

Conservation that transforms



Ducks Unlimited
Canada

ANNUAL REPORT 2016

Conservation
transforms our world

It revives...
bringing entire ecosystems to life.





It renews...

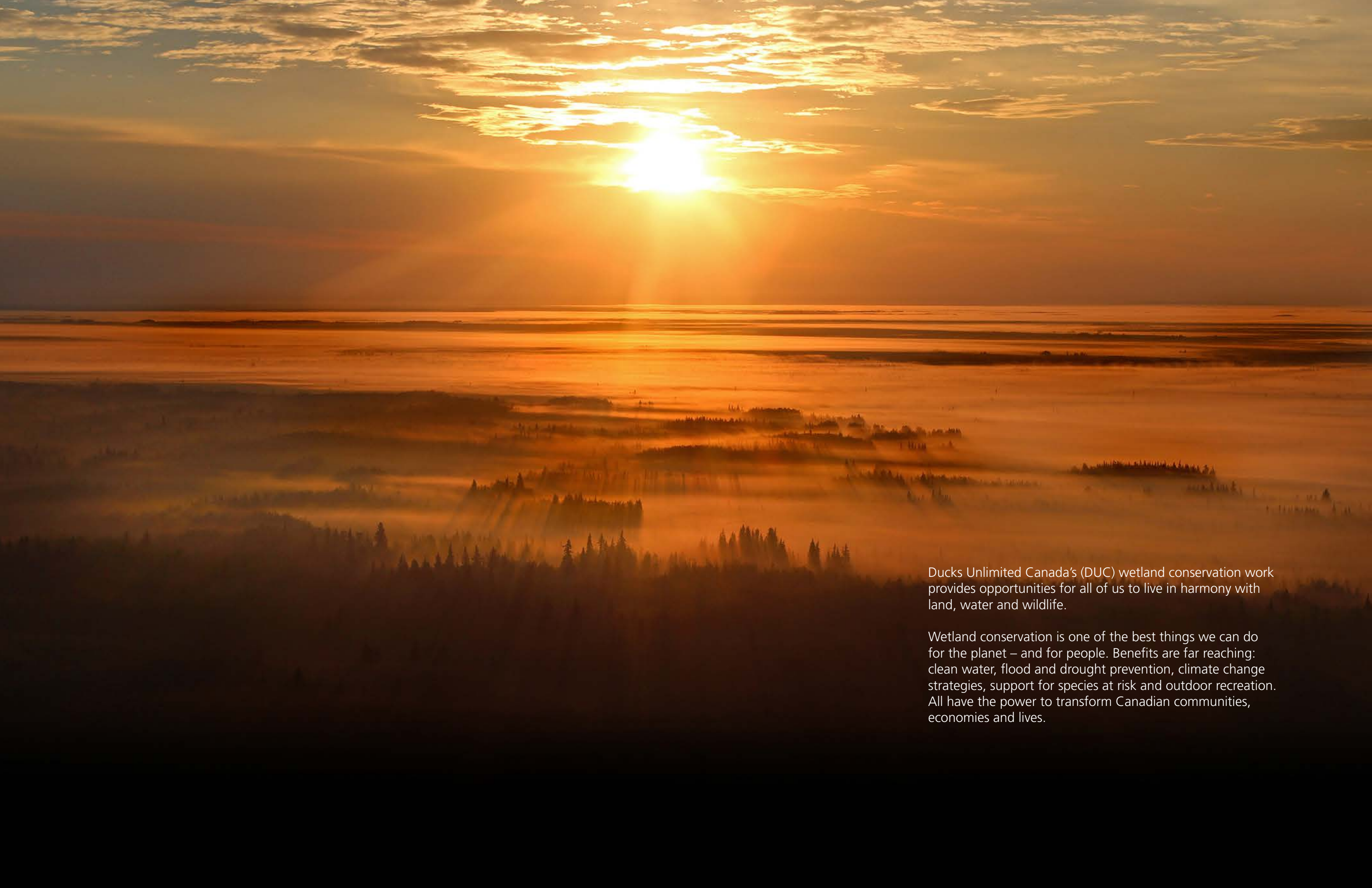
supporting the natural cycles of wild places.

It enriches...
helping species thrive.





It protects...
providing safe havens.



Ducks Unlimited Canada's (DUC) wetland conservation work provides opportunities for all of us to live in harmony with land, water and wildlife.

Wetland conservation is one of the best things we can do for the planet – and for people. Benefits are far reaching: clean water, flood and drought prevention, climate change strategies, support for species at risk and outdoor recreation. All have the power to transform Canadian communities, economies and lives.



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Conservation that transforms...

We've both been around long enough to see Canada's natural areas undergo some major changes. The past 50 years of human activity have transformed the country. People have moved from rural dwellings to urban developments. Industry and business are expanding. Demands for food, fuel and fibre continue to grow.

But, as part of the Ducks Unlimited Canada (DUC) community, we've also experienced how conservation is transforming the world around us. It provides balance. It offers support. It represents hope.

Throughout the 2016 fiscal year, DUC delivered a wide range of transformative conservation. Our habitat projects are restoring areas that have been lost, fighting invasive species and guarding communities from flooding and drought. Our scientific research is transforming what we know about wetlands and wildlife, equipping us with knowledge to better conserve them. Our partnerships with landowners and industry, as well as our input on government policies, are transforming the ways conservation is delivered. Education is transforming young people into conservation leaders.

Rescue Our Wetlands is uniting all of these efforts in an unprecedented campaign to transform the future of conservation in this country. And as you'll see by the success stories shared in this report, we're making great progress. Our results are a testament to people like you who share our passion and commitment to wild places.

Once again, thank you for your support...and for all that you do to ensure the cycle of conservation and transformation continue.

Yours in conservation,

Jim Couch
James Couch
President

Mac Dunfield
Mac Dunfield
Chairman of the Board



RESCUE OUR WETLANDS

WATER—WILDLIFE—YOU



Rescue Our Wetlands is a shining example of conservation that transforms. It's a campaign that redefines the relationship Canadians have with the environment. It delivers science-based wetland conservation that benefits young and old, urban and rural.

Ducks Unlimited Canada is five years into this ambitious seven-year campaign. We've teamed up with Ducks Unlimited in the United States and Mexico to deliver conservation with continental impacts.

Progress in priority areas:

Habitat conservation

Our efforts are delivering results you can wade in and walk on – benefiting water, wildlife and people across the country.



Research

Important scientific studies continue providing new insight into our changing environment.



Education

By engaging teachers and students, we're inspiring people of all ages to follow their curiosity, learn about wetlands and take conservation action.



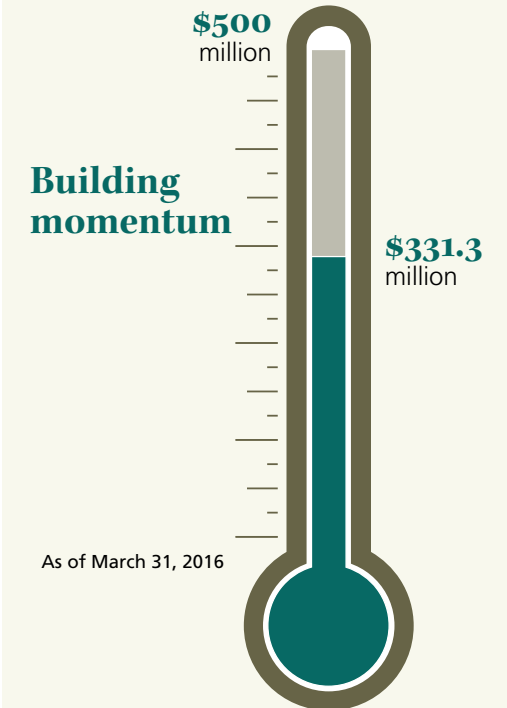
Public policy

We're working to ensure effective wetland legislation is in place at federal, provincial and municipal levels.



Ensuring a legacy

Our strong planned giving program will carry results of this historic campaign well into the future.



National Facts

as of March 31, 2016



Our financial commitment

In the 2016 fiscal year, DUC invested 93 per cent of available revenue in habitat conservation, research, public policy and education.

Uses of funds*

\$76.5 MILLION

Conservation Mission

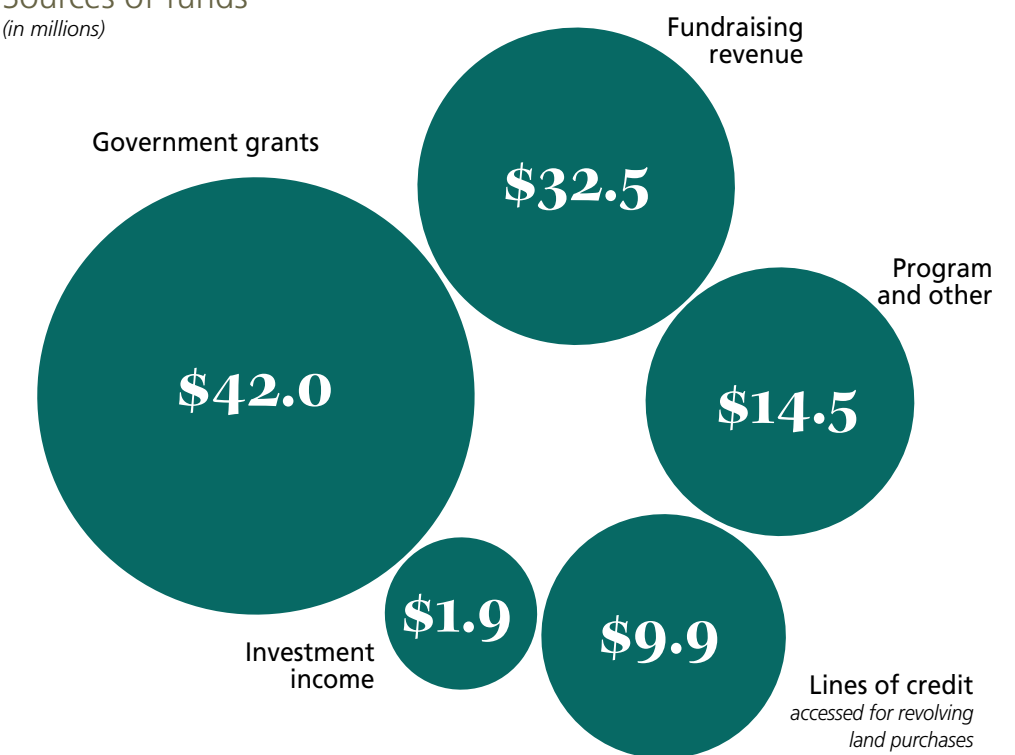
Includes capitalized conservation land purchases

\$5.7 MILLION

Administration

* not including \$14.1 million fundraising and philanthropic expenditures

Sources of funds
(in millions)



Our conservation success

6.4

MILLION

acres of habitat secured¹
(2.6 million hectares)

143.9

MILLION

acres of habitat positively influenced²
(58.2 million hectares)

9,896

habitat projects

Our conservation community

More than **130,000** making a difference

A diverse mix of donors, landowners, students and teachers as well as fundraising event attendees and many others are taking action to support our conservation mission. This conservation community is championed by nearly 5,900 dedicated volunteers across the country.

Supporters of tomorrow

121,000 gaining greater awareness

Canadians are connecting with us through new media like social networks and political advocacy websites. They're also exploring the world of conservation for themselves by visiting our interpretive centres. All are gaining greater awareness and sharing our conservation messages with others within their spheres of influence.

¹ Through land purchase, management agreements, conservation easements and leases.

² Through retention or restoration measures of less than 10 years or policy projects.

Conservation

Revolving Land Conservation Program

Nestled among bending grasses and grazing cattle in a farmer's field is a shallow pothole wetland. The pairing is a sign things are changing. This is land that's working – both economically and environmentally – as part of Ducks Unlimited Canada's (DUC) Revolving Land Conservation Program. By balancing the need for natural habitat within the demands of a highly productive landscape, the program is transforming the way conservation is delivered across Prairie Canada.

The Revolving Land Conservation Program creates a perpetual cycle of conservation. DUC purchases property, restores the wetlands and often grasslands and places a conservation easement on the title. Land is then sold back to the agricultural community so it can return to production while keeping its natural ecosystems safeguarded. Proceeds from land sales are used to fund other revolving land projects in the area.

In the past fiscal year, DUC has successfully transitioned 21 properties through the Revolving Land Conservation Program. As a result, 6,066 acres (2,456 hectares) of wetlands and uplands have been conserved in perpetuity via conservation easements. In addition, DUC has purchased 15 properties (6,872 acres or 2,781 hectares) in the past fiscal year. These properties are currently being restored and will be sold once complete (approximately two years after purchase).

The Revolving Land Conservation Program conserves three times more land than traditional buy-and-hold programs. It supports rural communities, sustains a working landscape and helps keep private land in private hands. It's a new spin on conservation that's delivering real results.

OUR MISSION AT WORK

In addition to the Revolving Land Conservation Program, DUC uses a diverse collection of conservation tools to benefit wetland habitat across the country:

- Conservation easements
- Restoration and mitigation work
- Collaborations with landowners through winter wheat, forage and rangeland programs



Partner Spotlight

The innovative qualities of the Revolving Land Conservation Program are also transforming DUC's ability to leverage funds and attract new support. Agricultural product supplier Agrium created the Agrium Legacy Wetland Program to support the initiative. To date, Agrium's program has contributed \$1.15 million, securing more than 1,640 acres (664 hectares) across Alberta, Saskatchewan and Manitoba.

Science

Sustainable Land Use Change Study

How much habitat do 15 million ducks, geese and swans need to breed, nest and raise their young?

The vast expanse of Canada's boreal forest has what it takes to support this incredible swell of life. But it's an ecosystem under threat. Industrial development is changing the once pristine area. Ducks Unlimited Canada (DUC) scientists are investigating how these activities may be affecting waterfowl populations. It's an effort to explore, understand and inform sustainable land use in Canada's North.

Our Sustainable Land Use Change Study is tackling the topic by examining waterfowl production rates. It's relating them to levels of industrial development – things like roads, pipelines and resource extraction sites. Is industry impacting duck survival and reproduction by reducing their food sources? Are these activities affecting their habitat in ways that make them more vulnerable to predators? Finding answers to these questions is critical to developing conservation actions.

There is still much to learn about the natural workings of the boreal forest itself. Results from this study will hold tremendous power to transform our understanding of waterfowl – and in turn, the ways in which industrial processes are carried out in the region.



Partner Spotlight

University of Waterloo

One component of the Sustainable Land Use Change Study is being led by Matt Dyson, a PhD student from the University of Waterloo. Other partners include the North American Wetland Conservation Act and the Prairie Habitat Joint Venture.

OUR MISSION AT WORK

Science makes conservation possible in many ways. Through DUC's Institute for Wetland and Waterfowl Research, our science team is tackling big environmental challenges:

- World-leading research uncovers unique relationships between wetlands, waterfowl, watershed health and biodiversity.
- Scientific findings give us credibility and influence with governments, industries and landowners.
- Our prestigious graduate fellowship program is supporting and nurturing the next generation of conservation leaders.



Policy

DUC puts conservation on federal election agenda

Before heading to the polls last fall, members of Ducks Unlimited Canada's (DUC) conservation community made their priorities clear. They were voting for wetlands. They were electing to conserve. They were challenging candidates to put the health of the environment at the top of political agendas and transform the way the country looks at growth and progress.

Our federal advocacy campaign called Vote for Wetlands mobilized supporters from coast to coast during the 2015 federal election. A special website made it easy for people to personally connect with their local candidates and ask what they would do for wetlands if elected. Wetland stats, facts and videos allowed them to spread the word and make their voices heard.

As part of this policy push, DUC published our own set of election priorities for all parties to consider. This included recognizing wetlands as true economic assets – from filtering water to preventing floods to fighting climate change. Conservation incentives for landowners, recognizing wetlands as “green infrastructure” and the need for ongoing wetland mapping were also highlighted as key items requiring political support.

Strong public policy remains the most effective way to impact large landscapes across the country. Backed by a network of passionate Canadian supporters, we are influencing meaningful change.



OUR MISSION AT WORK

DUC is a chosen partner that's delivering a variety of federal conservation programs, including:

- Natural Areas Conservation Program
- Recreational Fisheries Conservation Partnerships Program
- National Wetland Conservation Fund, as part of the National Conservation Plan



Partner Spotlight

DUC is a proud member of the Green Budget Coalition. Made up of 16 leading Canadian environmental organizations, the coalition presents analyses of the most pressing issues regarding environmental sustainability to the federal government. Every year, DUC contributes to the Green Budget Coalition's set of recommendations outlining strategic fiscal and budgetary opportunities.

Education

Wetland Centres of Excellence put value of outdoor education into a new perspective

Take one look at the expressions of students exploring their outdoor classroom and you'll see that while textbooks can teach, experiences can inspire. When introducing young people to nature and environmental issues, there's no substitute for the real thing. By taking studies outside, schools that belong to Ducks Unlimited Canada's (DUC) Wetland Centres of Excellence program are putting the value of outdoor education into a new perspective.

DUC works with more than 20 Wetland Centres of Excellence partners across Canada. Each commits to the long-term care of local wetlands through student-led conservation and education projects. Some tackle wetland restoration and habitat improvement, while others contribute to science through bird banding and other research projects. Many students also lead and mentor younger students on wetland field trips, creating a cycle of intrigue and learning among their peers.

The impact of these students and their projects extend far beyond the schoolyard. Many work alongside DUC as youth ambassadors, sharing their experiences about conservation and the environment at political and community events.

Wetlands Centres of Excellence provide compelling proof that good things happen when students are encouraged to explore the outdoors and take action based on their own interests and discoveries. Results are positive and far reaching. Communities enjoy the benefits of healthy wetlands. Conservation ethics are instilled. And most importantly, kids are empowered to make a difference.



Partner Spotlight

The Wetland Centre of Excellence at this Manitoba school is transforming an entire community. Students and teachers at Rivers Collegiate are working alongside town representatives, conservation district officials and many others on a major wetland project.

Restoration work will take place at the school's wetland site to restore native plant species. Plans are underway to construct a multi-use structure as well as a trail network connecting the school and community to the wetland. Students have built and installed waterfowl and bat nest boxes throughout the site, Manitoba Hydro as well as members of a local First Nation have assisted with tree planting, while many other organizations and foundations are providing financial support to make the area accessible and enjoyable for all residents.



OUR MISSION AT WORK

In addition to Wetland Centres of Excellence, DUC has a variety of education programs that are shaping conservation leaders for today and tomorrow:

- Project Webfoot provides wetland education curriculum for Grades 4 to 6 in jurisdictions across Canada.
- The Wetland Heroes program recognizes young people who are supporting wetland conservation through their own community projects.
- Interpretive Centres provide students and the public with opportunities to visit, explore and learn about wetlands.
- Mentored Hunt Programs introduce novice hunters to waterfowling and conservation traditions.

Philanthropic Giving

Feather Society gifts transcend lifetimes and transform the future

Ducks Unlimited Canada's (DUC) Feather Society program is a powerful example of how people are transforming their conservation lifestyles into conservation legacies. By making a planned gift to DUC, they continue fueling our progress – and realizing their own vision for the future – long after they're gone.

DUC currently has 383 Feather Society members who are helping shape the future of conservation. Their gifts include charitable bequests, as well as gifts of life insurance, investments, securities or land.

Valuable support from Feather Society members ensure the next generation has the opportunity to share precious memories in the outdoors. It safeguards treasured traditions and nature's many gifts. It's a lasting, positive footprint they're leaving on the planet.

OUR MISSION AT WORK

Philanthropic giving comes in all shapes and sizes, uniting a diverse collection of supporters who want to make a difference.

- Individual donors make personal gifts that reflect their passions and interests.
- Environmentally focused corporations give back to natural areas that give much to them.
- Foundations support conservation and the benefits it provides to people and communities.
- Affinity partners provide unique business offerings to customers that support conservation.



Partner Spotlight Clyde McBain

“Some of the happiest moments of my life have been in a marsh with my son and son in law, and later years with my grandchildren. I don't know of anything more rewarding. Conservation is important... I hope there will be marshes for my grandchildren and others to enjoy. I like to tell people I'm leaving money to DUC. It makes me proud to be able to say it. It's not a difficult decision.” - *Clyde McBain, DUC Feather Society member*

Grassroots Fundraising

Canadian artists help paint a positive future for conservation

Something special happens when an artist captures a natural experience. The subject, whether it be landscape or wildlife, is transmuted into oil, acrylic or ink and preserved in time for generations to interpret and enjoy. Ducks Unlimited Canada's (DUC) National Art Portfolio takes this one step further by transforming the art into conservation opportunities.

When we combine the emotional impact of art with our passionate grassroots supporter network, we get a powerful fundraising tool. Since 1986, DUC's National Art Portfolio has teamed up with conservation-minded artists to raise funds to conserve the wildlife and habitat that inspire so much of their artwork.

Each year, our curators select the prestigious portfolio from thousands of submissions. These paintings and drawings are made into high-quality, limited edition prints and become the subject of spirited bidding at volunteer-run fundraising events, or admired by passersby at one of thousands of public sealed bid auctions sites hosted by our generous business partners.

No matter where our prints end up, we experience the same positive result: funding and awareness that are painting a positive future for conservation.

OUR MISSION AT WORK

Grassroots fundraising is equal parts creativity, effort and passion. DUC provides many fun and rewarding opportunities to get involved.

- The DUC conservation community includes nearly 5,900 volunteers who put their passion into action.
- More than 390 fundraising events across the country are as diverse as the volunteer chapters that organize them.
- Thousands of partners display their commitment to conservation by hosting our sealed bid auction easels in their business



Partner Spotlight

MBNA Canada sponsors DUC's Artist of the Year – the highest distinction awarded in our National Art Portfolio. Trevor Tennant (below) of Bobcaygeon, Ont. was chosen as the 2016 Artist of the Year for his moose-themed painting, *Shoreline Retreat*.

"I support DUC because they conserve the landscapes and wildlife that inspire me to paint," says Tennant. "Their National Art Portfolio is great exposure for artists and provides great fundraising for conservation. It's a perfect pairing."

MBNA Canada also supports wetland conservation through the DUC MasterCard® affinity credit card program.



British Columbia

12,812
supporters

925
volunteers

965
landowner partners

604
habitat projects

325
acres
(131 hectares)
secured in FY16

443,488
acres
(179,472 hectares)
secured since 1938

8,005,942
acres
(3,240,005 hectares)
influenced since 1938

Keeping marshland on the map

Land donation leaves a legacy of wildlife habitat in the Okanagan

When people think of the Okanagan, fruit orchards and vineyards often come to mind. But here in the valley, marshland is also an important natural feature. Trouble is, more than 85 per cent of historic valley-bottom wetlands have been lost to agriculture and development over the years. Thanks to the commitment of one local family, some important wetland habitat will be protected forever. It's a reminder that while the Okanagan is a great place for wine, it's also a great place for wildlife.

Known locally as Marsh Lake, the property is located near Oyama, situated between Wood and Kalamalka Lakes in the Central Okanagan region. It's been in Joyce Young's family since 1938. For decades she's watched painted turtles, great blue herons, red-winged and yellow-headed blackbirds, and a variety of snakes, frogs and waterfowl make their homes in and around the marsh. The wetland is also a place where she watched her children and grandchildren learn to skate. It's land that's a big part of her family's history.

Recognizing the importance of Marsh Lake to wildlife, Joyce and her two sons, David and Robert Young, donated their property to Ducks Unlimited Canada (DUC). It's a generous gift that will safeguard its future and help keep wetlands like it on the map in British Columbia's Okanagan.

OUR MISSION AT WORK

DUC is working across British Columbia to conserve beautiful and essential natural habitat by:

- Securing at-risk habitat in the Lower Mainland, including important coastal estuaries.
- Conserving key agricultural lands in rapidly changing areas of East Vancouver Island.
- Maintaining and rebuilding important wetland projects in the Interior.
- Protecting and restoring areas in the Northeast where industrial development is rapidly advancing.

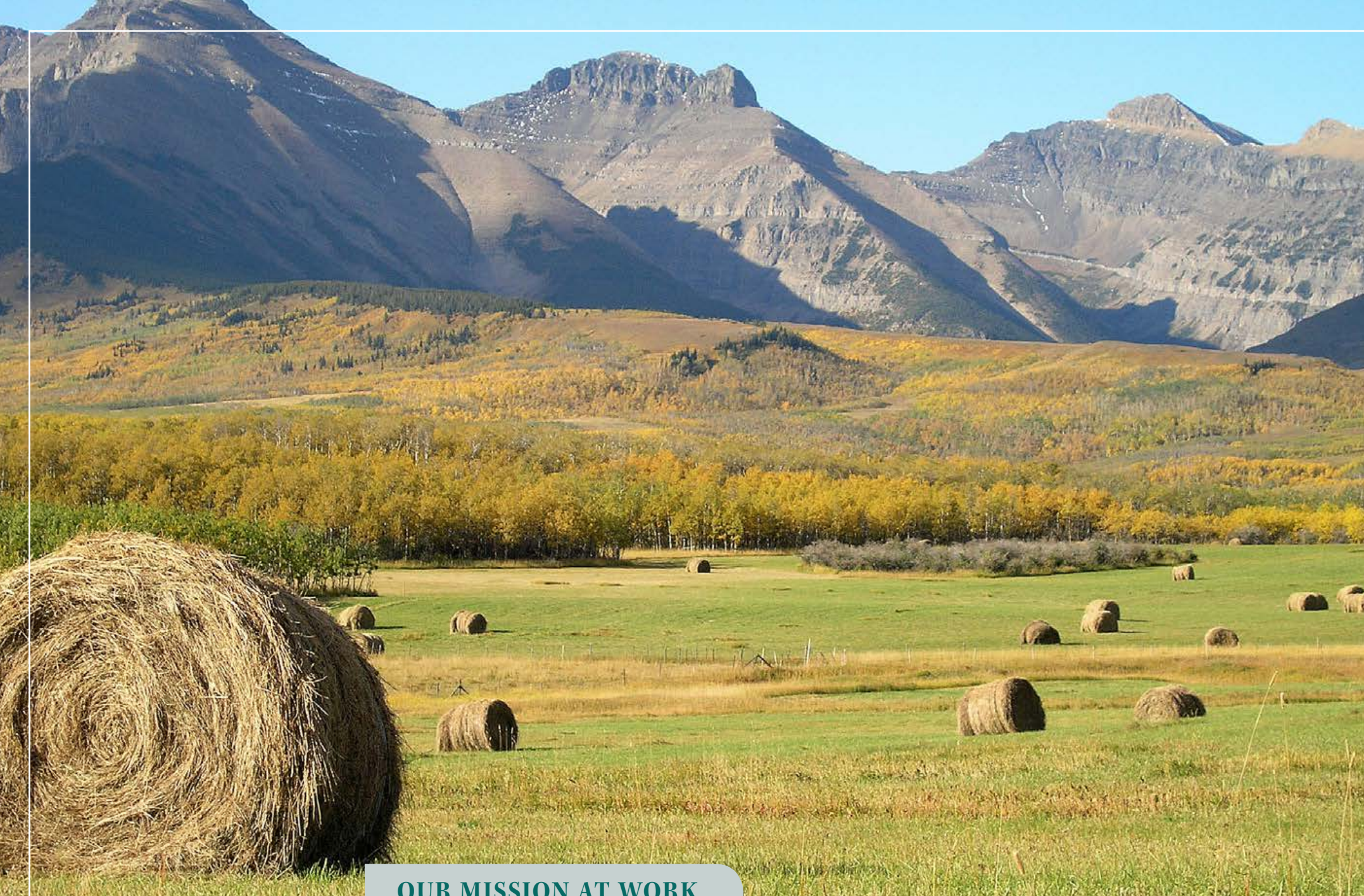


Partner Spotlight

The Young Family

The Young family has a deep commitment to conservation. Several years ago, David Young donated an adjacent parcel of land near Marsh Lake to DUC. In total, the Young family has donated more than 11 acres (4.5 hectares) of wetland habitat to DUC.

The Marsh Lake project is a truly collaborative conservation effort. The Young's charitable donation was supported by Environment Canada's Ecological Gifts program, while site restoration work was funded by Environment Canada's National Wetland Conservation Fund, the U.S. Fish and Wildlife Service and Habitat Conservation Trust Foundation.



Alberta

17,172 supporters	1,235 volunteers	4,138 landowner partners	1,991 habitat projects
17,612 acres (7,126 hectares) secured in FY16	2,314,086 acres (936,476 hectares) secured since 1938	7,358,089 acres (2,977,819 hectares) influenced since 1938	

Gearing up with green infrastructure

Watershed Resiliency and Restoration Program protects against flooding and drought

Personal belongings bob up and down in flooded basements. Crops and pastureland wither in parched soil. These are devastating experiences Albertans have lived through in recent years. While floods and drought aren't uncommon in the province, the severity in which they're affecting people's lives is growing. Through the Watershed Resiliency and Restoration Program, wetland mitigation is transforming water management in the province. It's a response that's delivering hope for the future.

While traditional mitigation projects involve large-scale construction or engineered structures, watershed mitigation focuses on natural solutions. This includes conserving and restoring wetlands, which hold water during wet periods and slowly release it during dry periods. The Government of Alberta's Watershed Resiliency and Restoration Program provides funding for this kind of green infrastructure.

Since the program's implementation in 2014, Ducks Unlimited Canada (DUC) has received \$11.6 million, of an available \$21 million, in funding. Our goal is to use these funds to secure and restore 1,380 acres (558 hectares) of wetlands in flood and drought-prone areas in the southern part of the province.

As of March 31, 2016 we've secured and restored 403 acres (163 hectares). This habitat is putting the natural power of the landscape to work. It's a proactive approach that's safeguarding the long-term future of water, wildlife and people across the province.

OUR MISSION AT WORK

DUC's conservation work in Alberta takes many forms, collaborating with those who share our passion for wild places:

- Our new MarshKeepers volunteer program empowers citizens to care for wetlands in their communities.
- Landowner programs help producers deliver wildlife habitat as well as productive cropping, grazing and haying on their land.
- Places like the Bow Habitat Station deliver our award-winning wetland education programming to students and the public.



Partner Spotlight

In June 2013, parts of southern Alberta were devastated by flooding. The Government of Alberta responded with a number of funding programs to address a wide range of recovery activities. The Watershed Resiliency and Restoration Program aims to improve natural watershed functions to build greater long-term resiliency to droughts and floods through restoration, conservation, education and stewardship.

Saskatchewan

15,276
supporters

648
volunteers

4,474
landowner partners

2,939
habitat projects

46,534
acres
(18,831 hectares)
secured in FY16

1,777,501
acres
(719,328 hectares)
secured since 1938

6,096,747
acres
(2,477,354 hectares)
influenced since 1938

The Lamb farm: raising cattle, ducks

Family signs largest conservation easement in province's history

Saskatchewan's Allan Hills are a cattle rancher's dream. The lush, rolling landscape provides ample space for livestock to graze. It's what drew Albertans John and Kim Lamb and their family here more than ten years ago to expand their operation. Since then, they've found a way of working the land that's redefining how agriculture and conservation work together. By signing a historic conservation easement with Ducks Unlimited Canada (DUC), the Lambs are raising cattle, ducks and awareness about the importance of wetlands on the Prairies.

Conservation easements are legal tools that help landowners protect natural habitat on their property, while continuing to use it for production. The Lamb family's easement covers 3,282 acres (1,328 hectares) of native parkland, tame forage, natural and restored wetlands – all critical areas for ducks, geese and other waterfowl. This project was undertaken with the financial support of the Government of Canada through the Natural Areas Conservation Program administered by the federal Department of the Environment and Climate Change Canada. Additional funding was provided by the North American Wetlands Conservation Act, the Migratory Bird Treaty Act and several private donors.

In areas like the Allan Hills, there can be as many as 60 breeding waterfowl pairs per square mile. This means habitat on this property is prime real estate. Safeguarding this natural habitat ensures a strong, sustainable future for all whose lives depend on the land – the Lambs, the cattle and the ducks.

OUR MISSION AT WORK

Saskatchewan is the heart of North America's prairie pothole region. DUC works to protect, conserve and restore these wetlands in many ways:

- Partnering with landowners, industry and other stakeholders to promote policies that protect wetlands.
- Delivering DUC's Revolving Land Conservation Program and forage incentive programs to help conserve habitat while acknowledging the needs of the agricultural landscape.
- Conducting research that demonstrates the environmental value of wetlands in preventing issues like flooding and drought.
- Providing education programs and access to sites like Chappell Marsh in Saskatoon and McKell Wascana Conservation Park in Regina where people can learn about wetlands firsthand.



© Dr. Branimir Gjetvaj



(L-R) Nicole Bushfield, Kim and John Lamb with DUC Conservation Specialist Richard McBride

Partner Spotlight

Lamb Family

"There's so many reasons that we run our cows and graze the proper way. We can build organic matter, save carbon and improve the water table, improve the environment... It'll really help the bottom line and so it's a win-win. So we're pretty passionate about it."

– John Lamb

"The Hills really are pristine... and so that was one thing I was happy [about]. The legacy our family will get to make is that pristineness will get to be protected. You spend some time in the Hills, and you see how special it really is, and it is something I'd like my kids to be able to enjoy someday and their kids too, hopefully."

– Nicole Bushfield (daughter of John and Kim Lamb)



Manitoba

10,960 supporters	832 volunteers	3,092 landowner partners	1,365 habitat projects
11,699 acres (4,734 hectares) secured in FY16	655,365 acres (265,216 hectares) secured since 1938	2,102,256 acres (850,783 hectares) influenced since 1938	

Progressive protection for the future

Changes to conservation agreement program have farmers taking a second look

In Manitoba's Prairie Pothole Region, the whims of weather can deal a mighty blow to farmers. Shallow wetlands that dot the landscape tell the story: sometimes they're wet; sometimes they're dry. Thanks to changes in Ducks Unlimited Canada's (DUC) conservation easement program, landowners now have flexibility to adapt their operations in response to unpredictable seasonal moisture levels. These changes are also transforming the way natural lands are managed in this critical habitat area.

The no drain no fill agreement is catching the eye of many landowners. It allows farmers to cultivate into wetlands in drier years, but protects them from being drained or filled. This is different from the original no break no drain easement, which maintains a perimeter around the wetland regardless of annual moisture conditions. Even though the fringes or even the entire basin may be cultivated in dry years, undrained wetlands are resilient. The seed bank of aquatic vegetation remains and will respond in wet conditions; and so will birds.

Currently, DUC has 162 conservation easements in Manitoba that protect a total of 33,212 acres (13,440 hectares) in perpetuity. This is positively transforming the mosaic of habitat found in this working landscape. The habitat here is a welcome sight for many farmers in the area as they do their part to conserve moisture and reduce impacts of flooding on neighbours downstream by keeping wetlands on their lands intact.

OUR MISSION AT WORK

DUC's work in Manitoba takes many forms, collaborating with those who share our passion for conservation:

- Our policy efforts proved influential with the announcement of a surface water management bill prior to the provincial election, bringing wetland protection top of mind for stakeholders and political parties alike.
- Landowner programs help producers deliver wildlife habitat as well as implement sustainable cropping, grazing and haying practices on their land.
- Our award-winning interpretive centre programs bring the wonder of wetlands into people's lives. Outreach programs and student-led Wetland Centres of Excellence are helping shape tomorrow's conservation leaders.

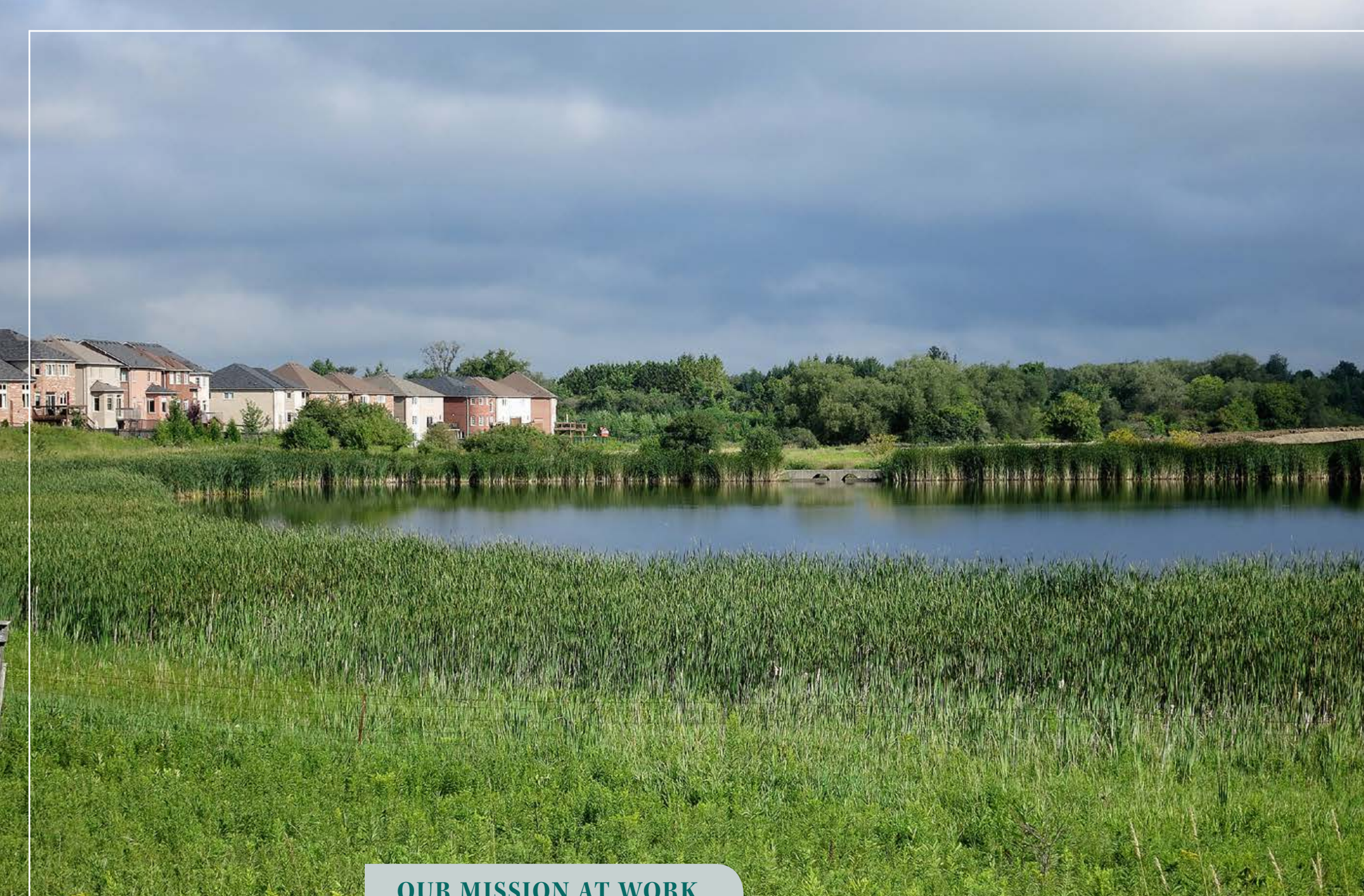


Partner Spotlight

Curtis Campbell

Pro-wrestler and DUC landowner partner Curtis Campbell transforms every time he steps foot in a ring. The young Reston-area farmer, who is known as Mr. TLC on the wrestling circuit, is proof that DUC partners come from all walks of life, but are joined together by one cause – to protect the natural areas all around them. Signing a conservation easement with DUC, Campbell can rest easy knowing the health of his land is safeguarded while he entertains packed houses from the canvas.

Curtis Campbell and Janelle Desrochers



Ontario

21,942 supporters	1,219 volunteers	2,929 landowner partners	1,484 habitat projects
7,108 acres (2,876 hectares) secured in FY16	968,979 acres (392,131 hectares) secured since 1938	674,080 acres (272,800 hectares) influenced since 1938	

Weathering the storm with green infrastructure

Flood attenuation research points to wetlands as natural solution

Bigger storms, bigger floods. As the intensity and duration of rainfall events increase, Ontario's current infrastructure can't keep up. Municipalities, businesses, farmers and homeowners are facing mounting costs. New research led by Ducks Unlimited Canada (DUC) is shining new light on a natural and cost-effective solution: wetlands.

While flood control is often cited as a key environmental benefit provided by wetlands, relatively little research exists specific to Ontario. That's why DUC, in partnership with Credit Valley Conservation, is joining forces to carry out research in the Credit River watershed, a region that continues to experience extensive flooding. The research project has also received generous funding from RBC Blue Water Project and the Ontario Ministry of Natural Resources and Forestry.

When combined with built infrastructure like sewer systems and culverts, green infrastructure like wetlands can provide another layer of defense – one that delivers a host of other benefits as well. Habitat for wildlife, clean water and opportunities to enjoy nature are just a few of the environmental offshoots.

In addition to understanding the role of wetlands and their economic value in flood control, goals of the research include identifying areas where wetland restoration will have the greatest impact on flood reduction and assisting municipalities, conservation authorities and others to better plan for extreme weather and flooding by considering their natural infrastructure assets.

OUR MISSION AT WORK

DUC is working hard to conserve wetlands across Canada's most populous province:

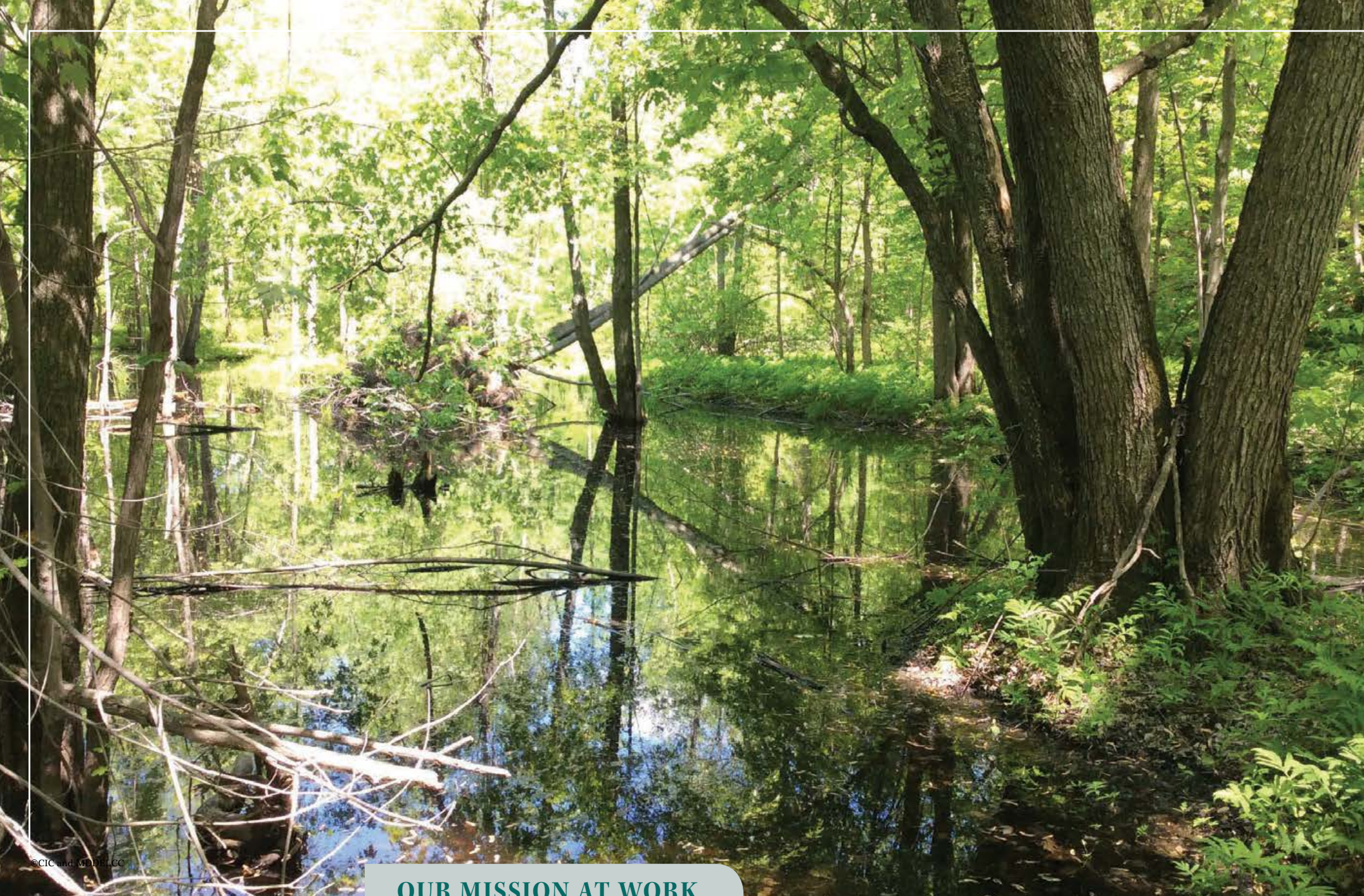
- Landowner programs provide opportunities for conservation and agriculture to work in harmony.
- Our industry collaborative is bringing together the interests of all who depend on Ontario's land and water to live, work and play.
- Invasive species work is combating the threats of things like European water chestnut and Phragmites.
- Conservation and research are supporting efforts to clean up Lake Simcoe and Georgian Bay.
- Policy efforts are working to support the Province of Ontario's commitment to stop wetland loss by the year 2025.



Partner Spotlight

Credit Valley Conservation is a community-based environmental organization. Its mandate is to ensure Ontario's water, land and natural habitats are conserved, restored and responsibly managed through watershed-based programs.

"It is no longer a question of reversing climate change; it is now a conversation on adaptation. Nature can provide us with wisdom and solutions for our changed environment. It is now our responsibility to listen." - *Jim Tovey, Mississauga Councillor and Credit Valley Conservation Board Member*



Québec

2,646 supporters	247 volunteers	321 landowner partners	254 habitat projects
3,095 acres (1,251 hectares) secured in FY16	73,914 acres (29,911 hectares) secured since 1938	37,777,523 acres (15,288,564 hectares) influenced since 1938	

Plotting a course for conservation

Revolutionizing land-use planning with wetland mapping

To successfully conserve wetlands in Québec, you first have to know what you're working with. Location, type and their environmental state are all important pieces of information. This is also critical information for developers whose operations intersect with these natural areas. Ducks Unlimited Canada's (DUC) detailed mapping project is shedding new light on Québec wetlands by providing essential information for sustainable land-use planning across the province.

The project is a significant undertaking, which began in 2009 with mapping efforts in the Saint Lawrence Lowlands. Since then, the project has expanded to other settled areas of southern Québec. A growing number of partners from a variety of sectors continue coming on board, and for good reason. The benefits of wetland mapping are extensive. This science-based project helps key decision makers develop effective policy and conduct sustainable land-use planning while also assisting municipalities to protect water sources. It generates public awareness about the importance of wetlands by making the data available to all, while identifying future conservation and restoration opportunities for DUC. It's a pioneering approach that's redefining Quebecers' interactions with these natural areas.

As of March 2016, DUC in partnership with the Ministry of Sustainable Development, Environment, and Action against Climate Change have mapped more than 939,000 acres (380,000 hectares) of wetlands in a study area of 44,000 square kilometres. This territory mapped so far covers 510 municipalities with a total population of more than six million Canadians.

OUR MISSION AT WORK

Québec has an impressive diversity of wetland habitats. In addition to wetland mapping, DUC is working to protect and conserve them in a variety of ways:

- Focused conservation efforts on priority wetlands like those in the St. Lawrence River corridor, as well as areas along the Ottawa River and the South River in the Montérégie.
- Collaborating with all levels of government to ensure the implementation of effective wetland policies.
- Supporting future conservationists through education programs like the Wetland Centres of Excellence.
- Conducting scientific research to better understand wetlands, particularly in lesser known areas of the boreal forest and northern Québec.



Partner Spotlight

Close to 50 partners have contributed to the southern Québec wetland mapping initiative. This includes many municipalities and watershed organizations. One major financial sponsor is TransCanada, who is committed to investing in the development of effective land-use planning tools for all partners to use. The value of all partner contributions between 2009 and 2015 is estimated at \$2.6 million.

New Brunswick

3,793
supporters

276
volunteers

611
landowner partners

436
habitat projects

1,577
acres
(637 hectares)
secured in FY16

53,742
acres
(21,747 hectares)
secured since 1938

940,255
acres
(380,521 hectares)
influenced since 1938

Excellent education

“Team Green” environment club inspires fellow students

Students huddle around tables covered in microscopes, fish tanks full of wetland critters, nest boxes and birding books in the wetland room at Simonds High School in Saint John, N.B. Members of the school’s “Team Green” environment club help younger students from St. Martins School identify aquatic insects they’ve scooped out of the tanks with little dipping nets. Earlier this year, this hub of environmental learning was just a regular classroom—and the newly restored wetland outside was just a barren wet field. The school’s been transformed, inside and out, into a Ducks Unlimited Canada (DUC) Wetland Centre of Excellence.

In February, as part of the Wetland Centre of Excellence program, students tromped through the wetland in snowshoes for a World Wetlands Day outdoor education activity. “Team Green” has started training to deliver the Project Webfoot program to elementary students from nearby schools, and students’ enthusiasm and curiosity for the environment is growing. They’re becoming young wetland stewards who will teach the next generation to cherish and conserve these important ecosystems.

OUR MISSION AT WORK

New Brunswick’s wetlands and coastal areas are critically important to wildlife and people. DUC is working to protect, conserve and restore these natural treasures in many ways:

- Teaming up with universities across Atlantic Canada to research fish migration and build better fishways, which accommodate a wider variety of fish.
- The Ducks Unlimited Conservation Centre in Fredericton provides an exciting, educational environment for the public to learn about New Brunswick’s wetlands.
- The Beaubassin Research Centre perched on the Tantramar Marshes near the New Brunswick/Nova Scotia border is DUC’s hub for wetland and waterfowl research in Atlantic Canada.
- DUC partners with local governments to develop effective policies that protect wetlands, setting positive examples for other provinces to follow.



Partner Spotlight

Simonds High and the Biddington Family

In May 2016, we celebrated the generosity of the late Donald Biddington. The support of this St. Martin, N.B. resident allowed DUC to establish this Wetland Centre of Excellence, including the restored marsh, at Simonds High School. Students here will take on stewardship projects and deliver Project Webfoot field trips to Grade 4 students from other schools nearby. It’s a fitting tribute to Mr. Biddington’s passion for conservation.





Nova Scotia

3,540 supporters	202 volunteers	711 landowner partners	406 habitat projects
273 acres (109 hectares) secured in FY16	45,908 acres (18,577 hectares) secured since 1938	958,332 acres (387,837 hectares) influenced since 1938	

Experiencing wetland education

DUC transforms interpretive centre into a hub for hands-on environmental learning

How do you connect kids with nature and inspire them to be lifelong conservationists? Simple: get them outside. In 2006, Ducks Unlimited Canada (DUC) built a wetland interpretive centre in the Shubenacadie Provincial Wildlife Park, in partnership with the Nova Scotia Department of Natural Resources (NS DNR). Since then, thousands of students have dipped for critters in the wetlands, studied tadpoles and invertebrates under the microscope, gotten dirty and excited about wildlife and wild places. Now we want to do more.

In 2015, DUC received \$400,000 in funding from the Atlantic Canada Opportunities Agency to transform the interpretive centre into a provincial education hub and tourist destination. DUC and NS DNR in turn announced they would match that funding with \$200,000 each. The goal is to transform the iconic park into a thriving tourism and education hub in Atlantic Canada with new interactive displays, outdoor interpretive elements, updated education programming and an enhanced visitor experience. It's a project that will transform people's connection to wetlands and nature by giving them hands-on, interactive experiences they won't forget.

OUR MISSION AT WORK

DUC is working across Nova Scotia to conserve beautiful and essential natural habitat by:

- Working with partners to study eider populations along the province's eastern shore.
- Teaming up with universities across Atlantic Canada to research fish migration and build better fishways, which accommodate a wider variety of fish.
- Delivering wetland education programs like Project Webfoot and working with DUC Wetland Centres of Excellence schools to inspire the next generation of conservation leaders.
- Supporting strong wetland policies currently in place with local governments.

Partner Spotlight



Longtime DUC supporter Maritime & Northeast Pipeline kick started our \$200,000 fundraising campaign for the Wetland Centre with a \$50,000 gift. Wetland and nature-based education is something the company truly believes in, and that's why they've dedicated so much to the organization, the park and this enhancement project.

Prince Edward Island

1,296
supporters

61
volunteers

585
landowner partners

370
habitat projects

158
acres
(63 hectares)
secured in FY16

13,829
acres
(5,596 hectares)
secured since 1938

81,306
acres
(32,905 hectares)
influenced since 1938

Designed by nature

Fishway uses natural features to make swimming upstream easier

At first glance, the nature-like fishway at McCarrick's Marsh looks like any small stream in P.E.I. Red rocks line the banks and fish rest in shallow pools along the way. Unlike traditional technical fish ladders, which are constructed with concrete walls and wooden baffles, McCarrick's new fishway was built using natural materials collected on site. It's the most advanced fishway of its kind in Atlantic Canada.

Hand-placed rocks create back-eddies to help fish on their upstream journey, and a mature riparian zone includes shade trees to keep them cool. Habitat features such as cover-logs, undercut banks and spawning gravels were also incorporated into the design to make the stream as fish friendly as possible.

Ducks Unlimited Canada (DUC) staff and researchers will continue to monitor the fishway to determine how well it passes smaller species of fish, which pass less efficiently through traditional fish ladders. It's an approach that's transforming the way we look at fish passage in Atlantic Canada.

OUR MISSION AT WORK

P.E.I.'s wetlands and coastal areas support waterfowl from as far south as the Caribbean to as far north as the sub-Arctic. They filter water, protect coastlines and give people a place to connect with nature. Don't let its size fool you. P.E.I. is delivering big conservation wins:

- DUC is conserving the precious Wolfe Inlet Salt Marsh, one of the last remaining intact salt marshes on the island.
- With the help of research and funding partners, DUC is showcasing the latest in fishway design, building more naturalized and hybrid fish ladders.
- DUC staff and volunteers in P.E.I. take part in Youth Waterfowler Heritage Day, which provides kids aged 12 to 17 the chance learn outdoor and hunting skills as well as about wildlife conservation.

© Sean Landsman



UNIVERSITY
of Prince Edward
ISLAND

Partner Spotlight

Since 2014, DUC has been partnering with the University of Prince Edward Island to study fish passage at fishways across the province. Researchers implant fish with pit tags, which are picked up by transponders as they pass through fishway structures, including the newly built nature-like fishways. Together, we're working to determine how well smaller species of fish like rainbow smelt, alewife, and brook trout are passing upstream into historic spawning grounds.

Newfoundland and Labrador

1,902
supporters

221
volunteers

26
landowner partners

45
habitat projects

261
acres
(105 hectares)
secured in FY16

9,532
acres
(3,857 hectares)
secured since 1938

14,332,489
acres
(5,800,358 hectares)
influenced since 1938

Putting wetlands on the map

Promoting wetland conservation through high-tech GIS

How do you transform the topography of a province rich in uncharted wetlands into a detailed state-of-the-art map? You team up with an expert research group to develop the technology, then trek across the province collecting soil and plants. That's what Ducks Unlimited Canada (DUC) is doing in Newfoundland and Labrador, in partnership with research and development organization, LOOKNorth, the Government of Newfoundland and Labrador, Research and Development Corporation of Newfoundland and Labrador, Environment Canada, and the Canadian Centre for Mapping and Earth Observation.

The high-tech map, made up of four data layers, will show not just where wetlands might be, but the size and type of wetlands and the kinds of vegetation growing in them. But mapping every inch of the province's 400,000 square kilometres won't be a quick or easy task. Together, the group's chosen five high-priority wetland test sites, each representing a different type of habitat. LOOKNorth will compare the plant and soil samples with images from the layers. This pilot project could take three or more years, but the process will change the way conservationists and government agencies look at and protect Newfoundland and Labrador's precious wetlands.

OUR MISSION AT WORK

DUC's wetland conservation work in Newfoundland and Labrador impacts important coastal areas as well as inland boreal ecosystems. These efforts are as unique and diverse as the province itself:

- To combat eider population declines, groups of dedicated volunteers deploy and inspect eider nest shelters throughout the province.
- DUC manages a complex of dams, dykes and fishways to help control water levels and provide habitat for waterfowl, fish and other wildlife.
- DUC works with local governments to put forward policy recommendations that will address the province's unique landscape, needs and economy.



Partner Spotlight

The Stewardship Association of Municipalities (SAM) is a network of communities dedicated to conservation, and that practice environmental stewardship across Newfoundland and Labrador. A longtime partner of DUC, SAM has been an integral part of the mapping project. Staff helped identify the five test sites, and have been collecting field data samples in two of those areas.

Boreal Region

16.1 million
acres
(6.5 million hectares)
secured in FY16

128.3 million
acres
(51.9 million hectares)
influenced since 1938

**Stats include acres from all provinces and territories within the boreal region*

Committed to working together

DUC and forest industry unite around wetland stewardship

Many hands make light work. And when it comes to conservation in the boreal forest, many hands make positive change happen. With numerous stakeholders whose lives and livelihoods rely on the forest, the transformational power of collaboration is enormous. That's why Ducks Unlimited Canada (DUC) and the forest sector are teaming up to find new ways of sharing resources, advancing wetland and waterfowl conservation knowledge and sharing the responsibility of caring for the land they all depend on.

The Forest Management and Wetland Stewardship Initiative is a visionary approach. It calls for a coalition of partners to come together under a three-year collaborative agreement. The agreement supports projects that advance sustainable forest management and the collective stewardship of wetlands and waterfowl habitat they're responsible for managing in the boreal region. The coalition will work with DUC in establishing guiding principles to conserve wetlands and develop forest management plans and wetland and waterfowl best management practices that complement forest certification programs. DUC's expertise, science-based solutions and conservation products such as our wetland mapping will guide and inform these activities.

In a challenging economy, organizations have to think carefully about how to advance their commitment to environmental performance and achieve their goals with limited resources. By working together with DUC and sector partners through the Forest Management and Wetland Stewardship Initiative, forestry companies can do more for the environment with less. They can do it faster and with greater impact. It's a win-win-win.

OUR MISSION AT WORK

Conservation work in the boreal forest is truly a collaborative effort. DUC is working closely with a variety of partners to:

- Provide conservation expertise to natural resource planners and decision makers to deliver sustainable land-use strategies that conserve wetlands and waterfowl habitat.
- Conduct science-based research that examines the value boreal wetlands provide all Canadians.
- Engage Indigenous Peoples and northern communities to help ensure their vision for the land is realized.
- Protect critical wetlands and waterfowl habitat.
- Advance forest stewardship practices through memorandums of understanding with industry partners like Tembec.



Partner Spotlight

DUC partnered with Weyerhaeuser to bring forward the Forest Management and Wetland Stewardship Initiative. Weyerhaeuser has been a strong supporter of DUC since 2005, and has taken a lead role in advancing sustainable forestry and best management practices across Canada. Recognizing that more needs to be done, they're reaching out to their colleagues in the forest sector to combine resources and further this important work.

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

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

S.S. Holden †
Ottawa, ON – 1945-46

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William G. Ross †
Regina, SK – 1947

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Winnipeg, MB – 1948-49

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Yorkton, SK – 1950-51

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

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

Fred S. Auger †
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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

Lorne M. Cameron †
Victoria, BC – 1969-70

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

† *Deceased*

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

Duncan M. Jessiman
Winnipeg, MB – 1975-76

Hugh H. Mackay †
Rothsay, 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

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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

Mac Dunfield
Riverview, NB – 2013-15

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) continued to build on its strong financial position with favourable results throughout the 2016 fiscal year. Key accomplishments include:

- Fundraising achievements and grant awards thanks to the support of generous donors and partners;
- Habitat gains that are dedicating more acres to conservation;
- A strategic shift in net assets to reduce risk and encourage investment in areas where DUC has opportunity for growth;
- Further investment in our brand renewal exercise and the first stages of a business system transformation project;
- \$88.8 million in revenue, excluding investment income (2015 - \$76.1 million);
- 17.6 million acres secured and influenced across the country (2015 - 12.2 million);
- More than 130,000 people who are taking action as part of our conservation community;
- \$331.3 million secured on a goal of \$500 million as part of the ongoing, continent-wide *Rescue Our Wetlands* campaign;
- \$12.5 million in pledges and donations for conservation investments in 2016 and future years (2015 - \$6.2 million). This included gifts from B.C. Hydro, the Waterfowl Research Foundation, Wildlife Habitat Canada and the RBC Foundation, as well as significant gifts from the United States that are critical to the securement of Migratory Bird Treaty Act funds;

- \$13.8 million invested in revolving and conservation lands (2015 - \$12.1 million);
- \$9.9 million drawn on loans provided by our partners at Alberta Treasury Branch (ATB) and Canadian Imperial Bank of Commerce (CIBC) for the Revolving Land Conservation Program (2015 - \$10.3 million);
- \$11.6-million grant awarded by the Government of Alberta for the Watershed Resiliency and Restoration Program in support of flood mitigation measures;
- Continued support from federal government programs including the Natural Areas Conservation Program and the National Wetland Conservation Fund; and
- Continued support from the U.S. Fish and Wildlife Service, State grants and Ducks Unlimited, Inc.

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 and our revolving land program, provides DUC with a strategic advantage in providing wetland restoration expertise and services. DUC continues to focus on fee-for-service opportunities given these strategic advantages and the decline in traditional fundraising net revenues over the past years.

In fiscal 2015, DUC's board of directors approved the purchase of an annuity for retirees in the defined benefit pension plan to mitigate risk. As a next step, and along with the approval of a spend plan for internally restricted funds designated for

habitat asset management, the board approved \$14 million of the internally restricted funds to be unrestricted. This allowed DUC to repay the interest-bearing loan related to the pension and to replenish unrestricted reserves used for legislated payments to the pension plan over the past several years. DUC has internally restricted funds of \$111.7 million for habitat asset management and \$14.2 million for future conservation opportunities.

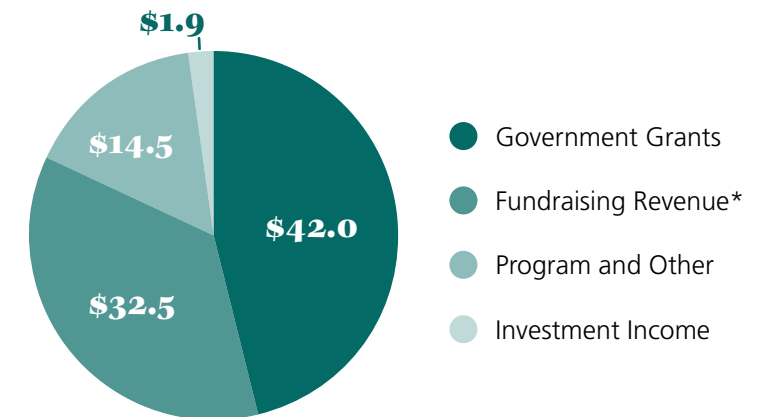
DUC is committed to outreach and education, communicating the importance of wetlands for water, wildlife and the environment to all Canadians. This includes important industry and government partners. The internally restricted funding for conservation opportunities provides the flexibility to act quickly when opportunities arise. DUC is also committed to and has made great strides in maintaining the foundation and efficiency of its governance structure. Investments in technology and business systems of \$2.5 million have been committed over the next fiscal year to allow DUC to update technological tools and streamline processes.

With our research pedigree, strong partnerships, educational outreach and a conservation community that stands more than 130,000 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. 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 Funds (\$Millions)



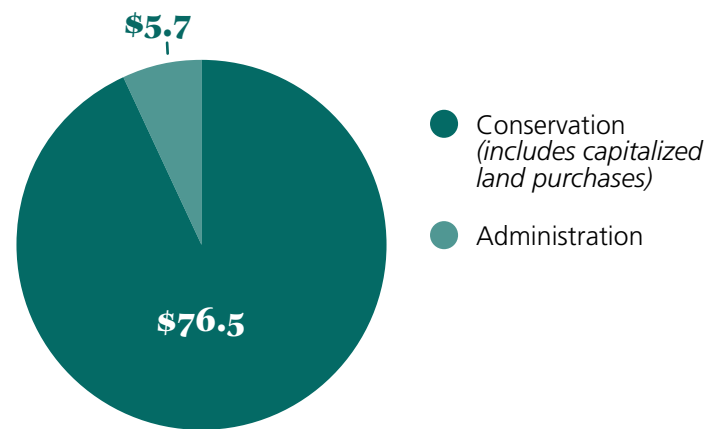
*includes gift-in-kind donations

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;
- Fundraising income, which includes philanthropic giving, grassroots fundraising and donations from other non-government organizations such as Ducks Unlimited Inc. in the United States;
- Program and other income, which includes fee-for-service revenue and ancillary revenues from the management of owned conservation lands; and
- Investment income from short and long-term investments.



Uses of Funds (\$Millions)**



** does not include \$14.1 million in fundraising and philanthropic expenses

DUC benefits from:

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

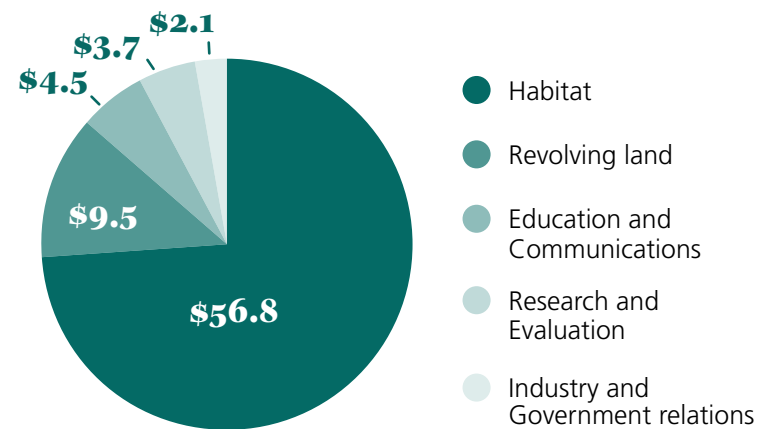
Efficiency Ratios

DUC strives to maintain a more than 90% investment in Conservation expenditures of its total Conservation and Administration expenditures. DUC achieved a 93% investment in Conservation expenditures in 2016 (2015 – 92%). DUC strives to maintain a more than 75% investment in Conservation expenditures of total expenditures, including Fundraising. DUC achieved an 80% investment in Conservation expenditures in 2016 (2015 – 76%).

Due to the timing and size of some philanthropic gifts and the experience of nearly 400 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 was 56% in 2016 (2015: 53%).

Conservation mission priorities

Expenditures on conservation mission priorities fluctuate based on revenues available in any given year, or the availability of projects to invest in.

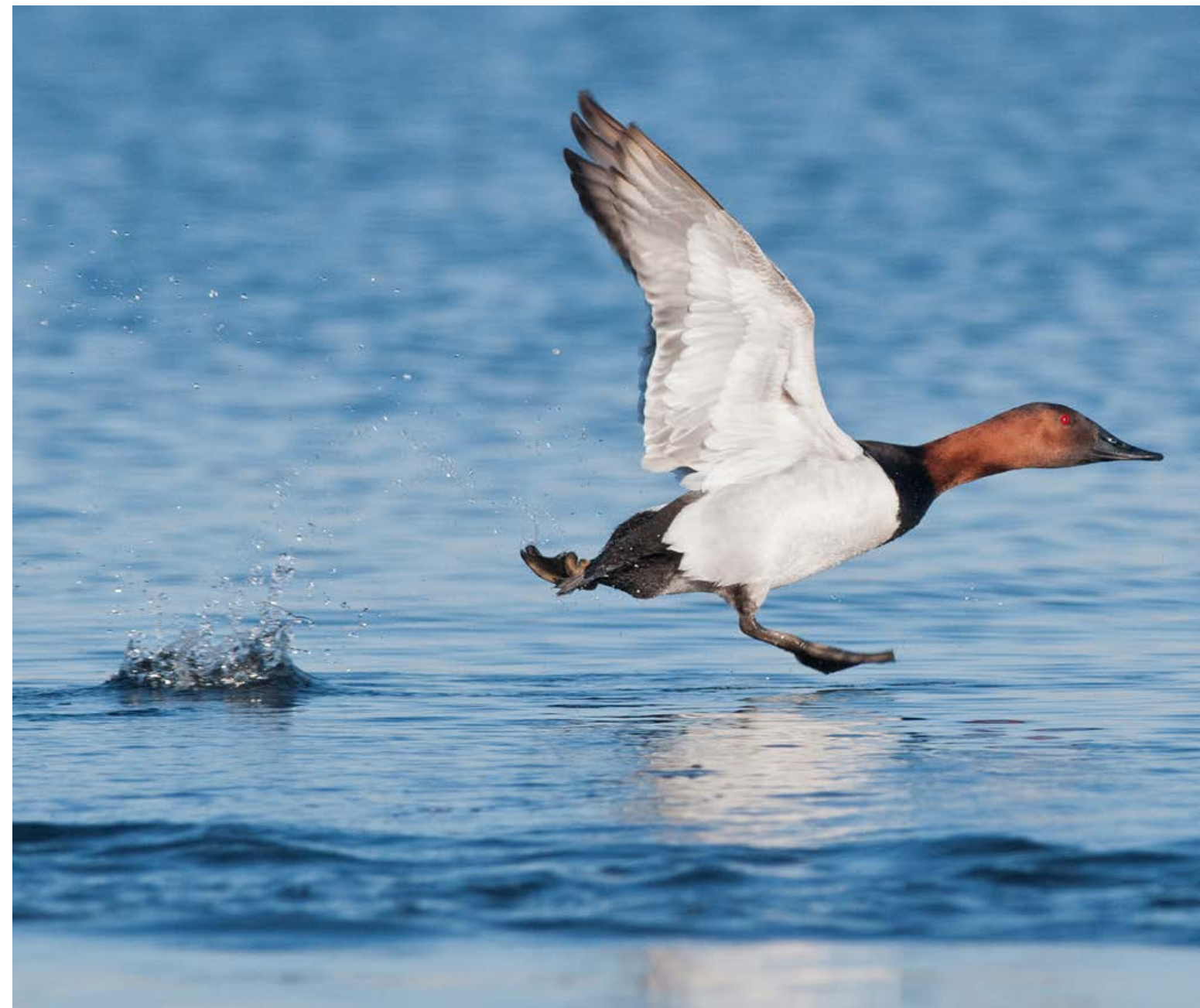


About 86% of total Conservation expenditures, including investments into revolving land, were invested directly in habitat conservation in 2016. The investment in conservation habitat includes: \$17 million (2015 - \$20 million) to secure habitats through land purchase or conservation easements (which include both conservation program expenditure and the purchase of land now capitalized on the Statement of Financial Position); \$25 million (2015 - \$24 million) to enhance or restore the habitat's functionality; and \$14.2 million (2015 - \$13 million) for an ongoing program of habitat management.

It is neither practical nor cost effective for DUC to secure and protect habitat exclusively through direct ownership or conservation easements. Therefore, DUC also works collaboratively with industry, landowners and various levels of government, to develop and implement conservation policies aimed at directly or indirectly conserving waterfowl habitat. In 2016, DUC invested about 3% of its mission expenditures on public policy work. Successful policy also allows DUC to secure fee-for-service work in the environmental mitigation industry.

In 2015, DUC leveraged its investments to increase its Revolving Land Conservation Program (RLCP) and conservation footprint. In 2016, DUC's \$5-million line of credit for the RLCP in Alberta with Alberta Treasury Branch (ATB), remains fully drawn. This includes an annual gift of up to \$100,000 from ATB to cover interest on the loan. As parcels of land are revolved out, new parcels are financed. In 2015, DUC also secured a line of credit with CIBC to continue expanding the RLCP outside of Alberta.

Total land purchases in 2016 of \$13.8 million is comprised of \$4.3 million in conservation land purchased for long-term hold with revenue specifically restricted for land purchases and \$9.5 million revolving land purchases. Land purchases are recorded as a transfer to net assets below the "excess of revenue over



expenses" line. Land purchased for long-term hold with revenue restricted specifically for land is recorded directly to net assets (both the revenue and the land). Land purchases financed by debt (\$9.9 million) are not recorded on the Statement of Revenue and Expenses. At March 31, 2016, DUC held \$19.8 million of land for resale and \$162.1 million in conservation lands.

RLCP is a strategy where land is not retained by DUC, but is purchased, restored and sold with a conservation easement on the title (see page 20).

DUC's habitat conservation program is based on science. DUC's Institute for Wetland and Waterfowl Research (IWWR) accounted for about 5% of total conservation expenditures.

DUC also recognizes the importance of public education to achieving its conservation mission. DUC invested about 6% of its total conservation effort on education and communications in 2016 to promote the value and importance of wetlands and waterfowl habitat as part of a healthy environment.

DUC's education programs also include the operation of interpretive centres at Oak Hammock Marsh, Man.; Shubenacadie, N.S.; and Fredericton, N.B.

See pages 32-53 for a detailed review of conservation programs undertaken in 2016.

Financial Summary

Ducks Unlimited Canada condensed statements of financial position
(in thousands of dollars) | For the years ended March 31

	2016	2015
Assets		
Current assets		
Cash	\$ 21,164	\$ 15,255
Other current assets	30,999	27,322
	52,163	42,577
Long-term receivables	7,703	5,736
Investments	134,123	136,151
Revolving land	19,773	13,903
Property, plant and equipment, net	8,511	8,759
Conservation lands	162,136	158,244
	\$ 384,409	\$ 365,370
Liabilities and Net Assets		
Accounts payable and current portion of borrowings	\$ 20,264	\$ 14,645
Current portion of deferred contributions and unearned revenue	30,191	25,089
Accrued pension and other post-employment benefits	17,196	14,954
Non-current deferred contributions and unearned revenue	22,196	17,499
Term loan	-	5,439
	89,847	77,626
Net assets:		
Internally restricted	109,959	121,845
Invested in land held for resale, property, plant and equipment and conservation lands	170,488	169,518
Unrestricted	14,115	(3,619)
	294,562	287,744
	\$ 384,409	\$ 365,370

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, 2016 and March 31, 2015, on which Ernst and Young expressed an opinion without reservation in their report dated June 18, 2016. Visit 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

	2016	2015
Revenue		
Philanthropic fundraising	\$ 8,121	\$ 7,292
Grassroots fundraising	11,968	13,439
Non-government partnership	12,257	11,863
Government grants	41,985	32,628
Program and other	14,492	10,910
Investment income	1,924	14,950
	90,747	91,082
Expenses		
Conservation program	\$ 62,700	\$ 54,693
Fundraising	14,145	15,622
Administration	5,716	5,521
	82,561	75,836
Excess of revenue over expenses for the year	8,186	15,246
Transfers to (from) unrestricted net assets	9,548	(20,863)
Change in unrestricted net assets	17,734	(5,617)
Opening balance unrestricted net assets	(3,619)	1,998
Closing balance unrestricted net assets	\$ 14,115	\$ (3,619)



Conservation transforms our world.

People like you are the catalysts, the creators and the change makers.

Thank you for your support.



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DUC follows the Imagine Canada Ethical Code Program and adheres to a set of standards developed for charities to manage and report their financial affairs responsibly.