

## **STRATEGIC BUSINESS PLAN** 2005-2008

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ALBERTA CONSERVATION ASSOCIATION



Funded by hunters and anglers,  
in partnership with other conservationists.



2005 – 2008

# Strategic Business Plan

Established in 1997, ACA is a non profit, non government association working collaboratively to conserve and enhance Alberta's wildlife, fisheries and habitat.

## ACA FOUNDING MEMBER GROUPS:

- Alberta Fish and Game Association
- Alberta Professional Outfitters Society
- Alberta Trappers Association
- Federation of Alberta Naturalists
- Treaty 8 First Nations of Alberta
- Trout Unlimited Canada
- Western Walleye Council

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PARTNERSHIP WITH OTHER CONSERVATIONISTS.**

TABLE OF  
**Contents**

Message from the Chairman ..... 2  
    Our Mission..... 2  
    Our Vision ..... 2

Message from the Managing Director..... 3

Why a Strategic Business Plan? ..... 4

Core Values ..... 5  
    At ACA We Model And Promote:..... 5

Challenges and Opportunities ..... 6

Our Operating Environment ..... 7  
    Our Partners and Stakeholders ..... 7

Conservation Programming ..... 8  
    Cooperation with Alberta Sustainable Resource Development ..... 9  
    Fisheries ..... 12  
    Habitat..... 15  
    Wildlife..... 19

Our Conservation Funds ..... 22  
    Grant Eligible Conservation Fund..... 22  
    Habitat Securement Fund ..... 24  
    Grants in Biodiversity ..... 24

Financial Resources ..... 25

Communications ..... 28

Employees..... 32

Monitoring Our Performance ..... 34  
    ACA's Five Perspectives ..... 35

Summary ..... 44





Don Pike

### At ACA...

Conservation means sustainable use.

When we refer to natural biological resources we mean fish, habitat and wildlife.

### At ACA...

Stewardship is our commitment to taking care of, and taking responsibility for, our natural biological resources.

## MESSAGE FROM THE

# Chairman

Following the objectives and strategies outlined in our 2005 – 2008 Strategic Business Plan will position ACA as an integral catalyst in the conservation community. Our aim is to focus the energies and resources of a wide variety of partners and stakeholders, allowing Alberta to emerge as a leader in biological resource conservation. Through collaborative partnerships, ACA will be more effective and will be able to enhance conservation efforts in a number of ways. Through these actions, important habitats throughout the province will be preserved, species and population levels will persist and a diverse array of recreational opportunities will be maintained.

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## OUR MISSION

ACA will work to conserve, protect and enhance our natural biological resources.

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## OUR VISION

An Alberta where there is good stewardship of our natural biological resources, where habitats are maintained and improved, where people work together so that future generations can value, enjoy and use those resources.

MESSAGE FROM THE  
**Managing Director**

Alberta's prosperous resource extraction industry and increasing population and infrastructure place enormous pressure on the province's natural biological resources. This presents a number of conservation challenges. At ACA we recognize these challenges and are committed to working with other organizations to solve these challenges.

Our unique status as a delegated administrative organization, allows us to work collaboratively with the Ministry of Alberta Sustainable Resource Development, supporting their management of Alberta's wildlife and fish resources. We also work closely with conservation organizations, industry, corporate and other government stakeholders and believe the success of conservation in Alberta depends on the cooperation of these groups. By acting as a catalyst, ACA will play a role in focusing the efforts of these groups toward specific challenges and by facilitating these efforts, have a greater impact on conservation.

At ACA, we embrace the pursuit of excellence and continuous improvement. Our 2005 – 2008 Strategic Business Plan emphasizes our focus on The Resource. A longer term program focus and strategies with specific targets will guide us towards the achievement of our goals.



Steven Hull



## Why A Strategic Business Plan?

The strategic business planning process is part of a continuous improvement cycle that involves planning, implementing, assessing results and realigning. While intended to be a three year outlook, ACA's plan will be refined and updated annually. Strategic business planning is a dynamic business process that sets the guidelines for ACA's Annual Operating Plan. The Annual Operating Plan identifies how we will achieve the objectives contained in the Strategic Business Plan.

ACA's Strategic Business Plan was developed with input from ACA's Board of Directors, conservation partners and ACA employees. The strategies and success measures contained in this plan are designed to move us toward achieving our Mission and Vision. ACA is committed to performance and results in all areas of our business (The Resource, Financial, Learning and Growth, Internal Business Processes, and Stakeholder). We will achieve our Vision by pursuing critical success measures and targets in each of these areas.

# Core Values

## AT ACA WE MODEL AND PROMOTE:

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### **Collaboration**

We work closely with each other as well as with our partners to positively impact Alberta's natural biological resources.

### **Integrity**

We maintain high ethical standards in everything we do. We are truthful, keep our promises, and deliver on our commitments.

### **Excellence**

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

### **Innovation**

We strive to overcome new challenges and continually find new ways to improve.

### **Accountability**

We are all responsible for our results and effectiveness toward conservation in Alberta and will accept responsibility for our actions.

### **Respect**

We value the differences and similarities of our employees, partners and stakeholders. We strive to treat both our people and The Resource with the dignity they deserve.



# Challenges and Opportunities

As part of the strategic planning process, we annually review the challenges facing ACA, our progress to date, and look for opportunities these challenges create for ACA that result in refined strategies.

For this 2005 – 2008 planning period, we will focus on these opportunities and challenges:

- Alberta's globally unique landscape and abundance of natural resources is a challenge in that so many stakeholders have interest on the same land base. The economic power created by this abundance provides an opportunity to coordinate significant financial and political resources involved in conservation efforts in Alberta.
- A significant number of conservation entities and initiatives are already established in the conservation movement in Alberta. This poses a challenge and an opportunity for ACA to play an active role in ensuring their efforts are coordinated, by fostering a collaborative approach to conservation.
- Enhance the level of awareness and understanding of conservation issues within Alberta that will promote the use, protection and enhancement of natural habitats and biological populations.
- Enhance, sustain and promote the conservation paradigm of hunters and anglers as the backbone of successful natural biological resource stewardship.
- Rigorously monitor and manage ACA's performance by identifying specific success measures and targets in each of our Perspectives, thereby enhancing our accountability and improving our impact on conservation.
- Continue to enhance our working relationship with Alberta Sustainable Resource Development, fostering collaboration and mutual support.
- Enhance the financial resources available to ACA, increasing our ability to work towards our Vision.
- Embrace and maintain a high performance organizational culture where learning, continuous improvement and employee engagement are paramount.





# Our Operating Environment

ACA is committed to managing its business, selecting a combination of the most efficient and effective practices, utilizing appropriate technologies, self-directed work teams and employee involvement. Our employees are empowered to make decisions and are accountable for their areas of responsibility rather than relying on central control. Financially, ACA will diligently manage costs and pursue innovative revenue generating strategies while maintaining scientific credibility and excellence as cornerstones in the services we deliver. ACA also encourages open and effective communications about our business and future strategies among the Board, management, employees and stakeholders.

## OUR PARTNERS AND STAKEHOLDERS

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ACA is committed to meeting the needs of its stakeholders. We strive to provide benefits to Albertans by developing and delivering programs aimed at positively impacting conservation in Alberta. ACA's conservation initiatives benefit a wide variety of interest groups that include: hunters and anglers, Alberta government, the federal government, local governments, academia, industry, landowners, conservation organizations and the citizens of Alberta. ACA believes in collaboration, where mutually agreed priorities are developed within the framework of our Strategic Business Plan, and help us improve our ability to positively affect conservation in Alberta.



OUR OPERATING ENVIRONMENT



# Conservation Programming

Conservation programs delivered by ACA include our three major areas of Fisheries, Habitat and Wildlife. Providing conservation services in these areas is the core of our business. Responsibilities delegated to ACA by the Government of Alberta are also delivered through these three program areas. Within these three focal areas, we report on the results and achievements towards the “bottom line” – impacting conservation of Alberta’s fisheries, habitat and wildlife resources.

ACA’s operations are committed to achieving scientific excellence. This goal will be achieved by applying the highest standards of scientific rigor, transparency and accountability to all our programs. As a result, ACA will continue to: (i) develop and apply rigorous processes to review and prioritize focal program areas and project reports; (ii) promote the use of stringent study designs and methods; and (iii) communicate study findings to a broad suite of stakeholders, including the scientific community. Our continued commitment to scientific excellence, collaboration, accountability, credibility and innovation will foster an improved understanding of, and respect for, ACA as a dedicated group of highly competent conservation professionals.

Several key strategies are applicable to all of our Conservation Programming.

### Strategies:

- Analyze data to provide a defensible scientific base for conservation actions.
- Use collected data to focus discussions on conservation issues and management options.
- Adopt or create decision support resources to identify trends in the abundance and distribution of Alberta’s wildlife and fish resources.
- Review focal wildlife and fish inventory methods and study designs.
- Develop innovative archiving and retrieval systems for ACA reports.
- Improve the flow of scientific information to policy makers, resource managers and other stakeholders.
- Maintain an internal Project Review Team to critically review select ACA projects.
- Enhance employee training and development to strengthen our scientific knowledge base and capabilities.

### Effectiveness Measures:

- Continue to implement project planning and review processes to ensure that ACA projects are scientifically rigorous and that they deliver key results.
- Complete reviews of select study designs and inventory methods used within ACA's three program areas.
- Develop and apply ecological criteria and indicators to guide ACA's habitat securement initiatives.
- Complete and distribute 120 individual ACA conservation reports to policy makers, resource managers and other stakeholders.
- Publish the results of 10 ACA conservation projects in peer reviewed scientific journals.
- Implement ACA's conservation report review and archiving processes.

## COOPERATION WITH ALBERTA SUSTAINABLE RESOURCE DEVELOPMENT

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Responsibilities delegated to ACA by the Government of Alberta are also delivered through the Fisheries, Habitat and Wildlife program areas. ACA has special status as a delegated administrative organization (DAO) which means that ACA has accepted responsibilities to support the enhancement and management of Alberta's wildlife and fish resources as outlined in a Memorandum of Understanding with the Ministry of Alberta Sustainable Resource Development. ACA works with the Ministry, particularly the Fish and Wildlife Division, in developing program priorities that best serve Alberta's natural biological resources. ACA is committed to providing resource managers with the most relevant, credible and timely information possible, thereby contributing to the success of the Ministry.

### MEMORANDUM OF UNDERSTANDING (MOU)

The MOU outlines the roles and responsibilities for the Alberta Conservation Association and Alberta Sustainable Resource Development in relation to a number of common activities and includes a process for the development of specific Program Agreements. The following Program Agreements specify each organization's roles and responsibilities with respect to program planning, implementation and reporting.

- **Fisheries and Wildlife Habitat Development Program Agreement**  
Secures, enhances, creates and manages wildlife and fish habitat for the purpose of maintaining its diversity and quality throughout Alberta.





## CONSERVATION PROGRAMMING

The Fisheries and Wildlife Habitat Development Programs are reliant on the Fisheries and Wildlife Management Enhancement Programs, respectively, to provide guidance to the planning and successful implementation of Habitat Programming.

- **Wildlife Management Enhancement Program Agreement**

The Wildlife Management Enhancement Program supports and enhances wildlife management programs that retain the diversity and abundance of wildlife populations throughout Alberta.

- **Fisheries Management Enhancement Program Agreement**

Supports and enhances fisheries management programs that retain the diversity and abundance of fish populations throughout Alberta. For the purposes of this document “fisheries” includes all fish and their habitat.

- **Waterfowl Crop Damage Prevention Program Agreement**

This program provides assistance to agricultural producers throughout the province in preventing waterfowl depredation losses to unharvested crops. This program is cost-shared equally with Environment Canada. The Waterfowl Crop Damage Prevention Program is complementary to the Waterfowl Damage Compensation Program that is cost-shared between the Agriculture Financial Services Corporation (AFSC) and Agriculture and Agri-Food Canada, and delivered in Alberta by the AFSC. The waterfowl damage prevention program and the compensation program, in combination, are directly related to agricultural producer willingness to participate in waterfowl habitat initiatives undertaken by ACA, ASRD, or other entities such as the North American Waterfowl Management Plan.

- **Wildlife Predator Compensation Program Agreement**

The purpose of the Wildlife Predator Compensation Program is to provide Alberta livestock producers partial reimbursement for losses or injury to specified livestock (domestic cow, domestic sheep, domestic swine, domestic goat and domestic bison) as a result of predation by wolves, cougar, grizzly bear, black bear or eagles.

- **Shot Livestock Program Agreement**

The purpose of the Shot Livestock Compensation Program is to provide Alberta livestock producers partial reimbursement for losses or injury to specified livestock (domestic cow, domestic sheep, domestic swine, domestic goat, domestic bison and domestic horse) as a result of being shot by another person during an open big game or bird game hunting season.

- **Enhanced Fish Stocking Program Agreement**

The Enhanced Fish Stocking Program will provide Alberta anglers with increased opportunity to catch and, wherever possible, creel more fish while maintaining the integrity of Alberta's natural waters and fish populations.

- **Report A Poacher Program Agreement**

The purpose of the Report A Poacher (RAP) Program is to provide Albertans with an opportunity to participate in the detection and apprehension of resource law violations. In addition, the RAP Program will promote the value and importance of conserving of Alberta's native flora and fauna, and of ensuring compliance with wildlife and fish legislation. The RAP program will respond to opportunities to promote the positive image of resource users.

- **Information and Communication Program Agreement**

Both ASRD and the ACA will maintain their own independent Information & Communication programs. ACA and ASRD will independently plan, fund, and implement their annual communications plans in accordance with their individual annual operating plans. A regular communication process will be established between ACA and ASRD to identify if any mutually beneficial communication opportunities can be worked on cooperatively on a project by project basis.

- **Shared Services Program Agreement**

This agreement outlines the processes to ensure the cooperative sharing of resources as outlined in the Memorandum of Understanding (MOU) referenced above in which the Minister has agreed to make all reasonable efforts to assist the ACA with facilities, services, information technology and data as specified under the Program Agreements. The Minister has also agreed to assist ACA by sharing the resources and services of the Department where possible, and to assist in securing the necessary assistance from other agencies, organizations and other government departments.



# Fisheries

ACA's Fisheries Program views conservation as the sustainable and responsible participation in the social and consumptive use of fish and aquatic resources, while recognizing the importance of protecting healthy ecosystems. Our Fisheries Program is designed to implement fish conservation efforts in an effective, credible and collaborative manner that will sustain or improve Alberta's fish populations.

Recognizing the importance of different spatial scales and processes that sustain healthy ecosystems, ACA's Fisheries Program has identified seven priority landscapes or aquatic resource types representing rivers and streams in the northeast and southern slopes of the Rocky Mountains and the prairie-parkland and boreal regions, the entire Milk River drainage, and lakes within the boreal and prairie-parkland regions. Additionally, the Fisheries Program has also identified critical threats and stressors for each of these priorities and specific objectives and conservation strategies have been developed to mitigate these threats. ACA's Fisheries Program is composed of the highest priority objectives and strategies which are characterized within the following four objectives.

## OBJECTIVES & KEY STRATEGIES

### OBJECTIVE 1:

**To provide timely and accurate information regarding the status and trends of fish populations throughout a wide variety of ecological areas.**

#### Strategies:

- Adopt or develop a suite of population metrics capable of measuring the health of fish populations.
- Determine the extent of information available to evaluate the population health of indicator species and design sampling protocols in priority watersheds.
- Collect data, analyze and report on population health of indicator species in six watersheds.
- Maintain and enhance population health of indicator species within priority watersheds.



FISHERIES

**Effectiveness Measures:**

- Apply the suite of metrics to quantify the health of fish populations in six priority areas.
- Information is provided to managers on a timely basis on population health.

**OBJECTIVE 2:**

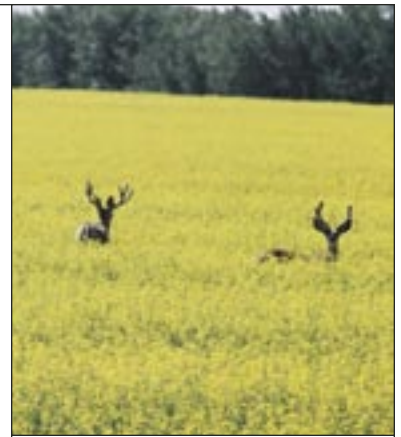
**To identify, evaluate and mitigate fragmentation or loss of fish habitat associated with road-stream crossings.**

**Strategies:**

- Determine the percent of linear watershed fragmented by road stream crossings and velocity barriers in three priority watersheds in each of the eastern slopes and boreal regions of Alberta.
- Facilitate the collaborative development and implementation of remediation plans for the identified barriers along with industry, regulators and major stakeholders.
- Assess the potential for identified stream crossings to convey sediment to intersecting streams.
- Facilitate the collaborative development and implementation of remediation plans for identified sediment sources in collaboration with industry, regulators and major stakeholders.

**Effectiveness Measures:**

- Crossing density, locations, % linear fragmentation and sedimentation risk are reported for three priority watersheds.
- Facilitate meetings between the Department of Fisheries and Oceans, Alberta Environment, Environment Canada, Alberta Sustainable Resource Development and other regulatory organizations to support discussions of connectivity of stream habitats and potential management options.
- Presentation on the watershed crossing information given to stakeholder groups for each watershed.



FISHERIES



## FISHERIES

### **OBJECTIVE 3:**

**To monitor and understand levels of angler use on priority fish populations.**

#### **Strategies:**

- To quantify and report angler use on select fisheries.
- To understand the relationships between angler use and the development of human access.
- To develop innovative strategies to minimize the impacts of angler use.

#### **Effectiveness Measures:**

- Levels of angler use and productivity capability ratings are quantified in select fisheries.
- An improved understanding of the relationship between angler use and development road access is obtained.
- Distribution of a report characterizing the effects of current fishing regulations on angler use and the impacts of angler use.

### **OBJECTIVE 4:**

**To develop a suite of watershed assessment indicators and report on overall health of priority watersheds.**

#### **Strategies:**

- Develop and adapt a suite of watershed indicators capable of describing watershed conditions.
- Work collaboratively to develop strategies to mitigate or eliminate specific threats to watersheds.
- Describe responses of fish population to degradation of watersheds.

#### **Effectiveness Measures:**

- Specific factors affecting watershed conditions are identified and reported.
- Report the results of nine watershed assessments.
- Strategies to mitigate impacts on watersheds are collaboratively developed and implemented.



# Habitat

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ACA's Habitat Program is committed to maintaining or increasing habitat for priority species or populations that are habitat limited and to provide sustainable recreational opportunities. Alberta's fish and wildlife rely on a diversity of habitats and ACA's Habitat Program works collaboratively with many conservation agencies and individuals to promote habitat stewardship.

Our Program includes investments in the enhancement and conservation of species at risk and winter habitats for select ungulates. We also plan to continue our successes in providing and maintaining recreational opportunities throughout the next several years. Because of the lengthy heritage of habitat programming in Alberta, ACA will continue to fulfill legal obligations. In order to ensure continued effectiveness of ACA's Habitat Program, we are committed to assessing all of these obligations and exploring better ways for them to be managed.

## OBJECTIVES & KEY STRATEGIES

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### OBJECTIVE 1:

**To identify and clarify expectations related to specific crown properties and water control structures that would be beneficial for ACA to continue to manage or maintain.**

#### Strategies:

- Collaboratively identify priority and non priority properties and projects with Alberta Sustainable Resource Development and other stakeholders.
- Obtain management authority on priority "Buck for Wildlife" crown properties.
- Divest management responsibilities for non priority crown properties.
- Clearly outline responsibilities associated with properties and projects remaining within ACA's purview.

#### Effectiveness Measures:

- Develop a complete list of properties and structures and rate them in terms of their management importance to ACA.



HABITAT



## HABITAT

- Properties and structures of little conservation value are divested from ACA's responsibility.
- Management plans for each property and structure are developed.

### **OBJECTIVE 2:**

**To secure, protect and maintain high priority wildlife and fisheries habitats and habitats that provide recreational opportunities.**

#### **Strategies:**

- Develop strategies to identify and rank targets for securement.
- Collaborate with other habitat conservation organizations with similar objectives.
- Secure priority habitats of native vegetation.
- Ensure that historical Buck for Wildlife programs and projects are managed effectively and efficiently.

#### **Effectiveness Measures:**

- Collaborative strategy developed among resource agencies and conservation organizations in Alberta.
- A minimum of 1:1 cost sharing ratio in all land acquisitions.

### **OBJECTIVE 3:**

**To maintain, enhance and restore habitats identified in recovery plans for species at risk.**

#### **Strategies:**

- Work with landowners and Public Lands (Alberta Sustainable Resource Development) to support the development of livestock grazing practices that are compatible with providing critical nesting and brood-rearing habitats for sage-grouse, implemented using adaptive management.
- Work cooperatively with landowners to reduce the impact of livestock grazing on habitats occupied by piping plovers on priority lakes.
- Implement best management practices on 25% of the identified high priority areas of the Milk River drainage.
- Develop and test innovative tools to maintain, restore and enhance habitats.
- Provide technical assistance to member organizations and stakeholders with delivery of habitat enhancement projects.

**Effectiveness Measures:**

- Evaluate the benefits of alternative livestock grazing practices on sage-grouse lek counts, recruitment and survival, and communicate with landowners and Public Lands on the grazing practices most beneficial to sage-grouse.
- Priority piping plover rearing lakes are identified and 75% of these lakes to have management practices implemented to assist piping plover recovery.
- Three multi-species habitat conservation strategies are developed and implemented.
- Three landowners in the Milk River system enter into conservation agreements to improve stewardship.

**OBJECTIVE 4:**

**To enhance the condition of priority riparian habitats in Alberta.**

**Strategies:**

- Collaborate with land managers and key stakeholders to develop alliances to support the conservation of riparian areas.
- Collaborate with other riparian focused organizations to identify mutual priority areas and develop and implement cooperative or coordinated conservation projects.
- Develop, implement and deliver a provincial riparian conservation program that identifies priority areas and tools to be used.
- Develop and implement a scientifically credible method of monitoring and assessing riparian conditions.

**Effectiveness Measures:**

- A collaborative riparian conservation strategy between regulators and other organizations is developed and executed.
- Develop a document outlining priority areas and the tools ACA will use in the province.
- Collaborative riparian conservation strategy developed between ACA and other riparian focused organizations.
- Develop a scientifically credible monitoring strategy.
- A cooperative watershed restoration project is initiated in central Alberta.
- 1/3 cost sharing for all riparian conservation projects.
- 15 riparian enhancement projects delivered in priority areas.
- A scientifically credible method for assessing shoreline condition is developed.



HABITAT



## HABITAT

### **OBJECTIVE 5:**

**To develop, conserve and maintain habitats that add value to wildlife and fish related recreational opportunities for all Albertans.**

#### **Strategies:**

- Review and implement a cost effective and efficient lake aeration program throughout Alberta.
- Acquire a major partner or a suite of partners to financially support the Lake Aeration Program.
- Maintain and monitor priority fisheries access sites.
- Assess habitat restoration activities to enhance habitat for wildlife.
- Develop, implement and monitor a Habitat Program that maintains the health of ungulate winter range.

#### **Effectiveness Measures:**

- All aerated lakes conform to criteria used to develop an effective and cost efficient lake aeration program.
- Liabilities associated with the aeration program are reviewed.
- Consultative based approach to management and stocking implemented at these lakes.
- Major partnership is obtained to support program.
- Develop and implement a credible provincial ungulate winter range enhancement program.

# Wildlife

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ACA's Wildlife Program is committed to delivering a program that positively influences both the resource and its users. This landscape approach identifies focal wildlife species that are representative of particular landscapes throughout Alberta. Our Wildlife Program places particular emphasis on information and requirements to support species at risk recovery plans.

Working collaboratively with partners, including Alberta Sustainable Resource Development, ACA's Wildlife Program collects information on the distribution and abundance of many of Alberta's wildlife species. We also collect vital information on recreational use of wildlife species to facilitate their conservation and to identify potential ways to enhance recreational opportunities.

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## OBJECTIVES & KEY STRATEGIES

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### OBJECTIVE 1:

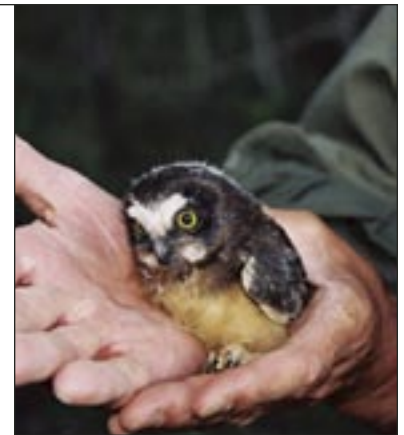
**To collect scientifically credible data on the distribution and abundance of priority species to support their management.**

#### Strategies:

- Obtain current and accurate data on the distribution and abundance of priority species in select Wildlife Management Units.
- Develop a monitoring and evaluation process to ensure habitat enhancement activities are producing measurable benefits for wildlife.

#### Effectiveness Measures:

- Reports describing the results of priority species surveys are received by May 15 of each year.
- Effectiveness indicators are applied to all habitat enhancement initiatives.



WILDLIFE



## WILDLIFE

### **OBJECTIVE 2:**

**Complete applied conservation studies on the status, movement patterns and ecology of priority species.**

#### **Strategies:**

- Work collaboratively with other stakeholders and agencies to address knowledge gaps on movement patterns, ecology and habitat use of priority species.
- Contribute to the development of a suite of management practices that support the conservation of ACA properties and properties held by private landowners.
- Evaluate the benefits of completing applied studies for a suite of additional species.

#### **Effectiveness Measures:**

- Studies addressing knowledge gaps completed for six priority species.
- Multi-stakeholder groups are assembled to address knowledge gaps.
- A comprehensive list of beneficial management practices is developed and accepted by regulators.
- Evaluate the needs for additional applied studies is completed.

### **OBJECTIVE 3:**

**To contribute to the maintenance and development of wildlife orientated recreational opportunities.**

#### **Strategies:**

- Support strategies identified in the Provincial Access Management Plan.
- Develop and implement a program that secures public access to private lands for recreational use such as hunting and other wildlife related activities.
- Encourage joint participation on projects to promote learning and knowledge transfer.

#### **Effectiveness Measures:**

- Provide input to the Alberta Government on five access management plans.

**OBJECTIVE 4:**

**To collect and compile information that will assist with the designation of legal status for species at risk, and subsequently assist in the development and implementation of species at risk recovery plans.**

**Strategies:**

- Assist with the development and provision of expert information to the Endangered Species Conservation Committee.
- Assist with the delivery of recovery actions for species with approved provincial recovery plans.
- Provide information to facilitate recovery plan development and participate on species recovery teams.

**Effectiveness Measures:**

- Development and implementation of recovery actions from five recovery plans.
- Information developed and provided to the Endangered Species Conservation Committee that supports the legal designations for additional species.



WILDLIFE



OUR CONSERVATION FUNDS

# Our Conservation Funds

## GRANT ELIGIBLE CONSERVATION FUND

At ACA we believe it is our responsibility to support the collective effort to conserve, protect and enhance Alberta’s natural biological resources. In addition to delivering conservation programs throughout the province, we administer a fund that has been awarding environmental conservation grants since 1997. Funded by the province’s anglers, hunters and other conservationists, ACA’s Grant Eligible Conservation Fund supports programs that benefit Alberta’s wildlife and fish populations, and the habitat they depend on. The grants are designed to enhance ACA activities. Any individual or group may apply for funding for projects that support the priorities outlined within ACA’s major program areas.

Annually, this fund provides in excess of one million dollars in funding and supports a variety of conservation projects and programs throughout Alberta. Community groups, conservation organizations, leading edge scientific researchers, and Albertans in general champion these projects and programs.

## OBJECTIVES & KEY STRATEGIES

### OBJECTIVE 1:

**Expand the financial base of the Grant Eligible Conservation Fund to enhance effective program funding and program delivery across the province.**

### Strategies:

- Market the Grant Eligible Conservation Fund as a potential recipient of annual fundraising activities that includes a balance of revenue from industry and corporate partners, foundation solicitations, and planned gift giving combined with shorter term fundraising projects.
- Explore non traditional alliances with the fund.
- Broaden the influence on conservation by increasing the resources available to this fund through partnerships and strategic alliances.



**OBJECTIVE 2:**

**Enhance awareness of the Conservation Fund to attract quality funding applications that will positively impact conservation efforts within ACA's major program areas.**

**Strategies:**

- Develop communications tools and targeted campaigns advertising ACA funds.
- Promote the communication of results and successes of the projects the fund supports.
- Provide media with news releases to enhance awareness of the fund.

**OBJECTIVE 3:**

**Maintain the accountability of funding management to support delivery of the highest caliber of conservation projects.**

**Strategies:**

- Ensure best business practices are employed to guarantee maximum efficiency of each funding project, including clear communication of funding terms, tracking of deliverables and efficient accounting practices.
- Develop an online application process.
- Develop annual comprehensive summary reports of progress and successes of grant recipient projects.

**Effectiveness Measures For All Objectives:**

- The Grant Eligible Conservation Fund has grown by 25% by 2008.
- Our stakeholders are aware of the successes obtained through the fund.
- The fund attracts high quality applicants from all over Alberta.
- All grant recipients are accountable to ACA.



OUR CONSERVATION FUNDS



## Habitat Securement Fund

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The objective of the Habitat Securement Fund (HSF) is to enable, facilitate, and provide financial support for the purchase and/or the securement of critical natural habitats in Alberta. The Geographic Scope of the Habitat Securement Fund includes all lands within Alberta.

### Effectiveness Measures:

- Habitat projects are aligned with ACA's Habitat Program's strategic direction.
- Key relationships, formal agreements and strategic alliances have been forged and maintained with key habitat conservation organizations in Alberta.
- A net gain in wildlife and fish recreational opportunities is realized from our Habitat Programs.

## Grants in Biodiversity

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The objective of ACA's Grants in Biodiversity Program is to increase our knowledge of Alberta's flora and fauna by providing research funds to outstanding graduate students and postdoctoral fellows doing research in Alberta. This collaborative program, funded primarily by the ACA, is administered through the Alberta Cooperative Conservation Research Unit, a consortium of researchers working at, or affiliated with, the Universities of Alberta, Calgary and Lethbridge.

### Effectiveness Measures:

- Improved knowledge of the diversity and status of plant and animal communities in Alberta.
- Conservation stakeholders, including the public, resource managers and regulators, and the scientific community have an improved understanding of processes that maintain current levels of biological diversity in Alberta.
- Data collected with provision of the Grants in Biodiversity Fund support other efforts to conserve Alberta's natural biological resources.
- Improved numbers of conservation partnerships between ACA and the Alberta Cooperative Conservation Research Unit.

# Financial Resources

At ACA, we strive to maintain financial strength and continually improve organizational performance.

Alberta hunters and anglers are the backbone of a large majority of ACA's conservation initiatives, supplying over 70% of revenue through levy dollars. Levy revenue is expected to remain constant at approximately seven million dollars per year over the next three years. Expenditures however are forecast to increase at a rate of approximately 5% per year because of inflation. This "flat lining" of revenue, offset by an increase in expenditures, could have a significant impact on the level of ACA's conservation programming in the future. Consideration will be given to reviewing and potentially adjusting the levy on all or specific licenses.

To maintain and enhance the level of programming and to improve ACA's ability to have a positive impact on conservation in Alberta, specific attention must be paid to growing and diversifying our revenue base. A comprehensive revenue generation program will develop alternative methods for enhancing ACA's financial sources, while not competing with our founding member organizations or other conservation organizations.

## OBJECTIVES & KEY STRATEGIES

### OBJECTIVE 1:

**To increase operating revenue from alternate sources and develop new revenue partners from corporate, industry and foundation partnerships.**

### Strategies:

- Increase the level of partner contributions by developing strategic partnerships.
- Investigate non traditional sources of funding.
- Leverage financial strength through partnerships and strategic alliances where possible.
- Identify potential revenue partners from foundations, industry and corporate sectors and submit major multi-year funding proposals to those organizations.





## FINANCIAL RESOURCES

### **Effectiveness Measures:**

- Enhance revenues from levy sources and other revenue generating initiatives by 15% (1.5 million) by 2008.
- Increase partnership revenue by 15% (\$450,000) per year by 2008.
- Develop and implement two different options for additional revenue generation.
- Secure two new partners or strategic alliances by 2006.

### **OBJECTIVE 2:**

**To maximize the use of available financial resources.**

### **Strategies:**

- Continue to refine the budgeting and funding allocation process and internal business processes to allow reallocation of financial resources throughout the year.
- Reallocate financial resources to off-set lease and other costs now payable to the Alberta Government.
- Enhance the accountability and financial reporting processes to ensure timely and accurate financial information is available for decision making.
- Practice effective cost containment strategies.
- Financial status of all business areas will be reviewed and evaluated quarterly.
- Explore revenue generating mechanisms used to fund conservation initiatives in other provinces and countries.
- Pursue strategic alliances with industrial and corporate communities.
- Develop a partner recognition process that will attract partners that have not previously been involved with conservation in Alberta.

### **Effectiveness Measures:**

- Reduce operational costs by 10% of total revenue over the three years.
- Operate within a balanced budget.
- Maintain administrative costs at or below 15% of our operational budget.

**OBJECTIVE 3:**

**Implement Partners In Conservation recognition program outlining benefits to potential partners.**

**Strategies:**

- Work in alignment with communications on developing the awareness and understanding of ACA's Partners In Conservation programs that include the development of this funding program.
- Develop a comprehensive recognition program that complements the diversity of ACA partners.

**Effectiveness Measures:**

- ACA's Partners In Conservation funding program is implemented.
- Website promotes funding benefits and recognition for partners.
- Recognition program supports revenue generation strategies providing clear recognition categories for partners.



FINANCIAL RESOURCES



# Communications

ACA is committed to regular communication with our partners and stakeholders to promote awareness and understanding of ACA's role in the conservation community. The focus of the communication plan remains externally directed, focusing on regular communications with our partners and stakeholders.

In addition, internal communication remains a key component of our communications program and is crucial to the success of ACA. Internal communication has an impact on many different areas in the workplace, including the overall culture, job satisfaction, productivity, and performance of individuals, teams and the organization.

## OBJECTIVES & KEY STRATEGIES

### OBJECTIVE 1:

**Enhance partner relations and increase understanding of ACA's role in the conservation community.**

ACA partners include government, stakeholders, the scientific community, conservation groups and industry and corporate conservationists.

### Strategies:

- Host Partners In Conservation conference in 2007 and maintain regular communication with conference attendees after the conference.
- Active relationship building with member groups through participation in their conferences and events, face to face meetings, Business Unit presentations.
- Implement government relations strategies that expand our relationships with various government departments.
- Partner consultation to measure current relationships and identify areas for improvement.
- Regional partner and stakeholder presentation and open houses.

### Effectiveness Measures:

- Biennial Partners In Conservation conference attracts conservation organizations, government, stakeholders and industry conservationists.
- Relations with member groups improved as demonstrated by positive partner consultations results.
- Increase in ACA's reputation and influence measured by awards, published reports, requests for endorsement, media inquiries, and involvement in conservation community events.

### OBJECTIVE 2:

**Implement public education and outreach activities that increase awareness and understanding of wildlife, fisheries and habitat issues in Alberta.**

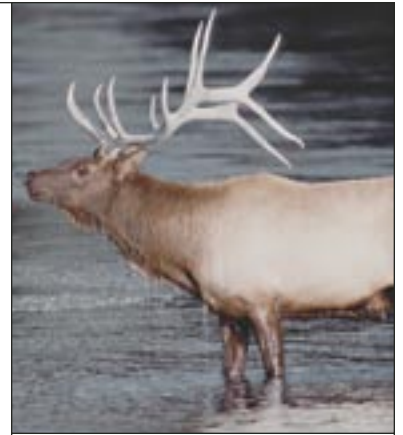
The public includes WIN Cardholders, schools, media, and the general public.

### Strategic Actions:

- Work with regions to coordinate public education and outreach priorities; Business Units develop annual communications plan that aligns with corporate communications objectives.
- Work with provincial teams to develop priority wildlife, fish and habitat oriented activities, presentations and/or publications.
- Evaluate effectiveness of ACA's Conservation Magazine.
- External website expands to include more regional project focus.
- Explore collaborative education opportunities with conservation education institutions.
- Enhance media relations through frequent contact with media; provincial media relations align with regional conservation issues and priorities.
- ACA awareness campaign that will enhance our visibility and knowledge among stakeholders and external audiences.

### Effectiveness Measures:

- Regional program and project specific communication align with corporate communication objectives (brochures, regional displays).
- A number of wildlife, fish and habitat oriented public education and outreach activities, presentations and/or publications are developed.
- Conservation Magazine distribution increases by 40%.
- Website traffic increases because of increased community focus.





## COMMUNICATIONS

- Media understands ACA's role in the conservation community.
- Increased awareness of ACA enhances our ability to leverage funds.

### **OBJECTIVE 3:**

**Enhance internal communication tools and understanding for all ACA staff.**

#### **Strategic Actions:**

- Evaluate current internal information sources through staff needs assessment, implement tools to assist teams.
- Implement orientation tools for new staff that incorporate human resources information and communications standards for the organization.
- Develop corporate style guide that includes information such as Vision and Mission.

#### **Effectiveness Measures:**

- Employee survey reports satisfaction with internal communications tools.
- Corporate style guide becomes a key tool for all staff and enhances consistency of organization's visual image and messaging.
- Employee survey reports clear understanding of ACA's Vision, Mission and key messages.
- Any staff person can easily explain who we are, what we do, and how their specific program area fits with ACA's overall goals and objectives.

### **OBJECTIVE 4:**

**Improve the level of interaction, information exchange and collaboration with other conservation specialists.**

#### **Strategies:**

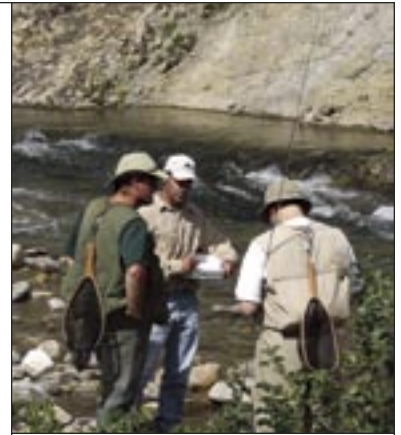
- Implement processes to support an open program approach to disseminating the results of ACA projects at scientific conferences and public venues.
- Promote awareness and debate on current conservation issues addressed by ACA.
- Encourage comments and critiques from the broad suite of stakeholders on ACA focal programs.
- Participate in multi-disciplinary projects with other innovative research organizations.



- Increase the recognition of ACA as a scientifically credible organization by publishing the results of conservation programs delivered by ACA in peer reviewed scientific journals.
- Increase scientific credibility through involvement in conferences, workshops and other events.
- Apply for high profile awards annually.

**Effectiveness Measures:**

- Increased awareness of ACA programs and projects by delivering presentations at scientific conferences and public venues.
- Support open evaluations and discussions of current conservation issues by participating in working sessions and public events.
- Increased number of partnerships with universities, government, industry and other conservation organizations to develop innovative ways to conserve Alberta’s fish and wildlife and the habitat they occupy.
- Publish the results of ACA conservation programs and projects in peer reviewed scientific journals.



COMMUNICATIONS

# Employees

Our employees deliver a wide variety of conservation projects and programs in close collaboration with Alberta Sustainable Resource Development and other partners throughout the province. ACA is committed to the creation of a high performance workplace and to sustaining an engaged and inspired workforce.

## OBJECTIVES & KEY STRATEGIES

### OBJECTIVE 1:

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

#### Strategies:

- Implement a succession planning framework as part of our performance management process.
- Ensure all employees have personal development plans linked to their personal performance objectives.
- Ensure the safety of employees by developing a comprehensive safety program and manual.
- Embrace learning events focused on leadership or technical skills that build strength, professionalism and flexibility into our workforce.

### OBJECTIVE 2:

**Employees understand their working environment and how they contribute to ACA's Vision and Mission.**

#### Strategies:

- Ensure that ACA policies and practices are being applied fairly and consistently and employees are actively involved in their constant improvement.
- Actively seek input and opinions of employees at all levels of the organization to guide decision making.
- Ensure that employees understand how their job contributes to the Mission and Vision of ACA.
- Conduct biannual employee engagement and satisfaction surveys.



EMPLOYEES

### **OBJECTIVE 3:**

**Employees and teams are rewarded and recognized based on their performance as well as their behaviours exhibited.**

#### **Strategies:**

- Implement individual and team reward and recognition programs.
- Identify and measure key core competencies associated with all positions at ACA.
- Compensation and advancements are based on performance and the exhibition of desired competencies and behaviours.

### **OBJECTIVE 4:**

**ACA employees have the necessary information, infrastructure and assets available in a reliable and timely fashion to achieve our objectives.**

#### **Strategies:**

- Maintain internal communications program including internal web community.
- Clarify the relationship ACA has with the Alberta Government for shared services accommodations and warehousing.
- Internal business processes remain flexible to react to necessary changes in programming.
- Explore linkages with other organizations where the sharing of assets, accommodations or services may be beneficial to both parties.

#### **Effectiveness Measures For All Objectives:**

- There are no lost time accidents at ACA.
- Employees view management as an enabler and a positive contributor to our objectives.
- 25% of our employees are engaged in a succession plan.
- A clear agreement is in place between ACA and Alberta Sustainable Resource Development outlining a commitment to provide suitable infrastructure to ACA for a distinct period of time.
- Biannual employee surveys indicate an overall rate of satisfaction and engagement of 85%.



EMPLOYEES



## MONITORING OUR PERFORMANCE

# Monitoring Our Performance

At ACA we are committed to ensuring our strategies are properly executed. By aligning our strategies throughout ACA, we will excel towards our Mission. Our teams have developed measures and targets within five Perspectives. Progress made toward these targets will provide decision makers with critical information on: (i) the efficiency with which resources are transformed into a positive impact on conservation; and (ii) the effectiveness of organizational activities and operations in terms of their specific contributions to strategic objectives and our Mission.

Performance within each of these **Perspectives** is measured quarterly through a balanced scorecard process. Measurements and feedback are sought to understand the current ability to execute our strategies. This feedback cycle provides opportunities for corrections or improvements as needed. The objective is to demonstrate continuous improvement as we strive toward our Mission.

ACA has established measures and targets across five **Perspectives**. These include:

- **The Resource**
- Financial
- Learning and Growth
- Internal Business Processes
- Stakeholder

It is important to achieve success in each of these **Perspectives** in order for ACA to be successful as an organization and have a positive impact on conservation.

# ACA's Five Perspectives



## THE RESOURCE

The Resource Perspective is unique to ACA. This objective ensures ACA is contributing to the "bottom line". If we are to be successful, our primary measure of success is the extent that our activities, and those that we support externally, positively influence conservation of Alberta's natural biological resources. Success in this Perspective can only be realized if success is obtained in each of the other Perspectives. Objectives relating to the Resource Perspective must directly contribute to the conservation of fisheries, wildlife or habitat.



MONITORING OUR PERFORMANCE



MONITORING OUR PERFORMANCE

**CRITICAL SUCCESS MEASURES AND TARGETS – FISHERIES:**

Measure	Target
Apply the suite of metrics to quantify the health of fish populations.	in six priority areas
Information is provided to managers on population health.	on a timely basis
Crossing density, locations, % linear fragmentation and sedimentation risk are reported.	for three priority watersheds
Facilitate meetings between the Department of Fisheries and Oceans, Alberta Environment, Environment Canada, Alberta Sustainable Resource Development and other regulatory organizations to support discussions of connectivity of stream habitats and potential management options.	development of provincial level working group
Presentation on the watershed crossing information given to stakeholder groups.	presentations for each watershed
Levels of angler use and productivity capability ratings are quantified.	for all select fisheries
An improved understanding of the relationship between angler use and development road access is obtained.	report to describe relationship
Distribution of a report characterizing the effects of current fishing regulations on angler use and the impacts of angler use.	report completed
Specific factors affecting watershed conditions are identified and reported.	participate in development of watershed health criteria for Water For Life Strategy
Report the results of watershed assessments.	nine watershed assessments
Strategies to mitigate impacts on watersheds are collaboratively developed and implemented.	development and acceptance of the strategies by the members of the working group

## CRITICAL SUCCESS MEASURES AND TARGETS – HABITAT:

Measure	Target
Develop a complete list of properties and structures and rate them in terms of their management importance to ACA.	list of properties and structures is developed
Properties and structures of little conservation value are divested from ACA's responsibility.	100% of properties with minimal value
Management plans for each property and structure are developed.	100% of all properties have management plans
Collaborative strategy developed among resource agencies and conservation organizations in Alberta.	two follow up PIC conference workshops
A cost sharing ratio in all land acquisitions.	1:1 cost share
Evaluate the benefits of alternative livestock grazing practices on sage-grouse lek counts, recruitment and survival, and communicate with landowners and Public Lands on the grazing practices most beneficial to sage-grouse.	Evaluation completed
Priority piping plover rearing lakes are identified and these lakes to have management practices implemented to assist piping plover recovery.	75% of lakes
Multi-species habitat conservation strategies are developed and implemented.	three multi-species strategies
Landowners in the Milk River system enter into conservation agreements to improve stewardship.	three landowners
A collaborative riparian conservation strategy between regulators and other organizations is developed and executed.	joint letter of agreement and terms of reference developed
Develop a document outlining priority areas and the tools ACA will use in the province.	<ol style="list-style-type: none"> <li>1. update habitat securement fund</li> <li>2. provincial ungulate enhancement program</li> </ol>
Collaborative riparian conservation strategy developed between ACA and other riparian focused organizations.	joint letter of agreement and terms of reference developed



MONITORING OUR PERFORMANCE



MONITORING OUR PERFORMANCE

Develop a scientifically credible monitoring strategy.	credible ungulate enhancement report monitoring strategy aeration
A cooperative watershed restoration project is initiated in central Alberta.	four cooperative watershed project initiatives in Alberta
Cost sharing for all riparian conservation projects.	1/3rd cost sharing
Riparian enhancement projects delivered in priority areas.	15 projects
A scientifically credible method for assessing shoreline condition is developed.	method is developed
Aerated lakes conform to criteria used to develop an effective and cost efficient lake aeration program.	100% of aerated lakes
Liabilities associated with the aeration program are reviewed.	risk assessment for each aerated lake is completed
Consultative based approach to management and stocking implemented at these lakes.	input to ASRD stocking at aerated lakes
Major partnership is obtained to support program.	\$60,000 obtained to augment program
Develop and implement a credible provincial ungulate winter range enhancement program.	standard program plan developed

**CRITICAL SUCCESS MEASURES AND TARGETS – WILDLIFE:**

Measure	Target
Reports describing the results of priority species surveys are received by May 15 of each year.	report received on time
Effectiveness indicators are applied to habitat enhancement initiatives.	to 100% of habitat enhancement initiatives
Studies addressing knowledge gaps completed for priority species.	for six priority species
Multi-stakeholder groups are assembled to address knowledge gaps.	six groups



A comprehensive list of beneficial management practices is developed and accepted by regulators.	list developed and distributed to regulators
Evaluate the needs for additional applied studies is completed.	three studies
Provide input to the Alberta Government on access management plans.	five access management plans
Development and implementation of recovery actions from recovery plans.	five recovery plans
Information developed and provided to the Endangered Species Conservation Committee that supports the legal designations for additional species.	nine species



MONITORING OUR PERFORMANCE

## FINANCIAL

The objective of the Financial Perspective is to strive for optimum efficiency coupled with financial growth and diversity. To achieve that, processes need to be analyzed or developed that facilitate: (i) the determination of cost and performance trends over time; (ii) process changes that can be implemented to produce optimum efficiencies; (iii) increased partnership revenues; and (iv) the exploration and implementation of innovative revenue generating mechanisms.

This Perspective is important because expanding our revenue base and optimizing the cost efficiency of ACA's operations ensures that the maximum amount of funds are available for accomplishing the primary mandate of ACA. Business Unit Leaders must ensure that ACA operating costs are optimized to meet the challenge of creating programs that work better and cost less.

### CRITICAL SUCCESS MEASURES AND TARGETS:

Measure	Target
Funds received through levies and alternate revenue generating initiatives.	funds increase by 1.5 million dollars (15%) by 2008
Financial partnership revenue.	secure two new partnerships per year  partnership revenue increases by \$450,000 (15%) per year



MONITORING OUR PERFORMANCE

Develop and implement options for additional revenue generation.	two new initiatives developed by 2008
ACA Grant Funds.	30% increase from 2003 – 2004 levels after three years in each fund
Operate within a balanced budget.	zero balance – income statement
Operational costs.	10% reduction in operational costs in specific areas
Maintain administrative expenses.	15% of total budget
Develop and implement options for additional revenue generation.	two new initiatives implemented by 2008

### LEARNING AND GROWTH

Objectives relating to the Learning and Growth Perspective promote organizational and individual growth. These investments support continued term growth in competency and infrastructure that are required to achieve excellence in the remaining four strategic areas (i.e. The Resource, Financial, Internal Business Processes, and Stakeholder). As such, achievements in Learning and Growth are crucial to the long term future success.

Support for this Perspective recognizes the link between top level strategic objectives and activities required to build skill levels and motivate employees; supply information; and align individuals, teams, and Business Units with ACA's strategy and long term objectives.

#### CRITICAL SUCCESS MEASURES AND TARGETS:

Measure	Target
Focused training opportunities for employees engaged in program areas of Fisheries, Wildlife and Habitat.	one event is hosted per year for each program area
Number of lost time accidents occurring per year.	zero lost time accidents
Biannual surveys indicate high employee satisfaction and engagement.	85% of employees

Number of employees receiving leadership, management and personal development training.	35% per year
Number of staff pursuing academic upgrading or continuing education.	ten employees
Employee retention.	95% of employees retained
Satisfaction with benefits program.	85% of employees satisfied
Training opportunities for a number of staff to become proficient in the use of GIS information and tools.	three employees
Succession planning process.	a minimum of 33% of employees have a succession plan



## INTERNAL BUSINESS PROCESSES

The objectives in the Internal Business Processes Perspective collectively assure that an effective array of conservation programming is established to: (i) support customer needs; (ii) provide efficient project management (accountability, scientific credibility and innovation); and (iii) monitor ACA’s programs and responsibilities. Key processes in ACA’s business and administrative plans must be monitored to ensure that the outcomes satisfy our objectives.

This Perspective addresses the internal business processes that must be developed and maintained to meet customer and stakeholder requirements and expectations. It also leads to financial success and satisfied customers. Within any organization, there are a number of internal business processes that require focused attention and constant improvements to ensure requirements and expectations are met as effectively as possible, while accommodating cost efficiency issues addressed in the Financial Perspective.

### CRITICAL SUCCESS MEASURES AND TARGETS:

Measure	Target
Employees involved in improving administrative processes.	one non manager will be involved in all process reviews
Employees are clear on criteria used in allocation process.	consensus is achieved



MONITORING OUR PERFORMANCE

Information collected can be archived and retrieved.	standardized reporting protocol developed
Financial information is produced on time and is understood by all recipients.	reallocations are made quarterly when required
Collaboration with scientifically credible institutions.	three collaborative ventures developed with academic institutions
Scientific credibility of ACA programs.	two journal articles per year and six conference presentations per year
Alignment of programs with ACA's Vision and direction – employee engagement.	online survey results report employee engagement in excess of 85%
Implement best practices for financial management.	operate the organization within a balanced budget
Corporate style guide developed to enhance ACA's visual image and messaging.	Style guide complete in 2006
Employees clearly understand ACA's vision and mission	Employee survey shows 80% understanding
Employee satisfaction with internal communication tools	Employee survey reports 85% satisfaction

**STAKEHOLDER**

The Stakeholder Perspective enables organizations to align the core measure (stakeholder satisfaction) to targeted stakeholders. For this Perspective, the primary objectives are to provide effective service to, and establish effective partnerships with, external and internal customers. Effective service and partnerships are key ingredients in assessing the health of any of ACA's conservation programs.

**CRITICAL SUCCESS MEASURES AND TARGETS:**

Measure	Target
Number of occasions where ACA acts as a catalyst within the conservation community.	a minimum of two events hosted per year

Level of interaction with the public in our business planning process – categories of respondents.	feedback received from government, industry and a diversity of conservation organizations
Stakeholder survey (partners, member groups, media).	minimum of 75% partners satisfied
Conservation Magazine reaching a number of households.	distribution increased by 40% by 2008
Number of awards received or nominated for.	two per year
Number of media inquiries, requests for endorsement, and involvement in conservation community events.	120 per year
Alberta Sustainable Resource Development involvement in ACA business planning processes.	obtain consensus
Alberta Sustainable Resource Development supports ACA with clear communication to Alberta Sustainable Resource Development employees.	joint communications involving ACA and Alberta Sustainable Resource Development leadership on important issues
Develop and implement partner recognition program.	Recognition program implemented by 2006
Clarify infrastructure issue with Alberta Sustainable Resource Development.	Agreement between ACA and Alberta Sustainable Resource Development is in place by 2006
Number of ACA programs and projects presentations to increase awareness.	ten presentations per year
Regional focus on website.	web traffic increases by 30% in 2007
Participation in open evaluation and discussion of conservation issues.	ten working sessions or public events per year
Explore partnership with other scientifically credible organizations.	one new partnership developed per year



MONITORING OUR PERFORMANCE



## SUMMARY

# Summary

This document represents ACA's third iteration of our Strategic Business Plan and strategies for the period 2005-2008. Building on past successes, we have updated our direction to continue ACA's evolution. This plan articulates ACA's Objectives for the next three years and includes targets by which to measure our performance. This plan is a critical and invaluable document that provides the framework, the direction, and the clarification that ACA's various stakeholders require and expect. As we look to implement this Strategic Business Plan, we believe we must realize success in four major Perspectives (Financial, Learning and Growth, Internal Business Processes, and Stakeholder) in order for us to realize success in our main Perspective – **The Resource**.

Additionally, by making a significant investment in our employees and our working environment, every employee will understand and be well prepared for their role, share a commitment to excellence, and be encouraged to help us achieve our Vision. Also, we must continue to tell our story – letting stakeholders know what we do, how we do it, and where we have been successful.

Strategic planning is a dynamic business process that sets the guidelines for ACA's Annual Operating Plan. This document identifies WHAT we will be doing and WHY. The Annual Operating Plan identifies HOW we will achieve these Objectives, complete with funding and resource allocations, work plans, operating details and evaluation systems.

Our Strategic Business Plan is not created in isolation. We acknowledge and thank ACA employees, managers, program partners, and Board of Directors for their valuable guidance and input into this important document.



# CONSERVATION THROUGH COLLABORATION

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