

Annual Operating Plan

2004/2005



ALBERTA CONSERVATION ASSOCIATION



2004 – 2005
Annual Operating Plan
(Allocation of Levy Revenues)

December 2003

For copies of this report, contact:

Alberta Conservation Association
P.O. Box 40027
Baker Centre Postal Outlet
Edmonton, AB T5J 4M9

Toll Free: 1-877-969-9091
Tel: (780) 427-5192
Fax: (780) 422-6441
Email: info@ab-conservation.com

Or:

Visit our website at:
www.ab-conservation.com



Table of Contents

Executive Summary	i
Financial Summaries	ii
<u>SECTION 1: INTRODUCTION</u>	1
Linkage to ACA's 2004 – 2007 Strategic Business Plan	1
Planning & Allocation Process	1
<u>SECTION 2: BUSINESS UNIT OPERATIONAL PLANS</u>	3
Corporate Business Unit	3
Communications and Marketing	3
Science and Research	5
Corporate Support	6
Province Wide Initiatives	9
Wildlife	9
Fisheries	10
Habitat	11
Southern Business Unit	14
Northeast Business Unit	24
East Slopes Business Unit	34
Northwest Business Unit	47
Biodiversity and Species at Risk Business Unit	60
Support Programs Business Unit	69
Crop Damage Control Program	69
Enhanced Fish Stocking Program	70
Shot Livestock and Predator Compensation	71
Report A Poacher Program	72
Grant Programs Business Unit	74
Grant Eligible Conservation Fund	74
ACA's Habitat Securement Fund	75
ACA Grants in Biodiversity	75
<u>SECTION 3: OPERATIONS MONITORING AND REVIEW</u>	76

Executive Summary

ACA is pleased to present the 2004 – 2005 Annual Operating Plan. Building on the goals and strategies identified in ACA's 2004 – 2007 Strategic Business Plan, the Annual Operating Plan defines how these goals and strategies can be realized. The Annual Operating Plan summarizes the financial allocation of resources required to deliver projects or activities within each of our business units.

Operations in 2003 – 2004 were successful in moving ACA toward its focus of becoming a recognized leader in the conservation community in Alberta and Canada. In 2004 – 2005 we will continue to build upon these successes. An additional emphasis will be placed on measuring our results and to ensure that success in the areas of internal business processes, employee learning and growth and customer/stakeholder satisfaction are translated into measureable positive impacts on the resource. Our operational progress will be reviewed in each of these areas relative to specific targets that have been identified in each. Measurement of our progress and an evaluation of our success in each of these areas will be conducted quarterly allowing us to react quickly if necessary to ensure our operations will have the desired effect.

This plan is focused on maintaining a balanced budget while incorporating flexibility in the organization's ability to react to changing circumstances and priorities. Revenue and associated allocation of funds to relevant activities is primarily restricted to anticipated levy revenue. Additional revenue that is leveraged from partnerships is not allocated within this plan as the acquisition of these funds are highly speculative. However, additional revenue obtained through partnerships will be allocated among the goals and activities outlined within this plan as programs have been structured to accommodate additional revenues. Utilizing this plan, the organization will be in a position to leverage additional revenue by developing partnerships that enhance our effectiveness as well as the financial resources available for the 2004 – 2005 fiscal year. The specifics of these operational activities will be developed within the detailed operating budget process that will take place in February 2004.

ACA is committed to achieving its focus. The activities outlined within this operational plan will contribute to the accomplishment of these goals while maintaining a high level of commitment toward achieving our legal, moral and ethical obligations.

Financial Summaries

The 2004 – 2005 Annual Operating Plan reflects projected levy revenue. This levy projection is in excess of the 2003 – 2004 budget and reflects the increased levy associated with angling licenses. The revenue projection was compiled by comparing historical revenue levels and current trends realized for the current year.

The revenue allocated in this plan is levy revenue and does not include interest generated from the Reserve Fund (as part of the Board's Responsible Fund Management System) nor does it include revenue generated from external sources such as grants and partnerships. This additional revenue is acquired from December through to the end of February and is captured in the detailed operational budgeting process which is conducted in the end of February 2004. The following pages contain a detailed listing of the activities that comprise ACA's operations for 2004 – 2005. The tables and graphs detail the allocations by business unit, program area and provide detail of the components comprising the Corporate Services Business Unit.

ACA administration expenses for 2004 – 2005 are projected to be 13% of our total operating budget. However, these expenses distributed over the levy revenue allocated in this plan will see this percentage increase to 18%. Administration expenses include all non fish, habitat or wildlife program related expenses as well as indirect fish, habitat or wildlife program expenses that are common throughout the organization (i.e. insurance, safety training expenses). This is a financial management process change from prior years, where these types of costs were allocated to projects. This change will enable ACA to accurately record and manage these costs.

ACA is working to ensure that projects are delivered efficiently to make the most of our revenues and to mitigate the effects of increasing costs. The ACA team felt confident in keeping the level of revenue and expenditures equal to ensure a balanced outcome, under the assumption that inflation remains at a constant level of 2%. This reflects our commitment to a balanced plan of expenditures to revenues.

Assumptions Used in the Formation of the Annual Operating Plan

1. Levy revenue is projected to increase from last year's projection of \$6,805,600 to \$7,627,083 in 2004 – 2005.
2. Levy revenue is projected conservatively and external revenue sources from grants and partnerships are not included in this plan. However, revenue from these sources is projected to be approximately \$2.5M.
3. Inflation and the cost of delivering programs has increased approximately 2% from 2003 – 2004 and revenue will increase due to enhanced levies on fishing licenses.
4. Interest income will be directed back into the Reserve Fund as illustrated by the "Responsible Fund Management" Policy. Thereby no revenue from interest or investment sources will be allocated operationally in 2004 – 2005.
5. Partner contributions and other sources of revenue are projected to be \$2.3M.

Financial Summary of Levy Allocations for 2004-2005 Annual Operating Plan

Business Units	2004-2005		2003-2004		2002-2003 Actual
Provincial Habitat	\$ 130,285		\$ 35,000		\$ 140,440
Provincial Fisheries	\$ 19,000		\$ 23,750		\$ 50,000
Provincial Wildlife	\$ 550,000		\$ 350,000		\$ 758,000
Southern	\$ 824,990		\$ 929,605		\$ 841,600
East Slopes	\$ 851,540		\$ 973,002		\$ 994,453
Northeast	\$ 702,415		\$ 774,101		\$ 1,069,852
Northwest	\$ 931,453		\$ 920,811		\$ 895,833
Biodiversity & Species at Risk (BSAR)	\$ 293,400		\$ 224,002		\$ 487,195
Shot Livestock and Predator Comp.	\$ 106,000		\$ 100,000		\$ 70,400
Report A Poacher (RAP)	\$ 151,381		\$ 146,502		\$ 302,890
Crop Damage Control (CDC)	\$ 203,000		\$ 162,000		\$ 414,250
Enhanced Fish Stocking	\$ 258,619		\$ 202,000		\$ 221,363
ACA Fisheries and Wildlife Chair	\$ 20,000		\$ 20,000		\$ 20,000
ACA Grants in Biodiversity	\$ 225,000		\$ 225,000		\$ 225,000
Conservation Fund	\$ 1,000,000		\$ 1,000,000		\$ 999,513
Corporate Services	\$ 1,360,000		\$ 980,000		\$ 481,105

TOTAL	\$ 7,627,083		\$ 7,065,773		\$ 8,066,894
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Projected Revenue	\$ 7,627,083		\$ 7,055,600		\$ 8,073,755
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VARIANCE	\$ (0)		\$ (10,173)		\$ 6,861
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Revenue					
Levy Revenue	\$ 7,627,083		\$ 6,805,600		\$ 6,913,587
Trust Fund Draw					
Donations and Carry Forward			\$ 250,000		\$ 692,137
Interest Revenue					\$ 468,030
Total Revenue	\$ 7,627,083		\$ 7,055,600		\$ 8,073,755

Note

Due to the consolidation of administrative costs within the corporate services area – these costs appear to have increased by approximately 350K from the previous year. Historical administrative charges like insurance, IT, training and education, safety and communications have been charged to projects.

During the 2002/03 year, the area of corporate services was not formed – the costs noted are indicative of intensive corporate restructuring and revision to the financial management systems. Previously, all administration related costs were allocated to projects on an arbitrary basis. In order to effectively manage these types of expenditures and to develop true project costing, significant changes have been made to accounting practices.

BUSINESS UNIT	FISHERIES TEAM	WILDLIFE TEAM	HABITAT TEAM	TOTALS																																										
EAST SLOPES	<table><tr><th>Activity</th><th>Budget</th></tr><tr><td>1 East Slopes Fish Index Monitoring Program</td><td>\$ 98,100</td></tr><tr><td>2 Southern East Slopes Foothills Stream Temperature & Water Flow Monitoring Program</td><td>\$ 36,700</td></tr><tr><td>3 Upper Bow River Watershed Off-Highway Stream Crossing Inventory & Assessment</td><td>\$ 39,400</td></tr><tr><td>4 Upper Clearwater River BLTR Index Site Monitoring</td><td>\$ 81,700</td></tr><tr><td>5 Walleye stock assessment and angler-use survey: Shiningbank & Fiddle Lakes</td><td>\$ 71,300</td></tr><tr><td>Total</td><td>\$ 327,200</td></tr></table>	Activity	Budget	1 East Slopes Fish Index Monitoring Program	\$ 98,100	2 Southern East Slopes Foothills Stream Temperature & Water Flow Monitoring Program	\$ 36,700	3 Upper Bow River Watershed Off-Highway Stream Crossing Inventory & Assessment	\$ 39,400	4 Upper Clearwater River BLTR Index Site Monitoring	\$ 81,700	5 Walleye stock assessment and angler-use survey: Shiningbank & Fiddle Lakes	\$ 71,300	Total	\$ 327,200	<table><tr><th>Activity</th><th>Budget</th></tr><tr><td>1 CES Elk Study</td><td>\$ 30,000</td></tr><tr><td>2 Data Management</td><td>\$ 7,500</td></tr><tr><td>Total</td><td>\$ 37,500</td></tr></table>	Activity	Budget	1 CES Elk Study	\$ 30,000	2 Data Management	\$ 7,500	Total	\$ 37,500	<table><tr><th>Activity</th><th>Budget</th></tr><tr><td>1 East Slopes Business Unit Habitat Program</td><td>\$ 160,740</td></tr><tr><td>Dogpound Creek ACA Landowner Strategy</td><td>\$ 36,000</td></tr><tr><td>2 Rocky and Area Riparian Review Management Program Review and Watershed Group Support</td><td>\$ 12,000</td></tr><tr><td>3 Cochrane and Area Riparian Management Program Review and Watershed Group Support</td><td>\$ 14,000</td></tr><tr><td>4 GIS Identification of Key Wildlife Habitats in the Rocky Mountain House Area</td><td>\$ 35,000</td></tr><tr><td>5 Project Resting Swan-Wetland Stewardship</td><td>\$ 13,000</td></tr><tr><td>6 Cochrane and Area Access Site Assessment</td><td>\$ 6,000</td></tr><tr><td>Total</td><td>\$ 276,740</td></tr></table>	Activity	Budget	1 East Slopes Business Unit Habitat Program	\$ 160,740	Dogpound Creek ACA Landowner Strategy	\$ 36,000	2 Rocky and Area Riparian Review Management Program Review and Watershed Group Support	\$ 12,000	3 Cochrane and Area Riparian Management Program Review and Watershed Group Support	\$ 14,000	4 GIS Identification of Key Wildlife Habitats in the Rocky Mountain House Area	\$ 35,000	5 Project Resting Swan-Wetland Stewardship	\$ 13,000	6 Cochrane and Area Access Site Assessment	\$ 6,000	Total	\$ 276,740	\$ 641,440		
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2 CDC	\$ 195,000																																																
3 Predator Compensation	\$ 88,000																																																
4 Shot Livestock	\$ 12,000																																																
Total	\$ 340,000																																																
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PROVINCE-WIDE																																																	
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TOTALS		\$ 1,337,843		\$ 1,259,740																																													

Note: These totals do not include Business Unit Leadership and Program Coordinator allocations.

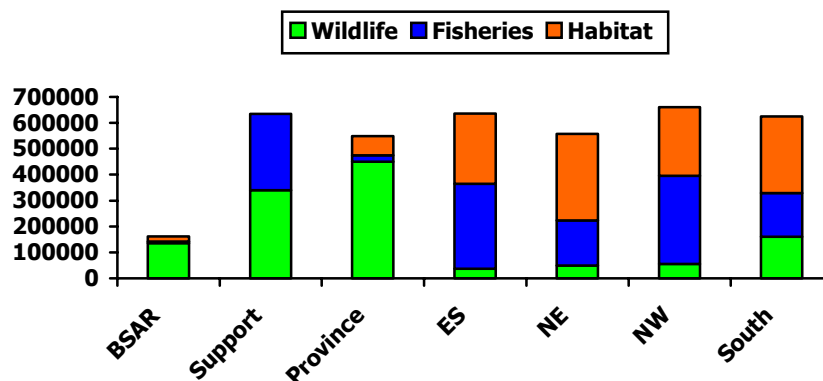
CORPORATE

	<u>Activity</u>	<u>Budget</u>
13%	Executive	\$ 178,515
4%	Board of Directors	\$ 56,159
4%	Information Tech	\$ 55,560
24%	Finance	\$ 321,351
12%	Operations	\$ 161,927
21%	Communications	\$ 284,708
9%	Science and Research	\$ 128,120
12%	Human Resources	\$ 156,884
1%	GECF Fund Administration	\$ 16,776
	Total	\$ 1,360,000

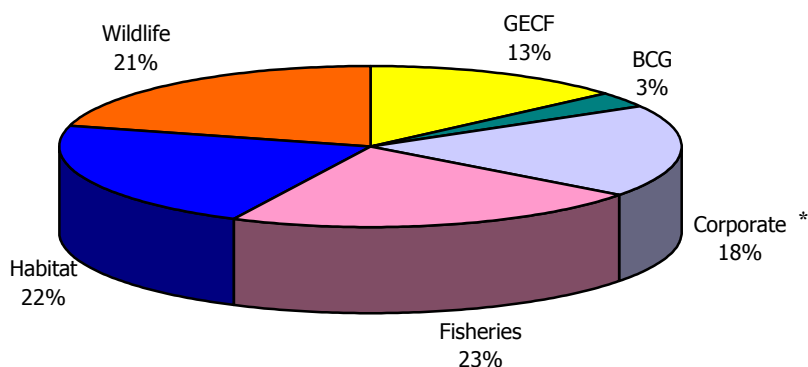
EXTERNAL

	<u>Activity</u>	<u>Budget</u>
1	Grant Eligible Conservation Fund	\$ 1,000,000
2	ACA Grants in Biodiversity	\$ 225,000
3	ACA Chair of Fisheries and Wildlife*	\$ 20,000
	Total	\$ 1,245,000

Levy Allocation to Business Units by Program Area



Levy Allocation to Major Program Areas

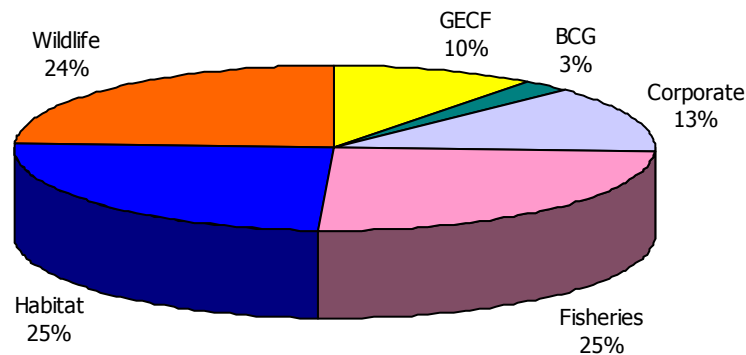


* This percentage will be reduced to 14% upon the acquisition of partner dollars and comprising the total Annual Operating Budget.

Projected Allocation of ACA's Revenue for 2004 - 2005 to Major Program Areas

Financial details within this plan are primarily the allocation of levy funds. The priorities, activities and focus remain unchanged when we add additional revenue from partners and other financial contributions. This additional revenue will be built into this plan during the development of detailed project budgets. For fiscal year 2004/05 this additional revenue is projected to be \$2,300,000, allocated over the 3 major program areas of Wildlife, Fisheries and Habitat. The allocations to GECF, BCG and Corporate remain unchanged in actual dollar amounts.

The following chart indicates the projected total revenue allocation by program area as a percentage of the projected total revenue of \$10M.



* These allocation directions include a projected \$2.3M in partnership revenue among the Fisheries, Wildlife and Habitat Program Areas.

SECTION 1: INTRODUCTION

Linkage to ACA's 2004 – 2007 Strategic Business Plan

In 2004 – 2005 ACA is committed to facilitating and supporting Alberta in emerging as a recognized leader in the conservation community in Canada and North America. We will strive to achieve alignment with this focus while obtaining measurable results in all facets of our operations. The alignment between our strategic goals and perspectives and our operational plans will be fundamental as we seek to improve upon our performance and ability to positively impact conservation in Alberta and Canada.

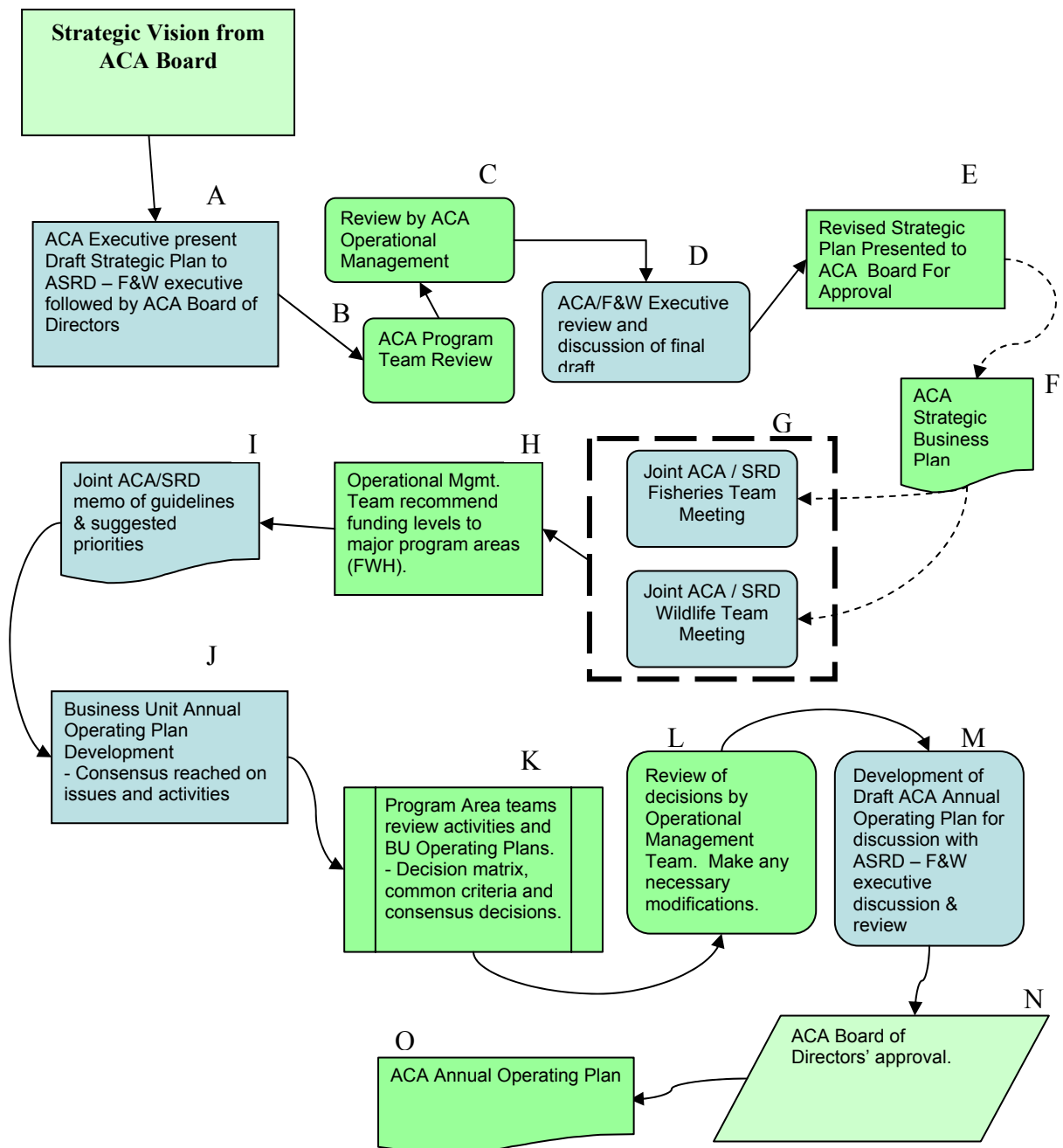
ACA operates in a dynamic environment. By adhering to our focus and direction, articulated by our 2004 – 2007 Strategic Business Plan, we will have a roadmap to navigate the road ahead, maintain our sense of direction and remain focused on our goals and strategies that will be important to our effectiveness. By having this clear sense of direction we will be able to develop the most appropriate means to reach our goals, which will ensure our success. The 2004 – 2005 Annual Operating Plan identifies these goals that will take us to our anticipated destination.

Planning & Allocation Process

Building on the strengths of our planning process implemented in 2003 – 2004 and addressing areas requiring improvement, we made strides toward streamlining and enhancing the understanding of the process by our staff and our stakeholders. Our teams throughout the organization remained highly engaged and empowered. The involvement and input from our stakeholders was paramount to our successful planning and decision making processes. The major steps in the planning and allocation process are illustrated in the diagram below. The information contained in this Annual Operating Plan is resultant from the successful implementation of steps A through N. A brief explanation of these steps follows below.

After receiving strategic direction from the Board of Directors a draft strategic plan is developed with involvement from various components of ACA. This strategy is articulated for each of our program areas and is reviewed and discussed to achieve buy in and understanding among our Operational Management Team (OMT) as well as Fish and Wildlife's executive team. Upon the completion of a Strategic Business Plan for ACA (Steps A – F), our Provincial Fisheries and Wildlife Teams along with representatives from our Habitat Team (which are composed of representatives from each of our business units) meet with their equivalent teams from the Fish & Wildlife Division (Fish or Wildlife Regional Section Heads) (Step G). Specific priorities are to be addressed within the scope of the Strategic Business Plan are discussed and ACA obtains an understanding of a quantitatively ranked set of priorities within each of these aforementioned program areas. A summary of the top issues and their relative sense of importance are relayed to the ACA's Operational Management Team for review and for use in allocating funds between our three major program areas through the use of a quantitative decision making matrix (Step H). Three criteria the OMT considered in allocating resources to issues were 1) their urgency to do in 04/05 and 2) the impact this issue will have on the conservation and 3) the benefit to our stakeholders. Results of the above mentioned two meetings were relayed to our business units and to SRD F&W staff through joint memorandum (Step I). These guidelines developed in this meeting are then used to aid in the construction of Business Unit Operating Plans. Activities and Issues that were to be addressed were collectively developed through discussions between ACA and F&W staff in the business units (Step J). These agreed upon draft plans and identified activities were presented to their respective provincial program area team for review. These program teams evaluated all the requested activities and the associated cursory budgets and made consensus based decisions on what activities and issues to allocate resources toward (Step K). These decisions were based on three criteria 1) the direct benefit to the resource or conservation. 2) The methodology and study design to be implemented 3) the level of collaboration illustrated with the activity. These decisions on allocations to activities and projects across our program areas were reviewed by our Operational Management Team (Step L). Next a draft Annual Operating Plan was constructed based on the allocation decisions endorsed by our OMT. This plan was reviewed and discussed with F&W's executive team as well as ACA's Board Executive Committee prior to being finalized and submitted to the Board of Directors for review (Steps M & N).

Schematic Overview of ACA's Planning and Allocation Process



- **blue** boxes indicate areas of collaboration with SRD – F&W Division.
- **green** boxes indicate processes involving ACA.

SECTION 2: BUSINESS UNIT OPERATIONAL PLANS

Corporate Business Unit

This business unit is responsible for the overall coordination and guidance of all aspects of ACA's operations. Included in this business unit are all costs and programming associated with the governance, administration of operations and business planning and development initiatives. It is a core component to the successful delivery of ACA's focus and direction. This business unit is also 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. ACA's Corporate Business Unit will aim to help realize the vision of ACA by providing tools, information and processes that enable our teams, team members and the organization as a whole to function effectively. We will provide centralized services that remove barriers, facilitate problem solving and become a recognized contributor to ACA's overall success.

Priority Issues

1. To develop and implement a thorough accountability framework throughout the organization which will also link compensation and recognition to individual and team performance throughout the organization.
2. To develop alternate revenue sources, enhancing the revenue available for operations decreasing the dependency on revenue from levy sources.
3. A need to enhance the awareness and profile for ACA's conservation work across a variety of external audiences.
4. Expectations management and improved understanding of ACA's identity, objectives and role required among key stakeholders.
5. Internal communications to monitor, maintain and support a high performance team culture.

Communications and Marketing

Our Communications and Marketing Program desires to promote awareness and recognition for ACA to be positioned as a valuable facilitator and supporter to the province of Alberta – becoming a recognized leader in conservation. This business unit will develop strategies, messages and tools to communicate key messages with external and internal audiences, while enhancing ACA's brand identity and supporting new revenue development.

As part of the Corporate Services Business Unit, the Communications and Marketing Program is responsible for leading the development and implementation of ACA's communications and elements of its fundraising efforts. This includes responsibility for all internal and external communications, public relations, media relations, advertising, website and extranet management, corporate identity standards, special events and corporate revenue development.

For the upcoming fiscal year, the Communications and Marketing annual operating budget is \$284,708, which is \$77,792 less than last year's business unit budget of \$362,500. This 21% funding reduction is related to the projected status of current ACA revenue streams. It is important to note this annual budget amount also includes two staff salaries, benefits and associated administrative expenses for the business unit.

The biggest change associated with the 2004 – 2005 Communications and Marketing operating budget is the significant shift to external communications strategies in order to promote project specific work accomplished by ACA teams which in turn promotes an increased understanding and awareness of important conservation issues in the province. This is a departure and natural evolution from last year's strategy of increasing profile for ACA as an organization in order to enhance understanding for its role in the conservation community. With this message now successfully launched, communication efforts in 2004 – 2005 will focus on communicating external project and resource issues.

GOAL 1: Increase external awareness and profile for ACA's positive impact on conservation efforts; and

GOAL 2: Increase external awareness of ACA and our role in the conservation community with key stakeholders.

ACTIVITY/ PROJECT	KEY RESULTS	AMOUNT
Communication Campaigns <ul style="list-style-type: none"> Advertising to key stakeholders. Monthly publicity campaign. Public awareness campaigns – October and April. Board public member voting campaign – July 2004. Media monitoring service. 	<ul style="list-style-type: none"> Increased awareness and understanding with stakeholders. Monthly ACA project profiles in the province's two major daily newspapers. Increased profile with the general public. Public participation choosing two directors. Evaluation of program efforts. 	\$53,700
Communications Tools <ul style="list-style-type: none"> Website. Brochure. Annual Report published in June. Conservation Magazine published – May and November. Design, production, distribution costs. 	<ul style="list-style-type: none"> Increased visits to our website and two way communication with external audiences. Multi purpose information brochure used across the organization. Fulfillment of our legal reporting obligations. Official publication to communicate project specific information to a variety of audiences. 	\$50,000
Event Sponsorship <ul style="list-style-type: none"> Trade show participation – 2-4 annually. Conferences, workshops – 3-4 annually. Emerald Awards patron. PIC Conference in January of 2005, net costs. Signage, display, promotional merchandise. 	<ul style="list-style-type: none"> Increased profile, awareness, understanding and credibility with event audiences ranging from academics, industry, outdoorsmen, public and private sectors. Major signature event enhancing awareness for our role as a catalyst and the positive outcomes of conservation through collaboration. 	\$45,000
Total budget for external communications:		\$148,700

GOAL 3: Increase revenue base by securing new, multi year funding partners from industry and business while supporting other ACA fundraising programs.

ACTIVITY/ PROJECT	KEY RESULTS	AMOUNT
Submit Major Funding Proposals <ul style="list-style-type: none">To pre-qualified industry, business and foundation partner targets for significant, multi year revenue requests.Manage existing funding contracts and partner relations.	<ul style="list-style-type: none">Receive a minimum of four invitations to submit new funding proposal annually, opportunity to renew minimally one each year, and the ultimate securement of minimally \$400,000 in new revenue annually.Identified opportunities in the industrial and corporate sectors.	\$80,000
Support Other ACA Fundraising Programs <ul style="list-style-type: none">Support the development of major operations oriented fundraising programs (e.g. provincial tax revenue redirection efforts).Assist the board of directors special projects initiatives.Assist ACA staff with fundraising conceptual development and proposals as required.	<ul style="list-style-type: none">The introduction of one new major fundraising program by 2007.Research completed on 2 other innovative revenue generating processes.	\$60,000
		\$40,000
		\$65,000
	Total budget for securing new revenue:	\$245,000

GOAL 4: Enhance internal communications by providing two-way staff communication opportunities to facilitate and evaluate organizational understanding, accountability and promote standardized messaging.

ACTIVITY/ PROJECT	KEY RESULTS	AMOUNT
Staff Extranet Web Community <ul style="list-style-type: none"> Design, programming and maintenance updates to extranet site. 	<ul style="list-style-type: none"> Improved two way communication within ACA. High level of staff satisfaction levels with this communications tool. 	\$2,000
Information Distribution to Staff <ul style="list-style-type: none"> Monthly team reports. Bi-weekly team updates. Provide support for internal memos and briefings. 	<ul style="list-style-type: none"> Regular, standardized flow of information to staff on issues that may affect their business unit objectives. 	\$20,000
Information Collection From Staff <ul style="list-style-type: none"> Provide support for the quarterly staff survey program and communication of results. 	<ul style="list-style-type: none"> Evaluation of internal key objectives measures. Opportunity for staff to provide feedback and for business unit leaders to respond. 	\$20,000
Total budget for internal communications:		\$42,000

Communications and Marketing Total Budget = \$435,700

Partners and Collaborators

Unlike other business units, deliverables generated by the Communications and Marketing Program rely in part to long term, key supplier relationships versus funding partnerships. These supplier relationships are usually negotiated as part of an overall program in order to build mutually beneficial, cost efficient agreements to deliver ACA messages. Examples include Linda Gammon Communications, Graphos Design, Reface Design, Alberta Outdoorsmen magazine, CTV Alberta and the Calgary Herald and Edmonton Journal.

Science and Research

Developing, implementing and communicating effective conservation programs are a foundation on which ACA operates. For ACA to be effective, we need to collaboratively identify priority program areas and then commit to the collection, analysis and interpretation of relevant data that can form the core of a science-based management process. In addition, a science-based approach provides an opportunity to determine the effectiveness of our conservation activities in the areas of fisheries, habitat and wildlife and whether alternative approaches may prove to be more fruitful.

The budget for 2004 – 2005 to fund initiatives under Science and Research is required to continue to develop and deliver programs that use rigorous sampling methods and related analytical tools to ensure that our programs have a positive impact on the conservation of Alberta's biological resources.

GOAL 1: Collect relevant and cost effective data that support the conservation of Alberta's wildlife and fish.

ACTIVITY / PROJECT	KEY RESULTS	AMOUNT
<ul style="list-style-type: none"> Develop standardized and cost effective sampling methods. 	<ul style="list-style-type: none"> Enhanced accountability and scientifically credibility for ACA's conservation programs and projects. 	\$35,000
<ul style="list-style-type: none"> Assist with selection of appropriate study designs for ACA's wildlife, fisheries and habitat projects and programs. 	<ul style="list-style-type: none"> ACA projects use appropriate study designs. Improved alignment of regional programs with provincial level fisheries, wildlife and habitat goals and priorities. 	\$40,000
TOTAL		\$75,000

GOAL 2: Maintain and enhance the scientific credibility of programs delivered by ACA.

ACTIVITY / PROJECT	KEY RESULTS	AMOUNT
▪ Enhance scientific design of ACA programs.	▪ Enhanced effectiveness of program and increased credibility of results.	\$10,000
▪ Facilitate ongoing professional development of ACA employees.	▪ Employees are up to date on the most appropriate knowledge or skills to perform their work at the highest levels of quality.	\$20,000
▪ Report archival system.	▪ Develop a report system to house, track and communicate reports produced by ACA to all professionals or interested stakeholders.	\$10,000
▪ Complete formal and informal reviews of ACA wildlife, habitat and fisheries programs and projects.	▪ Improved focus and content and communications of ACA's conservation programs.	\$45,000
▪ Develop and communicate working sessions on developing effective conservation projects and programs.	▪ Increased awareness of how to build scientific credibility and how it advances ACA's conservation investments.	\$10,000
TOTAL		\$95,000

GOAL 3: Improve the level of recognition of ACA as a group of scientifically credible conservation specialists.

ACTIVITY / PROJECT	KEY RESULTS	AMOUNT
▪ Assist with the publication of the results of ACA's conservation programs in peer reviewed journals.	▪ Increased awareness and credibility within the scientific community.	\$15,000
▪ Participation in multidisciplinary projects within Alberta (ACA Biodiversity Challenge Grants Program, Integrated Landscape Management Program, Alberta Co-operative Conservation Research Unit, Alberta Forest Biodiversity Monitoring Program, Lakeland College).	▪ Enhanced ability to partner with other organizations and industries. Increased awareness of ACA.	\$10,000
TOTAL		\$25,000

Total Science and Research Budget = \$195,000

Corporate Support

Corporate Services is responsible for a wide variety of activities and initiatives that relate to our employees, their work environment and the overall administration of the organization. The goals in this section relate to the goals and strategies stated in the sections entitled "Employees" and "Stakeholders" within our 2004 – 2007 Strategic Business Plan. This section encompasses initiatives relating to employee development and motivation, the financial management and monitoring of the organization, infrastructure maintenance and insurance expenses as well as other administrative requirements. Corporate Services is an integral component of ACA as it allows the other business units to perform effectively and efficiently. It ensures that the necessary resources and infrastructure are in place for our employees to strive towards their goals, in addition to removing any roadblocks or barriers that may arise.

GOAL 1: Provide a work environment that supports the health, safety and well-being of all employees and invests in their future development.

ACTIVITY / PROJECT	KEY RESULTS	AMOUNT
Leadership Development Training <ul style="list-style-type: none"> Provide necessary skills to operate successfully in a team environment. 	<ul style="list-style-type: none"> All staff are aware of the skills necessary to operate in a high performing culture. 	\$18,000
<ul style="list-style-type: none"> Technical training events. 	<ul style="list-style-type: none"> 1 organization wide event is hosted. 	\$16,000
<ul style="list-style-type: none"> Annual staff celebration event and workshop. 	<ul style="list-style-type: none"> Organization celebrates successes. 	\$24,000
<ul style="list-style-type: none"> Coordination and provision of continuing education opportunities. 	<ul style="list-style-type: none"> 3 employees successfully pursue academic upgrading. 	\$70,000
<ul style="list-style-type: none"> Ensure safety policy and manual is implemented and maintained throughout the workforce. 	<ul style="list-style-type: none"> All employees remain safe during the year. No LTD or STD claims. 	\$33,000
TOTAL		\$161,000

GOAL 2: Our employees are engaged and satisfied with ACA's policies and practices and their implementation.

ACTIVITY / PROJECT	KEY RESULTS	AMOUNT
<ul style="list-style-type: none"> Regular feedback is sought and acted upon. 	<ul style="list-style-type: none"> As part of our internal communication strategy, processes are developed to seek feedback on ACA's policies and practices. 	\$8,000
<ul style="list-style-type: none"> Measure and analyze employee satisfaction and engagement. 	<ul style="list-style-type: none"> Engagement index indicates improvement by 10% - action plans identifying improvements are incorporated into workplans. 	\$15,000
<ul style="list-style-type: none"> Liaison with Board of Directors. 	<ul style="list-style-type: none"> Board is clear on progress of organization. Staff are clear on the strategic direction as outlined by the board. 	\$70,300
TOTAL		\$93,300

GOAL 3: Employees and teams are rewarded and recognized based on their performance as well as behaviours exhibited.

ACTIVITY / PROJECT	KEY RESULTS	AMOUNT
<ul style="list-style-type: none"> Individuals and teams are evaluated on a regular basis via our Performance Management Process. 	<ul style="list-style-type: none"> All employees are able to track their performance on a bi-annual basis. Clear targets for success are set for all employees. 	\$12,000
<ul style="list-style-type: none"> Implement and evaluate an employee and team reward and recognition program. 	<ul style="list-style-type: none"> Employees and teams are rewarded and recognized frequently based on performance and behaviour. 	\$45,000
TOTAL		\$57,000

GOAL 4: ACA employees have the necessary information, infrastructure and assets available in a reliable and timely fashion in order to achieve goals.

ACTIVITY / PROJECT	KEY RESULTS	AMOUNT
<ul style="list-style-type: none"> Monitor and maintain Shared Services relationship with SRD. 	<ul style="list-style-type: none"> Office space required is made available in all locations. IT and GIS technical support is provided where possible. 	\$12,000
<ul style="list-style-type: none"> Update and maintenance of Information Systems. 	<ul style="list-style-type: none"> Necessary IT infrastructure is provided in a reliable fashion. 	\$56,000

<ul style="list-style-type: none"> Maintenance and provision of accurate financial information to all components of ACA. 	<ul style="list-style-type: none"> All employees have a clear understanding of their projects' finances as well as the finances of ACA. Vendor payments. Invoices created and collected. Charitable receipts issued. Employees receive information in a timely fashion to facilitate decision process. 	\$250,000
<ul style="list-style-type: none"> Compliance with external reporting requirements. 	<ul style="list-style-type: none"> Successful audit report without notes. 	\$50,000
<ul style="list-style-type: none"> Coordination with HR and employee payments. 	<ul style="list-style-type: none"> Employees are compensated punctually. 	\$50,000
TOTAL		\$418,000

Total Corporate Support Budget = \$729,300

Total Allocation for the Corporate Business Unit = \$1,360,000

Province Wide Initiatives

ACA has teams that lead the operations of each of our three main program areas: Wildlife, Fisheries and Habitat. These teams are composed of representatives from all of our business units throughout the province. These teams are the key to ensure our goals and objectives are realized. Projects or activities administered on behalf of the program are specified below.

Wildlife

Our Wildlife Team will work to develop and deliver a wildlife program that positively influences the resource and its users. This is achieved by working collaboratively with ASRD and other partners to establish clearly defined priorities that support wildlife management. ACA's wildlife program will focus its efforts on a number of key issues in 2004 – 2005. One of the main areas is population inventory and monitoring work which provides valuable data to resource managers in a timely fashion as well as mitigating the effects from human/wildlife interactions. Efforts to enhance wildlife programs in the business units will be a priority in 2004 – 2005. The Wildlife Team will work to establish a link with the Habitat Team for information exchange and development of collaborative multi-team initiatives.

Priority Issues

- Improving the level of communication between the Wildlife and Habitat Teams. Links need to be created so that interrelationships in the program yield synergistic benefits.
- Enhancing the cost effectiveness of the Aerial Ungulate Survey Program.
- Establishing GIS tools as a core component of our wildlife program.

Goals or Program Priorities – Associated Activities and Key Results

GOAL 2: Enhanced awareness by the public of critical issues facing the wildlife resources in Alberta.

ACTIVITY / PROJECT	KEY RESULTS	AMOUNT
<ul style="list-style-type: none">▪ Promote the wildlife program to the general public and scientific community.	<ul style="list-style-type: none">▪ Employees present papers at PIC and other conferences.▪ Regularly feature a wildlife project in the Conservation Magazine and on the website.	Activity undertaken by all BU
	TOTAL	-

GOAL 3: Enhance the scientific credibility and develop a standard of excellence within our wildlife program and projects.

ACTIVITY / PROJECT	KEY RESULTS	AMOUNT
<ul style="list-style-type: none">▪ Publication of papers in peer reviewed journals.▪ Scientific review of ACA wildlife projects.▪ Partnerships with academic community.	<ul style="list-style-type: none">▪ Submission of 1 manuscript to peer reviewed journal.▪ Two projects formally reviewed.▪ One partnership with the academic community.	Activity undertaken by all BU
	TOTAL	-

GOAL 4: To enhance and strengthen the relationship between ACA's wildlife program employees and their counterparts in Alberta Sustainable Resource Development.

ACTIVITY / PROJECT	KEY RESULTS	AMOUNT
Provincial Wildlife Team Members <ul style="list-style-type: none"> Participate in the provincial ACA/SRD issues and priority setting meeting as part of the annual ACA business cycle. Participate in regional ACA/SRD issues, priority and activities meeting as part of the annual ACA business cycle. 	<ul style="list-style-type: none"> Focused wildlife program that satisfies the needs of SRD and ACA. 	Activity undertaken by all BU
TOTAL		-

Program Priority 1: Population assessment and status determination.

ACTIVITY / PROJECT	KEY RESULTS	AMOUNT
Aerial Ungulate Surveys <ul style="list-style-type: none"> Complete aerial surveys for deer, moose, elk, pronghorn antelope, bighorn sheep, mountain goats, caribou and bison to determine populations, distribution and habitat association. 	<ul style="list-style-type: none"> Provide wildlife managers with scientifically credible data to enhance the management of Alberta wildlife resources and provide optimal recreational opportunity to stakeholders. 	\$550,000
TOTAL		\$550,000

Total Provincial Wildlife Budget = \$550,000

Fisheries

ACA's Fisheries Team will strive to increase public awareness, understanding and concern for fish conservation issues. With our customers, we will collaboratively identify key current and emerging fisheries issues and deliver quality projects orientated to these issues. The primary focus of the ACA 2004 – 2005 fisheries program lies in two major areas. One area is the provision of timely and accurate information on population status and trends over time on priority waterbodies to fisheries managers. The other area is the provision of angler harvest and effort data to fisheries managers to evaluate management strategies for some waterbodies and to develop management objectives for others. ACA's 2004 – 2005 fisheries program will strive to promote effective use of the information it collects and to involve our stakeholders to become aware of fisheries conservation issues and have other issues communicated to us. Major success targets for ACA's 2004 – 2005 fisheries program include the refinement of the Enhanced Fish Stocking Program, the development of a standardized and scientifically defensible test-netting protocol and the initiation of a technical report series to influence fish conservation.

Priority Issues

1. Index netting is being increasingly prescribed as a means to assess the status of collapsed fisheries. Issues surrounding netting, such as understanding the relationship between net catch and population density, netting and other assessment tools, and variation in netting methods used in Alberta, need to be resolved.

Goals or Program Priorities - Associated Activities and Key Results

GOAL 5: Enhance the scientific credibility of ACA's fisheries programs.

ACTIVITY / PROJECT	KEY RESULTS	AMOUNT
Index-Netting Evaluation <ul style="list-style-type: none"> Provides leadership for the evaluation and calibration of index-netting methods employed by ACA in Alberta, in collaboration with SRD fisheries. 	<ul style="list-style-type: none"> Pre and post-field season joint ACA/SRD workshops to discuss issues and data needs, so that plans can be refined to increase effectiveness. Written summary of workshop results. Index-netting evaluation report completed for ACA/SRD distribution. Support provided to Joint ACA/SRD Data Standards Committee, regarding index-netting. 	\$19,000
	TOTAL	\$19,000

Total Provincial Fisheries Budget = \$19,000

Habitat

The ACA Habitat Team will work towards increasing recreational opportunities (consumptive and non-consumptive) in Alberta and work towards increasing habitat for priority species or populations that are habitat limited. Its focus in 2004 – 2005 is to increase ACA's habitat impact on the ground and to increase benefits to stakeholders. For the upcoming year, ACA's habitat program will focus on better defining the focus of our habitat programs and improving our scientific credibility. The result of this direction will be an increased amount of habitat resource benefits from our programs and greater benefits to our stakeholders. The team objective is to develop and assist ACA in implementing a strategy for habitat programs, which are efficient, credible and accountable, and will benefit Alberta's wildlife and fish resources.

Priority Issues

1. Reduce annual maintenance costs associated with ongoing projects or programs.
2. Reduced program funding and the increased cost of doing business will require ACA to ensure that activities are being undertaken in the most efficient way possible.
3. Collaborating with other organizations and building funding partnerships to deliver programs that may include the formation of strategic alliances with other conservation agencies or industry.
4. Continuing refinement of the habitat program focus which will include improved linkages with the fisheries and wildlife program areas as well as making use of GIS based landscape planning tools.

Goals or Program Priorities - Associated Activities and Key Results

GOAL 1: To secure and protect currently identified high priority wildlife and fisheries habitat and habitat that supports recreational opportunities.

ACTIVITY / PROJECT	KEY RESULTS	AMOUNT
Management of BFW Crown Properties <ul style="list-style-type: none"> Continue to work with ASRD Lands and Forest Service and Public Lands to ensure habitat and recreation benefits are maintained at ACA high priority sites. 	<ul style="list-style-type: none"> High priority habitat and recreation properties have interests maintained and enhanced. ACA is no longer involved with BFW Crown properties, which have low habitat conservation or recreation value. 	Activity undertaken by all BU

Resolution of Capital Project Liabilities <ul style="list-style-type: none"> There is a 30 year history of projects. Some of these projects included capital investments such as water control structures, wetland developments, instream habitat structures, etc. Continued collaboration with government departments that have interests in BFW investments (i.e. Water Resources, Infrastructure, Fish and Wildlife). 	<ul style="list-style-type: none"> Capital projects that support priority habitats and/or a high level of recreation use have interests maintained and enhanced. ACA is no longer involved with BFW Capital projects, which have low habitat conservation or recreation value. 	Activity undertaken by all BU
Management of BFW Landowner, Other Government Legal Agreements, and Ethical Commitments Associated with Trust Fund Programs <ul style="list-style-type: none"> Management and administration of government landowner agreements, other legal agreements, and ethical and moral obligations. Reduce the annual ACA operational costs required to maintain the above. 	<ul style="list-style-type: none"> Programs and projects that support priority habitats and/or a high level of recreation use have interests maintained and enhanced. ACA is no longer involved with BFW programs or projects, which have low habitat conservation or recreation value. Agreements which have expired, are not providing priority habitat benefits, or a high level of recreational use, are terminated. As necessary, government caveats removed off of private lands. 	Activity undertaken by all BU
Development and Maintenance of Strategic Alliances <ul style="list-style-type: none"> Continue to work with Suncor and secure high priority habitats in the Northern Boreal Regions. Work towards strategic partnerships with other corporations such as Chevron to support established habitat programs. 	<ul style="list-style-type: none"> Continuation of the Suncor Strategic Alliance. Partnerships pursued with other large corporations such as Chevron. Increased and enhanced habitat for species and populations. Increased recreational benefits. 	Activity undertaken by all BU

GOAL 2: Complete inventories to identify critical wildlife and fish habitat and habitats that provide recreational opportunities.

ACTIVITY / PROJECT	KEY RESULTS	AMOUNT
Business Unit Habitat Program Planning <ul style="list-style-type: none"> East Slopes will lead this provincial initiative, working closely with other business units, to better define ACA provincial habitat focus areas, programs and projects. Available GIS and other habitat data in each business unit reviewed. Landscape planning exercises to focus ACA wildlife habitat programs and projects completed. Long term, prioritized and focused business unit and provincial habitat conservation priority areas, programs and projects determined in consultation and liaison with ASRD and others. Consultation with ASRD and ACA stakeholders to assist in priority setting. 	<ul style="list-style-type: none"> Standardized approach to GIS and other habitat planning exercises achieved. Landscape based ACA habitat program. Defined and credible ACA habitat program and project focus areas. Suggested priorities for Habitat Securement Fund applications. Narrower focus of habitat programs into one or two key program initiatives in each of the business units. Update of habitat databases and critical habitats. Identification of key areas for enhancement purposes. 	Activity undertaken by all BU

GOAL 3: To maintain, enhance and restore habitats to support priority species and populations that provide recreational opportunities.

ACTIVITY / PROJECT	KEY RESULTS	AMOUNT
Ungulate Enhancement Program <ul style="list-style-type: none"> The East Slopes will coordinate Provincial Habitat (PHT) Team in addressing the recommendations of the 2003 ACA Ungulate Program Review Report. Assemble a database of existing projects based on a consistent, province wide format. Assemble an ACA library of all reports and relevant documents. Develop standardized field sampling and evaluation protocols. Secure GIS support. In consultation with SRD, determine the merits of ACA continuing with mechanical clearing and prescribed burning. Assuming ungulate enhancement programs have merit, work with SRD to facilitate linkages of ungulate management plan goals and ACA habitat activities. Long term program planning complete with standardized monitoring protocols and success measures. 	<ul style="list-style-type: none"> Decision from the PHT and BU's as to whether prescribed burning and mechanical clearing will be an ACA habitat program activity. Provincial data set of prescribed burn and mechanical clearing activities. Feedback from SRD Wildlife Staff regarding the ungulate enhancement program review. If ungulate enhancement deemed an activity ACA supports, development of a more structured, scientifically credible, and accountable ACA ungulate enhancement program. 	\$130,285
Development and Implementation of Strategies to Reduce Annual Project Maintenance Costs <ul style="list-style-type: none"> In collaboration with government, industry and other partners, develop and implement strategies to reduce the amount of ACA operational funds required for habitat maintenance. Improve efficiencies in the delivery of annual project maintenance. 	<ul style="list-style-type: none"> Government, industry and other partners are providing assistance in delivery of annual habitat project maintenance. High priority habitats and habitats supporting recreation are maintained to a satisfactory level. 2005 – 2006 annual project maintenance costs are reduced an additional 10%. 	Activity undertaken by all BU
Assistance to ACA Member Groups <ul style="list-style-type: none"> ACA member groups contribute significantly to conservation through their own habitat programs. ACA staff will help member groups with the delivery of their conservation programs when there is alignment with ACA habitat priorities. Assistance to members applying to GECCF and HSF. 	<ul style="list-style-type: none"> Support for ACA programs and projects. Net increase in habitat conservation in Alberta. Efficiency in habitat program delivery. 	Activity undertaken by all BU
TOTAL		\$130,285

GOAL 4: To develop improved linkages between the habitat, fisheries and wildlife program areas.

ACTIVITY / PROJECT	KEY RESULTS	AMOUNT
Provincial Team Activities <ul style="list-style-type: none"> PHT liaison with the Wildlife and Fish Teams to focus program and project delivery. Work with ASRD regional counterparts to increase ASRD understanding of ACA strategic direction. Improved communication and marketing of ACA habitat programs, projects and opportunities. 	<ul style="list-style-type: none"> Data being collected by management program areas is being used to assist with habitat program delivery. More efficient delivery of regional and provincial programs. Improved integration and understanding of habitat programs by ASRD, partners and the public. 	Activity undertaken by all BU

Total Provincial Habitat Budget = \$130,285

Total Allocation for the Province Wide Initiatives = \$699,285

Southern Business Unit

The Southern Business Unit is committed to working within a team environment, where research and the provision of scientifically accountable products and services for the benefit of Alberta Conservation Association's stakeholders and partners are paramount. ACA's Southern Business Unit's staff has taken the lead in the development of scientifically credible cooperative wildlife projects such as the Yarrow/Castle Bighorn Sheep Study, the Pronghorn Antelope project and the Milk River Basin Conservation Program. These projects have been developed in cooperation with ASRD and the academic community. In 2004 – 2005, our habitat program will direct some resources towards a continued review of ethical and legal commitments such as conservation property management, landowner agreements, fish access sites and capital project liabilities. The priority focus of the Southern habitat program is to develop a regional habitat strategy, which will improve our ability to focus habitat resources in the Business Unit. Integration of BSAR initiatives within the wildlife and habitat programs is a high priority. Our fisheries program will implement several priority projects primarily related to population inventory and monitoring. The Southern Business Unit looks forward to achieving the key results presented in this operating plan and thereby assisting ACA become established as a principal organization in the conservation community.

Priority Issues

1. Maintenance of the positive regional working relationship between ACA and ASRD and enhancement of the level of coordination among ASRD resource managers with our fisheries, wildlife and habitat programs.
2. Collaboration between conservation organizations to coordinate wildlife, fish and habitat enhancement initiatives, land securement and acquisition priorities and methods through establishment of team working groups.
3. The need to develop long-term multi-stakeholder programs addressing landscape issues.

Goals or Program Priorities - Associated Activities and Key Results

Wildlife

The Southern Business Unit's wildlife program is committed to implementing wildlife initiatives that are aligned with ACA core values, and providing scientifically rigorous information for the purpose of enhancing wildlife management and directing the development of the Southern Business Unit's habitat program.

GOAL 1: Delivery and support of wildlife projects that enhance information on current issues facing wildlife populations in Alberta and measure our results.

ACTIVITY / PROJECT	KEY RESULTS	AMOUNT
Business Unit Leadership, Wildlife Program Coordination <ul style="list-style-type: none"> Provide leadership, staff development and administrative coordination to the regional wildlife team and the wildlife program within the region. 	<ul style="list-style-type: none"> Collaborative projects developed and evaluated that address mutually agreed upon issues, priorities and deliverables. Southern Business Unit recognized for its wildlife program, staff and their positive contribution to conservation of wildlife resources. Successful incorporation of BSAR priorities in SBU wildlife programming. Increased financial support to regional initiatives. 	\$19,173
	TOTAL	\$19,173

GOAL 3: Enhance scientific credibility and develop a standard of excellence within our wildlife program and projects.

ACTIVITY / PROJECT	KEY RESULTS	AMOUNT
Business Unit Leadership, Wildlife Program Coordination <ul style="list-style-type: none"> Maintain scientific standards within the wildlife program through liaison with the academic community. Ensure the proper development of staff to meet current technical requirements. 	<ul style="list-style-type: none"> Southern region wildlife projects are developed and reviewed to ensure scientific credibility – fulfill provincial goals and address regional issues and priorities. Publication of results from wildlife projects in peer-reviewed journal(s) enhancing ACA's reputation as a sound scientifically credible organization. Opportunities provided to staff for professional development resulting in a more skilled and knowledgeable work force. 	\$21,172
	TOTAL	\$21,172

GOAL 4: To enhance and strengthen the relationship between ACA's wildlife program employees and their counterparts in Alberta Sustainable Resource Development.

ACTIVITY / PROJECT	KEY RESULTS	AMOUNT
Business Unit Leadership, Wildlife Program Coordination <ul style="list-style-type: none"> Ensure ACA's wildlife program is focused on conservation and can enhance Alberta Sustainable Resource Development's ability to manage the resource. Encourage joint participation on projects to promote learning and knowledge transfer. 	<ul style="list-style-type: none"> Continued open dialog with SRD and other organizations to foster a positive working relationship. Collaborative projects developed to address mutually agreed upon priorities and issues with SRD and other organizations. 	\$19,172
Wildlife Program Coordination <ul style="list-style-type: none"> Coordinator participates as a member of provincial and regional Wildlife Teams; plays a key role in the overall coordination of ACA's wildlife program throughout the province. 	<ul style="list-style-type: none"> Assist in development and direction of the provincial wildlife program, aware of provincial SRD priorities and issues and participate in the funding allocation meeting as regional wildlife coordinator. 	\$13,850
	TOTAL	\$33,022

Program Priority 1: Population assessment and status determination.

ACTIVITY / PROJECT	KEY RESULTS	AMOUNT
Milk River Drainage Wildlife Inventory Program <ul style="list-style-type: none"> To inventory selected species at risk within the Milk River Drainage to determine status and distribution. 	<ul style="list-style-type: none"> Data on populations and distribution will enhance management for species at risk and direct habitat stewardship activities. 	\$30,000
	TOTAL	\$30,000

Program Priority 2: Implementation of management, conservation or recovery plans.

ACTIVITY / PROJECT	KEY RESULTS	AMOUNT
Resource Selection by Pronghorn Antelope in the Grassland Region of Alberta <ul style="list-style-type: none"> To determine resource selection by pronghorn antelope through radio telemetry over a four year period (year 2 of 4). 	<ul style="list-style-type: none"> Enhanced management, by ASRD wildlife managers, of pronghorn antelope through the acquisition of data to address information gaps. Data collection this year will fill in information gaps for antelope in managements areas C, D and F. 	\$80,000

Yarrow / Castle Bighorn Sheep Project <ul style="list-style-type: none"> To monitor factors that may be limiting the population of ewes through radio telemetry within the Yarrow / Castle ecosystem. 	<ul style="list-style-type: none"> Enhanced management of the Yarrow / Castle sheep population through the acquisition of population and habitat data. Data collected this fiscal year will fill in the current data gaps regarding limiting factors, habitat selection and movement patterns of the ewe population. 	\$50,000
TOTAL		\$130,000

Total Wildlife Budget = \$233,367

Habitat

The Southern Business Unit's habitat program will design and deliver credible, efficient and accountable habitat initiatives in the Southern Business Unit while ensuring alignment with ACA's core values.

GOAL 1: To secure and protect currently identified high priority wildlife and fisheries habitat and habitat that provides recreational opportunities.

ACTIVITY / PROJECT	KEY RESULTS	AMOUNT
Business Unit Leadership, Habitat Program Coordination <ul style="list-style-type: none"> To develop collaborative partnerships and strategic alliances with other conservation organizations to address mutually agreed upon habitat issues and priorities within the SBU. 	<ul style="list-style-type: none"> Established working groups with other conservation groups centered on priority landscapes. Promotion of the value of recreational opportunities to other conservation groups. Incorporation of the value of recreational opportunity in the regional habitat program. 	\$11,740
TOTAL		\$11,740

GOAL 2: Complete inventories to identify critical wildlife and fish habitat and habitats that provide recreational opportunities.

ACTIVITY / PROJECT	KEY RESULTS	AMOUNT
Business Unit Leadership, Habitat Program Coordination <ul style="list-style-type: none"> Promotion of collaborative habitat securement and enhancement opportunities with other conservation partners, industry and SRD. Identify emerging issues and opportunities within the political, industrial and academic conservation communities. 	<ul style="list-style-type: none"> Habitat projects and programs are aligned with ACA regional habitat strategy goals. Business Unit planning and reporting to ensure strong accountability with respect to ACA's habitat program. 	\$18,156
Business Unit Habitat Program Planning <ul style="list-style-type: none"> Develop regional habitat strategy to identify high priority landscapes and targets that will provide direction for regional resource allocation; working closely with other business units, to better define ACA provincial habitat focus areas, programs and projects. 	<ul style="list-style-type: none"> Regional habitat strategy that guides project development and resources allocation. Landscape planning exercise to focus ACA habitat programs and projects. Priorities for land securement identified for the SBU. Update habitat databases and critical habitats. Identification of high priority areas for enhancement purposes. 	\$15,000
TOTAL		\$33,156

GOAL 3: To maintain, enhance and restore habitats to support priority species and populations that provide recreational opportunities.

ACTIVITY / PROJECT	KEY RESULTS	AMOUNT
Business Unit Leadership, Habitat Program Coordination <ul style="list-style-type: none"> Provide expertise to other conservation organizations related to landscape protection and enhancement. Responsibilities and roles clarified regarding ASRD and landowner agreements and historical project liabilities (control structures and other maintenance commitments). To explore and develop alternative non-traditional funding sources. 	<ul style="list-style-type: none"> Successful delivery of 2004 – 2005 habitat program including administration, financial reporting and progress updates. Recreational opportunities are integrated into collaborative habitat securement and enhancement projects. Increased in-kind and financial support to regional initiatives. 	\$20,575
SBU Habitat Core Business <ul style="list-style-type: none"> Review, maintain and monitor legal, ethical and moral obligations (e.g. management of BFW Crown Properties, Capital Project Liabilities, Fish Access Sites, Stream Bank Fencing, LHP and other landowner agreements). 	<ul style="list-style-type: none"> Legal, moral and ethical obligations are met (for high priority habitats and recreational properties). Maintenance provided to fish access sites, stocked ponds and high priority fishing areas. Reviewed commitment and maintenance costs to determine continued future participation. High priority habitat and recreation properties have interests maintained and enhanced. 	\$54,000
Ungulate Enhancement Program <ul style="list-style-type: none"> Assemble a database of existing projects based on a consistent, province wide format. Assemble all reports and relevant documents. 	<ul style="list-style-type: none"> A data set of prescribed burn and mechanical clearing activities is produced. If ungulate enhancement is deemed an activity ACA supports, development of a more structured, scientifically credible, and accountable ACA ungulate enhancement program. 	\$5,000
Walleye Spawning Substrate Evaluation <ul style="list-style-type: none"> Evaluate the level of use of walleye spawning habitat constructed in 2001 using observation of sites during spawning period with underwater camera, vacuuming substrate and sonar checks. 	<ul style="list-style-type: none"> Data collected will enable ACA staff to determine the effectiveness of man made spawning beds in irrigation reservoirs and its future application. 	\$3,000
TOTAL		\$82,575

GOAL 4: To develop improved linkages between the habitat, fisheries and wildlife program areas.

ACTIVITY / PROJECT	KEY RESULTS	AMOUNT
Business Unit Leadership, Habitat Program Coordination <ul style="list-style-type: none"> Provide conduit to foster working relationship between business unit fisheries and wildlife teams. Develop and maintain key partnerships regionally and provincially. Ensure the alignment of ACA's Strategic Business Plan with development and implementation of the SBU Annual Operating Plan. 	<ul style="list-style-type: none"> Habitat projects and programs are aligned with ACA goals and priorities and are delivered in an efficient and scientifically credible manner. Working groups are established to discuss habitat issues and collaboratively develop solutions and strategies. 	\$18,156
Habitat Program Coordination <ul style="list-style-type: none"> Coordinator participates as a member of provincial and regional habitat team; ensures program linkages and plays a key role in the overall direction of ACA's habitat program throughout the region and the province. 	<ul style="list-style-type: none"> Regional input into the development and direction of the provincial habitat program, aware of provincial SRD priorities and issues and participate in the funding allocation meeting as regional habitat coordinator. 	\$4,740
TOTAL		\$22,896

Program Priority 1: Riparian habitat.

ACTIVITY / PROJECT	KEY RESULTS	AMOUNT
SBU Riparian Management Program <ul style="list-style-type: none">Protect and enhance priority riparian systems throughout the region by working collaboratively with landowners, government and other conservation groups.	<ul style="list-style-type: none">Protected and enhanced riparian systems throughout the region for the maximum benefit of fish and wildlife resources.Collaborative partnerships established with landowners, government and other conservation organizations (watershed groups, DFO, PFRA, Cows and Fish, Counties and Municipalities).	\$35,000
TOTAL		\$35,000

Program Priority 2: Habitat supporting species at risk.

ACTIVITY / PROJECT	KEY RESULTS	AMOUNT
Milk River Drainage Habitat Stewardship Program <ul style="list-style-type: none">To conserve and enhance critical habitat for species at risk and other wildlife within the Milk River basin through stewardship activities with participating landowners.	<ul style="list-style-type: none">Enhanced and conserved grassland and critical habitat providing a direct, measurable benefit to species at risk and other fish and wildlife.Increased landowner awareness of native grassland habitat and its importance to fish and wildlife.	\$10,000
Western Blue Flag Conservation Program <ul style="list-style-type: none">To conserve and enhance critical Western Blue Flag habitat through stewardship activities with participating landowners.	<ul style="list-style-type: none">Enhanced and conserved Western Blue Flag habitat through the implementation of the Western Blue Flag recovery and maintenance strategy.Enhanced awareness of Western Blue Flag, resulting in an increase in the known population and its distribution.Increased landowner awareness of native grassland ecosystem and its importance for biodiversity.	\$10,000
Sage Grouse Conservation Initiatives <ul style="list-style-type: none">Development of strategies to conserve and enhance sage grouse habitat and populations through the use of a local sage grouse recovery team.	<ul style="list-style-type: none">A recovery action plan is developed outlining habitat recovery strategies.A spatial disturbance model is developed for sage grouse habitat, which will feed in to all management initiatives.Improved sage grouse habitat, through the development of ranch based range management plans.	\$5,000
TOTAL		\$25,000

Program Priority 3: Critical upland habitat.

ACTIVITY / PROJECT	KEY RESULTS	AMOUNT
Native Grassland Conservation Program <ul style="list-style-type: none">To enhance and conserve native grasslands and other critical habitats, to benefit fish and wildlife resources (habitat and populations) through collaborative partnerships with landowners. Collaborative partnerships and coordination of activities with government agencies and other conservation organizations.	<ul style="list-style-type: none">Enhanced and conserved grassland and critical habitat providing a direct, measurable multi-species benefit, while providing recreational opportunities for consumptive and non-consumptive users.Increased landowner awareness of native grassland ecosystem and its importance to fish and wildlife.Enhanced partnerships through integration of other organizations goals and objectives into the native grassland conservation program.	\$90,000
TOTAL		\$90,000

Program Priority 4: Habitat supporting recreational opportunities.

ACTIVITY / PROJECT	KEY RESULTS	AMOUNT
SBU Habitat Core Business <ul style="list-style-type: none">Explore opportunities to secure habitat or access through purchase, easements or other landowner agreements that provide benefits to multi-species while providing recreational opportunities for both consumptive and non-consumptive users.	<ul style="list-style-type: none">Secured recreational access/opportunities provided to consumptive and non-consumptive users.	\$54,000
TOTAL		\$54,000

Total Habitat Budget = \$354,367

Fisheries

The Southern Business Unit's fisheries program will be recognized for the development and delivery of innovative and scientifically credible fisheries projects and programs in southern Alberta while maintaining alignment with ACA's vision and core values.

GOAL 1: Increased public awareness of issues facing the fisheries resource and ACA's role in these issues as well as assist the public in identifying ways they can contribute.

ACTIVITY / PROJECT	KEY RESULTS	AMOUNT
Business Unit Leadership, Fisheries Program Coordination <ul style="list-style-type: none">Involve SBU in identification of communication shortfalls inhibiting public awareness and participation.Communicate current fishery issues with stakeholders.To explore and develop alternative non-traditional funding sources.	<ul style="list-style-type: none">A communication document is developed and implemented in the region to address public awareness of SBU fisheries conservation issues and initiatives.Increased participation in various workshops, sportsman's shows and presentations to conservation groups within the region.Prominent ACA fishery identity developed in region, which may lead to an increase in financial support.	\$8,950
TOTAL		\$8,950

GOAL 2: Enhance our knowledge of the fisheries resource – increasing our ability to facilitate the successful resolution of current and emerging fisheries issues.

ACTIVITY / PROJECT	KEY RESULTS	AMOUNT
Business Unit Leadership, Fisheries Program Coordination <ul style="list-style-type: none">Initiate discussions with SBU team, SRD fisheries staff and other agencies to determine priority issues and data gaps affecting management decisions including linkages to fisheries habitat initiatives. Investigate opportunities for staff to increase technical skills as suggested in personal development planning.	<ul style="list-style-type: none">Successful delivery of 2004 – 2005 fisheries program including administration, financial reporting and progress updates.Improved collaborative interaction with key SRD fisheries staff and other regulatory agencies.Opportunities provided to staff for professional technical development.	\$15,083
Investigation into the Magnitude of Sport Fish Movement Through Southern Alberta Reservoirs <ul style="list-style-type: none">A literature review on sport fish movement through reservoirs.	<ul style="list-style-type: none">A methodology will be developed to assess the magnitude of sport fish movement.Key partnerships with the irrigation districts and conservation groups will be developed to enhance project resources.	\$5,000
TOTAL		\$20,083

GOAL 3: Promote the effective use of information collected, allowing it to contribute positively to conservation in Alberta.

ACTIVITY / PROJECT	KEY RESULTS	AMOUNT
Business Unit Leadership, Fisheries Program Coordination <ul style="list-style-type: none"> Initiate regional planning discussions with SRD fisheries. Ensure linkage to habitat program. 	<ul style="list-style-type: none"> Management decisions are based on scientifically credible information provided by ACA fisheries staff. Presentation of project results in forums, workshops or conferences. Monthly, quarterly and final project reporting. 	\$13,083
TOTAL		\$13,083

GOAL 4: To enhance the relationship between ACA's fisheries program employees and their ASRD counterparts.

ACTIVITY / PROJECT	KEY RESULTS	AMOUNT
Business Unit Leadership, Fisheries Program Coordination <ul style="list-style-type: none"> Encourage and promote a collaborative team-oriented culture with SRD, in respect to the development, implementation and delivery of ACA's fishery programs, both regionally and provincially. Promote increased learning opportunities by promoting inter-agency collaboration on innovative or scientific projects. 	<ul style="list-style-type: none"> ACA staff recognized by ASRD for their ability to develop credible solutions and recommendations addressing regional fisheries issues. Mutually agreed upon allocation of resources to address current fisheries priorities. 	\$16,166
TOTAL		\$16,166

GOAL 5: Enhance the level of scientific credibility of ACA's fisheries programs.

ACTIVITY / PROJECT	KEY RESULTS	AMOUNT
Business Unit Leadership, Fisheries Program Coordination <ul style="list-style-type: none"> Technical standards and training are maintained or improved regarding personal development, project planning and implementation. Membership in the Provincial Fisheries Team; plays a key role in the overall direction of ACA's fisheries programs throughout the province. 	<ul style="list-style-type: none"> Scientifically credible collaborative projects developed with ASRD and implemented by ACA staff to collect relevant and cost effective data. Accountable allocation of regional fisheries program funding. Fisheries program is aligned with provincial goals and priorities. 	\$15,083
TOTAL		\$15,083

Program Priority 1: Fish populations, trends and status.

ACTIVITY / PROJECT	KEY RESULTS	AMOUNT
Assessment of Crawling Valley Reservoir Walleye Population <ul style="list-style-type: none"> To assess the Crawling Valley Reservoir walleye population through a population estimate, creel survey, and fall walleye index netting. 	<ul style="list-style-type: none"> Assessment of the walleye population to address and update FMOs and to provide current information for regulation review. Assist in the determination of whether there is a harvestable surplus of walleye, and may lead to management options for a walleye regulation change. Information will be entered into FMIS. 	\$27,550

Assessment of Sport Fish Distribution and Relative Abundance in the Lower Red Deer River (Phase 2) <ul style="list-style-type: none"> Boat electrofishing will be used to collect sport fish distribution and relative abundance data from the Red Deer River from Joffre to the Saskatchewan border (approximately 475 km). 	<ul style="list-style-type: none"> Comparison of abundance, distribution, and status of sport fish species in the lower Red Deer River. Evaluate the effectiveness of current regulations and management, and will support the FMOs in the South Saskatchewan River Basin review and Red Deer River Basin plan process. Information will be entered into FMIS. 	\$44,590
Assessment of Trout Populations in High Mountain Lakes in Southwest Alberta <ul style="list-style-type: none"> Trout population estimates will be conducted utilizing continuously run multi-mesh gill nets. 	<ul style="list-style-type: none"> Updated trout population data for six high mountain lakes. Data provided to ASRD fisheries managers will be used to update/develop management plans, fisheries management objectives, and provide the basis for regulation change. Information will be entered into FMIS. 	\$14,200
Assessment of the Upper Oldman Drainage Trout Population <ul style="list-style-type: none"> The project will combine an angler survey and a population estimate focused in the Upper Oldman Drainage. Additional population estimates will be conducted in other lentic systems located within the Blairmore/ Pincher Creek area. 	<ul style="list-style-type: none"> Data will be provided to fisheries managers on angling pressure, success rates and angler satisfaction. Trout population estimates will be conducted on several drainages with emphasis on the Upper Oldman Drainage. Information will be entered into FMIS. Reports, maps, and data forms will be available to ACA staff, Sustainable Resource Development staff, conservation professionals and stakeholders. 	\$16,668
TOTAL		\$103,008

Program Priority 2: Sport fish harvest and angling effort.

ACTIVITY / PROJECT	KEY RESULTS	AMOUNT
Assessment of Crawling Valley Reservoir Walleye Population <ul style="list-style-type: none"> The project will assess the Crawling Valley Reservoir walleye population through a population estimate, creel survey, and fall walleye index netting. 	<ul style="list-style-type: none"> Assessment of the walleye population to foster the development of updated FMOs and to provide current information for a regulation review. Information will assist in the determination of whether there is a harvestable surplus of walleye, and will lead to the development of options for a walleye regulation change. Information will be entered into FMIS. 	\$27,550
Assessment of the Upper Oldman Drainage Trout Population <ul style="list-style-type: none"> The project will combine an angler survey and population estimate focused in the upper Oldman Drainage. Additional population estimates will be conducted in other lentic systems located within the Blairmore/ Pincher Creek area. 	<ul style="list-style-type: none"> Data on angling pressure, success rates and angler satisfaction will be developed and provided to ASRD fisheries managers for credible regulation changes. Trout population estimates will be developed for several drainages with emphasis on the Upper Oldman Drainage. Information will be entered into FMIS. Reports, maps, and data forms will be available to ACA staff, ASRD staff, conservation professionals and stakeholders. 	\$16,667
TOTAL		\$44,217

Program Priority 4: Fish habitat status and change.

ACTIVITY / PROJECT	KEY RESULTS	AMOUNT
Assessment of the Upper Oldman Drainage Trout Population <ul style="list-style-type: none">A total of nine index streams have been identified. Trout population estimates will be conducted at index sites on these streams.	<ul style="list-style-type: none">Collection of baseline information on fish habitat status.Data collected will be provided to ASRD fisheries managers for use in the conservation and protection of fish habitat.	\$16,666
	TOTAL	\$16,666

Total Fisheries Budget = \$237,256

Total Allocation for the Southern Business Unit = \$824,990

Partners and Collaborators

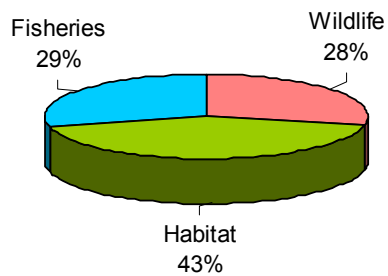
The Alberta Conservation Association's key clients in the Southern Business Unit are the Provincial Government (Alberta Sustainable Resource Development), hunters and anglers and other conservationists, the general public, other cooperative conservation organizations, stakeholder groups, the timber industry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

Work in the ACA Southern Business Unit involves partnerships with:

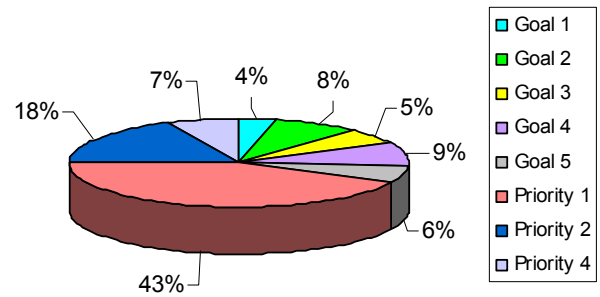
- Sustainable Resource Development (Wildlife Management, Fisheries Management, Public Lands, Forestry).
- Other Provincial government departments (Community Development, Alberta Agriculture, Alberta Environment).
- Federal Government Departments (Prairie Farm Rehabilitation Administration, Department of Fisheries and Ocean, National Parks, Canadian Wildlife Service, Agriculture Canada).
- Federal Government Habitat Stewardship Program for Species at Risk.
- Local governments (Municipal Districts, Counties, Towns).
- Various Conservation Organizations (Nature Conservancy of Canada, Rocky Mountain Elk Foundation, Foundation for North America Wild Sheep, Southern Alberta Land Trust Society, Alberta Professional Outfitters Society, Alberta Fish and Game Association and affiliated clubs, Willow Valley Trophy Club, LCC Chapter of the Wildlife Society, Cows and Fish, Pheasants Forever, Ducks Unlimited Canada, Walleye Unlimited, Trout Unlimited, Southern Alberta Walleye Trail, World Wildlife Fund – Endangered Species Recovery Fund).
- Timber and Petroleum industries (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).
- University of Calgary, University of Lethbridge.

Summary

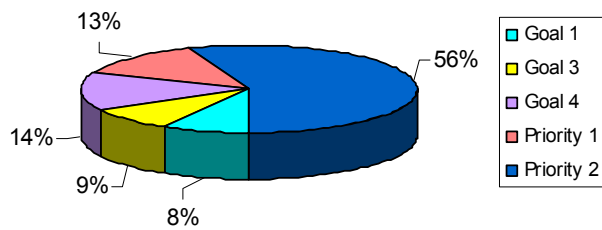
**% Program Funding Allocations
Southern - 2004/2005**



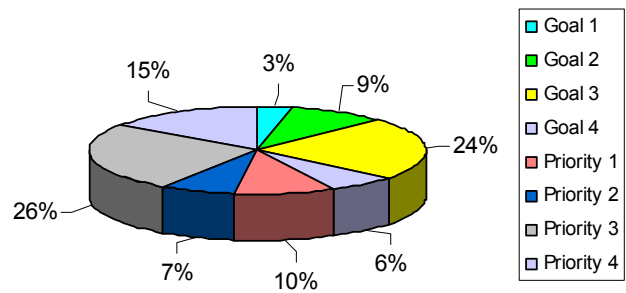
**% Allocation within Fisheries Program
Southern - 2004/2005**



**% Allocation within Wildlife Program
Southern - 2004/2005**



**% Allocation within Habitat Program
Southern - 2004/2005**



Northeast Business Unit

Fiscal year 2004 – 2005 will be a challenging and productive year. With a refocused habitat program and a newly developing wildlife program, we look forward to delivering projects with a tightened focus addressing conservation needs in a more efficient manner while supporting province-wide initiatives. Collapsed fisheries are still recovering under the enhanced protection of recent pike and walleye management strategies, and relatively few management changes will take place this year. However, some fisheries have reached the point at which status assessment is needed for effective management, and ACA plays an important role in doing this. Anglers will enjoy the benefits of recovered fisheries. Also, the need to plan for increased access development in the north and assess the status of aquatic and riparian habitat condition in regional waters is high. The regional fisheries program is well-rounded, delivering projects that address 4 out of 5 Strategic Business Plan goals, and 3 out of 4 program priorities. This business unit will also provide leadership in the province-wide evaluation of index-netting methods as tools for assessing the status of fish populations. Our habitat program underwent an in-depth review of existing projects and delegated responsibilities in 2003 – 2004. From this review, strategic plans were developed that will focus the future 2004 – 2005 habitat program on conservation of priority habitats and the recreational opportunities they provide, while concurrently allowing staff to seek out operational and funding efficiencies and alliances in support of that focus. This year's program activities will concentrate on 3 of 4 habitat goals, and program priority 1 of the 4 program priorities listed in ACA's 2004 – 2007 Strategic Business Plan. The Northeast Wildlife Team will be delivering projects that address 4 of 5 program priorities. These projects include the completion of a long-term waterfowl study (1989 – 2003) and the initial stages of a program that will address landscape planning and identification of priority wildlife and wildlife habitat areas. The team recognizes the importance of developing partnerships and strategies that will be necessary to address priority regional issues. In order to effectively address priority issues increased revenue and new and innovative partnerships are necessary. Development of new partnerships and continued definition of regional priorities will be the primary objectives in 2004 – 2005. With the strength of our experience and dedication, we will serve and support our northeast program teams to enable them to achieve their goals and provide leadership in the development and implementation of innovative and effective conservation programs within ACA.

Priority Issues

1. The need for the development of relationships or partnerships with industry and conservation groups in the business unit.
2. Harvest of walleye and other species, and angler use at these high use fisheries must be monitored to ensure that pressure and harvest are sustainable.
3. A major road development in the north has created the need to develop thorough plans for collecting fish population inventory data, so that proactive management strategies can be developed and status of populations can be determined prior to increased exploitation pressure.
4. There currently is poor understanding of the habitat conservation challenges present in a landscape of primarily private land, high urban populations and intensive agriculture.
5. Throughout much of the region, riparian habitat is under great human pressure, and is being incrementally lost or degraded. The condition of habitat in and along regional waters needs to be assessed and monitored and the information needs to be shared with key stakeholders.
6. Clear definition of wildlife priority issues and the need for partnership development. In the meantime, regional wildlife projects that are ongoing will be delivered and commitments will be met.

Goals or Program Priorities - Associated Activities and Key Results

Fisheries

GOAL 1: Increased public awareness of issues facing the fisheries resource and ACA's role in these issues, as well as assist the public in identifying ways that they can contribute.

ACTIVITY / PROJECT	KEY RESULTS	AMOUNT
Regional Management and Fisheries Program Coordination <ul style="list-style-type: none"> Leadership of coordinated, team-based delivery of public communication activities within the fisheries program. Provides support to the Provincial Fisheries Team and Operational Management Team. 	<ul style="list-style-type: none"> Assist Provincial Fish Team in efforts to raise public awareness of fisheries conservation issues. Feedback is received from the public that indicates increased awareness and support for fisheries conservation issues raised. NE Business Unit Team functions effectively and provides necessary support to ensure the Regional Fisheries Team is successful. Clear direction is provided to teams and staff. 	\$13,425
	TOTAL	\$13,425

GOAL 2: Enhance our knowledge of the fisheries resource, increasing our ability to facilitate the successful resolution of current and emerging fisheries issues.

ACTIVITY / PROJECT	KEY RESULTS	AMOUNT
Regional Management and Fisheries Program Coordination <ul style="list-style-type: none"> Leadership of team-based planning and delivery of an effective fisheries program that focuses on resolving key uncertainties, with a forward-looking emphasis that increases our ability to proactively respond to emerging issues. Provides support to the Provincial Fisheries Team and Operational Management Team. 	<ul style="list-style-type: none"> Program plans clearly identify fisheries issues and linkages between them and activities. ACA and SRD fisheries staff receive information from regional projects that contributes to their plans and projects. The Provincial Fish Team succeeds in efforts to identify and plan for current and emerging fisheries conservation issues. NE Business Unit Team functions effectively and provides necessary support to ensure the Regional Fisheries Team is successful. 	\$13,425
	TOTAL	\$13,425

GOAL 4: Enhance the relationship between ACA's fisheries program employees and their ASRD counterparts.

ACTIVITY / PROJECT	KEY RESULTS	AMOUNT
Regional Management and Fisheries Program Coordination <ul style="list-style-type: none"> Leadership of team-based planning and implementation of activities that are conducted in a manner that is collaborative with SRD, while fostering a clear understanding of ACA and SRD roles. Provides support to the Provincial Fisheries Team and Operational Management Team. 	<ul style="list-style-type: none"> Key SRD staff are satisfied with the degree of collaboration and support our program. Projects are delivered with ACA and SRD clearly defined and agreed-upon role distinction. Project results and related information are effectively communicated to relevant SRD fisheries staff in a format that is useful. Data are forwarded to FMIS. 	\$13,425
	TOTAL	\$13,425

GOAL 5: Enhance the scientific credibility of ACA's fisheries programs.

ACTIVITY / PROJECT	KEY RESULTS	AMOUNT
Regional Management and Fisheries Program Coordination Leadership of team-based planning and delivery of activities that meet key resource management priorities in a scientifically-credible and effective manner. Provides support to the Provincial Fisheries Team.	<ul style="list-style-type: none"> Final reports are peer-reviewed (within ACA and SRD) in addition to interaction with the scientific community. ACA's Manager of Science and Research supports the NE Fisheries Team project methodologies. Participation in Joint ACA/SRD Data Standards Committee and the Alberta Fisheries. 	\$13,425
Team Support <ul style="list-style-type: none"> Supports the effective function of the NE Fisheries Team, including team development and member's professional development activities, leading to enhanced credibility and effectiveness, and value-added project delivery. 	<ul style="list-style-type: none"> Professional development activities stated in work plans and development plans will be identified and implemented. Presentation of project results in scientific and academic forums (e.g. conferences, primary literature). 	\$4,000
TOTAL		\$17,425

Program Priority 1: Fish population trends and status.

ACTIVITY / PROJECT	KEY RESULTS	AMOUNT
Collapsed Lakes Walleye Monitoring: Touchwood Lake <ul style="list-style-type: none"> Obtain and provide data to SRD about the status of the walleye population in this recovering collapsed lake. Also contributes data to the evaluation of Fall Walleye Index Netting (FWIN). 	<ul style="list-style-type: none"> Completed field surveys (walleye population estimate and FWIN). Data forwarded to FMIS and SRD Fisheries. Touchwood Lake walleye population status report. Communication plan developed and implemented. 	\$19,800
Birch Mountains Fisheries Inventory Planning <ul style="list-style-type: none"> Collaboration with SRD Fisheries, to conduct inventory activities in the following 3 – 5 years at lake and river fisheries area affected by new road development. 	<ul style="list-style-type: none"> Completed fisheries inventory plans for each targeted fishery. Partnership development leading to an enhanced level of financial and in-kind resources. 	\$15,000
Grayling Surveys Summary <ul style="list-style-type: none"> Lead the analysis and compilation of time-series grayling surveys conducted in recent years at both the EIs and House River drainages, with a focus on comparing trends in population characteristics and related factors (e.g. exploitation, drought). 	<ul style="list-style-type: none"> Completed report. Communication plan developed and implemented. 	\$10,000 (external funding)
TOTAL		\$34,800

Program Priority 2: Sport fish harvest and angling effort.

ACTIVITY / PROJECT	KEY RESULTS	AMOUNT
Fishery Monitoring at Harvest Lakes <ul style="list-style-type: none"> Conduct assessments of the status of fisheries in Buck, Marie and Orloff lakes using a combination of methods, including population estimates, angler surveys, test-angling and index-netting. 	<ul style="list-style-type: none"> Completed field surveys and reports for Buck, Marie and Orloff lakes. Data forwarded to FMIS and SRD Fisheries. Fishery status reports for pike and walleye fisheries at survey lakes. Communication plan developed and implemented. 	\$90,800
Wabamun Lake Winter Creel Survey <ul style="list-style-type: none"> Collect and provide data about the level of angler use and exploitation of this fishery, as well as the status of pike and whitefish populations. 	<ul style="list-style-type: none"> Completed angler survey and biological sampling. 	\$17,000
TOTAL		\$107,800

Program Priority 4: Habitat status and change.

ACTIVITY / PROJECT	KEY RESULTS	AMOUNT
Riparian Habitat Assessment Program <ul style="list-style-type: none">Conduct surveys of the status of riparian/littoral habitat condition of lakes, as per a prioritized list of regional lakes.	<ul style="list-style-type: none">Continued collection of low flight aerial videography of riparian and littoral areas at priority lakes (regional focus, provincial scope).Determination of riparian area health, littoral fish habitat status and other desired information from videos.Development of GIS mapping, multi-media and paper-based materials describing collected and analyzed information and project history, status and methodologies. Videos and information distributed to project partners and resource managers.Presentations describing project and products delivered to partners, stakeholders and the public as available.	\$32,000
	TOTAL	\$32,000

Total Fisheries Budget = \$232,300

Wildlife

The Northeast Wildlife Team, while working collaboratively, will define regional priorities and issues, and then support, develop, and implement wildlife conservation programs that ensure healthy sustainable wildlife populations for the future.

GOAL 1: Delivery and support of wildlife projects that enhance information on current issues facing wildlife populations in Alberta, and measure results.

ACTIVITY / PROJECT	KEY RESULTS	AMOUNT
Regional Management and Wildlife Program Coordination <ul style="list-style-type: none">Leadership of team-based planning and implementation of Wildlife programs both regionally and provincially. Identify emerging issues and opportunities within the political, industrial and academic conservation communities as they relate to ACA's wildlife programs. Ensure proper linkages are maintained between Fisheries, Wildlife and Habitat Teams where required. Provides support to the Operational Management Team.	<ul style="list-style-type: none">Program plans clearly identify wildlife issues and linkages between them and activities.Effective communication within ACA and externally to facilitate the sharing of wildlife conservation information. ACA and SRD wildlife staff receive information from projects.Coordination of regional efforts to secure partnerships relative to wildlife programming and to share program-relevant information with stakeholders.NE wildlife program is recognized as having achieved significant growth and development, and provides leadership to other business units.	\$26,850
	TOTAL	\$26,850

GOAL 3: Enhance scientific credibility and develop a standard of excellence within our wildlife program and projects.

ACTIVITY / PROJECT	KEY RESULTS	AMOUNT
Team Support <ul style="list-style-type: none"> Support for the effective function of the NE Wildlife Team, including team development and members' professional development activities, leading to enhanced credibility and effectiveness, and value-added project delivery. 	<ul style="list-style-type: none"> Presentation of project results in scientific and academic forums (e.g. conferences, primary literature). 	\$4,000
TOTAL		\$4,000

GOAL 4: Enhance and strengthen the relationship between ACA's wildlife program employees and their ASRD counterparts.

ACTIVITY / PROJECT	KEY RESULTS	AMOUNT
Regional Management and Wildlife Program Coordination <ul style="list-style-type: none"> Leadership of team-based planning and implementation of activities that is conducted in a manner that is collaborative with ASRD. Will ensure that linkages are maintained or created to resource management priorities that exist outside regional boundaries in order to increase the value of the work done wherever beneficial. Provides support to the Operational Management Team. 	<ul style="list-style-type: none"> Effective communication with SRD "key nodes" is maintained at all stages of program planning and delivery. Project results and related information effectively communicated to relevant SRD wildlife staff in a format that is useful. The NE Wildlife Team provides support to the Provincial Wildlife Team in efforts to clarify and improve our working relationship with SRD. 	\$26,850
TOTAL		\$26,850

Program Priority 1: Population assessment and status determination.

ACTIVITY / PROJECT	KEY RESULTS	AMOUNT
Buffalo Lake Pair / Brood Study <ul style="list-style-type: none"> In 1989, the Buffalo Lake Pair/Brood Study was initiated to evaluate the effectiveness of NAWMP activities within the Buffalo Lake Moraine. This activity is the culmination of the ongoing study and will compile and analyze data collected since the inception of the project. A Masters student will be working on data compilation and analysis during 2004 – 2005. 	<ul style="list-style-type: none"> Development of database that will store existing waterfowl population and productivity data within the BLM Study Area since 1989. Analysis of the impact of NAWMP activities on waterfowl within the BLM Study Area. 	\$30,000
TOTAL		\$30,000

Program Priority 2: Implementation of management, conservation or recovery plans.

ACTIVITY / PROJECT	KEY RESULTS	AMOUNT
Cavity Nesting Waterfowl Nesting Enhancement Program <ul style="list-style-type: none">Habitat loss is a limiting factor for cavity nesting waterfowl throughout much of the Central Parkland ecosystem. In areas where suitable brood rearing habitat exists, artificial nesting structures (n=1200) for cavity nesting waterfowl have been erected in key delivery areas (Pine Lake, Rumsey and Pine Lake Moraines). The importance of habitat retention and stewardship activities are being integrated into this population enhancement activity.	<ul style="list-style-type: none">Ongoing maintenance of approximately 25% of existing nesting structures and replacement of nest boxes that are damaged.New nest boxes will be erected in high priority locations (n=30-50) and information from new locations will be entered into existing database.Direct contact with participating landowners will occur as a component program extension. Extension programming will involve the distribution of written material and presentation regarding habitat retention and stewardship.	\$9,000
	TOTAL	\$9,000

Program Priority 3: Habitat inventory information.

ACTIVITY / PROJECT	KEY RESULTS	AMOUNT
Multi-Scale Landscape Management Planning <ul style="list-style-type: none">This project will a) develop an ecosystem management process and objectives at a landscape scale; and b) identify priority areas for wildlife and habitat management.	<ul style="list-style-type: none">Detailed project methodology and study design will be developed and presented to the Provincial Wildlife Team for consideration of future project funding.	\$5,000
	TOTAL	\$5,000

Program Priority 4: Compilation, archival and management of information.

ACTIVITY / PROJECT	KEY RESULTS	AMOUNT
Data Management – Biodiversity/Species Observation Database (BSOD) <ul style="list-style-type: none">This project involves compiling wildlife data from existing files and reports that have not been entered into BSOD and determined suitable for the database. The absence of existing data in BSOD prevents this information from being utilized by land managers.	<ul style="list-style-type: none">All existing data sets that have not been entered into BSOD will be identified.Existing data sets that are suitable for BSOD will be identified and compiled and then entered into BSOD.Project staff will become proficient in using BSOD and will train ACA staff enabling us to utilize BSOD as a planning tool.	\$5,000
	TOTAL	\$5,000

Total Wildlife Budget = \$106,700

Habitat

Our Habitat Team will use experience and knowledge to focus and reform the Northeast habitat program. We will develop and implement an innovative and effective program that conserves and enhances aquatic and terrestrial habitats supporting priority species and populations that are habitat-limited. Our habitat program will promote a conservation ethic and increase sustainable recreational opportunities in Alberta.

GOAL 1: To secure and protect currently identified high priority wildlife and fisheries habitat and habitat that provides recreational opportunities.

ACTIVITY/ PROJECT	KEY RESULTS	AMOUNT
Regional Management and Habitat Program Coordination <ul style="list-style-type: none"> Leadership of team-based planning and implementation of habitat projects that focus on habitats identified as supporting priority species and recreational opportunities. Identify emerging issues and opportunities within the political, industrial and academic conservation communities as they relate to ACA's habitat programs. Ensure proper linkages are maintained between Fisheries, Wildlife and Habitat Teams where required. 	<ul style="list-style-type: none"> Coordination of regional efforts to secure partnerships that support the delivery of present and future habitat securement projects. Northeast habitat program is recognized as having achieved significant refinement of focus, growth and development, and provides leadership to other business units. NE Habitat Team and Provincial Habitat Team function effectively, as indicated by team function assessments. 	\$31,850
Parkland Conservation Group <ul style="list-style-type: none"> The PCG delivers on-the-ground habitat securement activities targeting native aspen parkland habitat. It is an established partnership between ACA, DUC and NCC and through collaborative efforts delivers land acquisition and CE's in established priority areas. 	<ul style="list-style-type: none"> Maintain and enhance partnership through alternating chairperson duties, complete environmental assessment on all habitat securement referrals. Negotiation of 1 habitat land acquisition proposal for the PCG. Plan and deliver a Conservation Easement Workshop for landowners in the Pine Lake area. Production of PCG Habitat Securement information brochure, and delivery of presentations and other extension activities. 	\$15,000
Conservation Land Raffle <ul style="list-style-type: none"> Investigation into the feasibility and marketability of a project capable of generating capital for the ACA habitat program. The focus will be on involving lands that fall into currently identified priority areas or types. 	<ul style="list-style-type: none"> Preparation of report on feasibility and description of the process required to conduct the raffle. 	\$10,000
Team Support <ul style="list-style-type: none"> Ensure the effective function of Northeast teams. Habitat Team members will engage in team development and professional development activities, leading to enhanced effectiveness and value-added program delivery. 	<ul style="list-style-type: none"> Professional development activities stated in Personal Development Plans will be implemented. Team function costs are covered and tracked outside of projects and are transparent and accountable. 	\$8,000
TOTAL		\$64,850

GOAL 2: Complete inventories to identify critical wildlife and fish habitat and habitats that provide recreational opportunities.

ACTIVITY / PROJECT	KEY RESULTS	AMOUNT
Business Unit Habitat Program Planning <ul style="list-style-type: none"> This is a provincial initiative, implemented collaboratively with other business units. Landscape-level data compilation and analysis will be done as a planning process to better define ACA provincial habitat focus areas, programs and projects. 	<ul style="list-style-type: none"> Standardized approach to GIS planning methodology developed and available data developed. Landscape planning exercises to focus ACA wildlife habitat programs and projects completed. Landscape based ACA habitat program. Defined and credible ACA habitat program and project focus areas. 	\$15,000
TOTAL		\$15,000

GOAL 3: To maintain, enhance and restore habitats to support priority species and populations that provide recreational opportunities.

ACTIVITY/ PROJECT	KEY RESULTS	AMOUNT
Regional Management and Habitat Program Coordination <ul style="list-style-type: none"> Leadership of team-based planning and implementation of habitat projects that maintain. Identify emerging issues and opportunities within the political, industrial and academic conservation communities as they relate to ACA's habitat program. Ensure proper linkages are maintained between Fisheries, Wildlife and Habitat Teams where required. 	<ul style="list-style-type: none"> An overall reduction in costs of fulfilling inherited obligations is achieved. Reduced maintenance of low-priority obligations. A protocol for setting priorities relative to wildlife and fish species is utilized. 	\$31,850
Core Habitat Program Business <ul style="list-style-type: none"> This project involves manpower and capital required to maintain the legal and ethical responsibilities of the NE habitat program including 10 ACA/partner owned lands, 57 BFW Crown land properties where ACA staff are involved with management, 11 BFW properties with stocked trout ponds including 3 with aeration activities, 3 Crown properties with habitat enhancements, 2 fish habitat structures, aeration of Spring Lake, 3 riparian management demo sites, 244 private land retention agreements, presentations to local clubs, liaison with SRD and other partners, plus administration duties required for habitat program operation and team activities. 	<ul style="list-style-type: none"> ACA/partner owned properties will be managed to maintain and enhance our partnerships while meeting habitat conservation priorities. Continue ACA involvement as a management partner and a stakeholder in Crown BFW properties. Conduct individual Crown property evaluations to determine which sites do not warrant continued ACA involvement. Develop and implement plans to discontinue involvement as needed. Maintain stocked trout ponds and aeration systems that supply cost-effective and high use angling opportunities. Continue to honour LHP agreements, while implementing a strategy to conclude the LHP within 5 years. Transition plans implemented for conversion of agreements to permanent protection (through purchases or Conservation Easements of at least 5,000 acres of habitat currently enrolled in the LHP. 	\$191,715
TOTAL		\$223,565

Program Priority 1: Riparian habitat.

ACTIVITY / PROJECT	KEY RESULTS	AMOUNT
Lentic Riparian Recovery Project <ul style="list-style-type: none"> This project represents the evolution of previous regional shoreline conservation and riparian assessment activities, combined to focus on one primary model of habitat recovery. We will lead the development of shoreline conservation groups and implementation of comprehensive collaborative shoreline recovery plans at priority lakes. These plans will combine and focus the efforts of multiple agencies and stakeholders, and will include monitoring of habitat status and facilitate enforcement of habitat recovery. 	<ul style="list-style-type: none"> Development of a prioritized list of Northeast Business Unit lakes requiring riparian recovery plans. Recovery plan developed and implemented at one priority lake. Baseline habitat status assessment at target lake. Development of partnerships to support continued shoreline inventory data collection, analysis, distribution and presentation at priority lakes identified for riparian recovery plan development. 	\$30,000

<p>Lotic Riparian Recovery Project</p> <ul style="list-style-type: none"> This project focuses on planning and stewardship activities that are aimed at slowing or reversing the degradation of water quality and riparian habitat associated with flowing waters in the settled area of the Northeast Business Unit. This will be achieved by working in collaboration with other environmental agencies and volunteer watershed groups to promote and demonstrate riparian conservation activities in priority watersheds. 	<ul style="list-style-type: none"> Leadership of collaborative riparian conservation stewardship activities in the Blindman and Medicine river watersheds. Facilitation of partnership workshops and field days for watershed groups and landowners. Participation in Watersheds of Alberta steering committee and leadership of the Watershed of Alberta website. Consultation provided to watershed groups and landowners. Initiatives to involve volunteers in hands-on projects developed and lead. Riparian demonstration sites developed via agreements with landowners. Development or use of a priority setting model for assigning rank-order to regional watercourses. Prioritization of streams in the settled area within the business unit (priority lotic waters list). Special emphasis will be placed on the North Saskatchewan River basin, within which one high-priority stream will be identified and a plan developed to utilize DFO-ordered compensation funds (NSR-Corridor Pipeline) for a habitat conservation project. 	<p>\$30,000</p>
	TOTAL	\$60,000

Total Habitat Budget = \$363,415

Total Allocation for the Northeast Business Unit = \$702,415

Partners and Collaborators

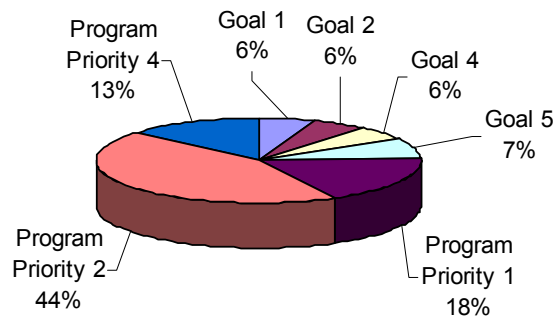
The Alberta Conservation Association's key clients are the Provincial Government (Alberta Sustainable Resource Development and Alberta Environment), hunters and anglers and other conservationists, the people of Alberta in general, other conservation organizations and stakeholder groups, the timber industry,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

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

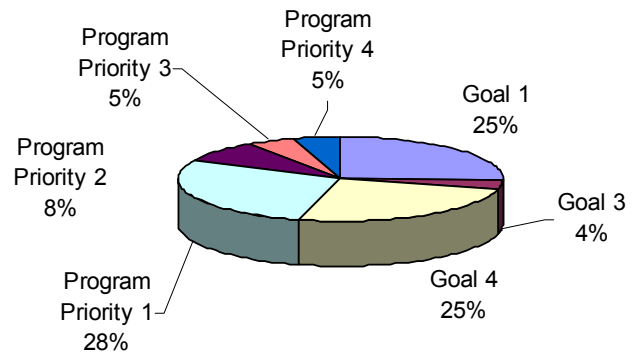
- With Alberta Sustainable Resource Development (Fisheries Management, Wildlife Management, Land and Forest Service) and Alberta Environment.
- With other Provincial Government Departments (Alberta Agriculture).
- With the Federal Government (Department of Fisheries and Oceans).
- With local governments (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 other conservation organizations (Ducks Unlimited, Nature Conservancy Canada, Alberta Fish and Game Association, Cows and Fish, Prairie Farm Rehabilitation Association, Alberta Environmentally Sustainable Agriculture, Grey Wooded Forage Association, Red Deer River Naturalists, Buffalo Lake Naturalists, Pheasants Forever, Crooked Creek Conservancy of Athabasca).
- With landowners, volunteer stewards and other conservation-minded individuals.

Summary

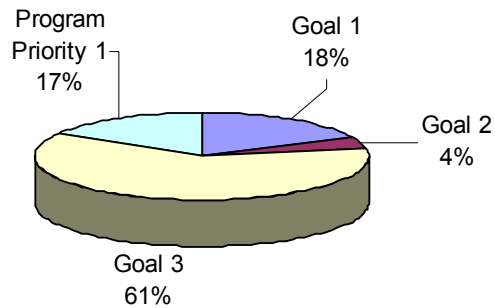
Northeast Fisheries Program Allocation by Objective, Goal or Program Priority



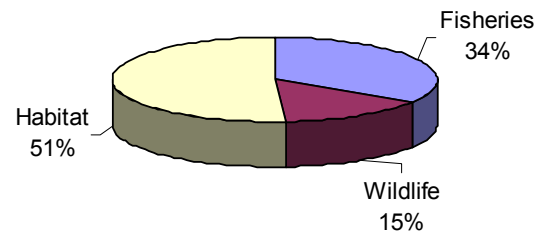
Northeast Wildlife Program Allocation by Objective, Goal or Program Priority



Northeast Habitat Program Allocation by Objective, Goal or Program Priority



Percent Allocation of Funds by Program - Northeast Region 2003 - 2004



East Slopes Business Unit

For this upcoming fiscal year, the East Slopes Business Unit's annual ACA operating budget will be \$852,540, which is \$120,460 less than last year's budget of \$973,000. The reduction in funding is reflective of a shift in ACA priorities and a need for the BU to refocus the current habitat program. In the fisheries program area, the 2004 – 2005 funding allocation is \$398,400, compared to the \$420,000 allocated last year. The \$21,600 reduction in funding is primarily related to the allocation of funds to higher priority fisheries issues in other ACA business units. In 2004 – 2005 several new shorter-term fisheries projects will be carried out and we will undertake some longer-term fisheries program planning in collaboration with Alberta Sustainable Resource Development (ASRD). In the wildlife program area, the 2004 – 2005 funding allocation is \$97,700, compared to the \$149,500 allocated last year. The \$51,800 reduction in funding is primarily related to directing the majority of the ACA 2004 – 2005 wildlife program funding allocation into the Provincial Aerial Ungulate Survey Program, and that commitments to several multiple year wildlife projects were completed in fiscal 2003 – 2004. For 2004 – 2005, efforts will be directed into reviewing results and recommendations of several wildlife projects such as the Foothills Model Forest Grizzly Bear Project, Central East Slopes Elk Study and the Caw Ridge Mountain Goat Study. Reviews of previously funded projects will help ACA to better focus future ACA sponsored wildlife and habitat program activities. A major goal of the wildlife program for 2004 – 2005 is to work with ASRD to develop an ACA wildlife program that will provide greater benefits to ACA stakeholders. In the habitat program area, the 2004 – 2005 funding allocation is \$356,440, compared to the \$403,500 allocated last year. The \$52,060 reduction in BU habitat program funding is related to two main factors. The first factor is that the overall allocation to ACA habitat programs was reduced to better address higher resource priorities in other ACA program areas. The second factor is that on the ground ACA habitat work in 2004 – 2005 has been scaled back somewhat while the BU implements plans to improve its efficiency in the delivery of ACA habitat programs. In 2004 – 2005, the major challenges of the East Slopes habitat program will be to implement strategies to manage inherited Buck for Wildlife responsibilities and refocusing fish habitat and wildlife habitat programs. The East Slopes Business Unit is a creative, high performance, program and project delivery team. It is our primary goal to ensure the efficient delivery of conservation programs and projects to address priorities set by ACA's Provincial Fish, Wildlife and Habitat Teams.

Priority Issues

1. There is a need to ensure that ASRD staff, at all levels, understand the strategic direction of ACA for the next several years.
2. Fisheries issues range from drought in the southern areas, concerns over OHV impacting stream habitats, and public unawareness of critical conservation issues and our role in their amelioration.
3. Development of partnerships and a need to narrow the focus of the wildlife program will be paramount to its success. In addition an enhanced linkage between ACA's wildlife program and GECF projects in the business unit will be explored.
4. The development of annual maintenance cost reduction strategies that ensure habitat investments are not compromised.
5. The development of landscape planning as a tool in setting habitat priority activities for ACA.

Goals or Program Priorities - Associated Activities and Key Results

Fisheries

With support and guidance from the Provincial Fisheries Team, the East Slopes Fish Team will clearly define BU priority fisheries issues and implement programs that effectively address these issues within the East Slopes.

GOAL 1: Increased public awareness of issues facing the fisheries resource and ACA's role in these issues as well as assist the public in identifying ways they can contribute.

ACTIVITY / PROJECT	KEY RESULTS	AMOUNT
Business Unit Leadership and Program Coordination <ul style="list-style-type: none"> Ensure that the data collected can be used by ASRD resource managers. To ensure information is exchanged within the business unit, provincial and regional teams. Ensure data collected by ACA fish programs ends up in ACA report series. 	<ul style="list-style-type: none"> Management decisions are based on the information provided by ACA's fish team. Improved communication and standardization throughout the province. East Slopes data and report input to the ACA report series. 	\$5,000
Communications <ul style="list-style-type: none"> Articles for ACA magazine and other popular media communications plans developed and delivered for fisheries projects. Circulation of project reports and project highlights to ASRD, and other stakeholders. Participation at Partners in Conservation and other conferences and workshops. Participation at sportsmen shows and ACA member annual meetings. Program and project related presentations to member groups and other special interest organizations. Work with ASRD and GECF recipients to disseminate project results to public. 	<ul style="list-style-type: none"> ACA stakeholders and public are informed on ACA programs, projects and priorities. Increased profile and support for ACA activities. Increased partnership funding for the delivery of fisheries programs. 	\$5,000
Project Partnership and Other Business Unit Fundraising. <ul style="list-style-type: none"> Liaison with current and former project partners. Contact, meetings and presentations to potential fish project partners and collaborators. Blackstone River Study, Clearwater Study, Flow Study and OHV Project, Cooperative Industry Fisheries Programs. 	<ul style="list-style-type: none"> Former project partners continue to support ACA activities. Several meetings and presentations to potential project partners. Partnerships developed, increased profile and support for ACA activities. Increase, or establish, partnerships for the delivery of the noted projects. 	\$5,000
TOTAL		\$15,000

GOAL 2: Enhance our knowledge of the fisheries resource increasing our ability to facilitate the successful resolution of current and emerging fisheries issues.

ACTIVITY / PROJECT	KEY RESULTS	AMOUNT
Working and Planning with Fish Conservation Agencies and Individuals <ul style="list-style-type: none"> Foothills Model Forest (FMF) aquatics program planning. ASRD and ACA Data Standards Committee. Working sessions with ACA and ASRD provincial scientists. Planning and working sessions with academia. Issue identification and data sharing with ASRD, Department of Fisheries and Oceans (DFO) Canada, and other stakeholders. 	<ul style="list-style-type: none"> Continued involvement and support for FMF aquatics program. ACA and ASRD develop fish sampling protocols for streams in Alberta. Potential fisheries research projects for the East Slopes identified in consultation with ASRD. ACA has an awareness of emerging fish issues in the East Slopes. Development of multi-agency strategies to address current and emerging fisheries issues. 	\$4,000

Conferences, Workshops and Other Staff Professional Development <ul style="list-style-type: none"> Identify opportunities for staff to learn necessary skills by collaborating on scientific projects. Remain current in scientific literature and upcoming fisheries conservation issues in Alberta. Identify staff development opportunities where technical training would immediately improve the delivery of projects. Participate in forums and workshops intended to identify existing and upcoming fisheries conservation issues. 	<ul style="list-style-type: none"> Future projects and activities are focused on new and existing priority fisheries conservation issues. Improve the skills of staff to deliver projects – ensure that training opportunities are capitalized on and that staff incorporate these new skills. 	\$4,000
BU and Provincial Team Activities <ul style="list-style-type: none"> BU, Fish, Wildlife, and Habitat Team Charters to focus program and project delivery. Team members to be involved with the delivery of activities within each of the above noted teams. BU representation on the provincial teams. Work with business unit teams to ensure that fisheries information is incorporated into habitat planning. 	<ul style="list-style-type: none"> Data being collected by management program areas is being used to assist with habitat program delivery. More efficient delivery of regional and provincial programs. Habitat programs are addressing issues identified by fisheries programs. Information sharing and staff cross training. 	\$5,000
TOTAL		\$13,000

GOAL 3: Promote the effective use of information collected, allowing it to contribute positively to conservation in Alberta.

ACTIVITY / PROJECT	KEY RESULTS	AMOUNT
Project Reporting, Data Dissemination and Management <ul style="list-style-type: none"> Regional manager and fisheries coordinator will ensure that project deliverables are prepared and circulated in a timely manner. Ensure that monthly and quarterly reporting on projects occurs. Periodic meetings with ASRD and other project partners to ensure data are in a format that can be used to make better fisheries decisions. Ensure that data are collected and managed according to approved protocols. 	<ul style="list-style-type: none"> Project reports and other project deliverables are circulated and available for use in making fisheries management decisions. Monthly and quarterly reporting of projects. Customer satisfaction (i.e. fish resource benefiting and ACA data provided to ASRD and other partners in formats that can be readily used). Data are entered into database(s); quality control and assurance measures are followed. Relevant databases are forwarded to ASRD for loading into Fisheries Management Information System (FMIS). 	\$6,000
Cooperation With ASRD, Identify How ACA Can Ensure Data are Used For Management <ul style="list-style-type: none"> Participation at ASRD Fisheries Public Consultations Workshops. Work with ASRD to identify and participate in public consultation workshops where ACA can provide assistance. Ensure that each report, where relevant, contains management recommendations appropriate to the findings of the study. 	<ul style="list-style-type: none"> As required and when requested, ACA data summarized and presented at ASRD Fisheries Consultation Workshops. Participate in public working sessions, prepare and deliver posters, presentations, etc. that highlight ACA projects and data. Where possible and relevant, incorporate recommendations for management in reports. Fisheries stakeholders and the public making informed decisions based on quality ACA data. 	\$6,000
TOTAL		\$12,000

GOAL 4: To enhance the relationship between ACA's fish program employees and their Alberta Sustainable Resource Development counterparts.

ACTIVITY / PROJECT	KEY RESULTS	AMOUNT
ACA and ASRD Fisheries Strategic Planning <ul style="list-style-type: none"> Definition of roles and responsibilities for ACA and ASRD fisheries staff. Ongoing communication between ASRD and other stakeholders. Coordination of ACA business planning cycle. Spring project planning and delivery workshop. Early summer 2005 – 2006 activity planning session. Fall, early winter 2004 – 2005 program and project debrief. 	<ul style="list-style-type: none"> Project roles of ACA and ASRD staff defined and understood. Better understanding of ASRD staff on ACA's business planning cycle and strategic direction. Focusing of ACA project funding requests into several projects that will have the highest benefit fish resource and to ACA stakeholders. Information exchange on ACA and ASRD project activities. Improved communications and planning with ASRD fisheries and ACA fisheries and fisheries habitat staff. 	\$14,000
Completion of Project Deliverables <ul style="list-style-type: none"> Provide assistance to ASRD to complete their outstanding Trust Fund and ACA project reports. Upper Clearwater Redd Counts, North Raven River Redd Survey, Freeman Creek Inventory, Rock Lake Creel, Athabasca River Stock Assessment. 	<ul style="list-style-type: none"> Where and when possible, assist ASRD staff with the completion of their overdue Trust Fund and ACA Project reports. Outstanding deliverables received and ASRD staff removed from regional overdue project report list. 	\$3,000
TOTAL		\$17,000

GOAL 5: Enhance the level of scientific credibility of ACA's fisheries programs.

ACTIVITY / PROJECT	KEY RESULTS	AMOUNT
Business Unit Leadership and Program Coordination <ul style="list-style-type: none"> Lead and ensure the effective and scientifically credible planning and delivery of the fisheries program. Ensure technical standards and training are maintained or improved in project implementation in coordination with regional staff and ASRD. Review business unit fish program and project reports and provide feedback to staff. Pursue graduate studies related to regional ACA programs. 	<ul style="list-style-type: none"> Business unit Annual Operating Plan developed and delivered. ACA's 3-year Strategic Business Plan updated and delivered. Deliver accountable, scientifically credible, fish conservation programs and projects. Senior staff editor and peer review of all fisheries reports produced by the BU. Where applicable, liaison with scientific community for developing projects and project methodology. Presentation of project results in scientific and academic forums (i.e. conferences, primary literature, etc.). Ensure staff Personal Development Plans (PDP's) have activities to improve scientific credibility of employees and organization. Senior fisheries and habitat biologist review of fish program and project reports prepared by ACA staff, ASRD Staff, or grant fund recipients. At least one staff develops a Masters level fisheries research project. 	\$13,200
TOTAL		\$13,200

Program Priority 1: Fish population, trends and status.

ACTIVITY / PROJECT	KEY RESULTS	AMOUNT
Lower Elbow River Fisheries Study and Arctic Char Removal Project <ul style="list-style-type: none"> \$25,000 in creative sentencing fine money has been set up in a deferred revenue account. ACA Administration of this ASRD initiative. 	<ul style="list-style-type: none"> Bull trout implanted with radio transmitters and monitored. Inventory and removal of Arctic Char encountered during snorkeling surveys. 	\$1,000
Upper Clearwater River Bull Trout Index Site Monitoring <ul style="list-style-type: none"> One of the Provincial BLTR index sites set up in 1992/93 to track population status and trends. Will provide information to a provincial review of BLTR status. Project has implications for status of bull trout species under the Biodiversity Species At Risk (BSAR) program, as well as future regulation revisions. Population data will be collected using trapping, and electrofishing. 	<ul style="list-style-type: none"> Technical report describing the present status of bull trout in the Upper Clearwater River, with comparisons made to the status of this population in 1992/93. Important information on the status of this population will contribute to a provincial assessment of bull trout as it relates to the provincial Bull Trout Management and Recovery Plan. 	\$81,700
East Slopes fish index-monitoring program <ul style="list-style-type: none"> Monitoring is necessary to describe trends in fish population status, regardless of why populations are changing. Although the present program is well designed, more work is required to develop a large-scale monitoring strategy. Data collection will continue for priority sites in the northern East Slopes, with 2 sites being added in the southern portion of the business unit. The emphasis for work this year will be on the development of a strategy appropriate to the entire business unit. 	<ul style="list-style-type: none"> Technical report describing the present status of populations monitored in 2004 – 2005; will include an overview of work completed to date. Document that will describe a strategy, methods, recommendations, etc. for a fish-stream monitoring program in the East Slopes. Work with ASRD staff to develop a strong and clear link between the monitoring program and fisheries management. Determine how this link can be made in the absence of fish species management plans. 	\$98,100
TOTAL		\$180,800

Program Priority 2: Sport fish harvest and angling effort.

ACTIVITY / PROJECT	KEY RESULTS	AMOUNT
Walleye Stock Assessment and Angler-Use Survey: Shiningbank and Fickle Lakes <ul style="list-style-type: none"> This project will describe the present stock-status for the walleye populations in Shiningbank and Fickle lakes and levels of exploitation by anglers. These low-density walleye lakes will provide an opportunity to contribute to the development of the relationship between netting activities to describe stock status and other methods like population estimates and creel surveys. ACA will assist ASRD in completing a population estimate for walleye on each lake (spring marking, recap during summer and fall) and fall walleye index netting on both lakes. ACA will coordinate and lead a reduced-effort creel survey on both lakes to describe angler-use, effort, and levels of exploitation – this includes the coordination of one or more test fisheries on each lake through the summer. 	<ul style="list-style-type: none"> Contribution of manpower, equipment, and expertise to assist ASRD with spring and fall data collection. Technical report for each lake that describes the present levels of angler use, effort, exploitation, etc. and the characteristics of those sport fish harvested by anglers. Comparisons will be made between angler-caught fish in 2003, data collected in 1998, and 2003 test fishery data. Data and recommendations will be provided to ASRD for changes to walleye and northern pike regulations at both lakes based on the results of the work completed in 2003 and the relevant species management and recovery plans. 	\$71,300
TOTAL		\$71,300

Program Priority 4: Fish habitat status and change.

ACTIVITY / PROJECT	KEY RESULTS	AMOUNT
Upper Bow River Watershed Off-Highway-Vehicle (OHV) Stream Crossing Inventory and Assessment <ul style="list-style-type: none"> The number and frequency of use of OHV open stream crossings and the number of OHV users in the ES region has increased dramatically in the past 20 years. In the 2002 – 2003 and 2003 – 2004, ACA conducted an inventory on the number, location and condition of OHV stream crossings in the McLean Creek and Waiparous Creek areas. In 2004 – 2005 we will review and write up these data in a detailed manner, as well as develop a plan for the future direction of the program. 	<ul style="list-style-type: none"> A comprehensive analysis and reporting of our findings to date. Recommendations for management actions where warranted. A comparison of our data to historical data. The development of a three-year planning document detailing the future direction of program objectives and field activities. A program brochure detailing the OHV issues that is designed to educate the public. 	\$39,400
Southern East Slopes Foothills Stream Temperature and Water Flow Monitoring Program <ul style="list-style-type: none"> Drought conditions are a high profile and emerging issue in fisheries management in ES streams south of Rocky Mountain House. There has been little monitoring of water temperature and water flow as it relates to impacts on salmonid populations in ES Foothills streams. This past year ACA, ASRD and AENV Water Resources set up several temperature and flow monitoring stations. This project will add several more index sites at key streams and establish correlations with existing "real time" stream temperature and flow monitoring stations to expand the monitoring network. 	<ul style="list-style-type: none"> Broadened real time monitoring will allow fish managers the ability to issue more timely and specific angler advisories (and in future ministerial regulation orders) to apply fish conservation strategies at times when fish stocks are susceptible to temperature and stress mortality. Analysis of 2003 data for correlations. Index sites expanded and set up of data logging stations. ACA and ASRD communications plan. Data monitoring and implementation of fish conservation strategies. Information database for new policy, guidelines and protocols for stream temperature advisories/ministerial orders. Technical report describing results of monitoring, data analyses, and recommendations for management in relation to water temperature and flow. 	\$36,700
TOTAL		\$76,100

Total Fisheries Budget = \$398,400

Wildlife

With support and guidance from the Provincial Wildlife Team, the East Slopes Wildlife Team will clearly define business unit wildlife conservation issues and implement programs that effectively address these issues.

GOAL 1: Delivery and support of wildlife projects that enhance information on current issues facing wildlife populations in Alberta and measure our results.

ACTIVITY / PROJECT	KEY RESULTS	AMOUNT
Consultation with ASRD and Other Partners to Develop Strategies for ACA Support in the Funding and Delivery of Wildlife Programs <ul style="list-style-type: none"> Work with ASRD to develop a list of emerging issues and determine how ACA can support addressing issues. Consultation with ASRD to identify key projects that ACA can assist with delivery. Working session in early spring to identify one or two projects ACA can work towards assistance. Work with ASRD, industry partners and other organizations to develop cooperative projects. 	<ul style="list-style-type: none"> Prioritized list of East Slopes wildlife issues where ACA can provide support. Development of at least one wildlife project into a formal project proposal. Contact with industry partners and other conservation organizations to raise funds for a wildlife program. 	\$10,000
Improved Linkage of ACA Operations to ACA Sponsored GECF Projects <ul style="list-style-type: none"> Improve the data transfer from East Slopes GECF projects to ACA operations. BU management and administration of East Slopes wildlife GECF projects. Review of previous GECF project data sets for information relevant to ACA operations. 	<ul style="list-style-type: none"> Use of GECF data to assist in wildlife management and wildlife habitat planning. Improved reporting to ACA stakeholders on major findings of GECF projects. Improved accountability on GECF expenditures. Improved efficiency in expenditure of ACA funds. No duplication of ACA Operational and GECF efforts. 	\$10,000
TOTAL		\$20,000

GOAL 2: Enhanced awareness by the public of critical issues facing the wildlife resources in Alberta.

ACTIVITY / PROJECT	KEY RESULTS	AMOUNT
Communications <ul style="list-style-type: none"> Articles for ACA magazine and other popular media. Communications plans developed and delivered for wildlife projects. Circulation of project reports and project highlights to ASRD, and other stakeholders. Participation at Partners in Conservation and other conferences and workshops. Participation at sportsmen shows and ACA member annual meetings. Program and project related presentations to member groups and other special interest organizations. Work with ASRD and GECF recipients to disseminate project results to public. 	<ul style="list-style-type: none"> ACA stakeholders and public are informed on ACA programs, projects and priorities. Increased profile and support for ACA activities. Increased partnership funding for the delivery of wildlife programs. 	\$10,000
TOTAL		\$10,000

GOAL 3: Enhance the scientific credibility and develop a standard of excellence within our wildlife program and projects.

ACTIVITY / PROJECT	KEY RESULTS	AMOUNT
Develop One Major Wildlife Conservation Project for Delivery/Support by ACA <ul style="list-style-type: none"> Consultation with ASRD to identify one wildlife project that ACA can provide a high level of support. Liaison with ACA senior scientist and academia to develop sound project methodology. 	<ul style="list-style-type: none"> A wildlife project that will provide direct benefits to ACA stakeholders developed. Project that addresses a credible wildlife issue delivered in a scientific manner. 	\$6,200
TOTAL		\$6,200

GOAL 4: To enhance and strengthen the relationship between ACA's wildlife program employees and their counterparts at Alberta Sustainable Resource Development.

ACTIVITY / PROJECT	KEY RESULTS	AMOUNT
ACA and ASRD Wildlife Strategic Planning <ul style="list-style-type: none"> Coordination of ACA business planning cycle. Spring project planning and delivery workshop. Early summer 2005 – 2006 activity planning session. Fall, early winter 2004 – 2005 program and project debrief. 	<ul style="list-style-type: none"> Better understanding of ASRD staff on ACA's business planning cycle and strategic direction. Focusing of ACA project funding requests into one or two projects that will have the highest benefit to ACA stakeholders. Information exchange on ACA and ASRD wildlife project activities. 	\$10,000
Recruit ACA Wildlife Biologist <ul style="list-style-type: none"> Liaison with ASRD in recruiting an ACA wildlife biologist for the East Slopes. Preparation of job description, advertising of position, interviews, etc. Preparation of workplan and performance measures. 	<ul style="list-style-type: none"> ACA wildlife biologist East Slopes based out of Rocky Mountain House. Improved ACA wildlife program. Improved habitat program. Improved communication with ASRD and ACA stakeholders. ACA wildlife programs focused to have a greater benefit to ACA stakeholders. 	\$5,000
TOTAL		\$15,000

Program Priority 1: Population assessment and status determination.

ACTIVITY / PROJECT	KEY RESULTS	AMOUNT
Ungulate Aerial Survey Program <ul style="list-style-type: none"> Aerial survey data on big game species. 	<ul style="list-style-type: none"> Collection of data for wildlife management purposes. 	Provincial allocation
Central East Slopes Elk Study <ul style="list-style-type: none"> Additional 16 GPS collars on elk. Ongoing monitoring of existing and new VHF collars. Tracking of elk movements. Review of data and study recommendations as it relates to potential wildlife programs. 	<ul style="list-style-type: none"> Improved elk population estimates. Areas where ACA can undertake elk enhancement projects identified. Potential elk release sites identified. 	\$30,00
TOTAL		\$30,000

Program Priority 2: Implementation of management, conservation or recovery plans.

ACTIVITY / PROJECT	KEY RESULTS	AMOUNT
Review of Data Sets for Previously Funded ACA Wildlife Projects <ul style="list-style-type: none"> Caw Ridge Mountain Goat Study. Foothills Model Forest Grizzly Bear Project. Examine major findings and potential linkage to ACA habitat and other programs. 	<ul style="list-style-type: none"> Summary of project highlights and benefits gained by ACA stakeholders. Where applicable, development of potential ACA habitat projects. 	\$5,000
TOTAL		\$5,000

Program Priority 3: Habitat inventory information.

ACTIVITY / PROJECT	KEY RESULTS	AMOUNT
BU and Provincial Team Activities <ul style="list-style-type: none">▪ BU, Fish, Wildlife, and Habitat Team Charters to focus program and project delivery.▪ Team members to be involved with the delivery of activities within each of the above noted teams.▪ BU representation on the provincial teams.▪ Better linkage and communications across ACA program areas at the BU and provincial level.	<ul style="list-style-type: none">▪ Data being collected by management program areas is being used to assist with habitat program delivery.▪ More efficient delivery of regional and provincial programs.	\$4,000
TOTAL		\$4,000

Program Priority 4: Compilation, archival and management of information.

ACTIVITY / PROJECT	KEY RESULTS	AMOUNT
East Slopes Data Management –Rocky Pilot Project <ul style="list-style-type: none">▪ Regional ASRD files and archived information reviewed and relevant information loaded into Biodiversity Species Observation Database (BSOD).▪ Training of ACA and ASRD staff in the use of BSOD for data entry and data extraction.	<ul style="list-style-type: none">▪ Increased access to data.▪ Information for habitat program planning.▪ Loading of archived wildlife information into BSOD.	\$7,500
TOTAL		\$7,500

Total Wildlife Budget = \$97,700

Habitat

With support and guidance from the Provincial Habitat Team, the East Slopes Habitat Team will clearly define priority habitat conservation issues and implement programs that effectively address priority issues.

GOAL 1: To secure and protect currently identified high priority wildlife and fisheries habitat and habitat and habitat that provides recreational opportunities.

ACTIVITY / PROJECT	KEY RESULTS	AMOUNT
BFW Crown Properties <ul style="list-style-type: none">▪ Liaison with ASRD Public Lands and Fish and Wildlife to determine ACA management role.▪ Development of management strategies for properties where ACA has an interest.	<ul style="list-style-type: none">▪ BFW crown properties, which have significant habitat benefits and high recreation benefits – have those benefits maintained.▪ ACA's management role at BFW crown properties defined.▪ Management plans for BFW properties updated or developed.	\$10,000
Water Control Structures <ul style="list-style-type: none">▪ Liaison with ASRD, Alberta Environment and other partners.▪ Work with above to cooperatively develop strategies to manage and maintain facilities, which provide significant habitat and recreation benefits.	<ul style="list-style-type: none">▪ Strategies cooperatively developed to maintain habitat and recreation benefits at key sites.	\$6,000
Development and Management of Habitat Securement Fund (HSF) <ul style="list-style-type: none">▪ Development of several ACA riparian projects for funding consideration.▪ Assistance to ACA member groups and others interested in applying to the fund.	<ul style="list-style-type: none">▪ At least two ACA proposals to the HSF for sponsorship of riparian management projects.▪ Assistance provided to member groups interested in applying to HSF.	\$6,000

East Slopes Riparian Management Program <ul style="list-style-type: none"> Implementation of on the ground projects at priority streams as outlined in East Slopes Riparian Management Strategy. Focusing of Local Watershed group projects into priority ACA areas. 	<ul style="list-style-type: none"> On the ground habitat treatments that improve riparian habitat. Increased/enhanced recreational opportunities on private lands. Several new projects implemented. 	\$15,000
Project Partnership and Oother Business Unit Fundraising <ul style="list-style-type: none"> Liaison with current and former project partners. Contact, meetings and presentations to potential habitat project partners and collaborators. Lake Aeration, Streambank Fence maintenance, and access site maintenance. 	<ul style="list-style-type: none"> Former project partners continue to support ACA activities. Several meetings and presentations to potential project partners. Partnerships developed, increased profile and support for ACA activities. Increase, or establish partnerships, for the delivery of the noted projects. 	\$7,500
TOTAL		\$44,500

GOAL 2: Complete inventories to identify critical wildlife and fish habitat and habitats that provide recreational opportunities.

ACTIVITY / PROJECT	KEY RESULTS	AMOUNT
Business Unit Habitat Program Planning <ul style="list-style-type: none"> East Slopes will work with, and coordinate efforts of, Provincial Habitat Team. Review of available GIS and other habitat data. Landscape planning exercises to focus ACA wildlife habitat programs and projects. Development of longer term and more focused BU habitat programs and projects. 	<ul style="list-style-type: none"> Consultation and liaison with ASRD to develop more focused BU habitat programs. Standardized approach to GIS and other habitat planning exercises. Landscape based ACA habitat program. Defined and credible ACA habitat program and project focus areas. Suggested priorities for Habitat Securement Fund applications. 	\$44,000
Update of East Slopes Riparian Program Priorities <ul style="list-style-type: none"> Consultation and liaison with ASRD fisheries staff to improve focus of current riparian management program. Review and update of East Slopes fisheries oriented riparian management priorities. 	<ul style="list-style-type: none"> Updated East Slopes Riparian Management program document. More focused program. More clearly defined priorities and success measures. 	\$18,000
Cochrane and Area Access Site Assessment <ul style="list-style-type: none"> Identify and pursue the development of angler access sites on the Bow River and Red Deer River drainages. 	<ul style="list-style-type: none"> Develop angler access site strategy of upper Bow River. Explore partnership opportunities. Identify 3 priority sites and work on development strategy. 	-
TOTAL		\$62,000

GOAL 3: To maintain, enhance and restore habitat to support priority species and populations that provide recreational opportunities.

ACTIVITY / PROJECT	KEY RESULTS	AMOUNT
Business Unit Habitat Program Development <ul style="list-style-type: none"> In consultation with ASRD and stakeholders, develop strategies to reduce annual maintenance costs associated with ongoing BFW and ACA programs. Work with partners, member groups and volunteers to carry out maintenance activities. 	<ul style="list-style-type: none"> Strategies to reduce the annual amount of ACA operational funding going towards maintenance of ongoing projects (i.e. BFW Streambank Fence in Rocky Mountain House area). Fundraising to supplement ACA operational funding. Corporate sponsorship of priority programs that require annual funding (i.e. Streambank Fence and aeration). 	\$10,000

Dogpound Creek BFW Landowner Strategy <ul style="list-style-type: none"> ▪ Liaison with ASRD, DFO, and landowners to reduce annual maintenance costs associated with the BFW Streambank Fencing Program at Dogpound Creek. ▪ As necessary, termination and removal of land title caveats associated with BFW landowner agreements. ▪ Where appropriate, development of ACA landowner project agreements. 	<ul style="list-style-type: none"> ▪ Reduction in the annual project maintenance costs associated with BFW Streambank Fence at Dogpound Creek. ▪ DFO and ASRD fully aware of ACA's strategy. ▪ Maintenance of habitat and recreation benefits associated with Dogpound Creek. 	\$40,000
TOTAL		\$50,000

GOAL 4: To develop improved linkages between the habitat, fisheries and wildlife program areas.

ACTIVITY / PROJECT	KEY RESULTS	AMOUNT
Business Unit and Provincial Team Activities <ul style="list-style-type: none"> ▪ BU, Fish, Wildlife, and Habitat Team Charters to focus program and project delivery. ▪ Team members to be involved with the delivery of activities within each of the program areas. ▪ BU representation on the provincial teams. 	<ul style="list-style-type: none"> ▪ Data being collected by management program areas is being used to assist with habitat program delivery. ▪ More efficient delivery of regional and provincial programs. 	\$6,000
Improved Communications and Planning with ASRD Wildlife and ACA Fisheries and Fisheries Habitat Staff <ul style="list-style-type: none"> ▪ Coordination of ACA business planning cycle. ▪ Spring project planning and delivery workshop. ▪ Early summer 2005 – 2006 activity planning session. ▪ Fall, early winter 2004 – 2005 program and project debrief. 	<ul style="list-style-type: none"> ▪ Better understanding of ASRD staff on ACA's business planning cycle and strategic direction of ACA habitat programs. ▪ Focusing of ACA project funding requests into one or two projects that will have the highest benefit to ACA stakeholders. ▪ Information exchange on ACA and ASRD project activities. 	\$10,000
TOTAL		\$16,000

Program Priority 1: Riparian habitat.

ACTIVITY / PROJECT	KEY RESULTS	AMOUNT
Riparian Habitat Project Maintenance: Rocky Mountain House and Cochrane <ul style="list-style-type: none"> ▪ Inspection and maintenance associated with Streambank Fencing projects and instream fish habitat structures in the Rocky Area. ▪ Inspection and maintenance of ACA habitat properties in the Rocky area. ▪ Management and monitoring of beaver management programs at the North Raven River and Clear Creek. ▪ Inspection and maintenance associated with Streambank Fencing projects and instream fish habitat structures in the Cochrane Area. ▪ Management and monitoring of beaver management programs at Dogpound Creek. 	<ul style="list-style-type: none"> ▪ Fish and Wildlife resource benefits and recreation benefits of previous projects maintained. ▪ Legal commitments between the Alberta government and landowners addressed. ▪ Leavitt and Lipka properties managed for fish, wildlife and recreation benefits. ▪ Direction to Rocky area beaver management programs provided. ▪ Direction to Cochrane and area beaver management programs provided. 	\$139,940
TOTAL		\$139,940

Program Priority 2: Habitat supporting species at risk.

ACTIVITY / PROJECT	KEY RESULTS	AMOUNT
Project Resting Swan-Wetland Stewardship <ul style="list-style-type: none"> Liaison with Ducks Unlimited, ASRD, Canadian Wildlife Service (CWS), and others. Develop a project communications plan. Contact landowners at priority wetlands west of Cochrane. Develop riparian management and enhancement options with interested landowners. 	<ul style="list-style-type: none"> Several landowners participating in riparian management projects. Swan staging areas west of Cochrane enhanced and protected. 	\$13,000
TOTAL		\$13,000

Program Priority 3: Critical upland habitat.

ACTIVITY / PROJECT	KEY RESULTS	AMOUNT
Ungulate Enhancement Program <ul style="list-style-type: none"> Under the direction of the Provincial Habitat Team, provide the necessary BU inputs to address the recommendations of the 2003 ACA Ungulate Program Review Report. Provide GIS data related to previous prescribed burn and mechanical clearing projects. Summarize information related to past projects and assist with development of provincial data set. Distribute report to regional ASRD wildlife staff and arrange a forum to discuss results and recommendations. 	<ul style="list-style-type: none"> Decision from the BU as to whether prescribed burning and mechanical clearing will be an ACA habitat program activity. Provincial data set of prescribed burn and mechanical clearing activities. Feedback from ASRD wildlife staff regarding the ungulate enhancement program review. If ungulate enhancement deemed an activity ACA supports, development of a more scientifically credible program. 	\$10,000
TOTAL		\$10,000

Program Priority 4: Habitat supporting recreation opportunities.

ACTIVITY / PROJECT	KEY RESULTS	AMOUNT
Lake Aeration Project Maintenance: Rocky Mountain House and Edson <ul style="list-style-type: none"> Operational costs (electricity) and monitoring of dissolved oxygen levels. Public notification and safety preparation of sites while aeration is in progress. Installation and removal of aerators. Mitchell Lake, Beaver Lake and Millars Lake. 	<ul style="list-style-type: none"> Successful summer and winter aeration of three popular stocked trout ponds. 	\$15,000
Recreational Access Site Project Maintenance: Cochrane and Rocky Mountain House and Area <ul style="list-style-type: none"> Activities here center on ACA's involvement with the some of the maintenance associated with several high use fisheries access sites and a donated parcel of crown land (i.e. McKinnon Flats, Policeman Flats, and the Perrenoud Property). Inspections and limited maintenance at Beaver Lake, Mitchell Lake and the North Raven River BFW parking lot. 	<ul style="list-style-type: none"> Limited maintenance at a number of high use recreational BFW properties. 	\$5,000
Rocky Mountain House and Area Lake Enhancement Project <ul style="list-style-type: none"> Partner donations for enhancing lake fisheries. Work with ASRD and others to supplement pike stocking at Gosling Lake or pursue the development of an aerated fishery at Blindtrail Lake. 	<ul style="list-style-type: none"> Increased and improved recreational angling opportunities. New fisheries created or existing fisheries enhanced. 	NA
TOTAL		\$20,000

Total Habitat Budget = \$355,440

Total Allocation for the East Slopes Business Unit = \$851,540

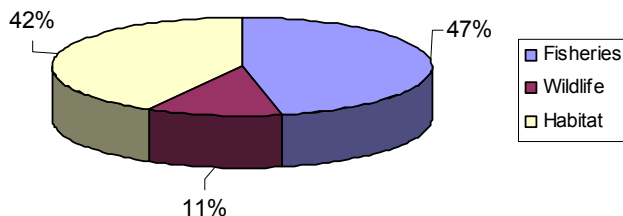
Partners and Collaborators

The work of ACA in the East Slopes Business Unit involves partnerships with many organizations such as the following:

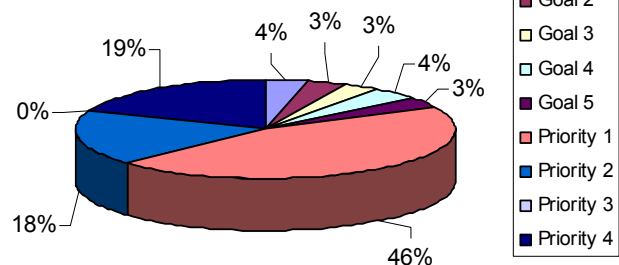
- Alberta Sustainable Resource Development (Fisheries Management, Wildlife Management, Public Lands, Land and Forest Service).
- Provincial Government Departments, i.e. Alberta Agriculture, Alberta Environment, Community Development, etc.
- Federal Government (PFRA, Parks Canada, Department of Fisheries and Oceans, Canadian Wildlife Service).
- With local governments (City of Calgary, Clearwater County, M.D. Rocky View, M.D. Bighorn, County of Red Deer).
- Sunpine Forest Products, Weyerhaeuser Canada, Millar Western, among others.
- Energy Production companies (i.e. Talisman, TransAlta, Husky Energy, Shell Canada and other energy industry related companies).
- Research organizations (i.e. University of Alberta, Foothills Model Forest, among others).
- Conservation organizations (Ducks Unlimited, Rocky Mountain Elk Foundation, Nature Conservancy, Alberta Fish and Game Association, Trout Unlimited, Friends of the Little Red Deer River Society, Alberta United Recreation Society, among others).

Summary

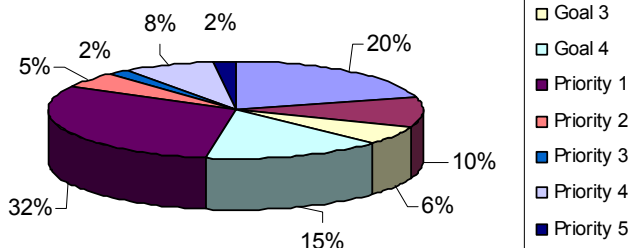
**% Program Funding Allocations
East Slopes - 2004/2005**



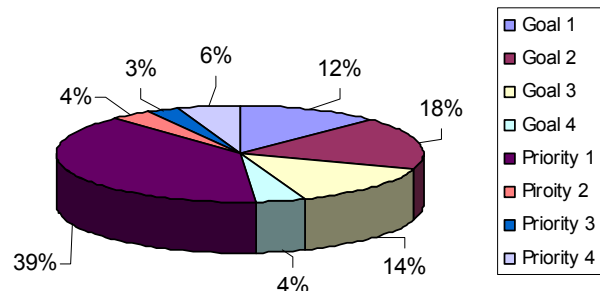
**% Allocation within Fisheries Program
East Slopes - 2004/2005**



**% Allocation within Wildlife Program
East Slopes - 2004/2005**



**% Allocation within Habitat Program
East Slopes - 2004/2005**



Northwest Business Unit

The shape of the Northwest Business Unit is the result of a collaborative effort between ACA and ASRD in determining resource priorities and developing activities to address each. This collaborative approach to both program planning and delivery is pivotal in the continued development of the ACA/ASRD relationship. The Business Unit's primary area of focus continues to lie in the fisheries and habitat programs. The wildlife program is not idle however and will continue to deliver the Hay-Zama wetland-monitoring program (100% partner funded) in addition to sharptailed grouse population monitoring and a data compilation initiative to better focus future activities. With respect to the fisheries program, the provision of information on fish populations (trends, status) and the human dimension of sport-fisheries (angler effort, harvest) continue to be at the forefront. In addition, the Business Unit's Fisheries Team is active in exploring relationships between aquatic ecosystems relative to stream crossings to aid in land-use planning. The habitat program area has placed much of its conservation resources into the areas of upholding obligations, development (and maintenance) of sport-fisheries near population centers (through aeration) and the conservation of priority riparian areas and Native Grassland sites. As with the wildlife program, an initiative to compile relevant wildlife and habitat inventory data has been developed to focus future habitat initiatives. To address the Business Unit priority issues, \$661,153 is being requested to finance individual activities or projects as presented in this document. In addition, a request of \$272,100 is put forth to maintain overall program management, the coordination of all programs and team support. Program management is comprised of the regional program manager and part-time administrative assistant plus associated costs. Project coordination is reflective of three program coordinator positions. The Northwest Business Unit will be a leading contributor to the conservation of wildlife, fish and their habitats in northwestern Alberta through innovation, collaboration and a supportive team environment.

Priority Issues

1. Fisheries managers need current reliable information on angler pressure to make informed decisions on the effectiveness of regulations. Review of test netting protocols is important both at regional and provincial levels to evaluate sampling effectiveness. The relationships between reported angler catch per unit effort (CPUE), test-netting CPUE and density are unknown and require determination to reduce uncertainty in fisheries management.
2. The northwest region is experiencing a rapidly increasing level of natural resource extraction activities and other developments across the landscape (seismic, oil and gas extraction, pipelines, timber harvesting, agriculture, etc.). The paucity of effective fish and wildlife population monitoring programs compromises our ability to detect short and long term effects and increases associated environmental risks. Scientifically credible monitoring programs are necessary to detect patterns and changes in populations, assess causality of major fluctuations, prescribe and evaluate restorative measures, and assess current management practices. It is therefore imperative to implement monitoring strategies and provide the required information to resource and land use managers
3. Angling opportunities near population centers are rare throughout the region. The Business Unit is committed to the operation and maintenance of numerous lake aeration projects to provide year-round angling opportunities in addition to investigating potential lake enhancement prospects.
4. The Business Unit is legally and ethically responsible to continue numerous activities. The continued maintenance of these ongoing obligations is considered a priority issue.
5. The conservation of prioritized riparian areas (South Heart River, Lesser Slave Lake, and Beaverlodge River) and Native Grasslands sites are deemed priority conservation issues.
6. An improved linkage between the three program areas. Compilation of current and historical habitat and wildlife survey data and incorporating them into a GIS format will identify priority wildlife habitat program areas and provide focus for the direction of wildlife habitat program strategy.

Goals or Program Priorities - Associated Activities and Key Results

Habitat

We will improve upon and efficiently deliver "on the ground" habitat programs that align with ACA core values and habitat priorities in northwest Alberta.

GOAL 1: To secure and protect currently identified high priority wildlife and fisheries habitat, and habitat that provides recreational opportunities.

ACTIVITY / PROJECT	KEY RESULTS	AMOUNT
Business Unit Leadership and Habitat Program Coordination	<ul style="list-style-type: none"> Increased and enhanced communication with fisheries and wildlife teams, ACA member groups, SRD, conservation partners industry and landowners. Development of enhanced linkages with the fisheries and wildlife programs improving the rigor of habitat projects and programs. 	\$26,000
NW Core BU Habitat Program (Program Delivery) <ul style="list-style-type: none"> Continue to investigate, develop and initiate fisheries and wildlife habitat projects and programs. Work collaboratively with fish and wildlife, conservation partners, land managers, and landowners. Continue to develop partnerships with conservation partners, industry, landowners and other groups. 	<ul style="list-style-type: none"> Securement, protection and enhancement of priority fisheries and wildlife habitat. Conservation partnerships are maintained and enhanced. Increased/enhanced recreational opportunities for ACA stakeholders. ACA's identity is further enhanced and promoted within the local communities and Business Unit. New projects will be identified. 	\$15,000
TOTAL		\$41,000

GOAL 2: Complete inventories to identify critical wildlife and fish habitat, and habitats that provide recreational opportunities.

ACTIVITY / PROJECT	KEY RESULTS	AMOUNT
Habitat Data and Inventory Compilation <ul style="list-style-type: none"> Northwest will work with the Provincial Habitat Team to better define the focus of ACA habitat programs. Review of available GIS and other habitat data. Landscape planning exercises to focus ACA wildlife habitat programs and projects. Development of longer term more focused BU habitat programs and projects. 	<ul style="list-style-type: none"> Consultation and liaisons with SRD and others to develop more focused BU habitat programs. Standardized approach to GIS and other habitat planning exercises. Landscape based ACA habitat program. Defined and credible ACA habitat program and project focus areas. Suggested priorities for Habitat Securement Fund applications. 	\$15,000
TOTAL		\$15,000

GOAL 3: To maintain, enhance and restore habitats to support priority species and populations that provide recreational opportunities.

ACTIVITY / PROJECT	KEY RESULTS	AMOUNT
Business Unit Leadership, Habitat Program Coordination: Provide conduit to foster working relationship between business unit fisheries and wildlife teams. Develop and maintain key partnerships regionally and provincially. Ensure the alignment of the ACA's strategic business plan with development and implementation of the SBU annual operating plan.	<ul style="list-style-type: none"> Habitat projects and programs are aligned with ACA goals and priorities and are delivered in an efficient and scientifically credible manner. Working groups are established to discuss habitat issues and collaboratively develop solutions and strategies. 	\$ 21,000

NW Core BU Habitat Program (Program Delivery) <ul style="list-style-type: none"> Oversee the maintenance activities of legal and ethical obligation of the habitat program. Dealing with and resolving unknown or unforeseen project maintenance issues. Mitigation with industry and land managers – concerns with ACA habitat projects, properties, compensation, etc. Continue to develop partnerships with conservation partners, industry, landowners and other groups. 	<ul style="list-style-type: none"> Delivery of legal and ethical obligations within the Business Unit. Maintenance and enhancement of critical upland, riparian and winter range habitat. Increased/enhanced recreational opportunities for ACA stakeholders. Resolve on unforeseen project maintenance issues and concerns with ACA habitat projects associated with land use and industrial activities. New partnerships with conservation partners, industry, landowners and other groups. 	\$15,000
TOTAL		\$36,000

GOAL 4: To develop improved linkages between the habitat, fisheries and wildlife program areas.

ACTIVITY / PROJECT	KEY RESULTS	AMOUNT
Business Unit Leadership, Habitat Program Coordination: Promotion of collaborative habitat securement and enhancement opportunities with other conservation partners, industry and SRD. Identify emerging issues and opportunities within the political, industrial and academic conservation communities.	<ul style="list-style-type: none"> Habitat projects and programs are aligned with ACA regional habitat strategy goals. Business unit planning and reporting to ensure strong accountability with respect to ACA's Habitat program. 	\$21,000
NW Core BU Habitat Program (Program Delivery) <ul style="list-style-type: none"> Maintain and enhance communication with conservation partners, industry, landowners and other groups. 	<ul style="list-style-type: none"> Increased and enhanced communication with conservation partners, industry, landowners and other groups. Collaborative fisheries and wildlife habitat priorities areas are developed. 	\$5,625
TOTAL		\$26,625

Program Priority 1: Riparian habitat.

ACTIVITY / PROJECT	KEY RESULTS	AMOUNT
Beaverlodge Drainage Conservation <ul style="list-style-type: none"> Implementation of on the ground projects along the Beaverlodge drainage at identified problem sites impacting riparian habitat. Strategies may include conservation easements, land acquisition, habitat agreements, fence construction, dugouts, management plans, landowner recognition and stewardship. This project will be working closely with the West County of Grande Prairie Watershed Group and other partners. 	<ul style="list-style-type: none"> On the ground habitat treatments that improve riparian habitat along the Beaverlodge drainage. Conservation partnerships are maintained and enhanced. Landowner recognition through signage. Increased/enhanced recreational opportunities on crown and private lands for ACA stakeholders. ACA's identity is further enhanced and promoted within the local communities and Business Unit. New projects will be identified. 	\$30,000
South Heart River / Lesser Slave Lake Conservation <ul style="list-style-type: none"> Implementation of on the ground projects along the South Heart River and Lesser Slave Lake at priority walleye spawning areas and problem sites impacting riparian habitat. Strategies may include conservation easements, land acquisition, habitat agreements, fence construction, dugouts, management plans, landowner recognition and stewardship. This project will be working closely with the High Prairie Riparian Action Team and other partners. 	<ul style="list-style-type: none"> On the ground habitat treatments that improve riparian habitat along the South Heart River and Lesser Slave Lake. Conservation partnerships are maintained and enhanced. Landowner recognition through signage. Increased/enhanced recreational opportunities on crown and private lands for stakeholders. ACA's identity is further enhanced and promoted within the local communities and Business Unit. New projects will be identified. 	\$65,000
TOTAL		\$95,000

Program Priority 2: Habitat supporting species at risk.

ACTIVITY / PROJECT	KEY RESULTS	AMOUNT
Peace Native Grasslands Conservation <ul style="list-style-type: none"> Targeting remnant peace parkland grasslands for conservation through a variety of stewardship and securement strategies. Strategies may include conservation easements, land acquisition, habitat agreements, management plans, landowner recognition and stewardship. 	<ul style="list-style-type: none"> Maintain, enhance, secure and protect remnant peace native grasslands through conservation easements, management strategies, habitat agreements and partnerships. Conservation partnerships are maintained and enhanced. Landowner recognition through signage. Increased/enhanced recreational opportunities on crown and private lands for stakeholders. ACA's identity is further enhanced and promoted within the local communities and Business Unit. 	\$30,000
TOTAL		\$30,000

Program Priority 3: Critical upland habitat.

ACTIVITY / PROJECT	KEY RESULTS	AMOUNT
Ungulate Enhancement Program <ul style="list-style-type: none"> Under the direction of the Provincial Habitat Team provide the necessary BU inputs to address the recommendations of the 2003 ACA Ungulate Program Review Report. Provide GIS data related to previous prescribed burn and mechanical clearing projects. Summarize information related to past projects and assist with development of provincial data set. Distribute report to regional SRD wildlife staff and arrange a forum to discuss results and recommendations. 	<ul style="list-style-type: none"> Decision from the BU as to whether prescribed burning and mechanical clearing will be an ACA habitat program activity. Provincial data set of prescribed burn and mechanical clearing activities. Feedback from SRD Wildlife Staff regarding the ungulate enhancement program review. If ungulate enhancement deemed an activity ACA supports, development of a more scientifically credible program. 	\$5,000
NW Core BU Habitat Program (General Maintenance) <ul style="list-style-type: none"> Completing maintenance on BFW properties that are not governed by agreements or management plans – these would be properties we want to manage in the future which have been identified in the BFW crown property review. 	<ul style="list-style-type: none"> Maintenance and enhancement of critical upland and winter range habitat. Increased/enhanced recreational opportunities for ACA stakeholders. ACA's identity is further enhanced and promoted within the local communities and Business Unit. 	\$3,250
NW Core BU Habitat Program (ACA Titled and Donated Properties) <ul style="list-style-type: none"> Complete annual inspections and maintenance requirements as per management plan and commitments. Maintain communication with associated conservation partners. 	<ul style="list-style-type: none"> Delivery of legal obligations within the Business Unit and conservation partnerships are maintained and enhanced. Perpetual securement of critical upland and winter range habitat. Increased/enhanced recreational opportunities for ACA stakeholders. ACA's identity is further enhanced and promoted within the local communities and Business Unit. 	\$6,800
NW Core BU Habitat Program (BFW Properties with Management Plans) <ul style="list-style-type: none"> Complete annual inspections and maintenance requirements as per management plan and commitments. Maintain communication with associated conservation partners. 	<ul style="list-style-type: none"> Delivery of legal obligations within the Business Unit and conservation partnerships are maintained and enhanced. Protection and enhancement of critical upland and winter range habitat. Conservation partnerships are maintained and enhanced. Increased/enhanced recreational opportunities on crown lands for ACA stakeholders. ACA's identity is further enhanced and promoted within the local communities and Business Unit. 	\$9,700

NW Core BU Habitat Program (PLHP Agreements) <ul style="list-style-type: none"> Complete annual inspections and submit payments to landowners for existing landowner habitat agreements. 	<ul style="list-style-type: none"> Delivery of legal obligations within the Business Unit. Protection of critical upland and winter range habitat. Landowner recognition through signage. Increased/enhanced recreational opportunities on private lands for stakeholders. ACA's identity is further enhanced and promoted within the local communities and Business Unit. 	\$9,825
TOTAL		\$34,575

Program Priority 4: Habitat supporting recreation opportunities.

ACTIVITY / PROJECT	KEY RESULTS	AMOUNT
NW Core BU Habitat Program (Lake Aeration) <ul style="list-style-type: none"> Maintain and enhance sport fisheries in 10 annually stocked lakes. Lake aeration is an important tool that allows ACA and fisheries managers to establish quality year round fisheries in areas with limited angling opportunities. 	<ul style="list-style-type: none"> Delivery of legal and ethical obligations within the Business Unit. Over wintering of 10 lakes within the NW BU – increasing recreational opportunities for local communities, anglers and other stakeholders. Monitoring oxygen levels to ensure fish survival. Monthly oxygen reports are communicated to fisheries managers and partners. Financial and in-kind partnerships and agreements are maintained and enhanced. Activity report summarizing results. 	\$51,960
NW Core BU Habitat Program (Fisheries Access Sites) <ul style="list-style-type: none"> Maintain two fisheries access sites supporting sport fisheries at East Dollar Lake and Weberville Pond. 	<ul style="list-style-type: none"> Delivery of ethical obligations within the Business Unit. Enhanced recreational opportunities for local communities, anglers and stakeholders. ACA's identity is further enhanced and promoted within the local communities and Business Unit. 	\$7,840
TOTAL		\$59,800

Total Habitat Budget = \$338,000

Fisheries

The Northwest Business Unit's Fisheries Program aims to effectively deliver scientifically credible projects to address fisheries conservation issues in the Northwest region.

GOAL 1: To increase public awareness of issues facing the fisheries resource and ACA's role in these issues as well as assist the public in ways they can contribute.

ACTIVITY / PROJECT	KEY RESULTS	AMOUNT
Business Unit Leadership and Fisheries Program Coordination	<ul style="list-style-type: none"> Increased and enhanced communication with fisheries and wildlife teams, ACA member groups, SRD, conservation partners industry and landowners. 	\$23,600

Fisheries Program Coordination	<ul style="list-style-type: none"> ▪ Development and implementation of a communications plan. ▪ Continue to publish articles in local newspapers highlighting regional fisheries issues and activities this fiscal. ▪ Deliver at least three presentations to public forums, participate in relevant workshops and deliver presentations at least one scientific conference where proceedings will be published. 	\$8,000
	TOTAL	\$31,600

GOAL 2: Enhance our knowledge of the fisheries resource, increasing our ability to facilitate the successful resolution of current and emerging fisheries issues.

ACTIVITY / PROJECT	KEY RESULTS	AMOUNT
Business Unit Leadership and Fisheries Program Coordination	<ul style="list-style-type: none"> ▪ Review personal development plans to ensure development initiatives are in alignment with enhancing our knowledge of the fisheries resource. ▪ Implement and deliver learning group sessions on a monthly basis where members review a minimum of two current, relevant peer reviewed journal articles and discuss methods, results and key findings. ▪ Participate in more informal discussions with ASRD fisheries staff to improve communications and knowledge sharing. ▪ Solicit and provide expertise from the international scientific community on current issues and perceived information gaps. 	\$28,000
	TOTAL	\$28,000

GOAL 3: Promote the effective use of information collected, allowing it to contribute positively to conservation in Alberta.

ACTIVITY / PROJECT	KEY RESULTS	AMOUNT
Business Unit Leadership Fisheries Program Coordination	<ul style="list-style-type: none"> ▪ Conservation issues will be collaboratively identified with prioritized activities developed to address each. ▪ Specific information needs to be clearly identified for each conservation issue or activity. ▪ Reports circulated and provided to all applicable parties. ▪ Strategic planning, contributions to business plan and Annual Operating Plan. ▪ Assurance of alignment with ACA and ASRD priorities. ▪ Linkage between BU and Provincial Teams. 	\$34,000
	TOTAL	\$34,000

GOAL 4: To enhance the relationship between ACA's fisheries program employees and their ASRD counterparts.

ACTIVITY / PROJECT	KEY RESULTS	AMOUNT
Business Unit Leadership and Program Coordination	<ul style="list-style-type: none"> Collaboratively developed data standards for at least one provincial fisheries program. Personal development plans, mainly comprised of development initiatives, are in alignment with enhancing our scientific credibility. Implement a regional fisheries learning group focusing on current research and issues. Participate in review of new and ongoing projects to ensure scientific rigor is acceptable. Participate and provide expertise to enhancing data management processes. 	\$32,000
	TOTAL	\$32,000

Program Priority 1: Fish populations, trends and status.

ACTIVITY / PROJECT	KEY RESULTS	AMOUNT
Lynx Creek Bull Trout Monitoring <ul style="list-style-type: none"> Continued monitoring of the annual size of adult migration and juvenile abundance in Lynx Creek. Monitoring program is scheduled to expand in 2003 - 2004 to include water quality monitoring. 	<ul style="list-style-type: none"> This valuable, time-series data set will be updated. This in turn will be used to determine baseline population levels from which to measure effects of industrial activities in the watershed and success of current management strategies. All collected data will be forwarded to the FMIS. 	\$45,000
South Heart River Walleye Movements Study <ul style="list-style-type: none"> An examination of the spawning phase, migration timing and identification of spawning locations of Lesser Slave Lake Walleye in the South Heart River. 	<ul style="list-style-type: none"> Information on the timing of walleye movements into and out of the South Heart River will be forwarded to ASRD fisheries managers. This will provide scientifically defensible information from which adjustment to current management strategies for both the South Heart River and Lesser Slave Lake can be made. Areas critical to walleye production will be identified. This information will contribute to focused riparian protection and securement initiatives. All collected data will be forwarded to the FMIS. 	\$50,978
Peerless Lake Cluster Stock Assessment and Angler Effort and Harvest <p>This study is comprised of four major components:</p> <ul style="list-style-type: none"> Assessment of fish stock status. Determine angler harvest and effort. Boat counts and traffic counter readings correlated with angler numbers observed on four priority Lakes. Correlation of test-net CUE with Angler CUE and a population estimate on Graham Lake with emphasis on contributing to the review of test-netting methods. 	<ul style="list-style-type: none"> Stock assessment information will be collected on prioritized regional lakes with a standardized test-netting program as per the current methods. A single three-way correlation of test-net CUE, angler CUE and estimated density of walleye. Three two-way correlations of test-net CUE and angler CUE. All collected data will be forwarded to the FMIS and reported via regional analytical output macro. 	\$93,550

Simonette Watershed Study <ul style="list-style-type: none"> The study is comprised of an assessment of sport fish abundance in the Simonette River, identification of critical bull trout and Arctic grayling habitats and determination of the effects of stream crossings on fish communities. 	<ul style="list-style-type: none"> A quantified measure of abundance on the sport fish in a representative portion of the Simonette River will be generated. Standard biological information on sport fish species will be collected and reported on. Observations on species at risk (large-scale sucker) will be recorded. Bull trout (20) and Arctic grayling (20) will be implanted with radio transmitters and tracked during spawning and over wintering phases. Focused fish inventories will be conducted at upstream and downstream locations. All data will be forwarded to the FMIS. A technical report describing methods, results etc. will be prepared and circulated to regional fisheries managers. 	\$70,000
	TOTAL	\$259,528

Program Priority 2: Sport fish harvest and angler effort.

ACTIVITY / PROJECT	KEY RESULTS	AMOUNT
Peerless Lake Cluster Stock Assessment and Angler Effort and Harvest <ul style="list-style-type: none"> As a major component of the study angler effort and harvest will be estimated on four priority lakes in the Peerless Lake cluster. 	<ul style="list-style-type: none"> Angler surveys will be conducted using accepted methods. Boat counts and traffic counter readings will be correlated with observed numbers of anglers. Creel survey data will be aligned and analyzed in conjunction with test-netting data to further refine stock assessment methods. All data will be loaded into FMIS. A report describing methods, results etc. will be prepared and circulated to regional fisheries managers. 	\$51,625
	TOTAL	\$51,625

Program Priority 3: Cumulative effects.

ACTIVITY / PROJECT	KEY RESULTS	AMOUNT
Simonette Watershed Study <ul style="list-style-type: none"> The study is comprised of an assessment of sport fish abundance in the Simonette River, identification of critical bull trout and Arctic grayling habitats and determination of the effects of stream crossings on fish communities. 	<ul style="list-style-type: none"> Stream crossing assessments using peer reviewed methods. Focused fish inventories will be conducted at locations upstream and downstream of stream crossings. Comparisons of fish communities, biomass and density of upstream and downstream locations. All data will be forwarded to the FMIS. A technical report describing methods, results etc. will be prepared and circulated to regional fisheries managers. 	\$30,000
	TOTAL	\$30,000

Total Fisheries Budget = \$466,753

Wildlife

Northwest Business Unit aims to improve upon and efficiently deliver wildlife programs aligned with ACA core values and wildlife priorities in northwest Alberta.

ACTIVITY / PROJECT	KEY RESULTS	AMOUNT
Business Unit Program Coordination	<ul style="list-style-type: none"> Development of enhanced linkages with the habitat programs improving the rigor of wildlife projects and programs. Increased and enhanced communication with fisheries and wildlife teams, ACA member groups, SRD, conservation partners industry and landowners. Regular reporting completed in a timely and efficient manner. Strategic planning, contributions to business plan and Annual Operating Plan. Assurance of alignment with ACA and ASRD priorities. Linkage between BU and Provincial Teams. 	\$23,700
	TOTAL	\$23,700

GOAL 1: Delivery and support of wildlife projects that enhance information on current issues facing wildlife populations in Alberta, and measure our results.

ACTIVITY / PROJECT	KEY RESULTS	AMOUNT
Business Unit Leadership and Wildlife Program Coordination	<ul style="list-style-type: none"> Development of wildlife program in the business unit. Increased and enhanced communication with Habitat team, ACA member groups, SRD, conservation partners industry and landowners. Regular reporting completed in a timely and efficient manner. Strategic planning, contributions to business plan and Annual Operating Plan. Assurance of alignment with ACA and ASRD priorities. Linkage between BU and Provincial Teams. 	\$14,000
Northwest Sharp-Tailed Grouse Inventory <ul style="list-style-type: none"> Survey historical sharp-tailed grouse lek sites to determine lek usage trends. Additional ongoing population trend surveys will be used to identify new lek sites, to evaluate habitat changes and their impacts on sharp-tailed grouse, and to monitor changes in population numbers. Can be used as a way of evaluating addressing habitat concerns. 	<ul style="list-style-type: none"> Establishment of trend blocks to determine sharp-tailed grouse population trends and to evaluate habitat concerns. Develop a baseline of population data for future inventories. Completion of annual survey summary report, including detailed map of STG locations and active lek sites to be completed before March 31, 2005. Population and habitat data summarized for inclusion in a habitat priority map. 	\$5,000

Northwest Wildlife Data Compilation <ul style="list-style-type: none"> Compile all wildlife inventory data (ungulate surveys, trumpeter swan nesting sites, snake hibernacula, etc) from the NW and incorporate into GIS format for mapping priority areas for habitat programs. Wildlife survey data will be reviewed and compiled to prioritize critical wildlife habitat (e.g. winter ranges, caribou calving grounds etc.) and identify data gaps. The project leader will work collaboratively with ASRD Wildlife Biologists to collect the data set. Results will be incorporated with habitat priority data compiled by the NW Habitat Team, and used in the development of a NW Habitat Program Strategy. This compilation will facilitate the anticipated migration of regional data into the provincial wildlife database. Database formats will be standardized between business units. 	<ul style="list-style-type: none"> Priority habitat program areas identified for Habitat Team and partners. Focus provided for the NW wildlife habitat program strategy document (2005 – 2006). NW ASRD wildlife data housed in one standardized, collaboratively developed, GIS compatible database. External data source identified (e.g. forest companies, university data sets, etc.) for future incorporation into the database. Results will facilitate the regional wildlife and habitat project allocation process for 2005 – 2006. 	\$2,500
TOTAL		\$21,500

GOAL 2: Enhanced awareness by the public of critical issues facing the wildlife resource in Alberta.

ACTIVITY / PROJECT	KEY RESULTS	AMOUNT
Business Unit Leadership and Wildlife Program Coordination <ul style="list-style-type: none"> Coordinate public information activities of NW Wildlife Team. Delivery of power point or poster presentations by NW Wildlife Team at public information sessions (e.g. Forest Explorers). 	<ul style="list-style-type: none"> Public awareness of critical wildlife issues and ACA's role in addressing these issues is enhanced. 	\$16,000
TOTAL		\$16,000

GOAL 3: Enhance the scientific credibility and develop a standard of excellence within our wildlife program and projects.

ACTIVITY / PROJECT	KEY RESULTS	AMOUNT
Business Unit Leadership and Program Coordination <ul style="list-style-type: none"> Develop and implement data collection and reporting standards. Set scientific standards for project design and reporting. Develop relationships with scientific community. 	<ul style="list-style-type: none"> Wildlife programs will be designed, coordinated and delivered in a scientifically defensible manner. When applicable, access and utilize resources in the scientific community via peer review of proposed methodologies and study design. Presentation of project results in scientific and academic forums (e.g. conferences, primary literature). 	\$18,000
TOTAL		\$18,000

GOAL 4: To enhance and strengthen the relationship between ACA's wildlife program employees and their counterparts at ASRD.

ACTIVITY / PROJECT	KEY RESULTS	AMOUNT
Northwest Wildlife Data Compilation <ul style="list-style-type: none"> Compile all wildlife inventory data (ungulate surveys, trumpeter swan nesting sites, snake hibernacula, etc) from the NW and incorporate into GIS format for mapping priority areas for habitat programs. The project leader will work collaboratively with ASRD wildlife biologists to collect the data set. 	<ul style="list-style-type: none"> ASRD wildlife staff are engaged in delivery of current programs and development of future programs. 	\$2,500
TOTAL		\$2,500

Program Priority 1: Population assessment and status determination.

ACTIVITY / PROJECT	KEY RESULTS	AMOUNT
Northwest Sharp-Tailed Grouse Inventory <ul style="list-style-type: none"> Survey historical sharp-tailed grouse lek sites to determine lek usage trends. Additional ongoing population trend surveys will be used to identify new lek sites, to evaluate habitat changes and their impacts on sharp-tailed grouse, and to monitor changes in population numbers. 	<ul style="list-style-type: none"> Establishment of trend blocks to determine sharp-tailed grouse population trends and to evaluate habitat concerns. Develop a baseline of population data for future inventories. Completion of annual survey summary report, including detailed map of STG locations and active lek sites to be completed before March 31, 2005. Population and habitat data summarized for inclusion in a habitat priority map. 	\$15,000
Hay-Zama Wetland Monitoring <ul style="list-style-type: none"> Monitoring of spring and fall waterfowl migrations and bald eagle nesting success. 	<ul style="list-style-type: none"> Conditions set by the AEUB Interim Directives will be enforced. Summary report of activities prepared and circulated to stakeholders by March 31, 2004. 	\$25,000 (100% funded by partners)
TOTAL		\$15,000

Program Priority 3: Habitat inventory information.

ACTIVITY / PROJECT	KEY RESULTS	AMOUNT
Northwest Sharp-tailed grouse Inventory <ul style="list-style-type: none"> Survey historical sharp-tailed grouse lek sites to determine lek usage trends. Additional ongoing population trend surveys will be used to identify new lek sites, to evaluate habitat changes and their impacts on sharp-tailed grouse, and to monitor changes in population numbers. 	<ul style="list-style-type: none"> Establishment of trend blocks to determine sharp-tailed grouse population trends and to evaluate habitat concerns. Completion of annual survey summary report, including detailed map of STG locations and active lek sites to be completed before March 31, 2005. Population and habitat data summarized for inclusion in a habitat priority map. 	\$15,000
TOTAL		\$15,000

Program Priority 4: Compilation, archival and management of information.

ACTIVITY / PROJECT	KEY RESULTS	AMOUNT
Northwest Wildlife Data Compilation <ul style="list-style-type: none"> This program will compile all wildlife inventory data (ungulate surveys, trumpeter swan nesting sites, snake hibernacula, etc) from the NW and incorporate into GIS format for mapping priority areas for habitat programs. Wildlife survey data will be reviewed and compiled to prioritize critical wildlife habitat (e.g. winter ranges, caribou calving grounds etc.) and identify data gaps. The project leader will work collaboratively with ASRD wildlife biologists to collect the data set. Results from this project will be incorporated with habitat priority data compiled by the NW Habitat Team, and used in the development of a NW Habitat Program Strategy. This compilation will facilitate the anticipated migration of regional data into the provincial wildlife database. Database formats will be standardized between business units. 	<ul style="list-style-type: none"> Wildlife survey data used to identify priority habitat program areas for Habitat Team and partners. Provide focus for the direction of a future NW wildlife habitat program strategy document (2005 – 2006). NW ASRD wildlife data housed in one standardized, collaboratively developed, GIS compatible database. Identify external data source (e.g. forest companies, university data sets etc.) for future incorporation into the database. Results will facilitate the regional wildlife and habitat project allocation process for 2005 – 2006. 	\$15,000
TOTAL		\$15,000

Program Priority 5: Human/wildlife interactions.

ACTIVITY / PROJECT	KEY RESULTS	AMOUNT
Hay-Zama Wetland Monitoring <ul style="list-style-type: none">Monitoring of migrating waterfowl on off-shore well sites.	<ul style="list-style-type: none">Conditions set by the AEUB Interim Directives for operation of oil and gas extraction on the Hay-Zama wetland complex will be enforced.Summary report of activities prepared and circulated to stakeholders by March 31, 2004.	\$25,000 (100% funded by partners)
	TOTAL	-

Total Wildlife Budget = \$126,700

Total Allocation for the Northwest Business Unit = \$931,453

Partners and Collaborators

The Alberta Conservation Association's key clients are the Provincial Government (Alberta Sustainable Resource Development, Fish & Wildlife Management Division), the people of Alberta, the Timber Industry, the Oil and Gas industry, and other Conservation Organizations.

Past and future work of ACA in the Northwest Business Unit involves partnerships:

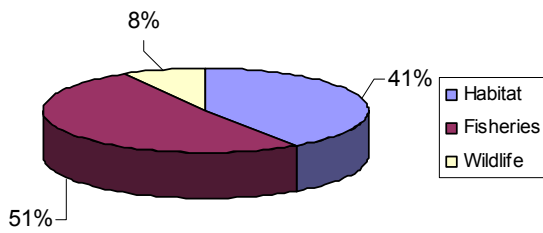
- With Alberta Sustainable Development and Alberta Environment (Fisheries Management, Wildlife Management, Land and Forest Service, Water Resources,).
- With other Provincial Government Departments (Alberta Agriculture).
- With the Federal Government (Department of Fisheries and Oceans, Canadian Wildlife Service).
- With local governments (Towns, Municipal Districts).
- With timber industry companies (Daishowa, Weyerhaeuser, Manning Diversified Forest Products, Canfor, Slave Lake Pulp, Ainsworth, among others).
- With several petroleum industry related companies.
- With Aboriginal governments and communities.
- With other research organizations (Universities of Alberta, Lethbridge, Calgary, Alberta Research Council, Boreal Forest Research Centre).
- With other conservation organizations (Ducks Unlimited, Rocky Mountain Elk Foundation, Nature Conservancy, Alberta Fish and Game Association, Prairie Farm Rehabilitation Association among others).

Summary

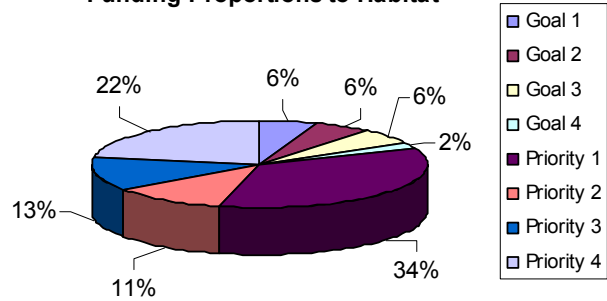
The Northwest Business Unit has a history of program expansion through an appreciable level of financial partnerships. To date, this level of partnership contributions is yet to be realized. The undoubtedly will result in a reduced program (and associated impacts; e.g. staff reductions).

The figure below illustrates funding proportions within each of ACA's three program areas (as outlined in the Strategic Business Plan) and the three program areas within the business unit. Although not depicted with formal monetary allocations, all three program areas have made effort to address the majority of the programs' goals and priorities. As in past years, the fisheries continue to be the largest program area, receiving half of the allocation request.

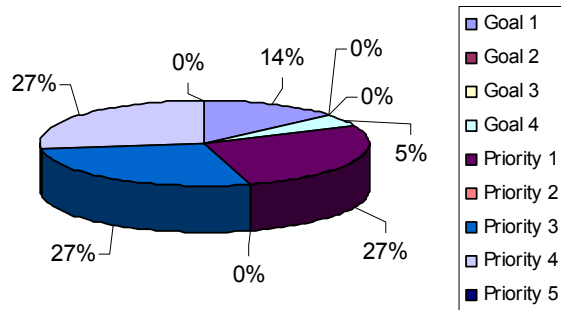
Funding Proportions within Business Unit



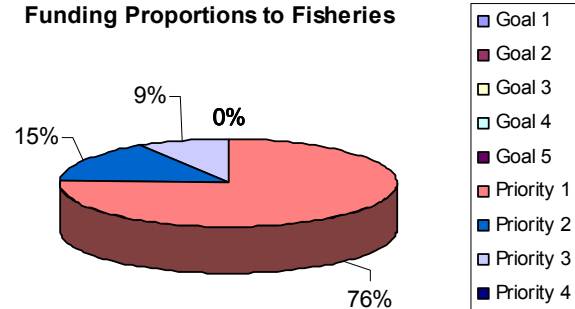
Funding Proportions to Habitat



Funding Proportions to Wildlife



Funding Proportions to Fisheries



Biodiversity and Species at Risk (BSAR) Business Unit

This business unit aims to have a positive impact on biodiversity and species at risk in Alberta, by developing projects that fill knowledge gaps and enhance/maintain populations, and by communicating biodiversity and species at risk priorities and expertise to all ACA staff. We strive to do this in a scientifically credible and collaborative manner, and to earn the respect of each of our customers. The BSAR business unit will continue to administer and deliver provincial non-game programs as well as acting as a liaison with the Fish and Wildlife Division of Alberta Sustainable Resource Development. The BSAR Business Unit and Fish and Wildlife Division Species At Risk staff have a good working relationship and will continue to develop a set of mutually agreed upon priorities to be a part of ACA's annual programming. These priorities will be communicated to the appropriate regional business unit with the goal of integrating the highest priorities into regional programs. Over the last two years, progress has been made on the incorporation of non-game components into each of the regional business units' programming. In 2004 – 2005 there will be a non-game component in each of the regional business units. Many efficiencies can be realized by dovetailing BSAR priorities with current programming in the regions, particularly from the fisheries perspective. The groundwork for this was completed last year and in 2004 – 2005 several regional fisheries projects will incorporate BSAR priorities. For 2004 – 2005, the annual budget for the BSAR business unit is \$293,400. An additional \$68,000 will be incorporated into regional business unit Annual Operating Plans. Combined, ACA has allocated a total of \$361,400 to a variety of biodiversity and species at risk projects in 2004 – 2005.

Priority Issues

A number of species in the province are listed as 'status undetermined' in The General Status of Alberta Wild Species 2000. It has become increasingly difficult to obtain funds to work on addressing the status of some of these species.

1. Improve understanding of the role biodiversity and species at risk and their habitats play in the conservation of consumptive and non-consumptive species.
2. Improve the linkages between biodiversity and species at risk programming and other business unit operations throughout ACA.

Goals or Program Priorities - Associated Activities and Key Results

Fisheries

GOAL 1: Increased public awareness of issues facing the fisheries resource and ACA's role in these issues as well as assist the public in identifying ways they can contribute.

ACTIVITY / PROJECT	KEY RESULTS	AMOUNT
Fisheries Program Coordination <ul style="list-style-type: none"> Involve the public and ACA staff in the collection of data for the 2005 General Status exercise. Provide up-to-date information on BSAR fisheries projects for the ACA website. 	<ul style="list-style-type: none"> ACA staff and the public are consulted with regards to the status of fish in Alberta. Project web pages are updated with current information. 	\$3,700
TOTAL		\$3,700

GOAL 2: Enhance our knowledge of the fisheries resource, increasing our ability to facilitate the successful resolution of current and emerging fisheries issues.

ACTIVITY / PROJECT	KEY RESULTS	AMOUNT
Fisheries Program Coordination <ul style="list-style-type: none"> Provide input into the ACA fisheries program strategic direction and budget allocation process. Coordinate business unit fisheries projects. Liaise with ACA fisheries staff with regards to integrating BSAR fish priorities into regional fish programs. 	<ul style="list-style-type: none"> The BSAR Fish Team leader will actively participate as a part of the Provincial Fisheries Team. Additional BSAR fisheries priorities are integrated into regional program delivery. 	\$9,000
TOTAL		\$9,000

GOAL 4: To enhance the relationship between ACA's fisheries program employees and their ASRD counterparts.

ACTIVITY/ PROJECT	KEY RESULTS	AMOUNT
Fisheries Program Coordination <ul style="list-style-type: none"> Ensure SRD involvement in the development of BSAR fisheries priorities through discussions. 	<ul style="list-style-type: none"> Mutually agreed upon priorities are integrated into provincial and regional business unit fisheries programs. 	\$3,000
TOTAL		\$3,000

GOAL 5: Enhance the level of scientific credibility of ACA's fisheries programs.

ACTIVITY/ PROJECT	KEY RESULTS	AMOUNT
Business Unit Leadership <ul style="list-style-type: none"> General human resources administration (i.e. hiring, development of performance plans, timesheets etc.). General program and project administration, compilation of monthly and quarterly reports, Annual Operating Plan and detailed project descriptions. Represent the BSAR Business Unit on the Operational Management Team. Oversee the development and delivery of business unit wildlife, fisheries and habitat activities. Staff development and coaching. Act as the business unit liaison with Fish and Wildlife species at risk staff. Revise Business Unit Team Charter. 	<ul style="list-style-type: none"> Business Unit Annual Operating Plan developed and delivered. Monthly and quarterly reports compiled and provided to the appropriate Executive Management Team members. Active participation on the Operational Management Team. Annual staff performance reviews completed and subsequent work plans developed. Attend Fish and Wildlife provincial species at risk meetings. Update BSAR Team Charter as required. 	\$5,530
Fisheries Program Coordination <ul style="list-style-type: none"> Provide updates on the status of BSAR fisheries program through monthly and quarterly reports. Develop the fisheries section of the 2005 – 2006 BSAR Annual Operating Plan. Develop detailed projects descriptions for BSAR fish projects for 2005 – 2006. 	<ul style="list-style-type: none"> Provincial BSAR fisheries projects will be managed in an accountable and efficient manner. Detailed project descriptions will be developed for all BSAR fisheries projects. Complete the fisheries section of the 2004 – 2005 monthly and quarterly reports. The fisheries section of the 2005 – 2006 BSAR Business Unit Annual Operating Plan will be produced and associated detailed project descriptions will be developed. 	\$8,000
TOTAL		\$13,530

Program Priority 1: Fish population, trends and status.

ACTIVITY/ PROJECT	KEY RESULTS	AMOUNT
Alberta General Status Update <ul style="list-style-type: none"> Within the General Status of Alberta Wild Species report, the section on the general status of fish will be updated. Information will be collected through face-to-face meetings with ACA and SRD fisheries experts, to incorporate province-wide knowledge into the general status ranks. Status information will also be collected from the general public, consultants and other species experts. Alberta ranks will be determined using standard criteria used across Canada, which are set by the National General Status Working Group and the World Conservation Union. 	<ul style="list-style-type: none"> Preliminary re-assessment of provincial general status ranks for all fish species. Incorporation of ACA expertise into the development of general status ranks. 	\$5,000
Alberta Detailed Status Reports <ul style="list-style-type: none"> These reports provide detailed information on select species. Species experts are sought to author these reports, which are then peer reviewed. Ultimately, this information is used by the Scientific Subcommittee and the Endangered Species Conservation Committee (ESCC) to recommend formal designation of species as Endangered, Threatened, Special Concern or Data Deficient. 	<ul style="list-style-type: none"> One new detailed status report will be written on a fish species, likely brassy minnow or spoonhead sculpin. Data sets resulting from each report will be entered into FMIS (if not already). Report will be uploaded to the provincial species at risk web page. The ESCC will use this information to assign a formal status to the species under the Alberta Wildlife Act. 	\$7,000
TOTAL		\$12,000

Total Fisheries Budget = \$41,230

Wildlife

GOAL 1: Delivery and support of wildlife projects that enhance information on current issues facing wildlife populations in Alberta and measure our results.

ACTIVITY/ PROJECT	KEY RESULTS	AMOUNT
Business Unit Leadership <ul style="list-style-type: none"> General human resources administration (i.e. hiring, development of performance plans, timesheets etc.). General program and project administration, compilation of monthly and quarterly reports, Annual Operating Plan, detailed project descriptions. Represent the BSAR business unit on the Operational Management Team. Oversee the development and delivery of business unit wildlife, fisheries and habitat activities. Staff development and coaching. Act as the business unit liaison with Fish and Wildlife species at risk staff. Revise Business Unit Team Charter. 	<ul style="list-style-type: none"> Business unit Annual Operating Plan developed and delivered. Monthly and quarterly reports compiled and provided to the appropriate Executive Management Team members. Active participation on the Operational Management Team. Annual staff performance reviews completed and subsequent work plans developed. Attend Fish and Wildlife provincial species at risk meetings. Update BSAR Team Charter as required. 	\$33,180

Wildlife Program Coordination <ul style="list-style-type: none"> Provide input to the ACA wildlife program strategic direction and budget allocation process. Coordinate business unit wildlife projects. Liaise with ACA wildlife staff with regards to integrating BSAR wildlife priorities into regional wildlife programs. Seek additional partner dollars to compliment ACA funds. 	<ul style="list-style-type: none"> The BSAR Wildlife Team leader will actively participate as a part of the Provincial Wildlife Team. Provincial BSAR wildlife projects will be managed in an accountable and efficient manner. Partner dollars will be generated for each BSAR wildlife project. 	\$9,000
TOTAL		\$42,180

GOAL 2: Enhanced awareness by the public of critical issues facing the wildlife resource in Alberta.

ACTIVITY/ PROJECT	KEY RESULTS	AMOUNT
Wildlife Program Coordination <ul style="list-style-type: none"> Ensure that information and education components are developed for all wildlife projects. Ensure up-to-date information is available for all wildlife projects on ACA's website. 	<ul style="list-style-type: none"> Information and education components are incorporated into all wildlife projects. Project web pages are updated with current information. 	\$3,000
TOTAL		\$3,000

GOAL 3: Enhance the scientific credibility and develop a standard of excellence within our wildlife program and projects.

ACTIVITY/ PROJECT	KEY RESULTS	AMOUNT
Wildlife Program Coordination <ul style="list-style-type: none"> Provide updates on the status of BSAR wildlife program through monthly and quarterly reports. Develop the wildlife section of the 2005 – 2006 BSAR Annual Operating Plan. Develop detailed projects descriptions for BSAR wildlife projects for 2005 – 2006. 	<ul style="list-style-type: none"> Provincial BSAR wildlife projects will be managed in an accountable and efficient manner. Detailed project descriptions will be developed for all BSAR wildlife projects. The wildlife section of the 2004 – 2005 monthly and quarterly reports will be written. The wildlife section of the 2005 – 2006 BSAR business unit Annual Operating Plan will be produced and associated detailed project descriptions will be developed. 	\$8,000
TOTAL		\$8,000

GOAL 4: To enhance and strengthen the relationship between ACA's wildlife program employees and their counterparts at Alberta Sustainable Resource Development.

ACTIVITY/ PROJECT	KEY RESULTS	AMOUNT
Wildlife Program Coordination <ul style="list-style-type: none"> Ensure SRD involvement in the development of BSAR wildlife priorities through discussions. 	<ul style="list-style-type: none"> Mutually agreed upon priorities are integrated into provincial and regional business unit wildlife programs. 	\$3,700
TOTAL		\$3,700

Program Priority 1: Population assessment and status determination.

ACTIVITY/PROJECT	KEY RESULTS	AMOUNT
Alberta Detailed Status Reports <ul style="list-style-type: none"> These reports provide detailed information on selected species. Species experts are sought to author these reports, which are then peer reviewed. Ultimately, this information is used by the Scientific Subcommittee and the Endangered Species Conservation Committee (ESCC) to recommend formal designation of species as Endangered, Threatened, Special Concern or Data Deficient. 	<ul style="list-style-type: none"> Five new detailed status reports on selected wildlife species will be completed. Data sets resulting from each report will be entered into BSOD (if not already). Reports will be uploaded to the web and are made available via links on the ACA and Alberta Sustainable Resource Development websites. Reports will be used by the ESCC to recommend formal designation of species status under Alberta's Wildlife Act. 	\$35,000
Researching Amphibian Numbers in Alberta <ul style="list-style-type: none"> The goal is to run six RANA sites in 2004 – 2005. Established RANA protocol for pond surveys and pitfall trapping in different eco-regions will be followed at each site. This will ensure consistency between sites and years. Additional inventories for long-toed salamander will be conducted in the northwest region in an attempt to better gauge distribution and population numbers. Species distributions will be mapped and population persistence analyzed. Presentations will be made at RANA sites about amphibians and wetland conservation. 	<ul style="list-style-type: none"> Reports produced for each RANA site and provincial SAR summary report; widely distributed. Better understanding of the distribution of long-toed salamanders in northwestern Alberta. Long-term data on amphibian population trends and distribution (archived, tracked and analyzed) Data gathered will contribute to 2005 General Status exercise. 	\$30,000
Alberta Volunteer Amphibian and Reptile Monitoring Program <ul style="list-style-type: none"> The Alberta Amphibian Monitoring Program (AAMP) was developed to increase the public's awareness of amphibians, and to collect important information on the presence of amphibian species throughout the province. 	<ul style="list-style-type: none"> Production and distribution of educational material: monitoring manuals, call tapes and teacher's guides. Co-organize annual Alberta herpetiles meeting, with SRD. Long-term data collected on amphibians in an economical fashion (through use of volunteers). Presentations will be made to school groups and at conferences and workshops when applicable. All data will be entered into BSOD and a summary report will be written. Program coordinator is the lead in the organization of the 9th Annual Canadian Amphibian and Reptile Conservation Network conference. 	\$5,000
TOTAL		\$70,000

Program Priority 2: Implementation of management, conservation or recovery plans.

ACTIVITY/PROJECT	KEY RESULTS	AMOUNT
Piping Plover Predator Exclosure and Population Monitoring Program <ul style="list-style-type: none"> The Alberta Piping Plover Recovery Plan focuses on productivity enhancement and stewardship activities. Predator exclosures will be applied to piping plover nests found throughout the province. These exclosures will be monitored over the summer of 2004. In addition, adult and brood surveys will be conducted on at least 20 core breeding lakes and young plovers will be banded. Number of fledged birds will also be recorded. 	<ul style="list-style-type: none"> All data will be entered into BSOD. Exclosures will be applied to as many nests as available funding will allow. A final report will be produced and distributed to partners. Presentations will be made at appropriate conferences and to the Piping Plover Recovery Team. ACA will continue to participate on the Alberta Piping Plover Recovery Team. 	\$25,000

Northern Leopard Frog Reintroduction Project <ul style="list-style-type: none"> The re-establishment of northern leopard frogs in their formerly occupied range is dependent on a reintroduction project because of limited natural recolonization potential of the species. A critical review of the core program activities will take place in 2004 – 2005. Under this review, new partnerships and funding sources will be explored, and program components will be studied, expanded or modified, where needed, to increase the scientific basis of the program. Priorities for 2004 – 2005 include research resulting in an increased understanding of genetic and disease concerns and emerging issues with the species, current release site selection process and criteria and the monitoring of release sites and natural wild populations. 	<ul style="list-style-type: none"> Based on initial results of genetics work, leopard frog egg masses may be collected from southern Alberta and reared at the Raven Brood Trout Station. An estimated 2000 to 4000 young leopard frogs would then be captured, marked and released at predetermined release sites in the east slopes and parkland. Presentations will be made and posters displayed at appropriate conferences. A final report will be produced; all data will be entered into BSOD. Surveys for previously released leopard frogs will be conducted. 	\$40,000
TOTAL		\$65,000

Total Wildlife Budget = \$191,880

Habitat

GOAL 3: To maintain, enhance and restore habitats to support priority species and populations that provide recreational opportunities.

ACTIVITY/PROJECT	KEY RESULTS	AMOUNT
Habitat Program Coordination <ul style="list-style-type: none"> Provide updates on the status of BSAR habitat program through monthly and quarterly reports. Develop the habitat section of the 2005 – 2006 BSAR Annual Operating Plan. Develop detailed projects descriptions for BSAR habitat projects for 2005 – 2006. Seek additional partner dollars to complement ACA funds. 	<ul style="list-style-type: none"> Provincial BSAR habitat projects will be managed in an accountable and efficient manner. Detailed projects descriptions will be developed for all BSAR habitat projects. The habitat section of the 2004 – 2005 monthly and quarterly reports will be written. The habitat section of the 2005 – 2006 BSAR Business Unit Annual Operating Plan will be produced and associated detailed project descriptions will be developed. Additional partner dollars will be generated for all BSAR habitat projects. 	\$10,000
TOTAL		\$10,000

GOAL 4: To develop improved linkages between the habitat, fisheries and wildlife program areas.

ACTIVITY/PROJECT	KEY RESULTS	AMOUNT
Business Unit Leadership <ul style="list-style-type: none"> General human resources administration (i.e. hiring, development of performance plans, timesheets etc.). General program and project administration, compilation of monthly and quarterly reports, Annual Operating Plan, detailed project descriptions. Represent the BSAR Business Unit on the Operational Management Team. Oversee the development and delivery of business unit wildlife, fisheries and habitat activities. Staff development and coaching. Act as the business unit liaison with Fish and Wildlife species at risk staff. Revise Business Unit Team Charter. 	<ul style="list-style-type: none"> Business unit Annual Operating Plan developed and delivered. Monthly and quarterly reports compiled and provided to the appropriate Executive Management Team members. Active participation on the Operational Management Team. Annual staff performance reviews completed and subsequent work plans developed. Attend Fish and Wildlife provincial species at risk meetings. Update BSAR Team Charter as required. 	\$16,590
Habitat Program Coordination <ul style="list-style-type: none"> Provide input to the ACA habitat program strategic direction and budget allocation process. Coordinate business unit habitat projects. Liaise with ACA habitat staff with regards to integrating BSAR habitat priorities into regional habitat programs. Provide information on habitat components of recovery plans to the provincial habitat team. Ensure SRD involvement in the development of BSAR habitat priorities through discussions. 	<ul style="list-style-type: none"> The BSAR Habitat Team Leader will actively participate as a part of the Provincial Habitat Team. Provincial BSAR habitat projects will be managed in an accountable and efficient manner. Habitat components of provincially delivered recovery plans will be addressed. Mutually agreed upon priorities will be integrated into provincial and regional business unit habitat programs. 	\$13,700
TOTAL		\$30,290

Program Priority 2: Habitat supporting species at risk.

ACTIVITY/PROJECT	KEY RESULTS	AMOUNT
Piping Plover Habitat Stewardship Program <ul style="list-style-type: none"> The Alberta Piping Plover Recovery Plan focuses on productivity enhancement and stewardship activities. This program focuses on the stewardship component of the Recovery Plan with the goal of protecting the majority of the breeding and feeding habitat in the province. The 2004 – 2005 fiscal year will be the third year of implementation, and the second year with ACA involvement. By the end of 2003 – 2004, 30 Lake Management Plans will be completed. A major component of the habitat protection activities is to implement habitat improvements identified in the Lake Management Plans by working cooperatively with private landowners. This program focuses on implementing these plans. 	<ul style="list-style-type: none"> Management/stewardship agreements on at least four lakes in the southern region. A summary report will be written, detailing the progress made in implementing the Recovery Plan. A presentation will be made to the Alberta Piping Plover Recovery Team. 	\$20,000
TOTAL		\$20,000

Total Habitat Allocation = \$60,290

Total Allocation for the Biodiversity and Species at Risk Business Unit = \$293,400

Biodiversity And Species at Risk Projects In Other Business Units

All Biodiversity and Species at Risk projects proposed for ACA funding were compiled and ranked provincially against a standard set of criteria. This was done to ensure that ACA is focused on BSAR projects with the highest provincial, not regional, priorities. The projects described in the section above will be administered and delivered provincially by staff in the BSAR Business Unit. However, the most efficient way of administering and delivering several of the other BSAR projects is to do so regionally. Below is a list of BSAR projects that will be delivered by staff in ACA's other business units. Stand-alone projects are listed for wildlife and habitat programs. A detailed description of each of these projects as well as the associated key results and budget can be found in the section of this Annual Operating Plan that corresponds to the business unit delivering the project.

Information on several fish species of high priority to the BSAR business unit will be collected as a part of regional fisheries programs. Dovetailing BSAR priorities with regional fisheries programs proved to be much more efficient than developing and delivering stand-alone BSAR fisheries projects. Projects that will incorporate a BSAR component in 2004 – 2005 are listed below and the targeted species is noted in parentheses after the project name. Costs were not associated specifically with the BSAR components of these projects as they will be included with the larger project.

Milk River Basin Wildlife Inventory	Wildlife Program Priority 1	Southern	\$30,000
Western Blue Flag Conservation Program	Habitat Program Priority 2	Southern	\$10,000
Milk River Basin Habitat Stewardship	Habitat Program Priority 2	Southern	\$10,000
Project Resting Swan - Wetland Stewardship	Habitat Program Priority 2	East Slopes	\$13,000
Sage Grouse Conservation Initiatives	Habitat Program Priority 2	Southern	\$5,000
Fishery Monitoring at Harvested Lakes Project (logperch)	Fisheries Program Priority 1	Northeast	N/A
Simonette Watershed Study (brassy minnow)	Fisheries Program Priority 1	Northwest	N/A
Assessment of Sport fish Distribution and Relative Abundance in the Lower Red Deer River (quillback)	Fisheries Program Priority 1	Southern	N/A
		TOTAL	\$68,000

Total budget for BSAR projects delivered regionally: \$ 68,000

Total budget for BSAR projects delivered provincially: \$293,400

Total amount allocated to BSAR projects: \$361,400

Partners and Collaborators

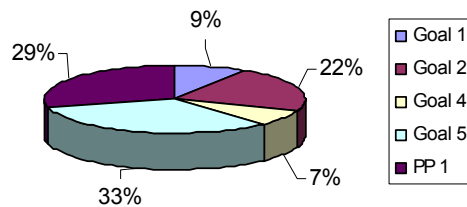
The programs delivered by the BSAR Business Unit involve partnerships with many organizations such as:

- Alberta Sustainable Resource Development (Fish and Wildlife Division, Public Lands Division).
- Alberta Human Resources and Employment (Summer Temporary Employment Program).
- Alberta Community Development (Parks and Protected Areas Division, Alberta Sport, Recreation, Parks and Wildlife Foundation).
- The Federal Government (Human Resources Development Canada, Canadian Wildlife Service, Habitat Stewardship Program).
- Weldwood of Canada Ltd.
- Shell Canada Ltd.
- University of Alberta.
- World Wildlife Fund.
- North American Waterfowl Management Plan.
- Ducks Unlimited Canada.
- Nature Conservancy of Canada.
- TD Friends of the Environment Foundation.

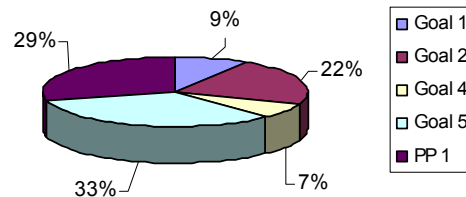
- The Calgary Zoo.
- Trans Alta.
- The Provincial Museum of Alberta.

Summary

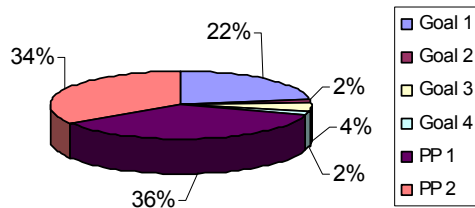
BSAR Business Unit Allocations by Fisheries Program Goals & Priorities



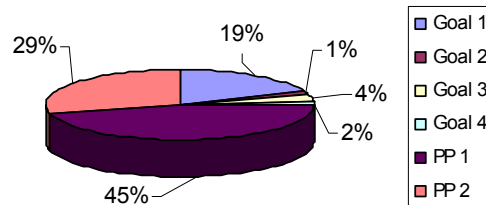
Total BSAR Allocations by Fisheries Program Goals & Priorities



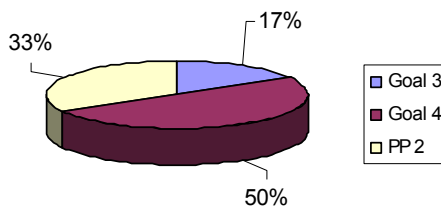
BSAR Business Unit Allocations by Wildlife Program Goals & Priorities



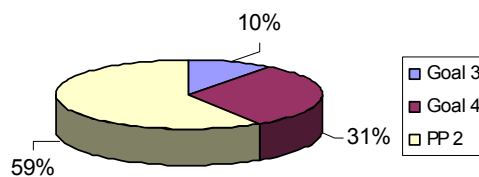
Total BSAR Allocations by Wildlife Program Goals & Priorities



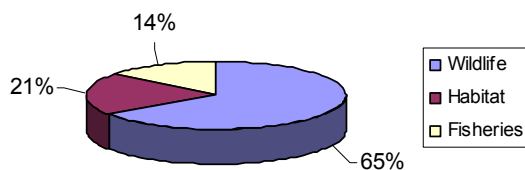
BSAR Business Unit Allocations by Habitat Program Goals & Priorities



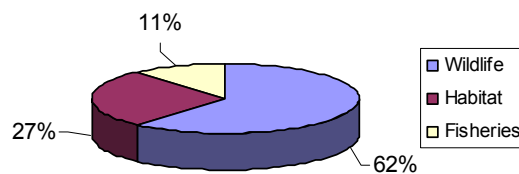
Total BSAR Allocations by Habitat Program Goals & Priorities



Allocations by Program Area within the BSAR Business Unit



Allocations by Program Area for all ACA BSAR Programs



Support Programs Business Unit

The Support Programs Business Unit is comprised of legal obligations that are delivered by the Alberta Conservation Association. The programs within the Business Unit are: Crop Damage Control, Enhanced Fish Stocking, Shot Livestock Compensation, Wildlife Predator Compensation, and Report A Poacher Program. Through collaboration with numerous partners, these programs are provided to the benefit of all Albertan's. All the Support Programs are delivered in conjunction with the Provincial Wildlife, Fisheries, and Habitat Teams. The Support Program budget for fiscal 2004 – 2005 totals \$713,619.

Priority Issues

1. To financially compensate livestock producers for the injury or death of livestock incurred by predators.
2. To financially compensate livestock producers for the injury or death of livestock incurred by the accidental or negligent actions of a person using a weapon during a big game or bird game season.

Crop Damage Control Program

The Crop Damage Control (CDC) Program has been in operation throughout the province since 1973 to help reduce the amount and severity of waterfowl damage to cereal crops. Program components include direct provision of scaring assistance by seasonal ACA staff, operation of alternate feeding areas (bait stations) and provision of scaring equipment for producers to borrow. As well as the economic reality of the CDC program (reduction of waterfowl compensation claim payouts), 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. CDC activities are conducted in some areas as a result of the Wetlands for Tomorrow, Buck for Wildlife, and North American Waterfowl Management programs and usually involve providing alternate feeding sites (bait stations and/or lure crops). In 1997, ACA was mandated to deliver the CDC Program in Alberta. Each year ACA, Alberta Sustainable Resource Development and Environment Canada outline field operations for the program in a Program Plan. The program is cost shared equally with Environment Canada. A total budget of \$390,000 is proposed for 2004 – 2005 with ACA providing \$203,000. This figure is based on recent annual program delivery costs. The objective of the CDC business unit is to deliver a waterfowl damage prevention program in accordance with the Canada-Alberta Contribution Agreement between ACA and Environment Canada and the Waterfowl Crop Damage Prevention Program Agreement between ACA and Alberta Sustainable Resource Development. Some level of crop damage prevention assistance will be made available to all grain producers in the province. CDC activities will also be provided in areas where it is deemed necessary for acceptance of waterfowl habitat enhancement initiatives.

Goals or Program Priorities - Associated Activities and Key Results

Program Priority 5: Human/wildlife interactions

ACTIVITY/PROJECT	KEY RESULTS	AMOUNT
Deliver CDC program	<ul style="list-style-type: none">▪ Reduce number and severity of compensation claims.▪ Support waterfowl and wetland habitat initiatives.	\$195,000
Support Programs Business Unit Administration		\$8,000
	TOTAL	\$203,000

The CDC program partners with Alberta Sustainable Resource Development and Environment Canada in the planning, delivery and financing of the program. In addition, the program works directly with Alberta grain producers, Ducks Unlimited and waterfowl hunters.

Enhanced Fish Stocking Program

ACA assumed management of the Enhanced Fish Stocking Program (EFSP) in 1998. A total of 81 ponds were stocked with 144,000 rainbow trout (minimum 20 cm) in 1998. In 2000, the number of rainbow trout stocked was reduced to 131,000 due to a decrease in sport fishing license sales and an increase in the price per rainbow trout by the private industry. In 2003, a total of 67 ponds were stocked with 131,300 rainbow trout. The EFSP was initiated to provide larger trout (minimum 20 cm) to put-and-take ponds, thereby produce a better return for the angler. All water bodies are put-and-take ponds that frequently winter-kill and require less than 6,000 rainbow trout. The majority of stockings occur in the Prairie, Parkland, and Northeast Boreal regions. In addition, all water bodies are outside the green zone to prevent interaction with native stocks. The stocked water bodies provide an opportunity to catch rainbow trout in areas of the province which otherwise would not exist. The stocking of rainbow trout enhances and increases fishing opportunity for Alberta anglers and also reduces angling pressure on native stocks. The EFSP is a mandated, legal obligation that ACA must fulfill on an annual basis. All rainbow trout stockings are delivered through contracts with private fish growers from the Alberta Fish Farmers Association. For 2004 – 2005, a total of \$217,838 will be spent to deliver 131,300 rainbow trout (20 cm) to 68 water bodies in the Southern and Northeast Boreal regions. The objective of the Enhanced Fish Stocking Program is to provide the Alberta angler with an enhanced angling experience while still maintaining the integrity of Alberta's natural waters and fish populations. The EFSP enhances and increases angling opportunity to catch rainbow trout, in areas of the Province, which otherwise would not exist and also reduces angling pressure on native stocks. The program is a mandated, legal obligation and, as a result, is not tied to a specific fisheries goal or program priority. The EFSP will utilize 18.6 % of the total Fisheries Budget in 2003-2004. The future direction of the program will be reflected in the MOU and the availability of additional revenue.

Goals or Program Priorities - Associated Activities and Key Results

GOAL 3: To maintain, enhance and restore habitats to support priority species and populations that provide recreational opportunities

ACTIVITY/PROJECT	KEY RESULTS	AMOUNT
To stock 20 cm rainbow trout in designated water bodies.	▪ Enhance and increase angling opportunity into urban and rural areas where rainbow trout do not naturally occur.	\$217,838
To administer contracts to the private rainbow trout growers.	▪ Disease-free rainbow trout are stocked in the number and size out in contracts.	\$30,781
Support Programs Business Unit administration.		\$10,000
	TOTAL	\$258,619

Shot Livestock and Predator Compensation

The Alberta Conservation Association's Support Programs include the Wildlife Predator Compensation Program and the Shot Livestock Compensation Program. The Wildlife Predator Compensation Program's purpose is intended to reduce the financial burden incurred by livestock producers due to wildlife predation on livestock. A producer whose livestock are killed or injured through predation by wolves, grizzly bears, black bears, cougars, or eagles may be eligible for a claim. Livestock include cattle, sheep, goats, bison, and hogs. The Shot Livestock Compensation Program's purpose is to reduce the financial burden incurred by livestock producers due to accidental or negligent actions of persons using a weapon. The program provides compensation for livestock killed or injured during an open big game or bird game season. Livestock include cattle, sheep, goats, bison, hogs, and horses. Wildlife Predator claims are investigated by Alberta Sustainable Resource Development Fish and Wildlife Division. Shot Livestock claims are investigated by the Royal Canadian Mounted Police. Approved claims are then forwarded, and compensation for the value of the livestock is paid by the Alberta Conservation Association to the producer.

GOAL 3: Clarify, research and deliver existing commitments or obligations within the wildlife program area.

ACTIVITY/PROJECT	KEY RESULTS	AMOUNT
Provide compensation to producers for losses incurred by predators.	▪ Process approved claims for compensation.	\$88,000
Provide compensation to producers for losses incurred by accidental or negligent actions of persons using a weapon.	▪ Process approved claims for compensation.	\$12,000
Support Programs Business Unit administration.	▪ Approvals, and quarterly report delivery	\$6,000
	TOTAL	\$106,000

Report A Poacher Program

The Alberta Conservation Association, in partnership with the Fish and Wildlife Division of Alberta Sustainable Resource Development, has a program to protect Alberta's wildlife and fish and the habitat in which they live. The Report A Poacher (RAP) Program is for all Albertans to report resource related violations using a toll free number: 1-800-642-3800 or #3800 on the TELUS Mobility Network (cellular users). The 1-800-642-3800 numbers is in operation 24 hours a day, seven days a week. Persons providing information that results in resource related charges being laid may be eligible for a cash reward. Rewards are based on the quality of information provided, the nature of the offence, and the extent to which the informant assisted the investigating officer. Anyone who calls the 1-800-642-3800 line or provides information to Fish and Wildlife Division staff can remain anonymous. A unique identifier number will be assigned to each caller. This number will be used to identify callers in any future communications. The Report A Poacher program is intended to provide Albertans the opportunity to assist in the detection and apprehension of resource law violators, as well as achieve greater compliance with fish and wildlife legislation and 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 or Program Priorities - Associated Activities and Key Results

GOAL 1: ACA will become a major contributor to wildlife conservation in Alberta.

GOAL 3: Clarify, research and deliver existing commitments or obligations within the wildlife program area.

ACTIVITY/PROJECT	KEY RESULTS	AMOUNT
Provide the opportunity for calls to be received from the public reporting suspected violations.	▪ Provide manpower, funds for 1-800 calls, and control centre computer upgrades.	\$17,000
Pay rewards to eligible persons who request their reward.	▪ Provide reward payments to persons who accept their approved reward.	\$50,000
Program maintenance delivery.	▪ Repairs and maintenance to displays, trailer, and office equipment.	\$8,381
Promotional awareness for the program.	▪ Purchase and distribution of promotional items.	\$15,000
Business Unit administration.	▪ Wages, travel, vehicle fuel and maintenance, telephones, rentals.	\$61,000
	TOTAL	\$151,381

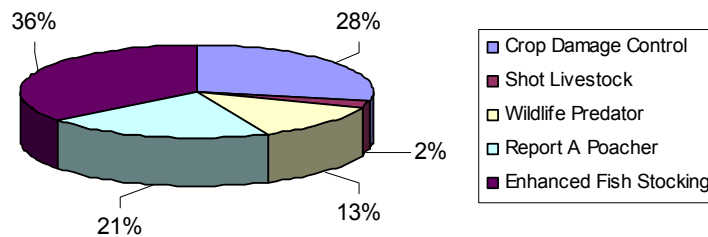
Total Allocation for the Support Programs Business Unit = \$719,000

Partners and Collaborators

The Alberta Conservation Association's key partners are Alberta Sustainable Resource Development, Fish and Wildlife Division, Government Control Centre, and the people of Alberta. The work of the Alberta Conservation Association (ACA) involves collaboration with ACA Member Groups, other conservation organizations (Hunting for Tomorrow Foundation, Alberta Provincial Rural Crime Watch Association, International Association of Natural Resources Crimestoppers, Alberta Hunter Education Instructors Association, among others) and private industry (King Motion Picture Corporation and others).

Summary

**% Program Funding Allocations
Support Programs - 2004/2005**



Grant Programs Business Unit

This Business Unit includes information that will guide the administration and implementation of three different Grant Programs. Each Grant Program has been developed to address a particular conservation priority, ranging from a vast array general conservation initiatives with the **Grant Eligible Conservation Fund (GECF)**, to the support for biodiversity and conservation research through **ACA Grants In Biodiversity** which supports graduate research, to the **Habitat Securement Fund** which is designed to support the protection and acquisition of critical parcels of habitat throughout the province.

Grant Eligible Conservation Fund

The Grant Eligible Conservation Fund makes one-million dollars available annually to conservation minded individuals throughout Alberta. This fund is designed to aid the Alberta Conservation Association in establishing Alberta as a leader in conservation. Proposals that address the goals as stated in ACA's Strategic Business Plan will be considered. Grants made to partners are intended to enhance and supplement ACA's ability to meet its goals and objectives and should demonstrate value to local to wildlife, fish populations and/or the habitat on which they depend. 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. These proposals 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 appoints a Granting Committee comprised of three board members and ten citizens of Alberta, who referee and assess the grant applications based on the established funding criteria. The Grant Eligible Conservation Fund is administered by ACA. Applicants will be notified of the status of their submission by March 1, 2004. Successful grant applicants will normally be expected to follow the ACA Co-operative Project Agreement.

Funding Eligibility

Any organization or individual may apply to the Grant Eligible Conservation Fund if they have a suitable project.

Note: Alberta Conservation Association and Alberta Government, Sustainable Resource Development staff are not eligible to apply to the fund.

Grants Are Available For:

- Projects that meet and further ACA's Focus and Objective.
- Projects that contribute to the priorities as outlined in the Strategic Business Plan 2004 – 2007.
- 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 of the organization 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.
- Land Acquisition. (Land Acquisition proposals can be submitted to the Habitat Securement Fund).
- Recipients of an ACA Grants in Biodiversity Fund will not be eligible to receive funding from the Grant Eligible Conservation Fund for the same project in the same fiscal year.

Important Granting Information:

- Successful applicants will normally be expected to follow the ACA Cooperative Project Agreement.
- Project activities must occur between April 1, 2004 and March 31, 2005.
- Grants cannot be made retrospectively, that is for works started prior to the current fiscal year April 1 to March 31.
- ACA may charge an administration fee for any monies held in trust.
- Capital equipment purchases remain the property of ACA upon project completion.

ACA's Habitat Securement Fund

The aim of the Habitat Securement Fund (HSF) is to assist ACA's Habitat Program in obtaining its goal of increasing consumptive and non-consumptive recreational opportunities in Alberta by increasing habitat available for priority species or populations that are habitat limited. The Habitat Securement Fund (HSF) is designed to guide, facilitate, and provide financial support for the purchase and or the securement of critical natural habitat(s) in Alberta. Successful proposals to this fund will be determined by the Board of Directors at ACA.

ACA Grants in Biodiversity

ACA, in collaboration with the Alberta Cooperative Conservation Research Unit, administers the ACA Grants in Biodiversity Program. This program facilitates graduate student research on the conservation of Alberta's biological diversity. ACA will make an annual contribution of \$225,000 to this program and will participate as a member of the Grants Program Committee that will award these funds to select graduate students throughout Alberta. ACA will continue to work collaboratively with the ACA Chair in Wildlife and Fisheries at the University of Alberta and will allocate \$20,000 to educational initiatives for wildlife professionals.

SECTION 3: OPERATIONS MONITORING AND REVIEW

By embracing the core values of Excellence, Accountability and Innovation we make continuous improvement an integral component of our operations. Taking advantage of the expertise and knowledge of our Board of Directors through a Program Review Committee, a select group of projects or programs are reviewed annually on their merits of scientific credibility and efficiency to produce results that positively impact conservation in Alberta. In addition, another group of projects that are identified by ACA's management team.

As part of the ACA's accountability framework, each year the ACA implements several processes aimed at comprehensively reviewing its operations and progress throughout the year at a corporate, business unit and project level. These processes are intended to assist ACA in ensuring scientific rigour is maintained, programs continue to be effective and our stakeholders are satisfied. By monitoring our operations frequently at several different levels of resolution we enhance our ability to ensure that our efforts are producing the desired key results.

In addition to a regular review of our operations at differing levels of resolution, our progress or success within each of the five business unit perspectives of Finance, Employee Learning and Growth, Customer or Stakeholder Satisfaction, Internal Business Processes and the Resource is evaluated on a quarterly basis. By identifying successes or difficulties in any one or a combination of these areas we will be able to react quickly to optimize the benefits to the resource. Success in each of these areas will ultimately propel ACA toward its Focus of facilitating and supporting Alberta in emerging as a recognized leader in the conservation of its natural biological resources in Canada and North America.