tangible capital assets (Note 8)	-	(62,980)
Cash applied to capital transactions	-	(62,980)
Increase in cash and cash equivalents	119,991	68,747
Cash and cash equivalents at beginning of year	3,993,576	3,924,829
Cash and cash equivalents at end of year	<u>\$ 4,113,567</u>	<u>\$ 3,993,576</u>

The accompanying notes and schedules are part of these financial statements.

**NATURAL RESOURCES CONSERVATION BOARD
NOTES TO THE FINANCIAL STATEMENTS
MARCH 31, 2019**

NOTE 1 AUTHORITY AND PURPOSE

The Natural Resources Conservation Board (NRCB) operates under the authority of the *Natural Resources Conservation Board Act*, Chapter N-3, RSA 2000 (NRCBA). NRCB's mandate is to provide for an impartial process to review projects that will or may affect the natural resources of the Province of Alberta. Included in this mandate are reviewable projects described in the NRCBA as well as the regulatory responsibilities set out in Part 2 of the *Agricultural Operation Practices Act*, Chapter A-7, RSA 2000 (AOPA) for the approval, monitoring and compliance of livestock confined feeding operations. The NRCB is exempt from income taxes under the *Income Tax Act*.

NOTE 2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES AND REPORTING PRACTICES

These financial statements are prepared in accordance with Canadian Public Sector Accounting Standards.

(a) Basis of Financial Reporting

Revenues

All revenues are reported on the accrual basis of accounting.

Government transfers

Transfers from the Government of Alberta are recognized as revenue when the transfer is authorized and the NRCB meets the eligibility criteria.

Government transfers and the associated externally restricted investment income are recognized as deferred revenue and/or deferred capital contributions if the eligibility criteria for use of the transfer, or the stipulations together with NRCB's actions and communications as to the use of the transfer, create a liability. These transfers are recognized as revenue as the stipulations are met and, when applicable, NRCB complies with its communicated use of the transfer.

Investment income

Investment income includes interest income and is recognized when earned.

Expenses

Expenses are reported on an accrual basis. The cost of all goods consumed and services received during the year are expensed.

Directly incurred

Directly incurred expenses are those costs the NRCB has primary responsibility and accountability for, as reflected in the government's budget documents.

Incurring by others

Services contributed by other related entities in support of NRCB's operations are not recognized but disclosed in Schedule 4.

Valuation of Financial Assets and Liabilities

Fair value is the amount of consideration agreed upon in an arm's length transaction between knowledgeable and willing parties who are under no compulsion to act.

**NATURAL RESOURCES CONSERVATION BOARD
NOTES TO THE FINANCIAL STATEMENTS
MARCH 31, 2019**

**NOTE 2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES AND REPORTING PRACTICES
(Cont'd)**

(a) Basis of Financial Reporting (Cont'd)

Valuation of Financial Assets and Liabilities (Cont'd)

The NRCB's financial assets and liabilities are generally measured as follows:

<u>Financial Statement Components</u>	<u>Measurement</u>
Cash and cash equivalents	Cost
Accounts receivable	Lower of cost or net recoverable value
Accounts payable and accrued liabilities	Cost

The NRCB does not hold equities traded in an active market, nor does it engage in derivative contracts or foreign currency transactions. The NRCB is not exposed to remeasurement gains and losses and, consequently, a statement of remeasurement gains and losses is not presented.

Financial Assets

Financial assets are assets that could be used to discharge existing liabilities or finance future operations and are not for consumption in the normal course of operations.

Financial assets are NRCB's financial claims on external organizations and individuals at the year end.

Cash and cash equivalents

Cash comprises cash on hand and demand deposits. Cash equivalents are short-term, highly liquid investments that are readily convertible to known amounts of cash and that are subject to an insignificant risk of change in value. Cash equivalents are held for the purpose of meeting short-term commitments rather than for investment purposes.

Accounts receivable

Accounts receivable are recognized at the lower of cost or net recoverable value.

Liabilities

Liabilities are present obligations of the NRCB to external organizations and individuals arising from past transactions or events occurring before the year end, the settlement of which is expected to result in the future sacrifice of economic benefits. They are recognized when there is an appropriate basis of measurement and management can reasonably estimate the amount.

Liabilities also include:

- all financial claims payable by the NRCB at the year end; and
- accrued employee vacation entitlements.

Liability for contaminated sites

Contaminated sites are a result of contamination of a chemical, organic or radioactive material or live organism that exceeds an environmental standard, being introduced into soil, water or sediment. Management has reviewed the accounting standard PS 3260 and has concluded that the NRCB does not have any liability for contaminated sites.

**NATURAL RESOURCES CONSERVATION BOARD
NOTES TO THE FINANCIAL STATEMENTS
MARCH 31, 2019**

**NOTE 2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES AND REPORTING PRACTICES
(Cont'd)**

(a) Basis of Financial Reporting (Cont'd)

Non-Financial Assets

Non-financial assets are acquired, constructed, or developed assets that do not normally provide resources to discharge existing liabilities, but instead:

- (a) are normally employed to deliver government services;
- (b) may be consumed in the normal course of operations; and
- (c) are not for sale in the normal course of operations.

Non-financial assets are limited to tangible capital assets and prepaid expenses.

Tangible capital assets

Tangible capital assets are recognized at cost less accumulated amortization. The threshold for capitalizing new tangible capital assets is \$5,000. These assets are amortized over their estimated useful lives commencing in the month following acquisition, using the following annual rates and methods:

Computer hardware	Straight line – 3 years
Computer software	Straight line – 2 to 3 years
Office equipment	Declining balance – 20% per year
Office furniture	Declining balance – 20% per year

Tangible capital assets are written down when conditions indicate that they no longer contribute to the NRCB's ability to provide goods and services, or when the value of future economic benefits associated with the tangible capital assets are less than their net book value. The net write-downs are accounted for as expenses in the Statement of Operations.

Prepaid expenses

Prepaid expenses are recognized at cost and amortized based on the terms of the agreement.

Measurement Uncertainty

Measurement uncertainty exists when there is a variance between the recognized or disclosed amount and another reasonably possible amount. The amounts recognized for amortization of tangible capital assets are based on estimates of the useful life of the related assets. The resulting estimates are within reasonable limits of materiality and are in accordance with the NRCB's significant accounting policies.

(b) Change in Accounting Policy

The NRCB has prospectively adopted the following standard from April 1, 2018: PS 3430 Restructuring Transactions. The adoption of this standard did not affect the financial statements.

**NATURAL RESOURCES CONSERVATION BOARD
NOTES TO THE FINANCIAL STATEMENTS
MARCH 31, 2019**

NOTE 3 FUTURE ACCOUNTING CHANGES

The Public Sector Accounting Board has approved the following accounting standards:

- **PS 3280 Asset Retirement Obligations (effective April 1, 2021)**
Effective April 1, 2021, this standard provides guidance on how to account for and report liabilities for retirement of tangible capital assets.
- **PS 3400 Revenue (effective April 1, 2022)**
This standard provides guidance on how to account for and report on revenue, and specifically, it addresses revenue arising from exchange transactions and unilateral transactions.

Management is currently assessing the impact of these standards on the financial statements.

NOTE 4 GOVERNMENT TRANSFERS

	<u>2019</u>	<u>2018</u>
Original transfer from the Department of Environment and Parks	\$ 6,433,000	\$ 6,474,000
Transfer amounts returned to the Department of Environment and Parks	(1,300,000)	(900,000)
Adjusted transfer from the Department of Environment and Parks	<u>\$ 5,133,000</u>	<u>\$ 5,574,000</u>

NOTE 5 CASH AND CASH EQUIVALENTS

Cash and Cash Equivalents consist of deposits in the Consolidated Cash Investment Trust Fund (CCITF) of the Province of Alberta. The CCITF is managed with the objective of providing competitive interest income to depositors while maintaining appropriate security and liquidity of depositors' capital. The portfolio is comprised of high quality, short-term securities with a maximum term to maturity of three years. As at March 31, 2019, securities held by the fund have a time-weighted return of 1.8% per annum (2018 – 1.1% per annum). Due to the short-term nature of the CCITF investments, the carrying value approximates fair value.

NOTE 6 FINANCIAL INSTRUMENTS

The NRCB has the following financial instruments: cash and cash equivalents, accounts receivable and accounts payable and accrued liabilities.

The NRCB has exposure to the following risks from its use of financial instruments:

(a) Liquidity Risk

Liquidity risk is the risk that the NRCB will encounter difficulty in meeting obligations associated with its financial liabilities. The NRCB does not consider this to be a significant risk as the NRCB collects government transfers quarterly to meet all obligations that arise during the year.

(b) Credit Risk

The NRCB is exposed to credit risk from potential non-payment of accounts receivable. As at March 31, 2019, there were no uncollectible receivable balances.

**NATURAL RESOURCES CONSERVATION BOARD
NOTES TO THE FINANCIAL STATEMENTS
MARCH 31, 2019**

NOTE 7 ACCOUNTS PAYABLE AND ACCRUED LIABILITIES

	2019	2018
Accounts payable	\$ 51,635	\$ 56,593
Accrued liabilities - employee benefits	231,790	289,596
	<u>\$ 283,425</u>	<u>\$ 346,189</u>

NOTE 8 TANGIBLE CAPITAL ASSETS

	Computer Hardware	Computer Software	Office Equipment	Office Furniture	2019 Total	2018 Total
Historical Cost						
Beginning of year	\$ 233,374	\$ 19,884	\$ 71,568	\$ 195,271	\$ 520,097	\$ 522,261
Additions	-	-	-	-	-	62,980
Disposals, including write-downs	-	-	-	(8,105)	(8,105)	(65,144)
	<u>233,374</u>	<u>19,884</u>	<u>71,568</u>	<u>187,166</u>	<u>511,992</u>	<u>520,097</u>
Accumulated Amortization						
Beginning of year	169,715	6,628	44,735	189,549	410,627	440,935
Amortization expense	28,653	6,628	5,367	1,175	41,823	34,836
Effect of disposals including write- downs	-	-	-	(8,105)	(8,105)	(65,144)
	<u>198,368</u>	<u>13,256</u>	<u>50,102</u>	<u>182,619</u>	<u>444,345</u>	<u>410,627</u>
Net Book Value at March 31, 2019	<u>\$ 35,006</u>	<u>\$ 6,628</u>	<u>\$ 21,466</u>	<u>\$ 4,547</u>	<u>\$ 67,647</u>	
Net Book Value at March 31, 2018	<u>\$ 63,659</u>	<u>\$ 13,256</u>	<u>\$ 26,833</u>	<u>\$ 5,722</u>		<u>\$ 109,470</u>

NOTE 9 BENEFIT PLANS

The NRCB participates in the multi-employer pension plans: Management Employees Pension Plan (MEPP) and Supplementary Retirement Plan for Public Service Managers (SRP). The expense for these pension plans is equivalent to the annual contribution of \$16,127 for the year ended March 31, 2019 (2018 - \$19,957). The NRCB is not responsible for future funding of the plan deficit other than through contribution increases.

The NRCB does not have sufficient plan information on the Government of Alberta multi-employer defined benefit pension plans to follow the standards for defined benefit accounting, and therefore follows the standards for defined contribution accounting. Accordingly, pension expense recognized for the Government of Alberta multi-employer defined benefit pension plans is comprised of employer contributions to the plans that are required for its employees during the year, which are calculated based on actuarially pre-determined amounts that are expected to provide the plans' future benefits.

**NATURAL RESOURCES CONSERVATION BOARD
NOTES TO THE FINANCIAL STATEMENTS
MARCH 31, 2019**

NOTE 9 BENEFIT PLANS (Cont'd)

At December 31, 2018, the MEPP reported a surplus of \$670,700,000 (2017 - surplus \$866,006,000), and the SRP reported a deficiency of \$70,310,000 (2017 - deficiency \$54,984,000).

In addition, the NRCB sponsors a defined contribution pension plan for employees who are not eligible to participate in the government sponsored pension plans. The expense for this pension plan is \$228,678 for the year ended March 31, 2019 (2018 - \$240,768). Pension expense comprises the cost of employer contributions during the year.

NOTE 10 ACCUMULATED SURPLUS

Accumulated surplus is comprised of the following:

	Investment in Tangible Capital Assets	Unrestricted Surplus	2019 Total	2018 Total
Balance at beginning of year	\$ 109,470	\$ 3,649,066	\$ 3,758,536	\$ 3,628,566
Annual operating surplus	-	141,988	141,988	129,970
Net investment in capital assets	(41,823)	41,823	-	-
Balance at end of year	<u>\$ 67,647</u>	<u>\$ 3,832,877</u>	<u>\$ 3,900,524</u>	<u>\$ 3,758,536</u>

NOTE 11 CONTRACTUAL OBLIGATIONS

Contractual obligations are obligations of the NRCB to others that will become liabilities in the future when the terms of those contracts or agreements are met.

As at March 31, 2019, the NRCB had contractual obligations under operating leases and contracts totalling \$490,647 (2018 - \$147,148).

Estimated payment requirements for obligations under operating leases and contracts for each of the next four years are as follows:

2019-20	\$ 219,606
2020-21	145,734
2021-22	124,091
2022-23	1,216
	<u>\$ 490,647</u>

NOTE 12 BUDGET

The budget was included in the 2018-19 Government Estimates under the Ministry of Environment and Parks. The budget was approved by the Board on May 1, 2018.

NOTE 13 APPROVAL OF FINANCIAL STATEMENTS

The Board approved the financial statements of the NRCB.

**NATURAL RESOURCES CONSERVATION BOARD
EXPENSES – DIRECTLY INCURRED DETAILED BY OBJECT
YEAR ENDED MARCH 31, 2019**

	2019		2018
	Budget	Actual	Actual
Salaries, wages and employee benefits	\$ 5,270,492	\$ 4,349,965	\$ 4,573,652
Supplies and services	1,161,508	692,174	896,120
Amortization of tangible capital assets (Note 8)	30,000	41,823	34,836
Total expenses	<u>\$ 6,462,000</u>	<u>\$ 5,083,962</u>	<u>\$ 5,504,608</u>

**NATURAL RESOURCES CONSERVATION BOARD
SALARY AND BENEFITS DISCLOSURE
YEAR ENDED MARCH 31, 2019**

	2019			2018	
	Base Salary ⁽¹⁾	Other Cash Benefits ⁽²⁾	Other Non-cash Benefits ⁽³⁾	Total	Total
Chair A ⁽⁴⁾⁽⁵⁾⁽⁷⁾	\$ -	\$ -	\$ -	\$ -	\$ 176,126
Chair B ⁽⁴⁾⁽⁵⁾⁽⁸⁾	173,520	33,884	13,036	220,440	63,821
Board Member A ⁽⁶⁾⁽⁹⁾	-	-	-	-	45,550
Board Member B ⁽⁶⁾⁽¹⁰⁾	93,762	13,464	13,329	120,555	88,720
Board Member C ⁽⁶⁾⁽¹¹⁾	93,762	6,718	31,087	131,567	73,272
Chief Executive Officer ⁽¹²⁾	-	-	-	-	183,629
Acting Chief Executive Officer ⁽¹³⁾	177,684	18,946	30,133	226,763	56,321

(1) Base salary includes regular salary.

(2) Other cash benefits include health benefits pay in lieu, pension pay in lieu and vacation payouts. There were no bonuses paid in 2019 and 2018.

(3) Other non-cash benefits include employer's share of all employee benefits and contributions or payments made on behalf of employees including Employment Insurance, Canada Pension Plan, Government of Alberta pension plan, health benefits, professional memberships, parking and WCB premiums. The NRCB is a participant in the Alberta Energy Regulator (AER) flexible health benefit plan.

(4) Automobile allowance included in other cash benefits.

(5) The position is 80% permanent part-time.

(6) The position is 60% permanent part-time.

(7) The former Chair's last day was December 21, 2017.

(8) The position commenced on December 21, 2017.

(9) The term of the position expired on August 14, 2017.

(10) The position commenced on June 1, 2017.

(11) The position commenced on August 15, 2017.

(12) The former Chief Executive Officer left the position on December 18, 2017.

(13) The Acting Chief Executive Officer was appointed to the position on January 1, 2018.

**NATURAL RESOURCES CONSERVATION BOARD
RELATED PARTY TRANSACTIONS
YEAR ENDED MARCH 31, 2019**

Related parties are those entities consolidated or accounted for on the modified equity basis in the Government of Alberta's Consolidated Financial Statements. Related parties also include key management personnel and close family members of those individuals in the NRCB. The NRCB and its employees paid certain taxes and fees set by regulation for premiums, licences and other charges. These amounts were incurred in the normal course of business, reflect charges applicable to all users, and have been excluded from this schedule.

The NRCB had the following transactions with related parties reported in the Statement of Operations and the Statement of Financial Position at the amount of consideration agreed upon between the related parties:

	<u>2019</u>	<u>2018</u>
Revenues	\$ 5,133,000	\$ 5,574,000
Expenses – Directly Incurred	\$ 25,539	\$ 124,273
Payable To	\$ 1,000	\$ 4,175

The NRCB also had transactions with related parties for which no consideration was exchanged. The amounts for these related party transactions are estimated based on the costs incurred by the service provider to provide the service. These amounts are not reported in the financial statements and are included in Schedule 4.

The NRCB has a Memorandum of Understanding (MOU) with the AER and an MOU with the Alberta Utilities Commission (AUC) to share resources on an on-going basis. Under the MOUs, the NRCB is both a service provider and a service recipient.

**NATURAL RESOURCES CONSERVATION BOARD
ALLOCATED COSTS
YEAR ENDED MARCH 31, 2019**

	2019			2018
	Expenses ⁽¹⁾	Expenses incurred by others	Total Expenses	Total Expenses
Accommodation Costs ⁽²⁾				
AOPA and NRCBA Mandates				
Board reviews and hearings ⁽³⁾	\$ 1,034,099	\$ 97,686	\$ 1,131,785	\$ 1,191,697
Regulating confined feeding operations ⁽⁴⁾	4,049,863	382,571	4,432,434	4,813,212
	<u>\$ 5,083,962</u>	<u>\$ 480,257</u>	<u>\$ 5,564,219</u>	<u>\$ 6,004,909</u>

- (1) Expenses - Directly Incurred as per Statement of Operations.
(2) Accommodation Costs, including grants in lieu of taxes, allocated by square footage.
(3) Board reviews and hearings comprise expenses related to AOPA appeals and NRCBA reviews.
(4) Regulating confined feeding operations comprise expenses related to (a) the approval, monitoring and compliance activities under AOPA and (b) science and technical activities in support of AOPA and NRCBA mandates.