

Alberta Conservation Association  
December 4, 2001

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Alberta Conservation Association  
2002 –2003 Annual Operating Plan



## Executive Summary

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The Alberta Conservation Association (ACA) is in the process of redefining the way the organization operates. Several factors such as the Activation Analysis Review of the Organization as well as the 2000 Auditor General's Report have necessitated a number of changes.

Currently ACA and Alberta Sustainable Resources Development (ASRD) are in the process of developing a Memorandum of Understanding (MOU) and a number of accompanying Program Agreements that will clarify and identify the role and responsibility of ACA in carrying out its delegated mandate. Part of this clarification, will be to articulate a comprehensive strategic and operational planning process. This process will result in annual operating plans that will be quantified in fiscal terms and will be the source of the annual operating budget.

The Annual Operating Plan for the fiscal year 2002/2003 has been developed in consultation with ASRD to identify the priority issues to be addressed in the coming year. Although developed without the benefit of a longer range strategic plan being prepared and approved, this plan does recognize the legal, moral and continuing priorities of both ACA and ASRD.

During the development of this plan ACA took the opportunity to define the major areas of business or programming into discrete units. Currently the ACA is composed of 14 different business units within which fit all the elements of our current operations.

These business units then developed their individual operating plans based on current priorities. Without the benefit of a longer range strategic business plan, the basic assumption used by all business units was that funding would be guided by a historical base. A major goal in developing these plans was to "Live within our means".

Schedule 1 and the accompanying charts summarize the individual business unit operating plans in fiscal terms. Revenue projections for levy and interest income were the sole sources of revenue used in this plan. The final detailed operating budgets to be developed in March/2002 will incorporate partner contributions in both the revenue and expense components of the budget.

### **Assumptions used in developing the Annual Operating Plan**

- ◆ Levy revenue is projected to increase based on the current income levels. Revenue in the current fiscal year is projected to be higher than forecast in the 2001/2002 operating budget. This increase is projected into this operating plan.
- ◆ Interest income will be affected by the continuing adjustments in the investment markets and will be less than previous years.
- ◆ Operational Funding must equal projected revenue.

Alberta Conservation Association  
2002/2003 Annual Operating Plan

Schedule 1

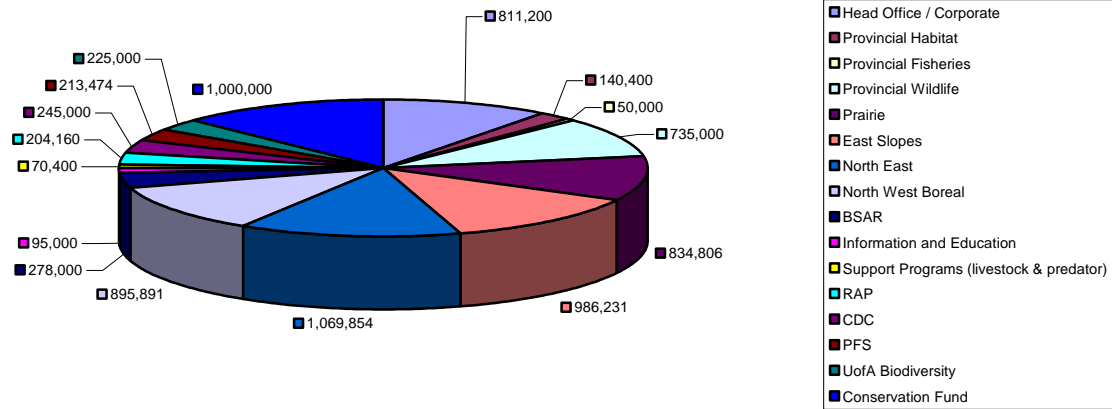
Business Units	2002/2003 Budget	Split	2001/2002 Budget	Split	2000/2001 Actual
Provincial Habitat	140,400	1.88%	173,829	2.13%	731,887
Provincial Fisheries	50,000	0.67%	2,400	0.03%	219,763
Provincial Wildlife	735,000	9.84%	740,508	9.09%	1,917,322
Prairie	834,806	11.18%	661,463	8.12%	607,044
East Slopes	986,231	13.20%	1,309,108	16.07%	1,409,227
North East	1,069,854	14.32%	990,896	12.17%	905,475
North West Boreal	895,891	11.99%	859,563	10.55%	962,097
Biodiversity/Species at Risk (BSAR)	278,000	3.72%	266,585	3.27%	
Information and Education	95,000	1.27%	116,100	1.43%	115,000
Support Programs (livestock & predator)	70,400	0.94%	79,000	0.97%	105,410
Report A Poacher (RAP)	204,160	2.73%	219,000	2.69%	257,934
Crop Damage Control (CDC)	245,000	3.28%	259,000	3.18%	327,169
Enhanced Fish Stocking	213,474	2.86%	215,000	2.64%	240,357
UofA Biodiversity	225,000	3.01%	225,000	2.76%	
Conservation Fund	1,000,000	13.39%	1,131,000	13.89%	
Head Office / Corporate	811,200	10.86%	896,705	11.01%	1,155,959
<b>TOTAL</b>	<b>7,854,416</b>	<b>100.45%</b>	<b>8,145,157</b>	<b>88.99%</b>	<b>7,798,684</b>
<b>Projected Revenue</b>	<b>7,819,000</b>	<b>100.00%</b>	<b>8,145,157</b>	<b>100.00%</b>	<b>7,664,594</b>
<b>VARIANCE</b>	<b>(35,416)</b>	<b>-0.45%</b>	<b>0</b>	<b>0.00%</b>	<b>(134,090)</b>

Revenue				
Levy Revenue	7,369,000		6,647,658	6,730,366
Trust Fund Draw			662,499	
Donations			345,000	329,945
Interest Revenue	450,000		490,000	604,283
<b>Total Revenue</b>	<b>7,819,000</b>		<b>8,145,157</b>	<b>7,664,594</b>

Note: All projects in this operating plan are a combination of ACA and ASRD priorities established by a series of joint meetings

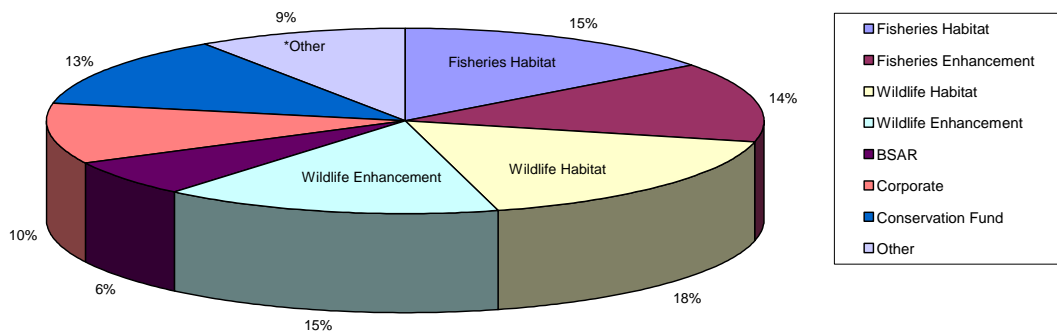
**ALBERTA CONSERVATION ASSOCIATION  
2002-2003 OPERATING BUDGET**

**Budget by Business Unit**



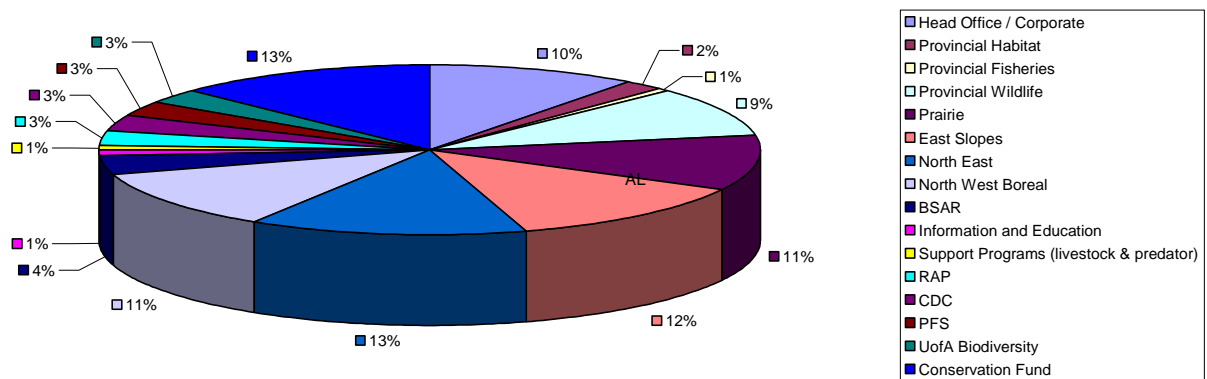
ALBERTA CONSERVATION ASSOCIATION  
2002 - 2003 ANNUAL OPERATING BUDGET

Funds by Program Area



**ALBERTA CONSERVATION ASSOCIATION  
2002 - 2003 ANNUAL OPERATING BUDGET**

% Budget by Business Unit



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## Section 1: Introduction

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### Organizational Design and the Planning Process

This year the ACA has developed and implemented a drastically new planning process, which marked a definite paradigm shift in the organization. This radical change was necessary to alleviate concerns identified in the Activation Analysis Review of the Organization as well as in the 2000 Auditor General's Report.

This process could only be partially implemented as timing constraints dictated the process to begin in mid cycle. Specifically, The MOU and Program Agreements were being constructed and the development of a 3-year strategic business plan could not be accomplished in the short time frame left in the year. Due to this lack of strategic direction, this resulted in the "bottom – up" development of the Annual Operating Plan and a budget that was based on historical allocations. The different regions or distinct areas of business that the ACA is involved in were defined as "business units" (of which there are 14 *plus the additional 2 external programs*). An annual operational plan for each business unit was developed and then the highlights from each of these individual plans were consolidated into this document. The construction of the operational plan for each unit consisted of ACA staff collaborating with SRD staff with respect to the priorities that the business unit should be addressing and the methods of addressing these priorities.

To summarize the major steps in the planning / budgeting process this year are as follows:

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#### **PROCESS**

1. Determine and define the business units and external programs relative to ACA's current operations.
2. Business Unit Leaders set up planning meetings with key SRD staff to evaluate current programs, program development, priorities and associated expenses.
3. A standardized business unit operational plan template was developed and used to compile results from #2 above

4. Business Unit Leaders met and communicated plans and draft budgets to the group.
5. Budget requests from each business unit were discussed and realigned to fit within historical guidelines based on a consensus decision.
6. Business unit operating plans and associated budgets were consolidated into the ACA Annual Operating Plan and submitted for Board Approval.
7. The approved ACA Annual Operational Plan and associated Business Unit Operational Plan will be conveyed prior to April 1 to regional or other associated stakeholders. Input into the Operational Plans will be considered in the next planning cycle.
8. Business Unit Plans and Budgets will be translated into detailed operational plans (project detail) and submitted to head office for archival into the accounting system and the ACA's accountability framework.
9. Business Unit leaders will report progress (financial and logistical) quarterly and annually based the desired goals outlined in the plan. Summaries of these reports will be presented to the board of directors as part of the accountability framework and to increase the board's knowledge about operations.

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In order for this process to be successful it is our hope that individuals must remain inquisitive, seeking open and honest input with an eye toward improving performance. This year we have designed a number of processes by which we can learn from successes and failures, including a client feedback and improvement system, and a set of discrete performance measures.

We believe that an organization's alignment dictates the quality of its products and services. Or as Stephen Covey says in *Principle Centered Leadership*, "every organization is aligned to get the results it is getting." Covey's point is that misalignment results in poorly performing people and organizations. The newly implemented organizational design and planning process implement this year will assist with this personal and organizational alignment. Using principles stemming from Stephen Covey's philosophies and writings, we fit the unique capabilities of the staff and the Business Units with the larger organizational mission.

## Vision

The Alberta Conservation Association's vision for the future is an Alberta where:

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- Citizens understand and support good stewardship of our biological natural resources
  - Habitat integrity is maintained
  - Government, business and citizens work together for nature conservation in order that future generations can value and enjoy these biological natural resources.
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## Mission

Working together with Albertans to conserve, protect and enhance our province's biological natural resources.

## Core Values

Complementing each of our core values are one-word descriptors that further clarify their meaning.

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Core values are fundamental to the way the office does business; in other words, the way we conduct ourselves. They express in the simplest terms those personal and professional attributes that are most important to us as individuals.

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- **Character**
  - Open
  - Ethical
  - Empowered
  - Trustworthy
  - Concerned
- **Competence**
  - Innovative
  - Creative
  - Leading
  - Visionary
- **Commitment**
  - Results-oriented
  - People-oriented
  - Team-oriented
  - Accountable

## Section 2: Business Units and Budget Projections

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### Business Units / Major Program Areas

This year the ACA took the opportunity to define the major areas of business or programming into discrete units. Currently the ACA is composed of 14 different business units within which fit all the elements of our current operations.

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### Corporate Business Unit

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This business unit is responsible for the overall coordination and governance of all aspects of ACA operations. Included in this business unit are all costs and programming associated with head office and administrative initiatives. It is undoubtedly a core component to the successful delivery of ACA's mission. This business unit also is integral to the future of ACA as it allows for promising opportunities to be explored and solutions to be developed for problems hindering the organization.

### Mission

To support and co-ordinate the delivery of the operations and programming of the ACA by providing sound leadership while fostering a team orientated environment. By developing a creative, problem solving culture we will ensure a successful future for the ACA.

### Priority Issues

1. A competitive / passive – aggressive style is prevalent throughout the organization
2. A lack of standardization in the way operations are delivered and administered
3. A lack of clarity surrounding ACA's role, delegated responsibilities and relationship with SRD
4. A lack of accountability with respect to the delivery of our programs
5. A lack of identity and understanding of the ACA in the public and among stakeholders

## Goals and Strategies

**GOAL 1:** To develop and foster a team orientated environment that embraces a creative, problem-solving attitude.

KEY RESULTS	STRATEGIES
<p>1.1 A collaborative environment is established and the competitiveness between regions / business units has eroded.</p> <p>1.2 Management teams and operational teams are formed and are operating efficiently.</p>	<p>a) Educate staff on principle centred leadership, team formation and the cornerstones of effective teams.</p> <p>b) Perform the steps of correct team formation with the management staff and have them perform these steps with their staff in turn.</p>

**GOAL 2:** To clarify and standardize the administrative / organizational structure and realign it to better deliver our mission.

KEY RESULTS	STRATEGIES
<p>2.1 The administrative structure is clearly understood by all staff and has resulted in operational efficiency.</p> <p>2.2 Staff understand the rationale for change and buy-in to the process.</p> <p>2.3 Staff buy – in and support new processes and strategies and implement them efficiently in a standardized fashion.</p>	<p>a) To re-construct the organizational structure of the ACA to realign it to better deliver its mission.</p> <p>b) To communicate to all staff the reason for realignment and have their input into the change process.</p> <p>c) To include staff in developing standardized processes and strategies to effectively administer programming.</p>

**GOAL 3:** To achieve clarity and understanding of the role of ACA with respect to its delegated responsibilities and its relationship with SRD.

KEY RESULTS	STRATEGIES
3.1 Staff and stakeholders clearly understand and buy-in to ACA's role and its responsibilities.	a) Develop and construct an MOU and associated Program Agreements by involving staff and communicating these results to everyone in the organization and its stakeholders.

**GOAL 4:** To increase the accountability framework for ACA programming and related activities.

KEY RESULTS	STRATEGIES
4.1 All staff are accountable for their productivity and set mutually agreeable targets. 4.2 Staff are rewarded for exceptional performance and suffer associated consequences for substandard performance. 4.3 Effective behaviours are identified and improved upon as well as unwelcome behaviours are identified and reduced. 4.4 The board is well informed on how well ACA is achieving its goals and targets.	a) To implement accountability framework and process for all ACA staff. b) To develop a two way feedback mechanism for employees and managers to use to ensure effective behaviours are developed. c) To implement a method of communicating the accountability loop to senior management and the board of directors.

**GOAL 5:** To develop a common understanding and prominent identity among our stakeholders and other Albertans.

KEY RESULTS	STRATEGIES
<p>5.1 A competent marketing / communications professional has joined the ACA team.</p> <p>5.2 The board has accepted a comprehensive communications strategy that can be implemented immediately.</p> <p>5.3 There is a clear understanding of the ACA within our member organizations, governments and industry and the public.</p> <p>5.4 A substantial increase in partner revenue and donations are realized.</p>	<p>a) Acquire a communications and Marketing Manager to be part of the Corporate Business Unit Team.</p> <p>b) Develop a comprehensive communications strategy / plan.</p> <p>c) Standardize our messaging and direct to target markets.</p> <p>d) A strategic marketing / branding campaign is launched.</p>

### Partners and Collaborators

Sustainable Resource Development will be an integral partner for this business unit by providing logistical, monetary and political support where possible and valuable information as required.

Budget                      \$ 811,200.00

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## Provincial Habitat Business Unit

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This business unit is responsible for the overall coordination of Habitat retention and acquisition activities.

### Priority Issues

1. There is a need to develop a provincial strategy to identify and prioritize landscapes, and specific lands for habitat conservation and enhancement by the ACA. It is also important to identify effective means of doing so.
2. It is necessary to track and evaluate the ACA's habitat projects. It is also important to be able to identify habitat projects undertaken by other organizations to facilitate partnering opportunities and add value to the ACA's habitat programs.
3. Although the funding requirements of the ACA have always exceeded the amount available, funding for the ACA's habitat programs has declined in recent years while the funding required to fulfil the ACA's current legal commitments and moral obligations has not. This has reduced the ACA's ability to develop new habitat initiatives.
4. An expanding human population is making increasing demands on the landscape, and the wildlife and fish resources of the province while concomitantly contributing to the loss, fragmentation and alienation of valuable habitat for wildlife and fish.
5. Habitat loss and alteration often provide favourable conditions for introduced and common species at the expense of native and uncommon species.



Goals and Strategies

KEY RESULTS	STRATEGIES
1.1 The development of provincial habitat strategies for activities such as habitat retention and enhancement. 1.2 Annual increases in the amount of habitat permanently secured by the ACA. 1.3 Strong relationships with other conservation organizations, governments and industry. 1.4 Increased landowner awareness of the ACA's habitat programs.	a) Develop a provincial strategy for the long-term securement of important habitat by the ACA. b) Secure priority habitats by means of a donation by the landowner, a conservation easement or purchase. c) Encourage cooperation and communication between the ACA and other conservation organizations, government, and industry. d) In conjunction with the ACA's communication person, develop materials that describe the ACA's habitat programs. e) Provide educational information regarding the value of habitat conservation.

**GOAL 1:** To secure and enhance landscapes and habitat units that are considered important for the perpetuation of wildlife and fish resources in the province

**GOAL 2:** To develop and implement cost-effective strategies to address wildlife and fish habitat needs and priorities.

**GOAL 3:** To work with Alberta Sustainable Resource Development, other external organizations and stakeholders to develop habitat programs that contribute to the maintenance of stable or increasing wildlife and fish populations.

KEY RESULTS	STRATEGIES
2.1 Identify priorities for habitat securement and enhancement. 2.2 Develop a system to prioritize and rank lands for ACA involvement. 2.3 Develop habitat management strategies that minimize maintenance obligations.	a) Develop a long-term and broad scale provincial habitat strategy that identifies priorities for habitat activities. b) Develop a provincial database for the ACA's habitat projects to facilitate evaluation and planning. c) Communicate with external organizations to determine areas of common interest and the potential for cooperation in habitat projects.

KEY RESULTS	STRATEGIES
<p>3.1 Increased awareness of the ACA's habitat programs and how they benefit wildlife and fish resources in Alberta.</p> <p>3.2 Incorporation of wildlife and fish habitat needs into planning by land managers.</p> <p>3.3 Increased number of habitat projects throughout the province.</p> <p>3.4 Increased opportunities for the enjoyment of wildlife and fish resources by Albertans.</p>	<p>a) Ensure that habitat programs contribute to the perpetuation of wildlife and fish populations in Alberta.</p> <p>b) Increase the awareness of the ACA's habitat priorities and programs.</p> <p>c) Support projects and programs that provide information to land managers and landowners about the habitat needs of wildlife and fish species.</p> <p>d) Support projects and programs that provide benefits to the recreational users of wildlife and fish resources.</p> <p>e) Support projects and programs that provide information to land managers and landowners about the habitat needs of wildlife and fish species.</p>

**GOAL 4:** To evaluate the effectiveness of the ACA's past and current habitat activities.

KEY RESULTS	STRATEGIES
<p>4.1 Increased ability of the ACA's habitat programs to provide benefits for wildlife and fish.</p> <p>4.2 Increased cost-effectiveness in habitat activities.</p> <p>4.3 Increased number of habitat projects throughout the province.</p>	<p>a) Undertake activities to determine the effectiveness of the ACA's past and future habitat programs.</p> <p>b) Determine means to increase the effectiveness of habitat programs.</p>

**GOAL 5:** To ensure that hunters, anglers and non-consumptive users have an opportunity to enjoy Alberta’s wildlife and fish resources in a sustainable manner.

KEY RESULTS	STRATEGIES
5.1 Increase in the amount of wildlife and fish habitat secured on a long-term basis. 5.2 Increased public awareness of the ACA’s habitat programs.	a) Undertake habitat education, securement, retention and enhancement activities in priority habitats to maintain wildlife and fish populations. b) Support projects and programs that provide information to land managers and landowners about the habitat needs of wildlife and fish species.

Partners and Collaborators

The Provincial Habitat Business Unit delivers its programming with the help of partnerships with:

- Alberta Sustainable Resource Development
- With other Provincial Government Departments (Alberta Agriculture).
- Federal Government (Department of Fisheries and Oceans, Canadian Wildlife Service).
- Local governments (Towns, M.D.’s).
- With other conservation organizations (Ducks Unlimited, Rocky Mountain Elk Foundation, Nature Conservancy, Alberta Fish and Game Association, Prairie Farm Rehabilitation Association, Pheasants Forever, among others).

Budget                      \$ 140,400.00

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## Provincial Fisheries Business Unit

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The Provincial Fisheries Business Unit is involved in the management of inventories, research, public education and other activities related to the management of sustainable fish stocks in Alberta. This unit works closely with Alberta Sustainable Resource Development and other stakeholders to assist in collecting and providing data that are important for fisheries management and public education.

### Mission

To contribute to the perpetuation of fish populations in Alberta by obtaining and providing information that is essential for the effective maintenance of the fisheries resources of Alberta as well as supporting ongoing Provincial management initiatives.

### Priority Issues

1. Stocks of most species of sport fish are declining across the province.
2. Current information related to the distribution of fish and its relationship with life requisites, such as spawning and rearing habitats, needs to be obtained.
3. There is a need for enhanced data management of fisheries related data and information.

### Goals and Strategies

**GOAL 1:** To ensure that anglers and non-consumptive users have an opportunity to enjoy Alberta's fish resources in a sustainable manner.

KEY RESULTS	STRATEGIES
1.1 The stocking of cut throat trout can continue in remote – high mountain lakes. 1.2 The successful development of the FMIS database can continue.	a) To support vital / special stocking programs throughout the province. b) Support projects related to the information management projects for fisheries data management.

Budget                      \$ 50,000.00

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## Provincial Wildlife Business Unit

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The Provincial Wildlife Business Unit is involved in inventories, and research related to the perpetuation of wildlife in Alberta. This unit works closely with Alberta Sustainable Resource Development to assist in obtaining data that are important for the successful management of wildlife resources.

### Mission

To contribute to the perpetuation of wildlife in Alberta. More specifically, the Provincial Wildlife Business Unit funds and assists ASRD in wildlife inventories and research, which are essential for the effective management of the wildlife resources of Alberta.

### Priority Issues

1. Annual inventories are required to obtain up-to-date information about the abundance and distribution of wildlife in Alberta.
2. The natural history of some species is not well known, which reduces the likelihood of developing effective management strategies.

### Goals and Strategies

**GOAL 1:** To ensure that hunters and non-consumptive users have an opportunity to enjoy Alberta's wildlife resources in a sustainable manner.

KEY RESULTS	STRATEGIES
1.1 Wildlife populations remain stable or increase. 1.2 Increased public awareness of the ACA's contribution to Alberta's wildlife management programs.	a) Provide funding and assist in wildlife inventories conducted by ASRD. b) Provide funding and assist in wildlife research supported by ASRD.

### Partners and Collaborators

- Alberta Sustainable Resource Development
- Universities and Research Organizations

Budget                      \$735,000.00

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## Prairie Business Unit

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The geographical boundaries of the ACA Prairie Region are the Alberta-British Columbia border, including the City of Calgary on the west, the Alberta-Montana border on the south, the Alberta-Saskatchewan border on the east, and a line running from approximately from Crossfield to Consort on the north. Waterton Lakes National Park is considered for administrative purposes to be in the Prairie Region. The surface waters flow east; the major drainages include the Bow, Oldman, South Saskatchewan, Red Deer, and Milk rivers.

### Priority Issues

## Prairie Business Unit

1. Relating to Wildlife Programs:
2. To develop regional habitat enhancement and securement strategies for the Prairie Region. This requires GIS compatible computerized database of projects, properties and reservations. This database should have the ability to merge with the critical wildlife habitat maps. This database should be available to all ACA and AFWS staff in the region.
3. To expand programs and initiatives, which enhance, develop and retain wildlife habitat. The focus will be on critical wildlife habitat areas.
4. To develop and coordinate programs and projects to address information gaps (i.e. habitat utilization, population assessments, riparian inventory, etc.) for priority species management (ungulates and upland birds) and habitat conservation. Identification of critical habitat and assessment of cumulative effects on wildlife resources is required.
5. The maintenance and management obligations on existing BFW properties and projects are a priority. It is necessary to develop co-operative agency management plans for most properties. We need to provide the required operation and maintenance functions to ensure the credibility of the BFW program and the ACA. As part of this, we will ensure all projects developed with BFW funding are meeting the deliverables as outlined in project proposals.
6. To renew and develop partnerships with Public Lands, Alberta Fish and Wildlife Division, Alberta Forest Service, Prairie Farm Rehabilitation Administration, counties, irrigation districts, and non government organizations. Projects and programs have been co-operatively developed with the assistance of these groups. These organizations (private or government) have programs or initiatives that may provide assistance (technical or monetary) with development of habitat projects.

7. To develop an extension service to WIN card holders, the general public, local organizations, landowners, media and interested individuals in support of ACA programs, goals and objectives.
8. Relating to Fisheries Programs:
9. To inventory sportfish populations in lentic and lotic waterbodies to assist fishery resource management.
10. Identification of factors limiting fish production and inventory of critical lotic habitats is required to develop strategies for habitat enhancement and protection. There is an increase in urban development alongside rivers, lakes and reservoirs. Alterations to the bed and shores of these water bodies will become a larger issue in the future, which will have implications on fisheries habitat. Evaluation of sportfish habitat availability and present use of tributaries to mainstream rivers is required.
11. Maintenance requirements of existing and expansion of fish access sites, water control and in stream structures, riparian fencing and BFW developed trout ponds are required to meet the publics' demands. The public requires these projects to be maintained and improved.
12. To increase historical ACA funding support directed at fisheries management programs in the region. The ACA Prairie Region management boundary has increased to include the southern portion of the ACA East Slopes Region (Blairmore Area). No increase in historical funding for fisheries programs has been provided for 2002/2003.
13. To develop an extension service to WIN card holders, the general public, local organizations, landowners, media and interested individuals in support of ACA programs, goals and objectives.

## Goals and Strategies

**Goal 1:** To assess, secure and enhance landscapes that are deemed important for the perpetuation of fish and wildlife resources.

KEY RESULTS		STRATEGIES	
1.1	Important landscapes for conservation are identified and prioritized through dialogue with SRD and other stakeholders.	a)	Meet with SRD and other stakeholders to identify important habitat for priority fish and wildlife species.
1.2	Assessments are conducted in areas to determine appropriate method of conservation.	b)	Assess habitat to determine importance where data is lacking.
1.3	Regional habitat conservation strategy prioritizing habitats is developed	c)	Develop a regional plan to prioritize habitats for securement.
1.4	Habitat is secured through land acquisition, conservation easements, etc.	d)	Pursue land acquisition and securement opportunities through land purchase, conservation easement, etc.
1.5	Existing habitat is enhanced through the continuation of the Habitat Development Program.	e)	Maintain and enhance existing Habitat Development and Enhancement Program.
1.6	Partnerships developed and fostered to provide financial and in-kind support for habitat conservation.	f)	Encourage and develop partnerships to increase opportunities for land conservation.
		g)	Promote sound land stewardship as a means

1.7 Informed public are aware of the role they play in conservation of fish and wildlife habitat.	of conserving fish and wildlife habitat through information and education directed at the general public.
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**Goal 2:** To promote enhanced management of fish and wildlife resources by providing scientifically-based ecological data.

KEY RESULTS	STRATEGIES
2.1 Information gaps are identified and prioritized in a regional strategy. 2.2 Scientifically sound data are provided to fish and wildlife resource managers. 2.3 Information collected is utilized for enhanced resource management. 2.4 Value of information collected is assessed.	a) In consultation with SRD and other stakeholders, review historical data and identify information gaps. b) Identify priority areas in the information gaps to be addressed. c) Design and implement scientifically sound monitoring and assessment methods to address information gaps. d) Determine appropriate method for the collection of data to address information gaps. e) Ensure information obtained is delivered to resource managers for enhanced management f) Evaluate the effectiveness of collecting data in enhancing resource management

**Goal 3:** To ensure that all hunters, anglers and non-consumptive users have the opportunity to use fish and wildlife resources in a sustainable manner.

KEY RESULTS	STRATEGIES
3.1 Informed and active participation of stakeholders in regional programs and projects. 3.2 Partnerships established where financial and in-kind support are provided to promote opportunities for use of fish and wildlife resources. 3.3 Continued and increased opportunities for hunters, anglers and non-consumptive users through their continued support of regional programs and projects.	a) To provide a venue for information exchange between regional ACA staff and stakeholders on programs and projects delivered on behalf of the stakeholders. b) To provide a forum for stakeholder input in determining priority and direction of regional programs and projects. c) Establish partnerships with stakeholders to promote the continued sustainable use of fish and wildlife resources. d) Maintain and increase opportunities for hunters, anglers and non-consumptive users to participate in sustainable use of fish and wildlife resources.



**Goal 4:** To develop and enhance partnerships with stakeholder groups and organizations to increase the level of support for conservation efforts in the region.

KEY RESULTS	STRATEGIES
4.1 Annual information session with stakeholders to provide updates on ACA programs and projects.	a) To provide a forum for information exchange between the ACA, SRD and stakeholders with the purpose to identify common goals and objectives.
4.2 Delivery of cooperative projects between ACA and stakeholders through financial and in-kind partnerships.	b) Promote regional programs and projects through personal communication between staff and stakeholders. Encourage use of ACA website as a source of information on regional activities.
4.3 Awareness and promotion of regional programs by partners and informed stakeholders.	c) Maintain and develop professional relationships between ACA and federal and provincial government departments through adaptive, effective and open communication. d) Actively pursue, develop and maintain relations with stakeholders to promote cooperation and partnerships on project implementation.

### Partners and Collaborators

The Alberta Conservation Association’s key clients in the Prairie Region are the Provincial Government (Alberta Sustainable Resource Development), hunters and anglers and other conservationists, the general public, other cooperative conservation organizations, stakeholder groups, the timber industry and private landowners.

The work in the Prairie Region involves partnerships with:

- **Sustainable Resource Development (Wildlife Management, Fisheries Management, Public Lands, Lands and Forest)**
- Other Provincial government departments (Community Development, Alberta Agriculture, Alberta Environment)
- Federal Government Departments (Prairie Farm Rehabilitation Administration, Department of Fisheries and Ocean, National Parks, Canadian Wildlife Service)
- Local governments (Municipal Districts, Counties, Towns)
- Various Conservation Organizations (Nature Conservancy of Canada, Rocky Mountain Elk Foundation, Foundation of North America Wild Sheep, Southern Alberta Land Trust Society, Alberta Professional Outfitters Society, Alberta Fish and Game Association, Cows and Fish, Pheasants Forever,

Ducks Unlimited, Walleye Unlimited, Trout Unlimited, Southern Alberta Walleye Trail)

- Timber and Petroleum industries in the Blairmore/Pincher Creek area (Shell Canada, Hunt Oil, Atlas Lumber, and other local lumber companies)
- Private landowners, lessees, grazing associations and co-operatives
- Irrigation Districts (Eastern, Bow River, St. Mary, Raymond, Western)

Budget                    \$ 834,806.24

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## East Slopes Business Unit

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Landscapes found in the ACA East Slopes include parkland, upper and lower foothills, montane and alpine. Most of Alberta's premiere trout streams are contained within the East Slopes and salmonids are the fish species most intensively managed. From a terrestrial standpoint many of Alberta's highly prized game species are common and abundant in the region, i.e. elk, grizzly bear, black bear, bighorn sheep, cougar, mountain goat, wolf, white tailed deer and mule deer.

The East Slopes region consists of settled areas in the east and hinterland areas in its western expanses. Generally speaking as you move from east to west in the region industry shifts from mainly agriculture to oil and gas, timber extraction and recreation areas. Worthy of mention is the fact that the region is located within a 1-hour drive of close to 1.5 million people.

The Buck for Wildlife (BFW) program (and now ACA) has a 29-year history of fish and wildlife habitat programs and projects in the region. In fact the first BFW project in the province was implemented in the East Slopes at the North Raven River in 1973. Since the 1970s several hundred individual fish and wildlife habitat projects have been implemented benefiting fish and wildlife resources as well as outdoor recreationalists. Many of these former projects were implemented by partnering with private landowners and leaseholders and project agreements were signed to ensure project benefits are maintained over time. The ACA has responsibility for honoring associated project agreements and carrying out maintenance and inspection of previous BFW programs and projects. The majority of the ACA's annual project funding for East Slopes habitat programs goes towards the maintenance of former BFW program projects.

### Priority Issues

#### Fish and Wildlife Habitat Management

1. Agriculture expansion and poor land stewardship practices.
2. Urban sprawl, acreage development and subdivision of rangelands.
3. Suppression of natural system function, i.e. fire suppression, flood control, irrigation, etc.
4. Major alteration of natural landscapes and biological communities due to industrial development.
5. Poor understanding of cumulative effects and ecosystem thresholds.

6. Over the last 29 years the Buck For Wildlife (BFW) program has implemented numerous programs and projects in the East Slopes with a number of highly successful ongoing programs and projects.
7. The ACA has been delegated the responsibility for honoring/addressing Alberta government commitments associated with former BFW projects.
8. Assessment of the success of past and recent projects at meeting project objectives and addressing resource priorities is important.

### Fish and Wildlife Population Management

9. Recreational development and over use of natural resources.
10. Lack of resources (funds) for government to carry out collection of biological data for use in management planning.
11. The ACA provides significant funding to government fish and wildlife departments so they can manage fish and wildlife resources.
12. Very little monitoring of characteristics of local fish and wildlife populations, i.e. critical habitat for many species is unknown.
13. In a general sense, much is known about highly prized game species and less is known about other game species or non-game species.
14. Lack of monitoring of fish and wildlife resources relative to the scale of resource development in the region. Development is occurring at a rapid pace in the East Slopes with the potential for alteration of biological communities.

### Goals and Strategies

**GOAL 1:** Develop and implement cost efficient program areas that address regional fish and wildlife habitat needs and priorities.

KEY RESULTS	STRATEGIES
1.1 Documentation of activities. 1.2 Ability to address regional habitat needs and needs of previous habitat programs and projects. 1.3 Habitat repair and maintenance costs are reduced while not compromising the value of projects managed. 1.4 Biological and user assessments of the ability of programs and projects to address fish and wildlife habitat needs. 1.5 Programs and projects have partners that contribute to the cost of project implementation and maintenance.	a) Retain a contingent of highly skilled staff to work on addressing fish and wildlife habitat priorities. b) Evaluate annual program and project maintenance needs and address those needs in the most efficient manner possible. c) Critically review habitat projects to ensure that regional habitat priorities are being met in an efficient manner. d) Work with partners and stakeholders to develop and implement specific programs and projects that address regional habitat needs.

**GOAL 2:** Work with Alberta Sustainable Resource Development, other conservation organizations, and stakeholders to continue to support existing and future initiatives geared towards collecting biological data for fish and wildlife management purposes.

KEY RESULTS	STRATEGIES
2.1 Documentation of results. 2.2 Gaps in data and information needed to manage fish and wildlife resources in the region identified. 2.3 Programs and projects to address data gaps developed and implemented. 2.4 ASRD fish and wildlife managers and project partners have access to current, scientifically rigorous information. 2.5 Priorities for collection of biological data understood and accepted by WIN cardholders. 2.6 Greater support for ACA programs and projects being carried out in the region.	a) In conjunction with ASRD, partners and stakeholders identify fish and wildlife management data gaps and associated information needs then outline detailed long term plans to address data and information needs. b) Identify regional priorities for ACA funded data collection and identify the organization (s) best equipped to collect priority information. The best organization being defined as the organization that can complete the work most efficiently without compromising scientific standards. c) Execute short long-term monitoring and inventory programs aimed at providing scientifically valid information on the status of populations in the region. d) Ensure that results are achieved and information is disseminated to ASRD and partners in a timely manner. e) Provide information on priorities and projects to WIN cardholders so they understand and support projects carried out in the region.

**GOAL 3:** Work with Alberta Sustainable Resource Development, other conservation organizations, and stakeholders to develop biological / management programs and habitat maintenance, enhancement and securement programs that promote or enhance the sustainable use of fish and wildlife resources.

KEY RESULTS	STRATEGIES
3.1 Documentation of Activities 3.2 Incorporation of fish and wildlife resource concerns into the development and planning process of land managers and industry. 3.3 Increase in the number of habitat enhancement / protection projects implemented on key habitat on private and crown lands. 3.4 Opportunities for fish and wildlife enjoyment on public and private land are maintained or enhanced. 3.5 Populations and habitats of fish and wildlife populations enhanced or maintained.	a) Clearly define habitat protection needs and priorities and develop long term plans to secure and manage new and previously acquired habitat units. b) Ensure that programs/ projects continue to provide or enhance the sustainable use of fish and wildlife resources, i.e. streambank fence program, etc. c) Continue to support projects / programs that provide information and education about fish and wildlife needs to resource users whose activities have the potential to influence fish and wildlife resources. d) Undertake projects that promote a favorable image of recreational fish and wildlife users to land managers, landowners and leaseholders. e) Participate in stocking related, re-introduction and re-location programs when deemed effective in maintaining or enhancing opportunities for resource users at all levels.

**GOAL 4:** As a means of establishing more funding partnerships, develop marketing strategies and supporting materials that highlight the natural resources benefits of ACA programs and projects being carried out in the Region.

KEY RESULTS	STRATEGIES
<p>4.1 Documentation of Activities.</p> <p>4.2 In consultation with ACA marketing staff a regional strategy will be prepared.</p> <p>4.3 Development of several poster and presentations that highlight ACA programs and projects.</p> <p>4.4 Greater awareness, among the general public, industry and resource users, of the needs of fish and wildlife and how the ACA is addressing those needs.</p> <p>4.5 New partnerships associated with ongoing and future programs and projects.</p>	<p>a) Work with ACA marketing and communications staff to become more familiar with provincial initiatives and develop regional strategies and supporting materials that flows from provincial directives.</p> <p>b) Increase the awareness of the types of regional programs beings sponsored by the ACA and how they are enhancing recreational fish and wildlife opportunities.</p> <p>c) Develop poster boards and presentations for use at trade shows, industry meetings, stakeholder meetings and other media events.</p> <p>d) Establish working relationships with major industry, Department of Fisheries and Oceans, and other resource management agencies operating in the East Slopes</p>

## Partners and Collaborators

The work of the ACA in the East Slopes Region involves partnerships. At the present time we have a number of partners currently working with us on projects. We also have a number of potential partnerships we would like to form over the next several months.

### Current

- Alberta Environment
- Alberta Sustainable Resource Development
- University of Alberta
- University of Calgary
- Universite de Sherbrooke
- Alberta Foothills Model Forest
- Alberta Sports Recreation Parks and Wildlife Foundation
- Sunpine Forest Products Limited
- Weyerhaeuser Canada
- Millar Western Forest Products
- Weldwood
- Rocky Mountain Elk Foundation

- Banff and Jasper National Parks
- Trout Unlimited Canada
- Alberta Fish and Game Association
- Various Counties and Municipal Districts throughout the East Slopes
- Numerous Landowners and Leaseholders
- TransAlta
- City of Calgary
- Alberta Agriculture
- Prairie Farm Rehabilitation Administration
- Federation of Alberta Naturalists
- Oregon Hunters Association
- Nature Conservancy of Canada

Potential

- Wind River Bear Institute
- Foundation North American Wild Sheep
- Spray Lakes Sawmill
- Shell Canada
- Husky Oil
- Talisman Energy

Budget                      \$ 986,231.00

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## Northeast Business Unit

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The Northeast Region is roughly bounded by the 52<sup>nd</sup> parallel to the south, the 5<sup>th</sup> Meridian to the west, and by the Saskatchewan and Northwest Territories borders. The region is divided into two sub-regions, the Boreal and the Parkland. The boundary between the two sub-regions roughly aligns with the North Saskatchewan River.

The boundary of the Parkland Sub-region is being expanded commencing in April 1, 2002, to include the M.D. of Starland, the M.D. of Kneehill, and the portions of the County of Mountain View east of Hwy. 2.

The two sub-regions were united in 1998 to reduce administrative costs. One Regional Manager oversees program delivery, with two sub-regional Program Coordinators assisting with Parkland program administration. In addition to their administrative duties, these coordinators primarily conduct on-the-ground work in their program areas. Aside from the Regional Manager and the administrative element of the coordinator positions, the remaining 8 regular staff are assigned to project delivery. There are several programs and projects that are either common or shared between the two sub-regions. Despite these shared or similar programs and the administrative merging, the two sub-regions are very distinct, with their own histories, issues, priorities, strategies and goals. The intent is to maximize program delivery and cost-efficiency while preserving this distinctiveness.

### Priority Issues

Relating to ACA Wildlife Programs:

1. It is important to identify and rank key focus areas for habitat conservation efforts, and identify or develop the most effective methods for doing so, and establish partnerships.
2. We must secure lands for wildlife habitat in key areas, and track (in co-operation with partners) those securement efforts. We must also ensure that access to lands for the purpose of recreational use is enhanced by our habitat conservation efforts.
3. Existing commitments and obligations regarding wildlife habitat projects need to be reviewed and maintained where appropriate.
4. A regional ACA biologist is needed to work with SRD Wildlife biologists and partners to further develop and coordinate the regional wildlife program (habitat and management enhancement).



Relating to Fisheries Programs:

5. A crucial element of the management of regional fisheries is the regular assessment and monitoring of populations and exploitation of them. Further, it is important that such is done under the direction of regional SRD Fisheries staff according to validated protocols.
6. The amount and quality of habitat in regional waters, and in turn, the human-caused alterations of such must be assessed and monitored. Degraded habitat condition must be restored, and habitat must be protected and enhanced (wherever appropriate).
7. Landowners, land managers, and the public in general need to become better informed about aquatic habitat degradation resulting from uses such as cottage development, road building, logging, etc., so that they can modify their land use to improve habitat conservation. Further, grass-roots support of habitat protection and organization of stakeholder and interest groups must be fostered. The ACA needs to continue to take a leadership role in this regard.
8. Existing commitments and obligations regarding fisheries habitat projects need to be reviewed and maintained where appropriate.
9. The level of funding and in-kind support of regional fisheries programs and projects must be substantially increased.

Goals and Strategies

**GOAL 1:** To target and secure parcels of land that contain significant wildlife or fish habitat, to promote a habitat conservation ethic and stewardship within the community of private landowners and land managers, and to increase the amount of quality conservation lands available to the public for recreational use.

KEY RESULTS	STRATEGIES
<p>1.1 Target area maps developed, and corresponding goal statements developed for each.</p> <p>1.2 Year to year increases in the amount of habitat lands permanently secured in target areas.</p> <p>1.3 Strong working relationships with other conservation organizations, like Ducks Unlimited, Nature Conservancy of Canada, PFRA, etc.</p>	<p>a) Consult with SRD Wildlife biologists and other information sources to gather input and data. Mapping to be done in conjunction with available government services and other agencies.</p> <p>b) Secure priority lands either by purchase, receipt of donation or conservation easement.</p> <p>c) Initiate the development of a hunter access / habitat retention program, and concurrently phase out the traditional Landowner Habitat Program.</p> <p>d) Actively seek meetings with individuals from these organizations to evaluate opportunities for cooperation.</p> <p>e) Encourage and initiate ongoing communication and cooperation between ACA and these groups.</p>

<p>1.4 Strong working relationships with government departments (Public Lands, Wildlife Management, Fisheries Management, Fisheries and Oceans, Canadian Wildlife Service).</p> <p>1.5 Good relationships with the key industrial proponents in the region.</p> <p>1.6 Educated landowners that are aware of the opportunities to play a role in conservation with the ACA.</p>	<p>f) Establish, maintain, and demonstrate successful partnerships and the likely benefits to potential partners.</p> <p>g) Meet with industrial proponents in the region to discuss ways to successfully collaborate and be proactive.</p> <p>h) Regularly provide forums where landowners can meet with ACA representatives to learn more about our successes and what opportunities exist for them to become involved in conservation work with ACA.</p> <p>i) Respond to referrals and initiate direct contact with landowners.</p>
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**GOAL 2:** To provide scientifically credible information (i.e. status assessment, exploitation, biological) of game populations, fish and fisheries and the habitats upon which they depend, to resource managers. Also, to ensure that hunters and anglers can continue to enjoy the fish and wildlife resources in the region by facilitating the adaptive management of these resources.

KEY RESULTS	STRATEGIES
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<p>2.1 Alberta government fishery and wildlife managers have access to current, scientifically rigorous information.</p>	<p>a) In consultation with government managers, design and execute long term assessment and monitoring programs aimed at providing timely scientifically valid information on the status of populations and habitats in the region.</p> <p>b) Ensure the results are reported as per standardized protocols, and are archived and distributed to managers throughout the region in a timely manner and incorporated into government and internal data management systems.</p>
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**GOAL 3:** To generate broad-based impetus and support for enhanced aquatic habitat protection of regional water bodies and watersheds through education and assessment and monitoring activities.

KEY RESULTS	STRATEGIES
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<p>3.1 Continually increasing numbers of private landowners choose to retain or restore and protect natural aquatic and riparian habitat.</p>	<p>a) Target cottage owners, landowners and producers for delivery of educational efforts using a variety of methods (presentations, video, written, one-on-one dialogue, etc.).</p>
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<p>3.2 Local governments acknowledge their responsibility over environmental reserve lands, and manage them appropriately.</p> <p>3.3 Various levels of government recognize ACA as a riparian conservation leader and actively seek our participation in relevant initiatives.</p> <p>3.4 Landowners and other individuals form associations to support riparian conservation.</p> <p>3.5 The Provincial and Federal governments more strictly enforce habitat protection laws.</p> <p>3.6 Habitat condition is assessed, monitored over time. Information is analyzed and compiled in an appropriate format.</p> <p>3.7 The amount and quality of riparian and aquatic habitat in lentic (lake) and lotic (streams) systems increases continually over time.</p>	<p>b) Establish partnerships with (local, Provincial, Federal) governments to jointly plan and deliver communication and land management efforts (Caring For Shorelines booklet, E.R. signage, land use by-laws development, etc.).</p> <p>c) Establish partnerships with landowners, various levels of government, other conservation organizations, to plan and implement habitat conservation projects (restoration projects, mitigation, etc.).</p> <p>d) Facilitate and support the development of associations geared towards strengthening habitat conservation, and facilitate the coordination of such associations on a provincial scale.</p> <p>e) Conduct habitat assessment and monitoring activities at regional waters and make the information available to relevant governments.</p>
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**GOAL 4:** To maintain and develop key strategic partnerships with federal, provincial and local governments as well as with industry and stakeholder groups in order to increase the level of support for conservation efforts in the region.

KEY RESULTS	STRATEGIES
<p>4.1 There is regular communication between the ACA and Federal Government regarding the conservation of fisheries and wildlife habitat.</p> <p>4.2 Alberta government sees the ACA as a major partner in the conservation of Alberta’s natural resources.</p> <p>4.3 Long-term, mutually beneficial relationships are developed with corporations in the region.</p> <p>4.4 Conservationists, partners and stakeholders provide input into regional program plans, and participate whenever beneficial in the project activities.</p>	<p>a) Actively develop a relationship with the Department of Fisheries and Oceans as they move into Alberta as well as with the Canadian Wildlife Service. Establish key contacts within these departments for ongoing collaboration.</p> <p>b) Ensure that the regional relationship between ACA and key government departments continues to improve. Regional Manager to establish positive relationships with regional directors and to become included in regional initiatives as a legitimate partner.</p> <p>c) Develop relationships with senior officials in the major industrial entities in the region in the energy and forestry industries.</p> <p>d) Regional advisory groups will be utilized to obtain input into program plans.</p> <p>e) Relationships with existing volunteers will be maintained and requests for volunteer involvement will be distributed.</p>

**GOAL 5:** To increase the level of wildlife expertise in the region and work with SRD to develop and coordinate a regional wildlife enhancement program, and to continue to develop the habitat program. *Note: This goal is deferred due to funding constraints.*

KEY RESULTS	STRATEGIES
5.1 The position is filled and a work plan is developed. 5.2 The regional wildlife program plan is revised and ready for implementation by November, 2002.	a) Conduct recruitment process b) Liaise with SRD Wildlife biologists, ACA staff, and other resource persons to gain information and direction. c) Revise existing program plans using an iterative review / revise process. d) Incorporate revised plans into funding process for 2002/03.

**GOAL 6:** To learn from what we do, and to contribute to the body of knowledge surrounding natural resource management by sharing what we learn, as well as communicating relevant information to stakeholders.

KEY RESULTS	STRATEGIES
6.1 Conduct evaluations of all projects that don't include intrinsic evaluation.* 6.2 Results of projects are evaluated reported, and information arising from projects, is communicated to colleagues. 6.3 Where appropriate, the results of projects are submitted to scientific/technical journals for publication.	a) Include project evaluation into all internal plans and recommend for funding only those external projects that incorporate evaluation. b) Staff will utilize a variety of tools and forums, including newsletters, memoranda, magazine articles, the internet, photographs, oral presentations, etc. c) Staff will consult with supervisors, government science specialists and the ACA Chair at the U of A in order to select appropriate projects for formal reporting, and will prepare submissions.

\* projects that include intrinsic evaluation are those that necessarily produce a report (eg. creel surveys)

**GOAL 7:** To provide opportunities for working biologists and technicians to gain experience and to develop in their chosen profession, in order to ensure that conservation efforts are undertaken by the best possible workers.

KEY RESULTS	STRATEGIES
<p>7.1 Seasonal staff are hired repeatedly, wherever appropriate, and are fostered as a valued resource.</p> <p>7.2 Staff engage in professional development and continuing education wherever beneficial and feasible.</p> <p>7.3 Regular staff take advantage of opportunities to become involved in a diversity of projects (ACA, SRD).</p>	<p>a) Maintain a database of seasonal workers. This may be a shared effort with other relevant employers. Encourage staff to hire workers in the database.</p> <p>b) Regular staff assume a mentoring role with seasonal staff.</p> <p>c) Provide opportunities for volunteerism amongst potential workers, in order to gain work experience.</p> <p>d) Communicate professional development opportunities and opportunities for cross-project involvement to all staff and where practicable, facilitate their involvement in such opportunities.</p> <p>e) Identify needs and opportunities for staff to continue their education in ways that complement regional programs, and provide support for doing so.</p>

**GOAL 8:** To fulfill regional project maintenance obligations to the government.

KEY RESULTS	STRATEGIES
<p>8.1 All regional obligations to government are met.</p>	<p>a) With reference to the ACA's agreement with government, identify all regional obligations.</p> <p>b) Incorporate obligations into regional program plans and conduct the necessary work.</p>

### Partners and Collaborators

The work of the ACA in the Northeast Region involves the following partnerships:

**With Alberta Sustainable Resource Development (Fisheries Management, Wildlife Management, Land and Forest Service) and Alberta Environment.**

- With other Provincial Government Departments (Alberta Agriculture).
- With the Federal Government (Department of Fisheries and Oceans).
- With local governments (towns, counties, municipal districts).
- With industry (Al-Pac, Corridor Pipeline, Suncor).

- With other research organizations (U of A, ARC).
- With other conservation organizations (Ducks Unlimited, Nature Conservancy of Canada, Alberta Fish and Game Association, Prairie Farm Rehabilitation Association among others).
- With other groups and associations (Jackfish Lake Management Association, Sylvan Lake Management Assoc., Water's Edge Resource Group, etc.)
- With landowners, volunteer stewards and other conservation-minded individuals

At every appropriate opportunity, partnerships will be pursued.

Budget                      \$ 1,069,853.00

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## Northwest Boreal Business Unit

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The Northwest Boreal Region represents nearly 40% of the provincially managed land base in the province. Its diversity in ecosystems results in a variety of fish and wildlife habitats and therefore species assemblages.

The cumulative effects of land use activities and population expansion can summarize issues restricting the preservation of biological natural resources within the region. The region is experiencing a rapid increase in resource extraction of both renewable (timber, agriculture, peat etc.) and non-renewable (hydrocarbon, coal etc.) resources in addition to rural and urban population growth.

The Northwest Boreal Region is in a unique position of preserving or conserving the current status of fish and wildlife resources while many other parts of the province are forced into rehabilitation or enhancement of their resources.

### Priority Issues

1. A rapidly increasing level of natural resource extraction activities and other developments are occurring across the landscape (seismic, oil and gas extraction, pipelines, timber harvesting, agriculture, etc.).
2. A lack of identity, awareness and credibility of the ACA, which is crucial for the development and maintenance of partnerships with governments, industry and other conservation organizations.
3. The resources of the region are experiencing an increasing amount of pressure from recreational resource users (hunting, fishing, etc.).
4. Many species in the region have managed to avoid anthropogenic effects however, are being increasingly threatened by this ascending level of activity. It is becoming crucial to understand their basic biological requirements to aid in their conservation.
5. Angling opportunities near population centers are rare throughout the region.

## Goals and Strategies

**GOAL 1:** To identify and secure parcels of land that contain or could potentially contain critical fish and wildlife habitat.

KEY RESULTS	STRATEGIES
<p>1.1 Efficient mechanism developed by which priority lands and potential partners are identified.</p> <p>1.2 Increase amount of protected land base</p> <p>1.3 Strong relationships with conservation organizations like Ducks Unlimited, Nature Conservancy of Canada, PFRA, Cows and Fish, Rocky Mountain Elk Foundation, etc.</p> <p>1.4 Strong working relationships with government departments (Public Lands, Wildlife Management, Fisheries and Oceans, Canadian Wildlife Service).</p> <p>1.5 Good relationships with the key industrial proponents in the region (Renaissance, Anderson Exploration, Alliance Pipelines, Canadian Forest Oil, etc.)</p> <p>1.6 Educated landowners that are aware of the opportunities to play a role in conservation with the ACA.</p>	<p>a) Through consultation with SRD biologists, determine critical areas or landscapes. Incorporate same information from other conservation organizations.</p> <p>b) Develop long-term strategy for efficient and cost-effective habitat securement strategy.</p> <p>c) Initiate and maintain ongoing communication between the ACA and these groups.</p> <p>d) Demonstrate successful partnerships and likely benefits to potential partners.</p> <p>e) Meet with industrial proponents in the region to discuss ways to successfully collaborate and be proactive.</p> <p>f) Regularly provide forums where landowners can meet with ACA representatives to learn more about our successes and what opportunities exist for them to become involved in conservation work with ACA.</p>

**GOAL 2:** To enhance or develop existing habitats to increase or improve the production of fish and wildlife resources.

KEY RESULTS	STRATEGIES
<p>2.2 Otherwise marginal habitats are enhanced or developed to exceed current level of production.</p> <p>2.3 Reduced development costs resulting in the development of more habitats.</p> <p>2.4 Efficient mechanism developed by which priority lands and potential partners are identified.</p> <p>2.5 Sense of community involvement for conservation developed.</p>	<p>a) Through consultation with SRD biologists, determine areas or landscapes with potential and rational for improvement</p> <p>b) Develop long-term partnerships for cost-effective habitat development strategy.</p> <p>c) Where possible, promote local stewardship of development projects.</p>



**GOAL 3:** To provide scientifically credible biological and population information on fish populations in lake and river systems throughout the region to (industry and government) natural resource managers.

KEY RESULTS	STRATEGIES
<p>3.1 SRD Fishery and Wildlife Managers have access to current, scientifically rigorous information.</p> <p>3.2 The industrial community also has access to same current information allowing them to be proactive in their approach to resource management.</p>	<p>a) Design and execute long term monitoring programs aimed at providing scientifically valid information on the status of populations in the region.</p> <p>b) Ensure the results are archived and disseminated to managers throughout the region in a timely manner.</p> <p>c) To offer this level of information to our industrial partners to allow them to be proactive in their decision making process.</p>

**GOAL 4:** To ensure hunters and anglers can continue to enjoy the fish and wildlife resources in the region by facilitating the adaptive management of these resources.

KEY RESULTS	STRATEGIES
<p>4.1 Hunters and anglers are educated about the status of the resource and are aware of how they can impact the resource.</p>	<p>a) To educate the public on the types of programs that the ACA is implementing in the region to ensure that the public's hunting and angling and non-consumptive opportunities will not be jeopardized.</p> <p>b) To provide a forum where the public is educated about the status of the resource and can have input on the directions of our programming.</p>

**GOAL 5:** To develop key strategic partnerships with Federal, Provincial and local governments as well as with industrial and aboriginal communities in order to increase the level of support for conservation efforts in the region.

KEY RESULTS	STRATEGIES
<p>5.1 There is a constant level of communication between the ACA and Federal Government regarding the conservation of critical wildlife habitat.</p> <p>5.1 Alberta Environment sees the ACA as a major partner in the conservation of Alberta’s natural resources.</p> <p>5.1 Long-term “win-win” relationships are developed with the major industrial players in the region.</p> <p>5.1 Positive relationships with the aboriginal communities develop and facilitate a model role in successful co-management.</p>	<p>a) Actively develop relationship with the Department of Fisheries and Oceans as they move into Alberta as well as with the Canadian Wildlife Service. Establish key contacts within these departments for ongoing collaboration.</p> <p>b) Ensure that the regional relationship between ACA and AE continues to improve. Regional Manager to establish positive relationships with regional directors and to become included in regional initiatives as a legitimate partner.</p> <p>c) Develop relationships with senior officials of the main regional corporations in the energy and forestry sector</p> <p>d) Work with aboriginal communities in developing co-management frameworks or facilitating conservation efforts of their own.</p>

### Partners and Collaborators

The work of the ACA in the Northwest Boreal Region involves partnerships with the following partners:

- Provincial Government Departments (Alberta Agriculture, Land & Forest Service).
- Federal Government (Department of Fisheries and Oceans, Canadian Wildlife Service, Environment Canada).
- Local governments (Towns, MD’s).
- Timber harvest industry companies (Daishowa Marubeni International, Weyerhaeuser Canada Ltd., Manning Diversified Forest Products, Canadian Forest Products, Slave Lake Pulp, Ainsworth Lumber Corp., among others).
- Petroleum related industry companies.
- Aboriginal government and communities.
- Other research organizations (U of A, U of C, U of L, ARC).
- Other conservation organizations (Ducks Unlimited, Rocky Mountain Elk Foundation, Nature Conservancy Canada, Alberta Fish and Game Association, Prairie Farm Rehabilitation Association among others).

Budget                      \$ 895,891.00

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## Biodiversity & Species at Risk Business Unit

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Historically, the ACA has been involved with the delivery of a variety of BSAR programs in close partnership with SRD. These projects include work on species listed as “at risk”, “may be at risk” and status “undetermined” in The General Status of Alberta Wild Species 2000.<sup>1</sup> ACA staff involved with these projects have been successful in leveraging partnership dollars from a network of organizations; in some cases this amounts to greater than 50% of the overall project cost. In the past, these projects have had a low profile within the ACA; however they have been very highly regarded outside of the organization. Because of the low profile these projects have maintained, information on these and other program priorities have not been incorporated into regional ACA work plans. Maintaining biodiversity is an important component in realizing the ACA’s overall mission; “Working together with Albertans to conserve, protect and enhance our province’s biological natural resources”.

The goal of the BSAR program will be to broaden the existing relationships with both SRD and ACA regions to include the coordination, implementation and delivery of provincial BSAR priorities. Provincial ACA BSAR staff will work closely with SRD to establish priorities and facilitate the flow of information to ACA regions. Effective communication of these priorities is essential when dealing with species at risk.

### Mission

“To coordinate the Alberta Conservation Association’s province-wide Biodiversity and Species at Risk (BSAR) programs and priorities in support of, and in partnership with, Alberta Sustainable Resource Development”.

### Priority Issues

1. The following priorities were developed via an ongoing consultation process between ACA staff and key SRD representatives.
2. In the past, BSAR projects have had a low profile within the ACA. SRD has indicated the need for ACA to play a strong role within provincial BSAR priorities and to provide more information regarding these priorities to regional ACA staff.
3. The General Status of Alberta Wild Species 2000 provides a framework which determines where more information is required. Development of a strategic plan between ACA and SRD is needed in order to coordinate data collection within ACA

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<sup>1</sup> Alberta Sustainable Resource Development. 2001. The General Status of Alberta Wild Species 2000. Alberta Sustainable Resource Development, Fish and Wildlife Service, Edmonton, AB. 46 pp.

regions. For example, the expertise of ACA staff could be used to gather information on non-game fish identified as a high priority by SRD.

4. Detailed status reports are an essential part of determining which species are at risk in Alberta. The production of these reports is an excellent example of a successful partnership between ACA and SRD. Maintaining this partnership is crucial. These reports are used by the Endangered Species Conservation Committee to identify species that may be formally designated as “Endangered” or “Threatened” under Alberta’s *Wildlife Act*.
5. SRD has raised concerns that data from many ACA-supported projects are not being captured at a provincial level. While data are being collected at a regional level, these data are not being housed at a central location. In cooperation with SRD, provincial ACA staff will facilitate the collection of these data and their subsequent entry into the Wildlife and Fisheries Management Information Systems. Provincial BSAR staff will ensure that this information is available to all ACA regions and staff.
6. ACA’s involvement with species recovery initiatives identified by SRD needs to be enhanced. The Endangered Species Conservation Committee, of which ACA is a member, has established a series of “Conservation Action Statements” with regards to species habitat and recovery plans. It is important that ACA’s initiatives coordinate closely with the priorities outlined in these Ministerial commitments.

## Goals and Strategies

**GOAL 1:** To establish a recognized entity within the ACA that will liaise with SRD in developing, coordinating, implementing and delivering ACA provincial BSAR priorities.

KEY RESULTS	STRATEGIES
<p>1.1 Continue the good work and project ideas that are generated through combining ACA &amp; SRD resources and man-power.</p> <p>1.2 A more stable staff base will allow for the development of a long-term plan for the BSAR business unit. Coordinated ideas and partnerships will create more opportunities within this program area.</p> <p>1.3 The positive conservation programs created by the ACA will be communicated to staff in other regions, stakeholders and the general public. This exchange of information will help improve ACA’s profile in the community.</p>	<p>a) Maintain and build-on the current ACA/SRD partnership.</p> <p>b) Coordinate meetings with ACA BSAR staff and SRD to explore new opportunities and goals for this ACA business unit.</p> <p>c) Develop a strategy in collaboration with HQ staff that will effectively communicate the importance of the BSAR business unit and its staff to ACA stakeholders.</p>

**GOAL 2:** To jointly develop and deliver with SRD, a strategic plan that will facilitate the gathering of information on species identified as being of high priority.

KEY RESULTS	STRATEGIES
<p>2.1 General status programs are important tools that help identify priority species.</p> <p>2.2 An important step in managing species at risk, is prevention. Collecting data on species of “undetermined” status will help us to anticipate potential problems before they arise.</p> <p>2.3 Programs focussed on species we know very little about helps to determine the status of these species. Status determination is an important element in the management of species at risk.</p>	<p>a) Continue programs that contribute to our knowledge of the general status of species in Alberta.</p> <p>b) Focus ACA efforts on the collection of data on species that require more information.</p> <p>c) Develop new programs that will help us better understand status “undetermined” species.</p>

**GOAL 3:** Continue producing the Alberta Wildlife Status Report series in conjunction with SRD.

KEY RESULTS	STRATEGIES
<p>3.1 Detailed status reports are a key component of the province’s species at risk program. The joint production of these reports has proven to be an effective partnership.</p> <p>3.2 The Endangered Species Conservation Committee uses these reports to evaluate a need for legal designation of species.</p> <p>3.3 Recommendations from the Endangered Species Conservation Committee help wildlife managers to prioritize programs and projects on Alberta’s Species At Risk.</p>	<p>a) Continue partnership with SRD to produce these reports.</p> <p>b) Solicit new partnerships in the production of these reports.</p>

**GOAL 4:** To coordinate data capture with all ACA regions and ensure that data from ACA projects are stored at a central location. These data will be subsequently provided to SRD for entry into the Wildlife and Fisheries Management Information Systems.

KEY RESULTS	STRATEGIES
4.4 Effective exchange of information and resources among ACA projects. 4.5 Staff will be able to access important species information related to their region. 4.6 More data will be captured in government Wildlife and Fisheries Information Systems.	f) Meet with ACA regional program managers to discuss potential cooperative projects. g) Ensure all ACA staff understands how to access the Wildlife and Fisheries Information Systems. h) The BSAR business unit will serve as provincial coordinator for ACA data capture.

**GOAL 5:** Ensure that priorities established for species by the ESCC are coordinated with ACA habitat and species specific projects.

KEY RESULTS	STRATEGIES
5.1 Communication of BSAR priorities will ensure consistent program goals across all ACA regions. 5.2 Minister directed action statements will be implemented through BSAR and SRD projects.	a) Coordinate ACA provincial habitat priorities with BSAR initiatives. b) Use Conservation Action Statements as a guideline for priority programs and projects within BSAR business unit.

## Partners and Collaborators

The work of the ACA in the Biodiversity and Species At Risk business unit involves partnerships with the following organizations.

- With Alberta Sustainable Resource Development (Fisheries Management, Wildlife Management), Alberta Environment (Education Branch), Alberta Community Development, Alberta Human Resources & Employment.
- With the Federal Government (Canadian Wildlife Service).
- With industry (Weyerhaeuser, ALPAC, Suncor, TransCanada Pipeline).
- With community organizations (TD Friends of the Environment Foundation).

- With non-profit funding organizations (Alberta EcoTrust; Alberta Lottery Foundation; Alberta Sport, Recreation, Parks and Wildlife; World Wildlife Fund Canada, NAWAMP)
- With other research organizations (University of Alberta, University of Calgary, University of Lethbridge, Alberta Research Council).
- With members of the Endangered Species Conservation Committee (Alberta Agriculture; Food and Rural Development; Alberta Association of Municipal Districts and Counties; Alberta Energy; Alberta Cattle Commission; Alberta Fish and Game Association; Alberta Forest Products Association; Alberta Irrigation Projects Association; Alberta Native Plant Council; Calgary Zoo; Canadian Association of Petroleum Producers; Federation of Alberta Naturalists; Special Areas Board; The Wildlife Society - Alberta Chapter; Treaty 8 First Nations of Alberta; University of Alberta, Dept. of Biological Sciences; University of Calgary, Dept. of Biological Sciences; Western Stock Growers' Association

Budget                      \$ 278,000.00

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## Information & Education Business Unit

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Since 1997, the Alberta Conservation has funded Information and Education program with a full-time employee. The Fisheries and Wildlife Information and Education Program has been endorsed and supported by the *Trust Fund* since 1994/95. Program delivery and project management is provided by Alberta Conservation Association Information and Education Program Coordinator. This staff member manages and coordinates projects based on input and direction supplied by project proponents and partners.

This committee provides the Fisheries and Wildlife Information and Education Program with direction by creating a forum in which projects are introduced, discussed and proposed. The mission of the “Standing Committee” is to inform and educate the fishing, hunting and outdoor community, and the public about Alberta’s fish and wildlife resources and their ecology and management. In 1999 the program was expanded to address wildlife information and education needs as well (**SCFWIE**). The “committees” Terms of Reference follow:

1. SCFWIE will develop a provincial framework for fisheries and wildlife information and education programs and activities. This will include a list of priorities for these programs and activities, guidelines for issues, management and criteria for assessing proposals for funding.
2. To reduce duplication of effort and help ensure accurate and consistent messages, SCFWIE will promote teamwork and cooperation in fisheries and wildlife information and education activities between all member groups and others interested in this subject area.
3. Where appropriate, SCFWIE members will support each other’s messages and the messages of other stakeholders, and assist in promoting these messages whenever possible (e.g., production and distribution of materials).
4. SCFWIE will encourage dialogue about fish and wildlife issues, help to provide a broader view of these issues, improve understanding of issues among each member’s constituencies, and provide a forum for the discussion of common issues.
5. SCFWIE members will meet regularly to share and exchange information and to create partnerships.



Mission

To inform and educate the fishing, hunting and outdoor community, and the public about Alberta’s fish and wildlife resources and their ecology and management.

Priority Issues

1. To develop strategies and deliver products that will inform and educate the fishing, hunting and outdoor community, and the public about Alberta’s fish and wildlife resources and their ecology and management.
2. To work with government and non-government organizations to achieve mutual education goals regarding the needs and management of Alberta’s biological natural resources.

Goals and Strategies

**GOAL 1:** To develop strategies and deliver products that will inform and educate the fishing, hunting and outdoor community, and the public about Alberta’s fish and wildlife resources and their ecology and management.

KEY RESULTS	STRATEGIES
1. Develop and deliver information and educational materials that address current fisheries and wildlife needs.	a) Refer to the fisheries and wildlife program initiatives in section “E”.

**GOAL 2:** To work with government and non-government organizations to achieve mutual education goals regarding the needs and management of Alberta’s biological natural resources.

KEY RESULTS	STRATEGIES
2. Maintain the SCFWIE program and SCFWIE staff position.	a) Ensure that the SCFWIE committee meets regularly and collaborates on fisheries and wildlife information and education strategies/projects.

## Partners and Collaborators

Today, the Standing Committee on Fisheries and Wildlife Information and Education (SCFWIE) includes representatives from:

- Alberta Conservation Association
- Alberta Environment – Communications Division
- Alberta Environment - Fisheries and Wildlife Management Division
- Alberta Environment Education Team
- Alberta Fish and Game Association
- Naturalist
- Parks Canada
- Retail fishing/Tackle industry
- Trout Unlimited, Canada
- Western Walleye Council
- Public-at-Large
- WISE Foundation

Budget                      \$ 95,000.00

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## Compensation Programs Business Unit

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The payment of compensation for wildlife support programs is a legislated responsibility of the Alberta Conservation Association under its status as a Delegated Administrative Organization. These compensation programs include the Predator Compensation Program and the Shot Livestock Program, both of which are described in the Wildlife Act and administered by the Minister.

The Shot Wildlife Program provides compensation for agricultural producers whose livestock has been shot in a Wildlife Management Unit during the hunting season. A producer may claim either veterinary expenses or, in the case of the death of an animal, 85% of the value of the animal to a maximum of \$2,000.

The Predator Compensation Program similarly provides compensation for the loss of livestock. This program compensates livestock producers for death or injury to domestic livestock resulting from predation by wolves, grizzly bears, black bears or cougars. A producer may claim veterinary expenses for an injured animal or 85% of the animal's value if its death as a result of predation is confirmed. Where death as a result of predation is probable but cannot be confirmed, 50% of an animal's value is awarded.

Investigating claims and determining the level of compensation, which is based on current agricultural rates at the time of the incident, is the responsibility of Alberta Sustainable Resource Development. Claims from these programs are forwarded to the Alberta Conservation Association for payment.

### Priority Issues

1. The death or injury of domestic livestock as a result of intentional or accidental shooting during the hunting season.
2. The death or injury of domestic livestock as a result of predation by wolves, grizzly bears, black bears or cougars.

Goals and Strategies

**GOAL 1:** To financially compensate livestock producers for the injury or death of domestic livestock as a result of intentional or accidental shooting during the hunting season.

KEY RESULTS	STRATEGIES
1.1 Financial losses to agricultural producers from hunting activities are reduced. 1.2 Livestock producers maintain a level of comfort with the hunting community.	a) Provide payments to agricultural producers under the Shot Livestock Program.

**GOAL 2:** To financially compensate livestock producers for the injury or death of domestic livestock as a result of predation by wolves, grizzly bears, black bears and cougars.

KEY RESULTS	STRATEGIES
2.1 Financial losses to agricultural producers from hunting activities are reduced. 2.2 Livestock producers maintain a level of comfort with the presence of large predators.	a) Provide payments to agricultural producers under the Predator Compensation Program.

Budget                      \$ 70,400.00

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## Report A Poacher Business Unit

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The Alberta Conservation Association in partnership with Alberta Sustainable Resource Development – Fish and Wildlife Division has a program to protect Alberta’s wildlife and fish resources. This program is an opportunity for everyone to help protect your wildlife resource. Persons will qualify for rewards by reporting suspected resource-related violations that lead to charges.

Violations of resource legislation are serious crimes. Violators, such as poachers, deplete wildlife and fish populations and destroy precious natural habitat. Everyone can help the Fish and Wildlife Division apprehend resource violators by being Outdoor Observers and participating in the REPORT A POACHER program.

### Priority Issues / Goals

1. To provide persons within the province of Alberta, to report illegal activities against wildlife and fish and the habitat in which they live.
2. To provide a reward payment for information that leads to resource-related violations that result in a charge.
3. To provide a communications plan to promote the Report A Poacher program.
4. To ensure the public recognizes and appreciates the role that those who hunt and fish have in the management of the fish and wildlife resources.

### Goals and Strategies

**Goal 1:** To provide persons within the province of Alberta, the opportunity to report illegal activities against wildlife and fish and the habitat in which they live.

KEY RESULTS	STRATEGIES
1.1 A toll free North American wide 1-800 number is provided for easy access. 1.2 TELUS Cellular customers can also report violations toll free by using #3800. 1.3 Promotion of the 1-800 line is maintained with promotional products, all Alberta telephone books, and on highway signs throughout Alberta. 1.4 Training of Control Centre staff to provide quality service and quick responses to calls.	a) Through the Government of Alberta's Communications and Central Control Centre the 1-800 line is answered 24 hours a day, 365 days of the year. b) Manpower assistance is provided to the Control Centre with the increase in calls received in the fall of each year. c) Thousands of promotional items are distributed for awareness of the 1-800 line.

**Goal 2:** To provide a reward payment for information that leads to resource-related violations that result in a charge.

KEY RESULTS	STRATEGIES
2.1 A reward payment schedule has been developed for resource-relate violations. 2.2 A bank account set up for the payment of rewards. 2.3 Payment criteria has been established for informants and anonymous callers. 2.4 Sense of community involvement for conservation developed.	a) The RAP Coordinator and a Fish and Wildlife Division designate determine appropriate rewards based on certain criteria. b) Financial processes are in place for confidential payments of rewards. c) A process has been developed for making anonymous reward payments.

**Goal 3:** To provide and implement a communications plan to promote the Report A Poacher Program.

KEY RESULTS	STRATEGIES
3.1 Continued promotion of the program for public awareness and protection of our biological resources. 3.2 Partnerships established for more exposure and assistance from groups and the public.	d) Thousands of promotional items are produced and provided to the public through ACA and Fish and Wildlife Division Offices, through trade shows and sportsman's shows, and public meetings. e) Public service announcements promoting the program and the 1-800 line. f) An educational trailer with enforcement and management messages is utilized to raise awareness with the public. g) A one hour television production for distribution on a major television network is being utilized.

**Goal 4:** To ensure the public recognizes and appreciates the role that those who hunt and fish have in the management of the fish and wildlife resources.

KEY RESULTS	STRATEGIES
4.1 To educate the public about the difference between legitimate hunters and anglers and poachers. 4.2 To work with other agencies and conservation organizations in promoting the aspects of hunting and angling.	a) Provide information to ACA and Fish and Wildlife Division Offices for public distribution. b) Utilize an educational trailer for fisheries and wildlife education at sportsman shows/trade fairs, etc. c) Develop education campaigns for public awareness and understanding. d) A new Report A Poacher video will convey information and education to the public and user groups about the benefits of having a program that protects the resources.

Budget                      \$204,160.00

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## Crop Damage Control Business Unit

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In 1973, plans were formulated to expand the Crop Damage Control (CDC) program into all areas of the province. During program expansion, the guiding principle was one of economics. Damage control programs were not initiated in any areas unless the average compensation paid on a 6 to 8 township area was sufficiently high to justify the economic costs of damage control. Over the years, control areas have been modified, expanded or reduced as conditions dictate. All control areas began with an active scaring program and some form of alternate feeding site (bait site or lure crop). In some areas, receding lake levels have precluded the operation of feed stations, and in other areas the use of lure crops was minimal and subsequently discontinued. Active scaring by field crews has also been discontinued in some areas where this activity has been replaced by making scare cannons available for farmers to borrow and maintain on their own. The provision of scare cannons to farmers began in 1991-2 when the North American Waterfowl Management Plan recognized the importance of providing damage prevention assistance to grain producers and purchased a number of scare cannons. These devices have been made available to local farmers by setting up a network distribution centres across the province.

In addition to traditional programs in areas with severe depredation problems, there has been a demonstrated need to provide some form of damage prevention to accompany initiatives geared towards the development, securement or enhancement of waterfowl habitat. Damage control programs are conducted in some areas as a component of the Wetlands for Tomorrow program, the Buck for Wildlife program, and the NAWMP. These programs usually involve providing alternate feeding sites (bait stations and/or lure crops) but do not have any active scaring activities associated with them.

Since 1997, the ACA has been responsible for delivering the CDC Program in Alberta. Each year, field operations for the program are outlined in a Program Plan which is agreed to by Alberta Environment. The program is cost shared with Environment Canada. In accordance with the Canada-Alberta Contribution Agreement, Environment Canada will contribute up to an annual maximum of \$500,000. It is anticipated that the 2002-2003 program will be delivered within a total budget of \$490,000.

### Mission

To provide waterfowl damage prevention assistance throughout the agricultural area of the province in an effort to reduce compensation payments for waterfowl damage, and to support waterfowl habitat enhancement and retention initiatives.



Goals and Strategies

**GOAL 1:** To provide waterfowl damage prevention measures in areas where severe, recurrent crop damage losses make the operation of damage prevention measures more economical than the normal payment of compensation for losses.

KEY RESULTS	STRATEGIES
1.1 Comparison of damage control activities to compensation payments at key locations. 1.2 Evaluation of program costs in relation to compensation payments. 1.3 Strong working relationships with government departments (Alberta Sustainable Resource Development, Canadian Wildlife Service). 1.4 Good relationships with local conservation organizations (DU, AFGA) 1.5 Good relationships with landowners and waterfowl hunters	a) Actively seek compensation information from AAFSC and ASRD to evaluate program areas. b) Provide ongoing program information from ACA to ASRD, CWS, DU, etc. c) Provide field staff and equipment to assist local producers with waterfowl damage problems. d) With landowner's permission, direct waterfowl hunters to landowners with waterfowl damage problems.

**GOAL 2:** To provide waterfowl damage prevention measures in areas where crop damage prevention measures are considered necessary to complement and promote the acceptance of waterfowl habitat enhancement efforts.

KEY RESULTS	STRATEGIES
2.1 Good relationship with government and conservation agencies (ASRD, DU). 2.2 Acceptance of waterfowl habitat enhancement efforts (Eastern Irrigation District, Bow River Irrigation District)	a) Modify and/or add damage control areas (with staff) to compliment waterfowl habitat initiatives. b) Operate alternative waterfowl feeding sites. c) Provide scare cannons for farmers to borrow and use in unharvested fields to discourage waterfowl feeding.

**GOAL 3:** To provide a minimum level of waterfowl crop damage prevention service throughout the agricultural area of the province not serviced by more intensive damage prevention programs by making scare cannons available at Scare Cannon Distribution Centres for producers to borrow and utilize in unharvested fields throughout the crop harvest season.

KEY RESULTS	STRATEGIES
3.1 Network of scare cannon distribution centres throughout the province.	<ul style="list-style-type: none"> <li>a) Maintain present agreement with Greyhound Canada to use their bus depots throughout much of the province as scare cannon distribution centres.</li> <li>b) Utilize local business for scare cannon distribution centres when Greyhound Canada depots are not available or convenient.</li> <li>c) Utilize ASRD district offices as scare cannon distribution centres for early/late season cannon distribution as well as spring waterfowl problem response.</li> </ul>

**GOAL 4:** To conduct the program as economically as possible and minimize the potential for conflicts with recreational waterfowl hunting opportunities.

KEY RESULTS	STRATEGIES
1.1 Program coordinated with local harvesting activities.	<ul style="list-style-type: none"> <li>a) In areas with field staff, conduct weekly crop harvest progression transects to determine harvest status of barley, wheat and field peas.</li> <li>b) In areas with alternative feeding sites, coordinate feeding activities with harvest commencement.</li> <li>c) Supply cannons to scare cannon distribution centres from early August to end of October.</li> <li>d) Terminate scaring and feeding activities once crop transects indicate overall harvest in area has reached 70% complete.</li> <li>e) Terminate program operation prior to Thanksgiving weekend except under adverse harvest conditions.</li> </ul>

## Partners and Collaborators

The Alberta Conservation Association's key clients are the Provincial Government (Alberta Sustainable Resource Development and Alberta Environment), hunters and anglers and other conservationists, the people of Alberta in general, other conservation organizations and stakeholder groups, the timber Industry, and the oil and gas industry.

The Crop Damage Control Program's key clients are the cereal crop produces of Alberta. Significant partners in the program are the Provincial Government (Alberta Sustainable Resource Development) and the Federal Government (Canadian Wildlife Service). In addition, through the CDC program, the Alberta Conservation Association is promoted to waterfowl hunters, other conservation organizations (DU) and government department/corporations (Alberta Agriculture Financial Service Corporation, EID, BRID).

Budget                      \$ 245,000.00

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## Private Fish Stocking Business Unit

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Alberta Environmental Protection initiated the Enhanced Fish Stocking Program in 1994 to supplement the existing Alberta Government Stocking Program. One dollar from every fishing licence was used for privatisation initiatives in the aquaculture industry. The program was started in 1995 after lobbying by the Alberta Fish Farmers Association (AFFA). The program was initiated to provide larger trout (20 cm +) to put-and-take ponds, thereby produce a better return for the angler. The AFFA predicted that the private sector could produce these fish cheaper than the provincial fish culture system. As a result, a total of 10 contracts are rewarded annually to the lowest bidding private rainbow trout grower within Alberta. There are up to 10 rainbow trout stockings per contract. All waterbodies in each contract are clustered geographically to reduce transportation costs.

The majority of stockings occur in the Prairie, Parkland, and Northeast Boreal regions. All waterbodies are put-and-take ponds that frequently winter-kill and require less than 6,000 rainbow trout. In addition, all waterbodies are outside the green zone to prevent interaction with native stocks. The stocked waterbodies provide an opportunity to catch rainbow trout in areas of the Province which otherwise would not exist. The stocked waterbodies also reduce angling pressure on native stocks.

In April 1998, the Alberta Conservation Association (ACA) assumed management of the Provincial Fish Stocking Program / Enhanced Fish Stocking Fund. A total of 81 ponds were stocked with 144,000 rainbow trout in 1998. In 2000, the number of rainbow trout stocked was reduced to 131,300 due to a decrease in sport fishing licence sales and an increase in the price per rainbow trout by the private industry.

The objective of the Provincial Fish Stocking Program is to provide private industry with market opportunities for their products and services, and supply the Alberta angler with an enhanced angling experience while still maintaining the integrity of Alberta's natural waters and fish populations.

### Priority Issues

1. Lack of funds available to evaluate the PFS Program.
2. Funds from levies on angling licences and partner contributions are not remaining within the Provincial Fish Stocking Program.
3. Communication and scheduling problems exist between private growers and lake contacts.

4. Certain private growers continue to ignore contract obligations.
5. Declining water levels, as a result of ongoing drought conditions, are placing stress on stocked rainbow trout.

### Goals and Strategies

**Goal 1:** To enhance and increase fishing opportunity for Alberta anglers.

Key Results	Strategies
1.1 Increased angling opportunity for anglers in Alberta. 1.2 Increased angler satisfaction.	a) Stock larger (20 cm) rainbow trout in urban and rural areas where rainbow trout do not naturally occur.

**Goal 2:** To ensure that designated waterbodies receive disease-free rainbow trout in the numbers and sizes outlined in the ACA Provincial Fish Stocking contracts.

Key Results	Strategies
3.1 Increased angling opportunity and satisfaction for anglers in Alberta. 3.2 Prevention of the spread of fish diseases.	a) Administer and monitor contracts with private growers to ensure the numbers and sizes of rainbow trout are stocked.

**Goal 3:** To evaluate each stocked waterbody to determine the level of angler use and the level of angler satisfaction.

Key Results	Strategies
3.1 Information gaps are identified. 3.2 Information collected is utilized for enhanced management. 3.3 Data provides fishery managers with information on angler pressure and angler demographics. 3.4 Data determines which waterbodies require more/less stocking. 3.5 ACA funds will be spent more efficiently on stocking.	a) Assess angler pressure, demographics, and satisfaction at each stocked water body through angler surveys. b) Monitor stocking rates and compare to angler pressure on each water body to adjust stocking rates.

Budget                      \$ 213,474.00

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## External Programming

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In addition to the programming under the umbrella of the business units, the ACA contributes funds to external groups (non-ACA or SRD) to assist in the delivery of its mission. This is a very important component to ACA's programming as it allows for the direct contribution of funds to other conservation oriented groups. These contributions are made via the two programs described below.

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### Biodiversity Challenge Grants

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The Biodiversity Challenge Grant Program promotes the development of highly qualified, Alberta-based conservation biologists, and support study in Alberta by graduate students and postdoctoral fellows.

Currently the ACA is in year four of a five-year agreement with the University of Alberta where the ACA is to provide \$225,000.00 per year for this program.

Budget                      \$ 225,000.00

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### Grant Eligible Conservation Fund

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The **Grant Eligible - Conservation Fund** was established to aid the Alberta Conservation Association in the delivery of its mission and to achieve the goals as stated in the ACA Annual Operating Plan. Grants made to partners and other conservationists and are intended to enhance and supplement ACA's objectives and activities.

As part of the annual planning process, The Alberta Conservation Association will review the criteria for this fund and reaffirm or adjust the criteria included in that year's annual operating plan. Proposals for funding from this fund will be received by ACA in January of each year. This proposal will be reviewed during the month of February.

Applications for funding from the Grant Eligible Conservation Fund will be reviewed and funds allocated by a funding review committee. The ACA Board of Directors will appoint a 13 member Granting Committee. This committee is

composed of a chairperson plus two (6-member) sub-committees including chairpersons for each committee who is also a Board Director. These two sub-committees will be orientated toward Fisheries and Wildlife projects respectively. These committees will review applications for funds with respect to the specified criteria. Applicants will be notified of the status of their submission by March 1, 2002. Successful grant applicants will normally be expected to follow the ACA Co-operative Project Agreement.

## Criteria

### Grants Are Available For:

- Projects that meet and further the ACA mission: to conserve, protect and enhance Alberta's biological natural resources;
- Projects that contribute to the priorities as outlined in the ACA Annual Operating Plan;
- Priority is given to projects that demonstrate a "self help" attitude. i.e. Partner contributions and matched funding dollars;
- Research (academic) projects that clearly meet ACA funding criteria and demonstrate initiatives, which are likely to have a wider relevance and further the practice of *conservation*.
- Consideration may be given to funding "project staff" wages to a maximum of two years. (project staff wage money must clearly demonstrate a "self help" attitude).

### Grants Are Not Available For:

For a variety of considerations, support will not be provided in response to the following types of requests:

- Funding for regular ongoing staff salary positions;
- Grants are not normally offered towards profit-making activities;
- Grants are not normally available for ongoing administration costs or for the funding of administrative staff;
- Emergency funds or deficit financing;
- Conferences and seminars, unless part of a larger project supported by the Association;
- Travel costs, unless part of a larger project supported by the Association;
- Publication costs are not normally funded, unless part of a larger project supported by the Association;
- General fundraising.

Important Granting Information:

- Payment of grants is normally made quarterly or entirely;
- Project activities must occur between April 1 and March 31, 2002/2003;
- Grants cannot be made retrospectively, that is for works started prior to the current fiscal year April 1 to March 31;
- The ACA may charge an administration fee for any monies held in trust.
- Capital equipment purchases remain the property of the ACA upon project completion.

Budget                      \$ 1,000,000.00



## Section 3: Operations Review Cycle

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As part of the ACA's Accountability Framework, each year the ACA will conduct a comprehensive review of its operations and progress throughout the year at a corporate and business unit level. This process is intended to help the ACA:

- ensure scientific rigour is maintained throughout programs;
- maintain a results orientated focus;
- ensure the effectiveness of its programs and client satisfaction;
- establish priorities and resource needs collaboratively with SRD and Stakeholders;

A brief overview, including timeframes, is provided below.

### **1. External Review Process.**

Every year, between February 1 and March 15, a group of outside experts from the scientific community will:

- review certain ongoing programs or projects supported by the ACA;
- develop specific recommendations for the upcoming year; and
- make general recommendations for the following 2 years which will be incorporated into the 3 year strategic business plan.

### **2. Results Orientated Process.**

From March 15 through April 30 of each year, Business Unit Leaders will:

- review the past year's performance by analyzing the results of internal and external programs;
- solicit stakeholder input regarding program priorities, scopes of work, and new project proposals and communicate progress and results from the past year to stakeholders;
- work with team members in developing specific individual work plans for the upcoming fiscal year's work that will be reviewed with Business Unit Leader or appropriate supervisor quarterly using standardized employee workplan review sheets.

### **3. Internal Review, Budgeting and Planning Process.**

From July 31 through October 30 of each year, we will

- In collaboration with key SRD staff, business unit leaders review ongoing and proposed programs and establish priorities for the upcoming year, incorporating the recommendations and insights from the external review, stakeholder communications and customer focus processes as appropriate;
- evaluate internal performance measures (modify as required);

- propose a distribution of funds among Business Units for the upcoming fiscal year and project budgetary needs for the following 2 years;
- begin preparing next fiscal year's Business Unit Operating Plans by incorporating strategic direction from the 3year strategic business plan.

**4. Review and Approval Process.**

By December 30 of each year, we will

- consolidate Business Unit operating plans into the ACA Annual Operating Plan;
- Submit the Annual Operating Plan to the board for approval;
- finalize the next year's funding levels to business units and external programs.

**5. Ongoing Activities.**

Throughout the year, we will

- benchmark other high performing organizations and businesses;
- review the progress of ongoing projects; and
- constantly re-evaluate all components of the operational review cycle



## Section 4: Financial Schedules

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### Schedule 2

This schedule summaries the funding allocation by program by business unit.

### Schedule 3

This schedule summaries the funding allocation to the fisheries programs by project by business unit.

### Schedule 4

This schedule summaries the funding allocation to the wildlife programs by project by business unit.

### Schedule 5

This schedule summaries the historical and average historical funding allocation by program.

**Alberta Conservation Association  
Budget Funding Allocation - 2002/2003**

Business Units	FHDP	FMEP	WHDP	WMEP	WS	RAP	PFS	Total
ACA Prov Habitat			140,400					140,400
Provincial Fisheries		50,000						50,000
Provincial Wildlife				735,000				735,000
Prairie	198,034	148,038	304,440	184,294				834,806
East Slopes	364,433	259,953	217,209	144,638				986,231
Northeast/Parkland	323,484	275,397	419,606	51,368				1,069,854
Northwest Boreal	175,436	360,189	274,750	85,516				895,891
Biodiversity/Species at Risk (BSAR)				278,000				278,000
Information & Education	95,000							95,000
Wildlife Support Programs					70,400			70,400
Report A Poacher (RAP)						204,160		204,160
Crop Damage Control					245,000			245,000
Enhanced Fish Stocking							213,474	213,474
	1,156,386	1,093,577	1,356,404	1,478,815	315,400	204,160	213,474	5,818,216
Grant Eligible Conservation F	69,000	128,000	354,000	449,000				1,000,000
BioDiversity Challenge Grant				225,000				225,000
	1,225,386	1,221,577	1,710,404	2,152,815	315,400	204,160	213,474	7,043,216
Corporate	141,133	140,695	196,995	247,950	36,326	23,514	24,389	811,002
<b>Total Budget</b>	<b>1,366,520</b>	<b>1,362,271</b>	<b>1,907,400</b>	<b>2,400,765</b>	<b>351,726</b>	<b>227,674</b>	<b>237,863</b>	<b>7,854,218</b>
<b>Projected Revenue</b>								
Levy	1,311,682	1,171,671	1,753,822	1,805,405	773,745	243,177	309,498	7,369,000
	17.8%	15.9%	23.8%	24.5%	10.6%	3.3%	4.2%	
Interest	80,100	71,550	107,100	110,250	47,250	14,850	18,900	450,000
<b>Total Projected Revenue</b>	<b>1,391,782</b>	<b>1,243,221</b>	<b>1,860,922</b>	<b>1,915,655</b>	<b>820,995</b>	<b>258,027</b>	<b>328,398</b>	<b>7,819,000</b>
<b>Shortfall</b>	<b>25,262</b>	<b>(119,050)</b>	<b>(46,477)</b>	<b>(485,110)</b>	<b>469,269</b>	<b>30,353</b>	<b>90,535</b>	<b>(35,218)</b>

**Average Historical Allocation**

Programs	1,037,239	1,175,902	1,931,425	1,992,103	364,535	230,445	220,181	6,951,830
Corporate	129,385	146,682	240,926	248,495	45,472	28,746	27,465	867,170
<b>Average Historical</b>	<b>1,166,624</b>	<b>1,322,584</b>	<b>2,172,351</b>	<b>2,240,598</b>	<b>410,007</b>	<b>259,191</b>	<b>247,646</b>	<b>7,819,000</b>
<b>Request/Allocated</b>	<b>(199,896)</b>	<b>(39,688)</b>	<b>264,951</b>	<b>(160,167)</b>	<b>58,281</b>	<b>31,517</b>	<b>9,784</b>	<b>(35,218)</b>

Note: All projects in this operating plan are a combination of ACA and ASRD priorities established by a series of

Alberta Conservation Association Fisheries Program Plan 2002/2003				Schedule 3
	Fisheries Habitat	ACA Request	Fisheries Management	ACA Request
<b>East Slopes</b>	ES Program Delivery	99,340	RMH CFIP	60,000
	ES Project Maintenance	149,940	Cochrane CFIP	60,000
	Upper Bow OHV Inventory	12,110 x	Pembina River Stock Assessment	48,590
	ES Lake Enhancement	20,205	Athabasca River Stock Assessment	6,000
	BFW Riparian	56,200	Rock Lake Creel Survey	11,000
	RPM and Admin	26,638	NES Index Site Monitoring	47,725
	<b>TOTAL</b>	<b>364,433</b>	RPM and Admin	26,638
			<b>TOTAL</b>	<b>259,953</b>
<b>Parkland</b>	Pond Maintenance	46,953	Gull Lake Winter Creel Survey	40,000
	Riparian Management	58,905	Spotted Lake Spawning Assessment	8,000
	BFW Pond Assessment	15,000	RPM	9,989
	RPM	9,989	<b>TOTAL</b>	<b>57,989</b>
	<b>TOTAL</b>	<b>130,847</b>		
<b>NorthEast Boreal</b>	Shoreline Conservation	56,816	Sport Fisheries Monitoring	118,909
	Riparian Habitat Assessment	120,132	Northern Lakes and Streams Inventory	88,509
	Lake Aeration	5,700	RPM	9,989
	RPM	9,989	<b>TOTAL</b>	<b>217,407</b>
	<b>TOTAL</b>	<b>192,637</b>		
<b>Northwest Boreal</b>	Project Maintenance	16,557	Lake Population Monitoring (Test-Netting)	88,869
	Program Delivery	13,969	Wapiti Fish Movement Study	56,547
	Lake Aeration Program	43,101	Annual Creel Survey (Wadlin Lake)	18,705
	Lesser Slave Lake Habitat Map	21,318	Annual Creel Survey (Sturgeon Lake)	47,205
	Riparian Conservation/Retention	34,107	Lynx Creek Bull Trout Monitoring	30,734
	Riparian Health Assessment	19,168	Stream Crossing Inventory	23,179
	RPM	27,216	Northern Watershed Project: report comple	10,000
	<b>TOTAL</b>	<b>175,436</b>	Cooperative Fisheries Inventory Program	29,074
			RPM	55,878
			<b>TOTAL</b>	<b>360,189</b>
<b>Prairie</b>	Program Delivery (Lethbridge)	16,145	Program Delivery (Lethbridge)	5,382
	Program Delivery (Blairmore)	23,894	Sprotfish Inventory Prairie Watersheds	69,378
	Fish Access Maint. (Lethbridge)	33,245	Effect of C&R angling on the Bow River	6,000
	Fish Access Maint. (Blairmore)	25,323	CFIP -	40,000
	Bow River Habitat and Enhancement	35,000 x	RPM	27,279
	Riparian Habitit Enhancement	37,148	<b>TOTAL</b>	<b>148,038</b>
	RPM	27,279		
	<b>TOTAL</b>	<b>198,034</b>		
<b>Information and Education</b>		<b>95,000</b>		
<b>ASRD Provincial</b>				<b>50,000</b>
<b>TOTAL</b>		<b>1,156,386</b>		<b>1,093,576</b>

Note: All projects in this operating plan are a combination of ACA and ASRD priorities established by a series of

Alberta Conservation Association  
Wildlife Programs Plan -2002/2003

	<b>Wildlife Habitat</b>	<b>ACA Total</b>	<b>Wildlife Management</b>
<b>East Slopes</b>	Program Delivery	88,136	NES Grizzly Bear Project
	Wildlife Project Maintenance	9,606	CES Elk Study
	East Slopes Winter Range Enh.	92,829	Caw Ridge Goat Study
	RPM and Admin	26,638	RPM and Admin
	<b>TOTAL</b>	<b>217,209</b>	<b>TOTAL</b>
<b>NorthWest</b>	Project Maintenance	45,250	NW Boreal Grizzly Bear
	Program Delivery	21,104	Native Grasslands
	Habitat Retention	45,871	RPM
	Upland Enhancement	60,262	<b>TOTAL</b>
	Winter Range Enhancement	29,682	
	Evaluation	29,959	
	Hay Zama Monitoring		
	RPM	42,623	
	<b>TOTAL</b>	<b>274,750</b>	
<b>Parkland</b>	Project Maintenance	23,911	Native Vegetation Mapping
	Program Delivery	64,598	Browse Utilization Study
	Habitat Retention	139,333	Evaluations of Shorelines -waterfowl
	Duck Box Project	14,772	Parkland Status Report
	Upland Enhancement	25,257	RPM
	Wetland Enhancement	11,386	<b>TOTAL</b>
	RPM	9,989	
	<b>TOTAL</b>	<b>289,246</b>	
<b>NorthEast</b>	Project Maintenance	12,957	RPM
	Program Delivery	32,661	
	Habitat Retention	52,660	
	Habitat Enhancement	22,093	
	RPM	9,989	
	<b>TOTAL</b>	<b>130,360</b>	
<b>Prairie</b>	Program Delivery (Lethbridge)	31,911	Program Delivery (Lethbridge)
	Program Delivery (Blairmore)	17,920	Antelope Winter Range
	Project Maintenance	22,997	Grizzly Bear Initiatives
	Habitat Retention	12,827	Yarrow / Castle Bighorn
	Native Prairie Stewardship	114,412	Sheep Project (Blairmore)
	Multi Species Cooperative		Sharp-tailed Grouse
	Habitat Program (Blairmore)	33,097	Population Monitoring
	Upland Enhancement	43,997	RPM
	RPM	27,279	<b>TOTAL</b>
	<b>TOTAL</b>	<b>304,440</b>	
<b>BSAR ( Biodiversity/Species at Risk)</b>			ACA Staff
			Piping Plover
			Northern Leopard Frog
			Amphibian Monitoring
			Sage Grouse Recovery
			Western Blue Flag
			Burrowing Owl
			Long-toed Salamander
			Prairie Rattlesnake
			Ord's Kangaroo Rat
			Wolverine Distribution
			Woodland Caribou
			Western Spiderwort
			<b>Total</b>
<b>ACA Provincial Habit Program</b>		<b>140,400</b>	<b>ASRD Provincial Wildlife Program</b>
<b>TOTAL</b>		<b>1,356,405</b>	

Note: All projects in this operating plan are a combination of ACA and ASRD priorities established by a series

Alberta Conservation Association

Average Historical Base				Historical Average Allocation 2002/2003			
ACA	SRD	Grant Fund	Total	Projected	ACA	SRD	Grant
271,630	1,124,886	538,015	1,934,531	1,868,690	262,385	1,086,601	519,704
1,531,347	3,400	465,994	2,000,741	1,931,425	1,478,293	3,282	449,850
377,171			377,171	364,534	364,534		
890,442	60,000	124,181	1,074,622	1,037,239	859,466	57,913	119,861
968,123	93,713	156,112	1,217,948	1,175,902	934,702	90,477	150,723
238,467			238,467	230,445	230,445		
227,883			227,883	220,181	220,181		
128,061			128,061	123,413	123,413		
4,633,122	1,281,999	1,284,302	7,199,422	6,951,830	4,473,420	1,238,273	1,240,137
			0				
897,797			897,797	867,170	867,170		
5,530,919	1,281,999	1,284,302	8,097,219	7,819,000	5,340,589	1,238,273	1,240,137

NOTE: ACA Chair of \$600,000 has been removed