

Strategic Business Plan 2009 - 2019



Alberta Conservation
Association

Conserving Alberta's Wild Side

2012 - 2015 UPDATE



Jeffery Gilham an ACA seasonal employee, staples the bottom double stranded smooth wire making pronghorn passage easier and safer.

Project: Where the Pronghorn Cross: Mapping and Evaluating Fences in Southern Alberta

Partners: Alberta Fish & Game Association, Canadian Forces Base Suffield, Canada Summer Jobs Program, Miistakis Institute of the Rockies, National Geographic Magazine, Safari Club International – Northern Alberta Chapter (Hunting Heritage Fund), Alberta Summer Temporary Employment Program, Writing-on-Stone Provincial Park

Photo: Robert Anderson, ACA



Table of Contents

Chairman of the Board Message	4
President & CEO Message	7
Strategic Business Plan Overview	8
2009 – 2012	
Short-term Objectives Scorecard	11
2009 – 2019	
Ten-Year Strategic Goals	15
2012 – 2015 Update	
Three-Year Strategic Objectives	16
Summary	19
Alberta Conservation Association	
Mission	20
Vision	20
Our Core Values	21
Our Culture	21
2012 Board of Directors	22
Member Groups	22
Our Stakeholders and Partners	23

This report is located on our website:
ab-conservation.com/publications

Alberta Conservation Association
 #101 – 9 Chippewa Road
 Sherwood Park, Alberta T8A 6J7

Toll Free: 1-877-969-9091

Tel.: 780-410-1998

Fax: 780-464-0990

E-mail: info@ab-conservation.com

Website: ab-conservation.com

Chairman of the Board Message



I have been part of the Alberta Conservation Association (ACA) Board of Directors for seven years. This position affords all board members a great opportunity to become acquainted with like-minded conservationists. There is also the opportunity to appreciate the contributions of all member groups and our very capable Public-at-Large representatives. Moreover, we are fortunate to support ongoing research projects through universities and colleges with the: ACA University of Alberta Chair in Fisheries and Wildlife, Grants in Biodiversity and Grant Eligible Conservation Fund.

I am very enthused with what ACA has become. We are a working model, demonstrating what can be accomplished if people and organizations work together on conservation projects. To me, ACA is a leader in this great cause of conserving our wildlife and fisheries resources and the places where these provincial treasures live.

We face some huge challenges with our rapidly increasing provincial population and the fact that more than 80% of Albertans live in urban centres. Experience suggests that urbanization may prevent people from becoming connected to nature and natural systems. One of our challenges, therefore, is finding ways to inform people about wildlife and fish. We need to connect people to the outdoors and show them the contribution these resources make to Albertans' quality of life.

I personally subscribe to the proverb that says, "Two can do more than twice as much as one." It is my hope that our board continues devoting themselves to increasing ACA's influence and strengthening our member groups in their activities. We look forward to a great year.

A handwritten signature in black ink, appearing to read 'Tom Bateman'.

Respectfully,
Tom Bateman, Chairman of the Board



Fiesta Lake Conservation Site

Project: Lake Aeration

Partners: Alberta Sustainable Resource Development,
Dickson Fish and Game, Mancal Energy Inc., Shell Canada Energy, TAQA North

Photo: Erin Dyrland, ACA seasonal employee



President & CEO Message

This Strategic Business Plan Update provides a scorecard that reflects how successful we have been in achieving the objectives outlined in the first three years of our ten-year strategic business plan. Based on the success of our first three years, we have developed our short-term objectives for the next three years, which feed into achieving our ten-year goals.

As you read further in this Strategic Business Plan Update, you will see that we did not achieve all our three-year objectives; however, we have partially or completely achieved the majority of them. Some of these objectives will be carried forward into the next three-year plan, while others have been replaced by new, more ambitious objectives. Those objectives we did not complete in the first three years have been maintained as objectives for the 2012 – 2015 Strategic Business Plan.

As we celebrate the 15th anniversary of the founding of Alberta Conservation Association (ACA), I know our member groups, our partners and our stakeholders are proud of the tremendous conservation work we have accomplished. Along the way, a great spirit of collaboration and cooperation has developed between everyone. I see no limit to what we can achieve for conservation in our province, and I look forward to the next three years.

A handwritten signature in black ink, reading "Todd Zimmerling".

Todd Zimmerling, President and CEO,
Alberta Conservation Association

Todd Zimmerling at the 2011 Pheasant Festival in Taber, Alberta.
Photo: Darren Dorge, ACA

A photograph of a person wearing a cap and a high-visibility vest, kneeling in a field of tall, golden-brown grass. The person is holding a large, flat, perforated object, possibly a net or a piece of equipment. In the background, a bird is flying in the sky, and another bird is visible in the grass. The overall scene is a natural, outdoor setting.

Strategic Business Plan OVERVIEW

This year is the first evaluation of our three-year objectives within the Strategic Business Plan. The scorecard allows Alberta Conservation Association, our stakeholders and partners to evaluate how successful we were. The results of that evaluation determined the strategic objectives for 2012 – 2015.

This Strategic Business Plan Update lays the foundation for our long- and short-term direction. The Annual Operating Plan (AOP) supports the three-year objectives outlined in this plan. The AOP provides information on projects that Alberta Conservation Association undertakes, along with the proposed budgets for individual projects and program areas.

All strategic goals and objectives are aimed at meeting our Mission and Vision statements and all activities are undertaken with our Core Values in mind.

Darren Dorge, ACA releases pheasants for the 2011 Pheasant Festival in Taber, Alberta.

Photo: Brad Taylor, ACA



2009 – 2012 Scorecard SUMMARY

We identified 20 objectives in the 2009 – 2012 Strategic Business Plan. We achieved 13 (1a, 1b, 1c, 4b, 7a, 8a, 10a, 10b, 11a, 11b, 11c, 12a, 12b). We partially achieved four objectives (2a, 3a, 4a, 7a) and did not achieve three objectives (5a, 6a, 9a).

Based on these results, we developed short-term objectives for 2012 – 2015 to help us achieve our long-term goals.

Troy Furukawa, ACA conducting a walleye stock assessment at Moose Lake.

Project: Walleye Stock Assessment

Partners: Alberta Sustainable Resource Development

Photo: Melissa Buskas, ACA seasonal employee

2009 – 2012

SHORT-TERM OBJECTIVES SCORECARD

1a. Develop a yearly planning process that involves meetings with member groups to discuss direction and priorities. This process should be initiated in 2009/10 and should be tested during Alberta Conservation Association's annual planning cycle in the fall of 2009 and 2010. By the fall of 2011 the process of involving member groups in the yearly planning cycle should be refined and permanently incorporated in Alberta Conservation Association's planning process.

Results:

Our Fish, Wildlife and Land Management programs established a formalized annual process to consult with our member groups on priority areas.

1b. Complete at least two land purchases per year that include partnerships with member groups. By March 31, 2012, Alberta Conservation Association should be able to identify at least six properties purchased in partnership with a member group over the past three years.

Results:

We conserved 13 properties (5,185 acres) of habitat in partnership with our member groups. The majority of these purchases have been with Alberta Fish and Game Association and/or Pheasants Forever.

1c. Provide services for member groups such as promotion, design and/or accounting. Alberta Conservation Association has significant expertise in areas that many of our member groups do not and as such should strive to aid our member groups. By March 31, 2012, Alberta Conservation Association should be able to identify at least three member groups to which we have provided support in promotion/advertising, design of printed material, website development, bookkeeping, biological expertise and/or other areas of expertise that can be beneficial to a member group. This objective does not imply that Alberta Conservation Association will provide these services for free; however, because the services are provided to a

member group the services would be offered at a lower cost (lower than a member group could find elsewhere).

Results:

We provided a variety of services to our member groups, including accounting, IT advice and direction, advertising and promotional assistance and biological expertise. All member groups received complimentary advertising space in the *Annual Outdoor Adventure Guide*, as well as promotion on Let's Go Outdoors radio and TV.

2a. Increase the number of corporate partners on a yearly basis by at least five so that by March 31, 2012, Alberta Conservation Association has at least 24 corporate partners (including current partners).

Results:

We signed on 23 corporate partners. They are: Battery Medic, Bell Solutions, Bow Valley Power, Cabela's Canada, Canadian Association of Petroleum Producers, Canadian Natural Resources Ltd., Canadian Western Bank, CTV Television Inc., Cycle Works Motorsports, Daishowa Marubeni International, Devon Canada Corporation, DOW Chemical Canada, Jobsite Workwear, La Terra Ventures, Let's Go Outdoors, Pacrim Hospitality, Penn West Petroleum, Shell Canada Energy, Sherwood Park Toyota, Sign-A-Rama, Suncor Energy Foundation, Syncrude Canada Ltd., Windshield Surgeons.

3a. By March 31, 2012 levy revenue should comprise 62.5% or less of total revenue. This objective should be achieved in four key areas: 1) increasing partner funding, 2) increasing donations, 3) providing services to member groups and others 4) advertising revenue.

Results:

We are 1.2% off our target of 62.5%. In 2010, levy revenue comprised 80.4% of total revenue (including funding for land and land donations). 2011 levy revenue comprised 68.2% of total revenue, and 2012 levy revenue comprised 63.7% of total revenue. The majority of non-levy revenue is from increased land donations. Revenue generated from partner funding, services provided to other groups, and advertising sales in the *Annual Outdoor Adventure Guide* and *Conservation Magazine* also increased.

4a. Build a new Alberta Conservation Association office in Lethbridge and take on preliminary planning for offices in Peace River, Rocky Mountain House and Blairmore by March 31, 2012.

Results:

We determined, after a thorough review of office spaces

and building and leasing options in the Lethbridge area, that leasing was the most cost effective solution.

Preliminary planning is complete for new offices in Peace River and Rocky Mountain House. Changing office space in Rocky Mountain House and Blairmore is no longer necessary. In Peace River, the search for a new location continues.

4b. Ensure all internal and external communications prepared by Alberta Conservation Association are branded appropriately to increase public recognition of Alberta Conservation Association as a non-profit registered charity, distinct from ASRD.

Result:

Maintaining brand recognition with stakeholders and the general public is an ongoing objective.

5a. Increase general public recognition of Alberta Conservation Association from 1.7% to at least 5.0%. In June 2008, a survey was conducted by Leger Marketing that provided information on the public's awareness of, and feelings towards Alberta Conservation Association, its member groups and conservation issues. In June 2011, a second survey will be conducted to determine if recognition rates or attitudes of the general public have been changed in three years.

Results:

The percentage of respondents that identified us as an active conservation group in Alberta increased from 1.7% to 2.3%. That is 2.7% less than we anticipated. Interestingly, respondents in rural northern Alberta identified us 3.9% of the time, whereas those in rural southern Alberta did only 1.0% of the time (refer to 7b results).

When prompted (Have you ever heard of Alberta Conservation Association?), 45% of respondents said yes. This is up from 40.5% in 2008.

6a. Increase the percentage of people who say they support or strongly support hunting, angling, and/or trapping by 10% as compared to the 2008 survey results. This result will be achieved through developing ad campaigns that portray the positive social and conservation benefits of hunting, angling and trapping.

Results:

Responses in support of hunting, angling and trapping did not increase by 10%. Support for bird hunting remained at 52%. Support for big game hunting increased from 47% to 50.5%. Support for catch-and-release fishing stayed at 82%, and support for catch-and-keep

fishing increased from 66% to 70%. Support for trapping increased from 41% to 42%.

7a. Establish a partnership with a Canadian celebrity that promotes hunting/fishing/trapping to the general public. The effectiveness of this objective will be measured with the general public survey.

Results:

We established a working relationship with Canadian wildlife artist, Robert Bateman. We will continue developing relationships with celebrities, particularly those in mainstream media to assist with attracting a younger audience.

7b. Ensure communications materials such as signage and the conservation site guide continue to be produced and distributed in a manner that ensures the general public is aware of the work hunters, anglers and trappers are doing for conservation.

Results:

We achieved this objective. *The Discover Alberta's Wild Side: Annual Outdoor Adventure Guide* is distributed yearly to 80,000 people, while the semi-annual *Conservation Magazine* is distributed to 15,000 people. In addition, 58,321 people access the *Annual Outdoor Adventure Guide* and 12,269 *Conservation Magazine* online. Our monthly electronic newsletter reaches 35,600 subscribers and in 2011, we launched a larger social media campaign. There has been significant uptake from the general public with over 15,000 Guide iPhone app downloads, 578 Twitter followers and 800 Facebook followers.

8a. Establish a retention and recruitment program that is funded with internal funds and delivered by our member groups. This process began with initiation meetings between Alberta Conservation Association and its member groups. In 2009/10, the first year of this new retention and recruitment program model will roll out. This objective will be measured over the first three years by tracking the number of partnerships between member groups that arise from this initiative and the number of students that are reached through the program.

Results:

We provided funding to a wide range of groups and reimbursed 735 Youth WIN Cards for those that took the AHEIA course. While anecdotal information indicates that the program increased the number of people participating in retention and recruitment programs, formal evaluation of the program takes place in the of spring 2012.

9a. Develop a mutually agreed-to schedule with ASRD for senior management of Alberta Conservation Association to meet with ASRD Area Managers throughout the year to discuss issues/concerns and ways of improving communication. This schedule should be developed immediately with the format and process worked out in the next three years (by March 31, 2012).

Results:

This objective has not been achieved. However, we have started talks with ASRD to develop a process to improve Alberta Conservation Association/ASRD relations overall.

10a. Attain a Certificate of Recognition for our Health and Safety program. This objective should be achieved by March 31, 2012 and will ensure safety is maintained as a cornerstone of all Alberta Conservation Association operations.

Results:

We attained our Certificate of Recognition with an audit grade of 93%, in February 2012.

10b. Implement a new accounting system, which will allow for a more detailed level of tracking individual projects for on time and on budget results. By March 31, 2012, the new accounting system will be installed and 90% of all Alberta Conservation Association projects should be completed on time and on budget.

Results:

We achieved this objective. The new accounting system is installed and projects are tracked. We continue looking for improvements in efficiency and effectiveness.

11a. Establish policies with respect to environmentally friendly resource use within Alberta Conservation Association offices and on all projects and ensure employees are engaged in the development of the policies. These policies should be complete before March 31, 2012.

Results:

We established a volunteer Environmental Committee who developed an environmental policy that guides reducing, reusing and recycling within the workplace. The policy also guides how we choose the equipment and materials we need.

11b. Minimize our employee turnover rate to 5% or less for full-time permanent employees (excluding maternity leaves and retirement). This objective will be

achieved through a wide range of initiatives including appropriate compensation and benefit packages, ensuring opportunities for employee growth and professional development, etc.

Results:

In 2009/10 our turnover rate was 5.3%, in 2010/11 the rate was 5.0%, and in 2011/12 our turnover rate was 5.1%. In all three years, 4 employees left the organization (the total number of employees differed each year).

11c. Maintain 85% or more employees indicating they agree or strongly agree that they are satisfied with Alberta Conservation Association as a place to work. This objective will be measured with employee surveys and will be achieved by ensuring clear and open lines of communication exist between staff and management; the work environment is friendly, fun and professional; and employees feel pride in what they do and how they do it.

Results:

We exceeded 85% in all three years. From annual employee surveys, the percentage who agree or strongly agree that they are satisfied with Alberta Conservation Association as a place to work is: 2009/10 – 92%; 2010/11 – 88%; 2011/12 – 94%.

12a. Ensure staff are attending professional conferences and presenting papers on the conservation work undertaken by Alberta Conservation Association. By March 2012, at least four papers per year should be presented at professional conferences.

Results:

Each year, employees attend numerous conferences and present papers on Alberta Conservation Association's conservation work. In 2011/12, we presented nine formal talks and three posters at professional conferences.

12b. Ensure the larger scientific community is aware of the work that Alberta Conservation Association is doing by ensuring at least some of our project results are published in peer reviewed journals. By March 2012, Alberta Conservation Association should have at least two papers published in a peer reviewed journal.

Results:

In the past three years, we published three projects in peer reviewed journals and an additional three in conference proceedings.



2009 - 2019

TEN-YEAR STRATEGIC GOALS

The following were established in 2009 as our long-term goals for the 2009 – 2019 Strategic Business Plan. From each of these long-term goals we developed the short-term objectives that have been discussed in the previous section. After reviewing the results of our first three years of this strategic plan we have made no changes to the long-term objectives.

Sharp-tailed grouse hunting on Wild Rose Conservation Site.

Partners: Alberta Sustainable Resource Development, Environment Canada, Nature Conservancy of Canada

Photo: Mike Uchikura, ACA

1. Strive to be an “umbrella organization” that coordinates programs with member groups, facilitates partnerships between member groups, and aids member groups wherever and whenever possible.
2. Increase the number of Corporate Partners in Conservation contributing to a wide range of conservation related projects.
3. Increase the level of non-levy revenue where the levy funds make up 25% or less of total revenue for Alberta Conservation Association.
4. Work towards a clearer distinction between Alberta Conservation Association and the Alberta Government.
5. Increase the general public’s recognition of Alberta Conservation Association and its member groups.
6. Increase the acceptance of hunting, fishing and trapping within the general public.
7. Increase the recognition of the positive role hunters, anglers and trappers play in the conservation of wildlife, fish and habitat in Alberta.
8. Work closely with member groups to increase hunter, angler and trapper retention and recruitment.
9. Enhance our working relationship with Alberta Sustainable Resource Development.
10. Maintain “on time, on budget, high quality and done safely” as the cornerstones of all Alberta Conservation Association projects.
11. Foster a working environment where employees feel pride in where they work; where employees feel engaged; where employees know the direction the organization is moving; and where employees have an overall high level of satisfaction with Alberta Conservation Association as a place to work.
12. Continue to grow the reputation of Alberta Conservation Association as a world-class conservation organization known for integrating high-quality research and on-the-ground conservation projects.

2012 – 2015 Update

THREE-YEAR STRATEGIC OBJECTIVES

We established these objectives based on the scorecard results. For this planning period, we maintained many of the original objectives and added a few new objectives.

1a. Engage member groups in the yearly planning cycle. Using the formalized process we have developed, we are aware of the priority conservation concerns of our stakeholders. By fall 2015, member groups are utilizing the process to bring forward their priorities. We do not guarantee to take on these priorities; however we will assess them during the yearly planning cycle along with priority items brought forward from other stakeholders. This process determines our Annual Operating Plan.

1b. Complete at least two habitat conservation purchases per year that include partnerships with member groups. Alberta Conservation Association will identify at least six purchases in partnership with a member group by March 31, 2015.

1c. Provide services for member groups. Alberta Conservation Association has significant expertise in areas that many of our member groups do not and as such should strive to aid them. We will identify at least three member groups to which we have provided support or advice in promotion/advertising, design, website development, bookkeeping, biological expertise and/or other areas of expertise by March 2015. This does not imply that we will provide these services for free; however, because the services are provided to a member group, we will offer them at a lower cost (lower than a member group could find elsewhere).

2a. Increase the number of Corporate Partners in Conservation by at least five, annually. Alberta Conservation Association should have 37 corporate partners (including current partners) by March 31, 2015.

3a. Levy revenue should comprise 45% or less of total revenue by March 31, 2015 (25% by 2019). There are five key areas in which to achieve this objective: 1) increasing partner funding, 2) increasing donations, 3) providing services to member groups and others, 4) advertising revenue, and 5) land donations.

4a. NEW: Move the Peace River office to a new location by March 31, 2015.

4b. Ensure all internal and external communications prepared by Alberta Conservation Association are branded appropriately to increase public recognition of Alberta Conservation Association as a non-profit registered charity, distinct from ASRD.

5a. Increase general public recognition of Alberta Conservation Association from 2.3% to at least 5.0%. Leger Marketing conducted a survey in June 2008 that provided information on the public's awareness of, and feelings towards, Alberta Conservation Association, its member groups and conservation issues. In June 2011, a similar survey showed a change in public awareness or attitudes from 1.7% to 2.3%. In June 2014, we will conduct a third survey to determine if recognition rates or attitudes have changed in six years. We have initiated a stronger social media campaign and will work more with television to reach a larger demographic.

6a. Increase the percentage of people who say they support or strongly support hunting, angling, and/or trapping by 10% as compared to the 2008 survey results. We are developing an anti-poaching campaign that portrays the positive social and conservation benefits of hunting, angling and trapping. We have also launched a stronger social media campaign and will work more with television to reach a larger demographic.

7a. Establish a partnership with a Canadian celebrity who promotes hunting/fishing/trapping to the general public. The effectiveness of this objective will be measured with the general public survey.

7b. Produce and increase the distribution of communications materials in a manner that maximizes the general public's awareness of the work hunters, anglers and trappers do for conservation.

8a. Reevaluate the retention and recruitment program and determine if it meets member group expectations. If it is, we will continue funding the program and explore its expansion. If the program is not meeting expectations, we will develop a new program to retain, recruit and educate hunters, anglers and trappers. We will measure this objective over the next three years by tracking how many partnerships arise between member groups and how many students the program reaches.

9a. Continue talks between Alberta Conservation Association and Alberta Sustainable Resource Development to clearly define each organization's roles and the rules of our working relationship. Work towards an agreement on open and clear communication between our organizations and an overall understanding of our mutual goal of more efficient and effective conservation work in Alberta.

10a. Maintain a minimum score of 93% on Alberta Conservation Association's next external audit of our Health and Safety program's Certificate of Recognition in 2015.

10b. Track our projects to ensure a minimum of 90% are on time and on budget every year.

10c. NEW: Upload a progress report for every project undertaken in a fiscal year to Alberta Conservation Association's external website by April 30 each year (30 days after our year-end of March 31).

11a. Implement our environmental policy and ensure employees adhere to it through an Environmental Monitoring System. The Environmental Monitoring System should be in place by March 31, 2014.

11b. Minimize our employee turnover rate to 5% or less for full-time permanent employees (excluding maternity/paternity leaves and retirement). We will achieve this objective through a wide range of initiatives including appropriate compensation and benefit packages, ensuring opportunities for employee growth and professional development, etc.

11c. Maintain 85% or more employees indicating they agree or strongly agree that they are satisfied with Alberta Conservation Association as a place to work. We will measure this objective with yearly employee surveys. We will ensure that clear and open lines of communication exist between staff and management; the work environment is friendly, fun and professional; and employees feel pride in what they do and how they do it.

12a. Ensure employees attend professional conferences and present papers on the conservation work Alberta Conservation Association does. Four papers per year should be presented at professional conferences.

12b. Publish project results in peer reviewed journals to ensure the larger scientific community knows about Alberta Conservation Association's work. Alberta Conservation Association should have at least two papers published by March 31, 2015.

The background image shows a clear, shallow river with a rocky bed. On the left, a steep, rocky bank rises, partially covered with green vegetation and tall evergreen trees. A person wearing a hat and waders is standing in the river, casting a fly. The sky is bright blue with scattered white clouds.

Summary

This document represents a shift in Alberta Conservation Association's strategic planning process. As a result, this plan is the first to provide a scorecard update on our three- and ten-year strategic direction. After the first three years of this strategic plan we have found no need to change any of our ten-year goals as we believe our strategic direction is still appropriate.

With respect to the next three years (2012 – 2015), we have maintained many of our original objectives and we are building directly on the success of our first three years (2009 – 2012). As we continue to move forward with our ten-year strategic business plan (2009 – 2019), we will track and evaluate our progress every three years.

This plan is a critical and invaluable document that provides the framework, the direction and the clarification that Alberta Conservation Association's employees, stakeholders and partners require and expect. It is this document, along with our Mission and Vision statements that guide our day-to-day activities and the development of the Annual Operating Plan. Together they ensure that Alberta Conservation Association works towards conserving, protecting and enhancing, fish, wildlife and habitat for all Albertans to enjoy, value and use—for generations to come.



Formed in 1997, Alberta Conservation Association is a not-for-profit, registered charity funded by Alberta's hunters and anglers through license levies, and a growing number of corporate partners. We are governed by a multi-stakeholder Board of Directors represented by hunting, fishing, trapping and naturalist groups; government; First Nations; public at large; industry; and Alberta Conservation Association academic representatives.

Annually, Alberta Conservation Association directs more than \$10 million towards conservation efforts, delivering a wide variety of projects, programs and services across the province. Key conservation programs that we deliver include Wildlife, Fisheries, Land Management and Communications.

Mission

Alberta Conservation Association conserves, protects and enhances fish, wildlife and habitat for all Albertans to enjoy, value and use.

Vision

An Alberta with an abundance and diversity of fish, wildlife and their habitat; where future generations continue to use, enjoy and value our rich outdoor heritage

Our Core Values

Collaboration - We look for every opportunity to work closely with each other as well as with our partners to positively impact Alberta's fish, wildlife and habitat.

Integrity - We maintain high ethical standards in everything we do. We are truthful, keep our promises and deliver on our commitments. We always remember we are working for the resource.

Excellence - We work to achieve the highest standards in everything we do.

Innovation - We overcome challenges and continually find new ways to improve. Innovation includes problem solving, taking advantage of opportunities and embracing change to achieve goals.

Accountability - We are all responsible for our actions and we are willing to accept the consequences of our actions. We recognize that accountability includes being accountable to each other, our stakeholders and the resource we are working for.

Respect - We value the differences and similarities of our employees, partners and stakeholders. We treat both our people and the resource with a high level of dignity.

Our Culture

Alberta Conservation Association is committed to managing its operations in a business-like manner. Employees are responsible for completing tasks safely, on time, on budget, and to the highest quality. While our employees are empowered to make decisions, they are also responsible for those decisions.

Effective and open communication is a cornerstone of a healthy work environment. We value direct communication among employees and between employees and senior management at Alberta Conservation Association. This includes the President and CEO, whose door is always open.

Our goal is to maintain a corporate culture where employees:

- have ownership of the organization and its direction;
- see opportunities for career growth;
- remain proud of the work they do and the projects we take on; and
- possess the tools to talk to any of our stakeholders and provide examples of how we operate in an effective and efficient manner.

We uphold this culture while carrying out valuable work to conserve and enhance Alberta's wildlife, fisheries and land resources.

2012 Board of Directors

Alberta Conservation Association Board of Directors meets quarterly and consists of nine member group representatives, one Provincial Government representative, four Public At Large representatives, one academic representative, one industry representative and the ACA/University of Alberta Chair in Fisheries and Wildlife.

Executive

Tom Bateman, Chairman
Alberta Hunter Education Instructors' Association
(Southern Alberta Board Liaison)

Patrick Long, Vice Chairman - Wild Sheep Foundation
Alberta

Colin Gosselin, Secretary - Public At Large, Northeast
Region

Sandra Foss, Treasurer - Nature Alberta

Randy Collins, Past Chair - Alberta Fish and Game
Association

Directors

Bill Abercrombie - Alberta Trappers' Association

Ken Ambrock - Public At Large
(Northern Board Liaison)

Brian Bildson - Public At Large, Business
Representative

Dr. Mark Boyce - ACA/University of Alberta Chair in
Fisheries and Wildlife

Gordon Burton - Alberta Professional Outfitters Society

Travis Ripley - Minister's Representative
(Alberta Sustainable Resource Development)

Bob Haysom - Pheasants Forever Alberta Council

Dr. Lee Foote - Public At Large, Academic
Representative

Adam Norris - Public At Large, Northwest Region

Jeff Surtees - Trout Unlimited Canada

Calvin Rakach - Public At Large, Eastern Region

Jeff Smith - Public At Large, Southern Region

Member Groups:

Alberta Fish and Game Association
Alberta Hunter Education Instructors' Association
Alberta Professional Outfitters Society
Alberta Trappers' Association
Nature Alberta
Wild Sheep Foundation Alberta
Pheasants Forever Alberta Council
Treaty 8 First Nations of Alberta
Trout Unlimited Canada

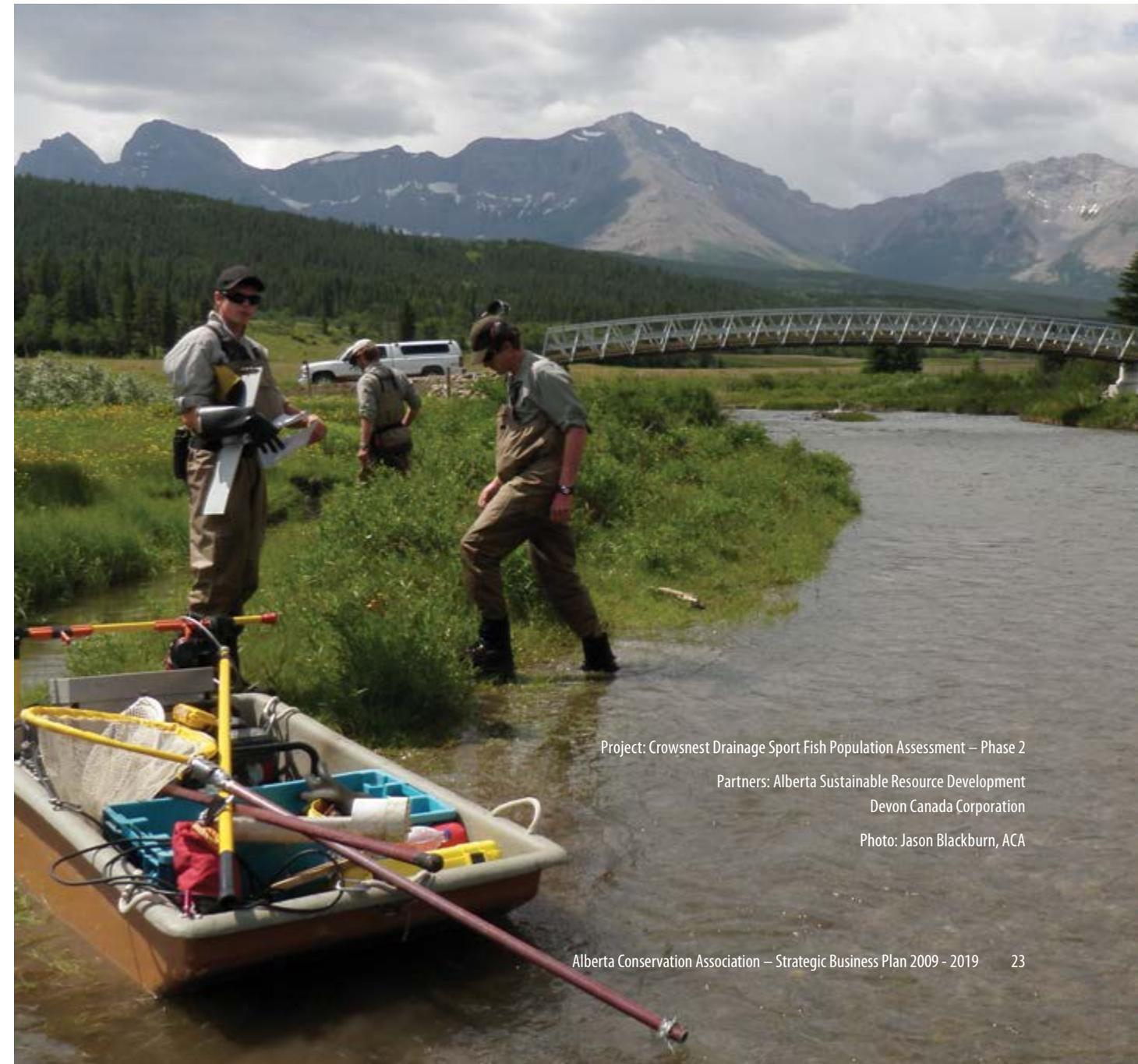


Our Stakeholders and Partners

Our member groups are our primary stakeholders, followed by all WIN cardholders (hunters and anglers) and then Alberta's general public. We believe that this approach effectively serves public interests.

Alberta Conservation Association works with ASRD staff at all levels throughout the year to determine priority projects and delivery of those projects; clarify protocols; and promote conservation activities in the province. As a result, we consider ASRD our largest conservation partner. As such, it is always a priority to ensure an honest and open relationship with ASRD to allow for smooth operation of projects and effective use of resources.

Wherever possible, we strive to have our member groups as key partners in conservation. New initiatives have grown from our commitment, and it has resulted in an enhanced working relationship with our member groups. New partnerships are constantly being explored.



Project: Crowsnest Drainage Sport Fish Population Assessment – Phase 2

Partners: Alberta Sustainable Resource Development
Devon Canada Corporation

Photo: Jason Blackburn, ACA



Alberta Conservation
Association

Conserving Alberta's Wild Side

www.ab-conservation.com