

# 2007-2010 STRATEGIC BUSINESS PLAN





# 2007–2010 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 Member Groups:**

- Alberta Fish and Game Association
- Alberta Hunter Education Instructors' Association
- Alberta Professional Outfitters Society
- Alberta Trappers Association
- Federation of Alberta Naturalists
- Pheasants Forever Alberta Council
- Treaty 8 First Nations of Alberta
- Trout Unlimited Canada

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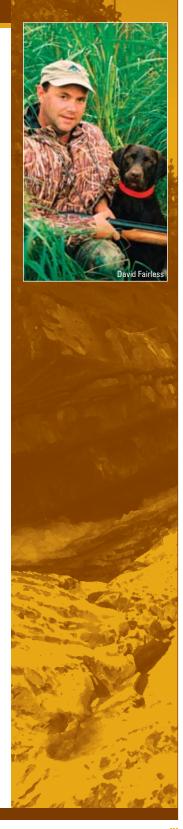
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#### At ACA...

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

It is no secret that Alberta is a prosperous, rapidly growing province. Nor should it be a surprise to anyone that with this prosperity comes tremendous pressure and increased demands on Alberta's wildlife, fish and habitat resources. The combination of rapid population and industrial growth means that Alberta's landscape is constantly evolving with land use priorities as diverse as the landscape itself. Part of conservation means balancing these often conflicting demands.

When there are boom times such as we are experiencing now, this fundamental problem can be greatly exacerbated. It is during such times that there is a need for greater collaboration, increased partnerships, and increased analysis of what we see in the future for Alberta's natural biological resources.

ACA is in a unique position to facilitate and develop relationships with a variety of different stakeholders, from government, industry, community groups, the academic community and not-for profit organizations. This enables ACA to maximize its impact on conservation of the resource.

This edition of the Strategic Business Plan details the strategic actions, effectiveness measures and collaborative linkages that the ACA Team will deploy in the next three years. In this way, ACA will continue to conserve, protect and enhance Alberta's natural biological resources and ensure future recreational opportunities for generations of Albertans to come.

#### **OUR MISSION**

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

\*Presently under review by the ACA Board of Directors

# **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.

\*Presently under review by the ACA Board of Directors

# 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 ensure future recreational opportunities for all Albertans.

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 over the long term.

ACA's Board of Directors, Leadership Team and team members embrace the pursuit of excellence and continuous improvement. Our 2007-2010 Strategic Business Plan continues to emphasize The Resource. A longer term program focus and strategies with specific targets will guide us towards the achievement of our goals, and ultimately benefit conservation in Alberta.

# Why a Strategic Business Plan?

The strategic business planning process is part of a continuous 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 in the current year.

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 factors in each of these areas.





# **Core Values**

### AT ACA WE MODEL AND PROMOTE:

#### Collaboration

We work closely with each other as well as with our partners to positively impact Alberta's natural biological resources. Collaboration includes establishing and maintaining partner and client relations.

#### 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. Innovation includes problem solving, taking advantage of opportunities and embracing change to achieve strategic goals.

# Accountability

We are all responsible for our results and effectiveness toward conservation in Alberta and will accept responsibility for our actions. Accountability means making appropriate decisions by understanding and using the workings, structure, climate and culture of our organization.

# Respect

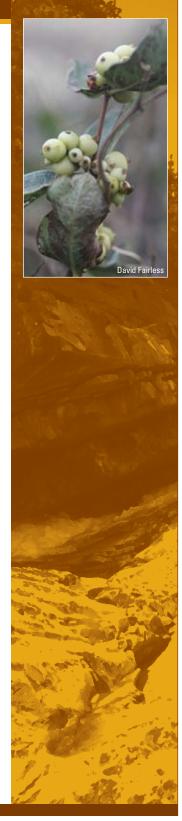
We value the differences and similarities of our employees, partners and stakeholders. We strive to treat both our people and The Resource with a high level of dignity.

# **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 2007-2010 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 through effective delivery of our Program Agreements, 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 by selecting a combination of the most efficient and effective practices, utilizing appropriate technologies, utilizing 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**

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.



# **Conservation Programming**

Conservation programs delivered by ACA include our three major areas of Fisheries, Land Management 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, land management 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.

# **Strategic Actions:**

- Analyze data to provide a defendable 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 ACA conservation reports to policy makers, resource managers and other stakeholders.
- Publish the results of ACA conservation projects in peer reviewed scientific journals.
- Implement ACA's conservation report review and archiving processes.

# COOPERATION WITH ALBERTA SUSTAINABLE RESOURCE DEVELOPMENT

Responsibilities delegated to ACA by the Government of Alberta are delivered through the Fisheries, Land Management 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 legislation and defined 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. These Program Agreements were renegotiated in 2006 with a focus of further defining the role of ACA and the Minister's expectations. The following Program and Operational Agreements specify each organization's roles and responsibilities with respect to program planning, implementation and reporting.

#### • Fisheries Program Agreement

The Fisheries Program supports and enhances conservation activities that retain the diversity and abundance of fish populations and communities, and the biological communities and habitats that support them. The Fisheries Program supports fishing as a recreational use in the interests of Alberta's anglers.

# Wildlife Program Agreement

The Wildlife Program supports and enhances conservation activities that retain the diversity and abundance of populations and communities of wildlife in Alberta. It includes consideration of all non-fish taxa, but has a strong focus on harvested species. The Wildlife Program includes components related to wildlife populations, their habitats, and the ecosystems that support them.

### • Land Management Program Agreement

The Land Management Program involves the effective management of wildlife and fisheries habitat resources (on public and private lands) for conservation, protection and enhancement. This Program Agreement applies to the acquisition, stewardship and divestiture of properties under the management of the Alberta Conservation Association. Activities relating to specific species and their habitat located on these properties are governed by the Wildlife Program Agreement and the Fisheries Program Agreement.

#### • Waterfowl Crop Damage Prevention Program Agreement

The Waterfowl Crop Damage Prevention Program (WCDPP) provides assistance to agricultural producers throughout the province in preventing depredation losses to unharvested crops caused by waterfowl. Activities carried out under the WCDPP are complementary to federal-provincial waterfowl damage compensation program. The two programs, in combination, highlight the value of waterfowl in the eyes of the producers and contribute to producer willingness to participate in waterfowl habitat initiatives undertaken by ACA, ASRD, and entities such as the North American Waterfowl Management Plan.

# Human Interaction Program Agreement

The Human Interaction Program Agreement is comprised of three components: Report A Poacher, Wildlife Predator Compensation and Shot Livestock Compensation. These programs work to maintain relationships between resource users and others affected by their activities. It aims to balance wildlife management interests and the interests of livestock producers who are negatively affected by wildlife. These programs are established to promote recreational opportunities for hunting on private lands, and to involve the public in taking responsibility for conservation of Alberta's resources.

• Public Information, Education and Communications Operational Agreement This Operational Agreement outlines the activities, roles and responsibilities required for ACA and ASRD to work together to provide our stakeholders with effective and current information and communications related to conservation. It also defines the inter-organizational communications necessary for achieving the outcomes defined in this and other Program Agreements. ACA and ASRD aim to increase the profile and awareness of programs and projects jointly facilitated by ACA and ASRD to identify strategic alliances to deliver communications, public education and outreach messages, and identify opportunities to distribute materials.

#### • Shared Services Operational Agreement

This agreement outlines the processes required to ensure the cooperative sharing of resources as outlined in the Memorandum of Understanding (MOU) in which the Minister has agreed to assist ACA with facilities, equipment, training, telecommunications, information technology (hardware, software, server access) and data as specified by the terms and conditions of this agreement. The Shared Services Operational Agreement exists to maximize efficiency in the sharing of facilities, equipment, data and support, to streamline business processes and enhance program delivery.



# **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.

The Fisheries Program supports and enhances conservation activities that retain the diversity and abundance of fish populations and communities, and the biological communities and habitats that support them. The program supports fishing as a recreational use in the interest of Alberta anglers.

The ACA Fisheries Program supports ASRD in the determination of stocks and populations status; the development and implementation of management plans; and management of consumptive and non-consumptive use and users. The Fisheries Program includes the inventory and monitoring of priority species and their habitats to determine distribution, abundance, status and trends. An essential element for all program components is the monitoring, evaluation, and adaptation of activities. Activities in this program support and inform an adaptive fisheries management program in Alberta.

The following strategies, strategic actions and effectiveness measures describe the activities of the Fisheries Program required to meet the responsibilities as a delegated administrative organization.

# **OBJECTIVES & KEY STRATEGIES**

### **OBJECTIVE 1: Fish Stock Assessment and Monitoring**

Provide timely and accurate information regarding the abundance, structure and use of aquatic habitats by priority fish populations.

Strategy: Describe abundance, structure and use of aquatic habitats by priority fish populations.

#### **Strategic Actions:**

- Collect data, analyze and report on population health of focal species in priority water bodies annually using existing protocols, or developing new protocols when necessary.
- Develop reporting standards for stock assessments.

#### **Effectiveness Measures:**

- Identify and apply the suite of metrics to quantify the health of fish populations in priority water bodies by 2009.
- Information is provided to appropriate resource managers or land use planners on a timely basis.

#### Linkage to Program Agreement(s) and/or ACA Teams:

• Fisheries Program Agreement – plan development and implementation, data and reporting, fish stock and angler assessment and monitoring.

#### **OBJECTIVE 2: Sport Fishery Monitoring**

Describe and monitor levels of angler use, harvest and demographics of priority fisheries.

Strategy: Define angler use, harvest and angler demographics of priority fisheries.

#### **Strategic Actions:**

- Collect and provide information quantifying angler use and harvest at priority fisheries annually.
- Provide information to support innovative strategies to minimize the effects of angler use.
- Develop reporting standards for angler use surveys (for example, creel surveys).

#### **Effectiveness Measures:**

Levels of angler use and harvest are quantified at priority fisheries, and reported to resource managers and other stakeholders.

#### Linkage to Program Agreement(s) and/or ACA Teams:

Fisheries Program – plan development and implementation, data and reporting, fish stock and angler assessment and monitoring.

#### **OBJECTIVE 3: Stream Crossing Evaluation**

Determine the level of watershed fragmentation caused by stream crossings in priority drainages, and collaboratively develop remediation plans to diminish fragmentation.

Strategy: Identify and evaluate fragmentation associated with road-stream crossings.

#### **Strategic Actions:**

- Determine the percent of linear watershed fragmented by road stream crossings in priority watersheds.
- Facilitate the collaborative development and implementation of remediation plans for the identified barriers with external stakeholders.

#### **Effectiveness Measures:**

- Report crossing density, locations, percent linear fragmentation and sedimentation risk in priority watersheds.
- Participate in meetings between the Department of Fisheries and Oceans, Alberta Environment, Environment Canada, Alberta Sustainable Resource Development and other regulatory organizations to facilitate restoration of watershed connectivity.
- Provide watershed crossing information to resource managers and other stakeholders.

# Linkage to Program Agreement(s) and/or ACA Teams:

Fisheries Program – plan development and implementation, data and reporting, fish habitat enhancement and monitoring.



#### **OBJECTIVE 4: Lake Aeration**

Develop and maintain lentic habitats for the successful over-wintering of sport fish, creating recreational angling opportunities for Albertans.

Strategy: Maintain and expand lake aeration activities using established standards.

#### **Strategic Actions:**

- Maintain existing aeration infrastructure and partnerships.
- Pursue additional aeration projects at candidate lakes.
- Evaluate angler use and stock status at priority aerated lakes.

#### **Effectiveness Measures:**

- Successfully over-winter fish at aerated lakes.
- Select candidate lakes using established selection criteria.
- Evaluate angler satisfaction in conjunction with ACA Communications Team.

#### Linkage to Program Agreement(s) and/or ACA Teams:

- Fisheries Program plan development and implementation, data and reporting, fish habitat enhancement and monitoring, recreational access opportunities, fish stocking.
- ACA Communications Team.

# **OBJECTIVE 5: Fisheries Access Sites**

Maintain fisheries access sites to ensure access to priority fisheries, and develop new sites at priority water bodies.

Strategy: Maintain and develop priority fish access sites.

#### **Strategic Actions:**

- Evaluate and maintain existing fish access sites.
- Pursue new priority fisheries access sites.

#### **Effectiveness Measures:**

- Existing sites are maintained and evaluated annually.
- Additional access sites are developed.

# Linkage to Program Agreement(s) and/or ACA Teams:

Fisheries Program – recreational access opportunities.

#### **OBJECTIVE 6: Reporting**

Provide timely and credible monitoring and inventory data and information on priority fish populations, fish communities and their habitats to enable adaptive fisheries management.

Strategy: Provide timely and credible information to resource managers and other stakeholders.

# **Strategic Actions:**

- Eliminate backlog of draft data and technical reports by March 2008.
- Post reports on the ACA website as completed.

#### **Effectiveness Measures:**

Key fish program activities are reported within one year of completion.

#### Linkage to Program Agreement(s) and/or ACA Teams:

- Fisheries Program data and reporting.
- ACA Communications Team.

#### **OBJECTIVE 7: Enhanced Fish Stocking**

Provide Alberta anglers with increased opportunities to catch and creel more fish where possible, while maintaining the integrity of Alberta's natural waters and fish populations.

Strategy: Perform activities that support maintenance of select stocked rainbow trout ponds for angling. This includes contracting stocking of water bodies and may include assessment and monitoring.

# **Strategic Actions:**

- Lead, administer and monitor contract processes to ensure that rainbow trout are stocked in designated water bodies by private rainbow trout growers.
- Assess and monitor select stocked populations to assess population status and angler satisfaction.
- Identify opportunities for aeration.

# **Effectiveness Measures:**

- Successful stocking of 20cm rainbow trout in the number and size set out over ten contracts.
- Determine angler satisfaction and population status of stocked rainbow trout in priority water bodies.
- Identify candidate water bodies for aeration annually.

- Fisheries Program data and reporting, plan development and implementation, fish stock and angler assessments and monitoring, and fish habitat enhancement and monitoring.
- ACA Communications Team.



**OBJECTIVE 8: Riparian Conservation Planning** Enhance, maintain, and protect priority riparian habitats in Alberta.

Strategy: Collaborate with private landowners, government, industry and other community based stakeholders to conserve and enhance priority riparian habitats.

# **Strategic Actions:**

- Develop a provincially standardized Riparian Conservation Program that identifies priority areas, effective conservation tools and monitoring protocols.
- Implement regional components of the provincial Riparian Conservation Program within priority areas across the province.
- Collaborate with land managers and key stakeholders to develop alliances.
- Support watershed groups and community led riparian initiatives on priority water bodies.

#### **Effectiveness Measures:**

- A provincial Riparian Conservation Program framework is reviewed, endorsed and adhered to within ACA by March 2009.
- Deliver riparian protection and enhancement projects across the province annually.
- Increase collaborative partnerships with riparian conservation groups by March 2009.

# Linkage to Program Agreement(s) and/or ACA Teams:

Fisheries Program – data and reporting, fish habitat enhancement and monitoring, recreational access opportunities.



# LAND MANAGEMENT

The Land Management Program (LMP) encompasses activities intended to conserve, protect and enhance fish and wildlife habitat, and to increase consumptive and non-consumptive recreational opportunities including angling and hunting. The three major activities of this program are habitat securement, maintenance and management of ACA Conservation Sites, and recreational opportunity initiatives.

Habitat securement identifies and prioritizes important habitats as well as land that increases or enhances recreational opportunities, both consumptive and non-consumptive. Securement may occur through direct purchase, conservation easements, donations, term lease, or protective notation.

Maintenance and management of ACA Conservation Sites on crown and privately owned lands are completed in compliance with location-specific management plans, habitat type, or stewardship agreements that are developed by ACA in collaboration with ASRD and other conservation partners.

Recreational opportunity initiatives on private land focus on communication tools and activities required to promote and increase public access to wildlife and fisheries habitat resources where stewardship of conservation-rich habitat is recognized.

The following strategies, strategic actions and effectiveness measures describe the three core activities of the Land Management Program required to meet the responsibilities as a delegated administrative organization.

# **OBJECTIVES & KEY STRATEGIES**

#### **OBJECTIVE 1: Habitat Securement**

Conserve and protect priority wildlife and fish habitats, increase and enhance recreational opportunities through land securement for consumptive and non-consumptive activities.

Strategy: Identify, prioritize and secure critical habitats, and undertake securement activities that will increase and enhance recreational opportunities.

#### **Strategic Actions:**

- Review the ACA Habitat Securement Fund document annually and update priority habitat focus areas.
- Actively pursue land securement activities within ACA priority habitat focal areas identified in the Habitat Securement Fund document, and process complementary proposals from other conservation groups.
- Integrate land securement priorities from the Fisheries and Wildlife Programs that increase or enhance recreational opportunities.
- Collaborate with partners representing other habitat conservation organizations having similar habitat conservation priorities.

# **Effectiveness Measures:**

- ACA Habitat Securement Fund document is updated annually.
- Ten priority habitats are secured in focal areas. Additionally, appropriate management plans or agreements are completed for each new habitat securement activity.
- Partners provide 50% or greater of the funds required to finance 75% of the habitat securement activities.

# Linkage to Program Agreement(s) and/or ACA Teams:

- Land Management Program Agreement securement.
- Wildlife Program Agreement habitat inventory and enhancement, recreational opportunities.
- Fisheries Program Agreement fish stocking, fish habitat enhancement and monitoring, recreational access opportunities.

**OBJECTIVE 2: ACA Conservation Site Management** Manage and maintain ACA habitat conservation assets.

Strategy 1: Identify priority and non-priority habitat properties, water control structures and private landowner agreements in collaboration with ASRD. Identify options and develop procedures that provide ACA with options for managing priority ACA conservation assets as well as divestiture of non-priority assets.

# **Strategic Actions:**

- Develop rationale and implement a procedure that supports the retention of priority crown properties and landowner agreements that ACA will continue to manage and maintain.
- Develop lists of ACA priority and non-priority Conservation Sites for ASRD review.
- Develop and implement a procedure for divestment of management responsibilities for non-priority crown properties, water control structures and private land agreements that ACA will not continue to manage and maintain.
- Clarify respective resource and land management roles between ACA and ASRD including referral agency requirements (LSAS) for ACA managed crown lands.

#### **Effectiveness Measures:**

- ACA Conservation Site, water control structures and landowner agreements database is completed for ASRD review by March 31, 2007.
- Management options (disposition, title, etc.) and implementation procedures that provide ACA with management responsibility for priority ACA Conservation Sites and divestment of management responsibilities for non-priority crown properties are finalized by April 2007.
- Develop land management referral process and protocol between ACA and ASRD for ACA Conservation Sites (crown land) by June 2007.

- Land Management Program Agreement securement, Buck For Wildlife properties.
- Wildlife Program Agreement habitat inventory and enhancement, recreational opportunities.
- Fisheries Program Agreement fish stocking, fish habitat enhancement and monitoring, recreational access opportunities.

#### Strategy 2: Establish land management objectives and maintenance standards for ACA Conservation Sites.

#### **Strategic Actions:**

- Collaborate with ASRD to develop a habitat management plan template for priority ACA Conservation Sites on crown land.
- Develop ACA Conservation Site management plans with partner collaboration for ACA Conservation Sites.
- Develop a process to consolidate all completed ACA Conservation Site management plans into a provincial or central location and source.

#### **Effectiveness Measures:**

- A management plan template is developed in collaboration with ASRD for ACA Conservation Sites on crown land by April 2007.
- Management plans are completed in collaboration with ASRD and other conservation partners for all ACA Conservation Sites on crown land by March 2009.
- A provincial or central location is identified along with the process for compilation of ACA Conservation Site management plans by August 2007.

# Linkage to Program Agreement(s) and/or ACA Teams:

- Land Management Program Agreement securement, Buck For Wildlife properties.
- Wildlife Program Agreement habitat inventory and enhancement, recreational opportunities.
- Fisheries Program Agreement fish stocking, fish habitat enhancement and monitoring, recreational access opportunities.

# Strategy 3: Develop and implement standardized signage for ACA Conservation Sites and other Wildlife and Fisheries Program priorities (i.e. lake aeration, fisheries access sites).

#### **Strategic Actions:**

- Identify potential categories (programs, projects, etc.) of signage in collaboration with ACA provincial Fisheries, Wildlife and Communication Teams.
- Work with the ACA Communications Team to develop signage templates, funding requirements and installation schedule.
- Develop and install signage for categories related to the Land Management Program.

#### **Effectiveness Measures:**

- A list of categories (programs, projects, etc.) requiring standardized signage is completed by March 2008.
- Standardized signage templates are completed for land management, wildlife and fisheries habitat related categories by March 2008.
- New signage is installed at 75% of the ACA Conservation Sites (crown land) and other categories related to the Land Management Program by March 2010.
- Land Management Program Agreement securement, Buck For Wildlife properties.
- Wildlife Program Agreement habitat inventory and enhancement, recreational opportunities.
- Fisheries Program Agreement fish stocking, fish habitat enhancement and monitoring, recreational access opportunities.

#### **OBJECTIVE 3: Recreational Opportunities**

Develop and promote stewardship of habitat resources on public and private land that ensures access and recreational opportunities are recognized, developed and enhanced.

Strategy 1: Develop an ACA Conservation Site directory that publicizes site locations, facilities, recreational opportunities and restrictions.

#### **Strategic Actions:**

- Develop and design an ACA Conservation Sites web portal in collaboration with the ACA Communications Team.
- Develop and design and ACA Conservation Sites field guide in collaboration with the ACA Communications Team.
- Develop and implement a standard process and schedule for updating the ACA Conservation Sites web portal and field guide on a timely basis.

#### **Effectiveness Measures:**

- A web-based directory that facilitates public access to all ACA Conservation Sites and associated information is implemented by March 2009.
- An ACA Conservation Sites field guide is completed by March 2009.
- ACA Conservation Sites web portal and field guide is updated annually through a standard process.

#### Linkage to Program Agreement(s) and/or ACA Teams:

- Land Management Program Agreement securement.
- Wildlife Program Agreement habitat inventory and enhancement, recreational opportunities.
- Fisheries Program Agreement fish stocking, fish habitat enhancement and monitoring, recreational access opportunities.
- ACA Communications Team.

Strategy 2: Investigate the development and implementation of public access initiatives that promote and enhance recreational opportunities on privately owned lands, where stewardship of conservation-rich habitat is recognized.

# **Strategic Actions:**

- Investigate privately owned land initiatives that have been or are currently in use in other jurisdictions and assess their potential use and feasibility in Alberta.
- Generate a body of knowledge in support of informed dialogue that works toward enhancing habitat stewardship and public access for wildlife and fish related recreation opportunities on privately owned lands.
- Participate and support working groups in the development and implementation of a strategy that enhances wildlife values and recreational access on privately owned lands.
- Evaluate the implemented strategy to gauge its effectiveness, measure cost and benefits, and determine public support and satisfaction in order to provide future recommendations for improvements.

#### **Effectiveness Measures:**

- Investigate private land information in use in other jurisdictions to assess their potential use in Alberta by May 2007.
- Generate a body of knowledge in support of informed dialogue that enhances public access to wildlife related recreation on private lands.
- Participate with working groups regarding wildlife values and recreational access.
- Develop a pilot project by March 2009.

- Land Management Program Agreement securement.
- Wildlife Program Agreement habitat inventory and enhancement, recreational opportunities.
- Fisheries Program Agreement fish stocking, fish habitat enhancement and monitoring, recreational access opportunities.





# WILDLIFE

The Wildlife Program supports and enhances conservation activities that retain the diversity and abundance of populations and communities of wildlife in Alberta. It includes consideration of all non-fish taxa, but has a strong focus on harvested species. The Wildlife Program includes components related to wildlife populations, their habitats and the ecosystems that support them.

The ACA Wildlife Program informs and supports ASRD in their role of determination of species status; the development, communication and implementation of species recovery or management plans, and management of consumptive and non-consumptive use and users. This program supports the inventory and monitoring of priority species and their habitats, the retention and enhancement of priority habitats, and the restoration and reintroduction of priority populations. Inventory monitoring may provide a baseline for programs to assess and monitor ecological goods and services.

Program activities may include, but are not limited to, population enhancement, applied ecological studies, and understanding and facilitation of users' needs and wants. An essential element is the monitoring, evaluation and adaptation of wildlife and habitat conservation activities.

ACA strives to enhance the sustainability of wildlife species through science-based conservation. The Wildlife Team has developed a program that focuses on four thematic areas including ungulates, upland game birds, waterfowl and species at risk. Program objectives are prioritized at the provincial scale through strategic and operational planning, and fall within the following nine activities:

- (1) Species and population inventory
- (2) Plan development and implementation
- (3) Species management and enhancement
- (4) Aerial Ungulate Surveys
- (5) Applied research/ecological studies
- (6) Status assessment
- (7) Habitat inventory and enhancement
- (8) Recreational opportunities
- (9) Education and Outreach

A pivotal step in our program development is ongoing discussion with ASRD and other external experts and stakeholders to gain insight and build opportunities for collaboration.

For 2007-2010, the focus is on the implementation of programs developed in prior plans which includes implementing habitat restoration activities; monitoring the response of species and habitat indicators; continued delivery of ongoing applied ecological studies; providing input to the Land Management Program; assisting with aerial ungulate surveys; and measuring our success in achieving business plan objectives.

The following strategies, strategic actions and effectiveness measures describe the activities of the Wildlife Program required to meet the responsibilities as a delegated administrative organization.

# **OBJECTIVES & KEY STRATEGIES**

**OBJECTIVE 1: Strategic and Operational Planning** Identify and prioritize wildlife knowledge gaps and conservation needs in Alberta to guide the future direction of ACA's Wildlife Program.

Strategy: Facilitate the identification and prioritization of wildlife knowledge gaps and conservation needs in Alberta through collaboration with ASRD, other experts, stakeholders and working groups.

### **Strategic Actions:**

- Annually review and update the Wildlife Conservation Planning Document based on consultation with ASRD, other experts, stakeholders and working groups.
- Participate on recovery teams for species at both the federal and provincial levels.
- Foster knowledge transfer from jurisdictions and experts around the world by participating in trans-boundary working groups and symposiums focused on ACA wildlife focal themes.
- Consult with provincial waterfowl experts to determine what, if any, niche ACA could fill in terms of contribution to waterfowl conservation within Alberta.

#### **Effectiveness Measures:**

- Participation and membership in at least one working group or recovery team for each focal theme.
- Identify a specific niche for ACA to fill within waterfowl conservation efforts.
- Collaboration with other conservation organizations to enhance wildlife sustainability.

### Linkage to Program Agreement(s) and/or ACA Teams:

- Wildlife Program Agreement.
- Land Management Program Agreement.
- ACA Communications Team.

### **OBJECTIVE 2: Species/Population Inventory**

Identify and/or monitor population size, trends and distribution for priority wildlife species.

Strategy: Collect and interpret population data on select species using systematic monitoring methods.

#### **Strategic Actions:**

- Develop a systematic inventory tool for sharp-tailed grouse.
- Expand sharp-tailed grouse model development to up to two more areas by April 2009.
- Develop a protocol for systematically monitoring a second grouse species (ruffed, blue or spruce) based on feedback from the Alberta Grouse Technical Council.
- Develop a systematic inventory tool for moose.
- Continue waterfowl population surveys on the Hay-Zama wetland complex.

#### **Effectiveness Measures:**

- Two species have systematic monitoring tools.
- Report results of waterfowl population surveys annually.

- Wildlife Program Agreement.
- Land Management Program Agreement.

# **OBJECTIVE 3: Plan Development and Implementation**

Support the development of plans for priority wildlife species that will assist in species recovery and management. Implement select components of plans (i.e. species at risk recovery plans, management plans, landscape plans).

Strategy: Assist with the delivery of recovery actions for species with approved provincial recovery plans by March 2010.

# **Strategic Actions:**

- Lead the delivery of several actions outlined in the Alberta Piping Plover Recovery Plan 2005-2010. This includes population monitoring and enhancement, habitat enhancement and education and outreach.
- Lead the delivery of several recovery actions outlined in the Alberta Northern Leopard Frog Recovery Plan 2005-2010.
- Implement habitat conservation recommendations from recovery plans within a multi-species approach through collaborative partnerships with landowners and Public Lands to develop and implement habitat conservation strategies for multiple species for 25% of the high priority areas within the MULTISAR Program areas.

#### **Effectiveness Measures:**

Implemented recovery actions from at least three recovery plans.

#### Linkage to Program Agreement(s) and/or ACA Teams:

- Wildlife Program Agreement.
- Land Management Program Agreement.

### **OBJECTIVE 4: Species Management and Enhancement**

Carry out activities to support priority population management, measure and monitor responses to those activities (i.e. productivity enhancement and reintroductions).

Strategy: Monitor and evaluate the occupancy and nest success of waterfowl nesting structures.

#### **Strategic Actions:**

- Install, monitor and evaluate occupancy and nest success of artificial cavity nest structures and nesting tunnels.
- Conduct annual maintenance on 20% of artificial structures.

#### **Effectiveness Measures:**

- Occupancy and nest success from nest tunnels are quantified.
- Results are reported in ACA's magazine by March 2009.
- Priority populations in targeted areas are enhanced and maintained.

- Wildlife Program Agreement.
- Land Management Program Agreement.

#### **OBJECTIVE 5: Aerial Ungulate Surveys**

Work cooperatively with ASRD to conduct aerial surveys in support of population management and allocation of ungulate or game species.

Strategy: Support the completion of provincial wildlife inventories through the Aerial Ungulate Survey Program.

#### **Strategic Actions:**

- ACA and ASRD will each provide a provincial contact to prioritize and coordinate the annual delivery of
- Conduct annual surveys in high priority wildlife management units.
- Report results of these surveys to the appropriate groups.

#### **Effectiveness Measures:**

- Priority populations in target areas are maintained or enhanced.
- Survey results are posted on ACA's webpage before the start of the annual hunting season.

#### Linkage to Program Agreement(s) and/or ACA Teams:

- Wildlife Program Agreement.
- ACA Communications Team.

### **OBJECTIVE 6: Applied Research and Ecological Studies**

Facilitate applied research to address ecological knowledge gaps for priority species, their landscapes and human use to aid in conservation. Research projects should focus on answering questions that support, evaluate and/or improve the delivery of Wildlife Programs.

Strategy 1: Complete applied conservation studies on the status, movement patterns and ecology of priority species.

### **Strategic Actions:**

- Develop and test a resource selection function (RSF) for bighorn sheep in the Yarrow Castle study area.
- Determine the resource selection patterns for pronghorn antelope within agricultural, native prairie and mixed habitat environment of the Grassland Natural Region.
- Investigate feasibility of studying priority species in cooperation with South Wapiti Range Forestry Demonstration Model. Collect and analyze data on priority species abundance and distribution in response to cattle grazing and timber harvest treatments.

#### **Effectiveness Measures:**

RSF for bighorn sheep is developed by March 2010.

# Linkage to Program Agreement(s) and/or ACA Teams:

Wildlife Program Agreement.



Strategy 2: Enhance the scientific credibility of ACA through publication of peerreviewed journal papers, conference presentations and hosting conferences.

# **Strategic Actions:**

- Complete and submit manuscripts on the results of applied studies to applicable peer-reviewed journals.
- Present results of applied studies at conferences and workshops.
- Co-host, along with the University of Calgary and Alberta Fish and Wildlife, the 23rd Biennial Pronghorn Workshop in 2008.

#### **Effectiveness Measures:**

- One conference hosted.
- Three presentations given at conferences or workshops.
- Two scientific papers submitted to peer-reviewed journals.

#### Linkage to Program Agreement(s) and/or ACA Teams:

- Wildlife Program Agreement.
- Land Management Program Agreement.
- ACA Communications Team.

### **OBJECTIVE 7: Status Assessment**

Inform and support the assessment and designation of the status of priority wildlife species.

Strategy: Collect and interpret data that will assist with the designation of legal status for species at risk. Collect data on the distribution and abundance of data deficient species to support their management.

#### **Strategic Actions:**

- Assist with the annual prioritization of species for which detailed status assessments will be carried out.
- Provide information to the Endangered Species Conservation Committee that will assist with legal status designation through the development of detailed status reports.
- Identify data deficient species based on the General Status of Alberta Wildlife Species 2005.
- Develop inventories on priority data deficient species to assist in the status determination by 2010.

#### **Effectiveness Measures:**

- The Endangered Species Conservation Committee reviews status reports and assigns legal designations to at least nine species by 2010.
- Scientifically credible inventories are conducted for at least one data deficient species.

- Wildlife Program Agreement.
- Fisheries Program Agreement.

#### **OBJECTIVE 8: Habitat Inventory and Enhancement**

Identify priority habitats for enhancement activities or land securement. Implement activities to support the enhancement of identified habitats.

Strategy: Maintain and restore the health of priority ungulate winter range through habitat treatments. Develop monitoring and evaluation tools that ensure habitat enhancement activities produce measurable results for wildlife.

#### **Strategic Actions:**

- Develop ecosystem management plans that identify habitat restoration objectives for priority planning units.
- Work with ASRD to develop individual treatment plans that address ecosystem management objectives.
- Support implementation of treatments through cost sharing and staff time.
- Collect relevant baseline and post-treatment monitoring information.
- Adaptively manage planning and implementation activities based on monitoring results.
- Initiate a study in the effectiveness of using fecal nutrient and hormone levels as an indicator of ungulate population condition.

#### **Effectiveness Measures:**

- Ecosystem management plans are developed for one to three planning units.
- GIS-produced baseline information is collected and analyzed for all treatments.
- Field-based baseline information is collected for one-third of all proposed treatments.
- Four or more treatments are implemented each year.
- The results of the fecal hormone study are published in a peer-reviewed journal by 2009.

#### Linkage to Program Agreement(s) and/or ACA Teams:

- Wildlife Program Agreement.
- Land Management Program Agreement.

#### **OBJECTIVE 9: Recreational Opportunities**

Develop and support opportunities that enhance or maintain recreational use, habitat integrity, and user interest while encouraging current and future generations to value, enjoy and use our biological natural resources.

# Strategy 1: Provide support for development of access management to sustain habitat integrity.

#### **Strategic Actions:**

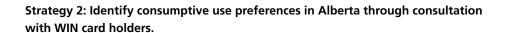
Work with Alberta Community Development to complete a program (focused on ungulate and upland game birds) that will assist in providing information for improvement of access management strategies for Dunvegan West Wildland Park, Peace River Wildland Park, and Greene Valley Provincial Park.

#### **Effectiveness Measures:**

Input provided to ACA by 2010.

### Linkage to Program Agreement(s) and/or ACA Teams:

• Wildlife Program Agreement.



# **Strategic Actions:**

Design and implement a mechanism to engage WIN card holders in a discussion on consumptive use preferences by 2010.

#### **Effectiveness Measures:**

- Support the development of one access policy by ASRD.
- Conduct a pilot survey of WIN card holders.

# Linkage to Program Agreement(s) and/or ACA Teams:

- Wildlife Program Agreement.
- ACA Communications Team.

# **OBJECTIVE 10: Education and Outreach**

Develop and implement programs to inform Albertans of wildlife values and activities to increase their understanding of wildlife needs and provide the tools and materials necessary to achieve priority outcomes.

# No Strategies at this time.

- Wildlife Program Agreement.
- ACA Communications Team.



# **HUMAN INTERACTION**

This functional area is comprised of three components: Report A Poacher, Wildlife Predator Compensation and Shot Livestock Compensation. These programs work to maintain relationships between resource users and others affected by their activities. It also functions to balance wildlife management interests and the interests of livestock producers who are negatively affected by wildlife. These programs are established to promote recreational opportunities for hunting on private lands, and to involve the public in taking responsibility for conservation of Alberta's resources.

The Report A Poacher (RAP) Program provides Albertans with an opportunity to participate in the detection and apprehension of resource abusers. In addition, the RAP Program promotes both the value and importance of conserving Alberta's wildlife and fisheries, and a positive image of resource users. The Wildlife Predator Compensation and Shot Livestock Compensation Programs provide compensation to producers for livestock lost or injured to predators, and livestock shot by a person during a big game or bird game season.

The following strategies, strategic actions and effectiveness measures describe the three core activities of the Human Interaction Program required to meet the responsibilities as a delegated administrative organization.

# **OBJECTIVES & KEY STRATEGIES**

### **OBJECTIVE 1:**

**Identification of Report A Poacher and Compensation Program Priorities.** 

- Report A Poacher: Provide Albertans and persons visiting the province with an opportunity to participate in the protection of our wildlife and fisheries by reporting resource violations.
- Wildlife Predator Compensation: Provide Alberta livestock producers reimbursement for losses or injury to specified livestock due to predation by wolf, cougar, grizzly bear, black bear, or eagles.
- Shot Livestock Compensation: Provide Alberta livestock producers reimbursement for losses or injury to specified livestock as a result of being shot by a person during an open big game or bird game hunting season.





# **Strategic Actions:**

- Timely payment of producer compensation upon receipt of approved claims from Alberta Sustainable Resource Development.
- Attend trade and sportsman shows throughout the province to increase public awareness of Report A Poacher and the importance of resource users.
- Provide Report A Poacher and resource user information and promotion in articles, radio, and television updates for organizations and member groups.
- Present Alberta initiatives at international and conservation conferences regarding these programs and the image of our resources users.
- Implement province wide promotion of Report A Poacher with displays, promotional items, and educational trailer and information.
- Produce guarterly financial and budget projections for these core programs and SBP/AOP processes.

#### **Effectiveness Measures:**

- Reward approvals made to 125 eligible informants for wildlife and fisheries resource violations.
- Promotional items purchased and distributed provincially under the Report A Poacher Program.
- Compensation payments made to eligible producers for livestock shot during an open big game or bird game hunting season.
- Create annual program budgets for inclusion in our Annual Operating Plan.
- Track 3,000 Report A Poacher occurrences.
- Provide the opportunity to over 100,000 Albertans to learn and obtain information about the Report A Poacher Program delivered by our association.
- Compensation payments made to eligible producers for livestock killed or injured by predators.
- Deliver consistent and accurate reporting.
- Track reward eligibility for over 1,000 enforcement actions arising from Report A Poacher calls.
- Pay \$38,000 in rewards to eligible informants.

- Human Interaction Program Agreement RAP, Shot Livestock, Wildlife Predator Compensation.
- ACA Communications Team.

# **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 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 and support 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. This fund has leveraged external dollars to create \$30 million dollars in conservation work since its inception in 2002.

### **OBJECTIVES & KEY STRATEGIES**

#### **OBJECTIVE 1:**

Expand the financial base of the GECF to enhance effective program funding and program delivery across the province.

#### Strategic Actions:

- 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.
- Market the GECF 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.

#### **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.

### **Strategic Actions:**

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



#### **OBJECTIVE 3**

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

# **Strategic Actions:**

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

# **Effectiveness Measures for All Objectives:**

- The Grant Eligible Conservation Fund has grown by 25% by 2010.
- 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 using established reporting criteria and processes.

# Linkage to Program Agreement(s) and/or ACA Teams:

- Fisheries Program Agreement.
- Wildlife Program Agreement.
- Land Management Program Agreement.
- ACA Communications Team.

# HABITAT SECUREMENT FUND

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. This fund is incorporated into the Land Management Program in the current structure to streamline the administration and delivery of the fund.

#### **Effectiveness Measures:**

- Habitat projects are aligned with ACA's Land Management 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 Land Management Programs.

- Fisheries Program Agreement.
- Wildlife Program Agreement.
- Land Management Program Agreement.
- ACA Communications Team.

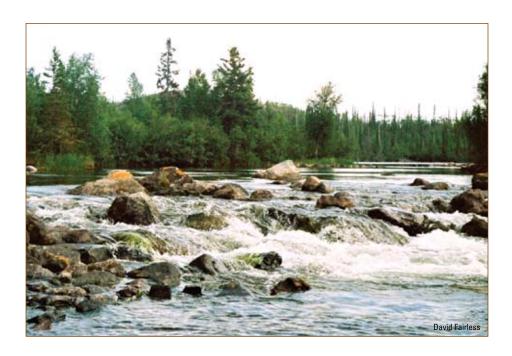
# **GRANTS IN BIODIVERSITY**

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 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.

- Fisheries Program Agreement.
- Wildlife Program Agreement.
- Land Management Program Agreement.





# **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 is given to reviewing and potentially adjusting the levy on all or specific licenses and a recommendation to adjust levies is being pursued with the Minister of Sustainable Resource Development.

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 directly competing with our member organizations.

The following are strategies, strategic actions, and effectiveness measures that constitute the core of the ACA Financial Program. These actions are deemed important in support of resource activities that meet ACA's responsibilities as a delegated administrative organization.

# **OBJECTIVES & KEY STRATEGIES**

#### **OBJECTIVE 1:**

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

Strategy: Increase operating revenue by increasing alliances and partnerships.

#### **Strategic Actions:**

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

#### **Effectiveness Measures:**

- Increase partnership revenue by 15% or \$450,000 by March 2009.
- Develop and implement two different options for additional revenue generation by March 2009.
- Secure two new partners or strategic alliances by 2009.

- Additional funding to enhance Fisheries, Wildlife, Land Management Program Agreement delivery.
- ACA Communications Team.

#### **OBJECTIVE 2:**

To maximize the use of available financial resources.

Strategy 1: Continue to refine the budget and funding allocation process and internal business process to increase efficiency and effectiveness of program delivery.

#### **Strategic Actions:**

- Obtain competitive quotes or create partnership opportunities for selected major cost centers.
- Review quarterly performance to ensure optimum efficiency and delivery at the project level.
- Produce quarterly projections to year end and evaluate performance, reallocate resources if required.
- Review annual plans to ensure alignment with ASRD Program Agreements, ACA Vision and ACA Mission.

#### Effectiveness Measures:

- Reduce targeted 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.

# Linkage to Program Agreement(s) and/or ACA Teams:

Efficiency to enhance Fisheries, Wildlife, Land Management Program Agreements.

Strategy 2: Enhance the accountability of financial reporting process to ensure timely and accurate financial information is available for sound decision making.

#### **Strategic Actions:**

- Produce annual documentation that measures anticipated results detailed in the Annual Operating Plan.
- Increase accountability of the Leadership Team for results obtained.
- Implement planned software and hardware upgrades to minimize the impact of losing ASRD server access.
- Increase efficiency of access to information by migrating more internal reporting to an online environment.
- Review internal accounting and reporting processes annually.

#### **Effectiveness Measures:**

- Plans and results are published annually, including the Annual Operating Plan, and the Annual Operating Report.
- ACA has a provincial server environment for all staff by March 2008.
- Increased online access to information, including additional data categories, by March 2007.
- Annual internal report on policies, procedures and processes is provided to the Managing Director and external audit
- Clarify Leadership Team targets within individual work plans to ensure accountability for results.

#### Linkage to Program Agreement(s) and/or ACA Teams:

Efficiency to enhance Fisheries, Wildlife, Land Management Program Agreement delivery.

Strategy 3: Ensure resources are allocated effectively to offset increased operating costs, such as increased Information Technology needs.

#### **Strategic Actions:**

- Obtain quotes to ensure reduced costs for all resource acquisitions, including vehicles, equipment and IT hardware.
- Continue to look at lease cost and space options at the regional level.
- Investigate potential partners that may reduce net space costs.

#### **Effectiveness Measures:**

- Resource costs for capital purchases remain within 2% of prior year budget.
- Document options available for regional space, including cost-benefit analysis.
- Submit two proposals to potential partners for shared space within the ACA building by March 2008.

#### Linkage to Program Agreement(s) and/or ACA Teams:

Efficiency to enhance Fisheries, Wildlife, Land Management Program Agreement delivery.

#### **OBJECTIVE 3:**

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

Strategy: Provide the information, infrastructure and assets to support delivery of programming objectives.

# **Strategic Actions:**

- Maintain and enhance internal communications program including internal web community.
- Develop opportunities to enhance accommodations, warehousing and other areas highlighted in the Shared Services Operational Agreement.
- Internal business processes remain flexible to react to necessary changes in programming, and are reviewed for effectiveness and efficiency annually.
- Explore linkages with other organizations where the sharing of assets, accommodations or services may be beneficial to both parties.

#### **Effectiveness Measures:**

- Create relationships with Restructuring and Government Efficiency (RGE) to develop opportunities to enhance data access, and other shared services.
- Internal business processes are reviewed annually; required improvements are communicated and implemented in an effective manner.
- Annual employee survey indicates 65% employee satisfaction with internal communications methods and information by March 31, 2008.

- ACA Communications Team internal communications.
- Shared Services Operational Agreement shared resources.
- ACA Finance Team financial tracking to evaluate costs and benefits.

# **Communications**

At ACA, we are committed to ongoing communication with our partners and stakeholders that promotes awareness and understanding of our role in the conservation community. Our communication plan focuses on the mechanisms necessary to deliver messages to our partners and internal and external stakeholders.

Our Communications Program is responsible for leading the development and implementation of our communication strategies which includes internal and external communications, public relations, media relations, member relations, government relations, graphic design, messaging, brand management and fund development efforts. Communication tools such as promotional items, websites, annual reports, magazines, advertisements and brochures are designed to promote program awareness, build our brand and leverage partnerships. These activities contribute to our conservation goals by enhancing partner influence, educating the public, establishing an effective organizational image and ensuring employees understand their contributions to our Vision.

In addition, we are guided by the Public Information, Education and Communication Operations Agreement which outlines the activities, roles, and responsibilities required for ACA and ASRD to work together to provide our stakeholders with effective and current information and communications related to conservation. It will also define the inter-organizational communications and processes necessary for achieving the outcomes defined in this and other Program Agreements.

This agreement involves maintaining discrete information and communication programs and independently planning, funding, and implementing annual communications plans in accordance with individual operating plans. ACA and ASRD aim to increase the profile and awareness of programs and projects jointly facilitated by ACA and ASRD and to identify strategic alliances to deliver communications, public and education outreach messages and identify opportunities to distribution materials.

The following are strategies, strategic actions, and effectiveness measures that constitute the core of the ACA Communications and Development Program. These actions are deemed important in support of resource activities that meet ACA's responsibilities as a delegated administrative organization.

#### **OBIECTIVES & KEY STRATEGIES**

**OBJECTIVE 1: Identification of Stakeholder Relations Priorities** Enhance partner relations and stakeholder awareness of our conservation programs and our role in the conservation community.

Strategy 1: Host the Partners in Conservation conference in 2007 and 2009, and maintain regular communication with conference attendees after the conference.

# **Strategic Actions:**

- Develop marketing and communications plan to maximize exposure, attendance and partnerships.
- Incorporate online registration and build database of attendees (October 2006).
- Evaluate success of conference and determine if we continue hosting it.

#### **Effectiveness Measures:**

- Conference attracts province-wide exposure and attendance from conservation organizations, government, stakeholders and industry.
- Attendee information is available to maintain regular communications (January 2007).
- Evaluation determines whether we continue or discontinue hosting the conference (February 2007).

# Linkage to Program Agreement(s) and/or ACA Teams:

- Fisheries Program Agreement.
- Wildlife Program Agreement.
- Land Management Program Agreement.

Strategy 2: Active relationship building with stakeholders, member groups and Business Units through participation in conferences, stakeholder meetings, events, face-to-face meetings and open houses.

#### **Strategic Actions:**

- Assess requests for attendance and support at outreach activities held by stakeholders, member organizations and Business Units as they arise.
- Sponsor events that support our Mission in the academic, industry, member groups, public and private sectors.
- Draft an External Stakeholder Communications Plan.

#### **Effectiveness Measures:**

- Increase in information requests and positive feedback from member groups and Business Units.
- Increase member group awareness of our association and programs via distribution of the Member Highlights newsletter.
- Draft External Stakeholder Communications Plan identifies areas to strengthen communications and increase ACA's profile with stakeholders (March 2007).

#### Linkage to Program Agreement(s) and/or ACA Teams:

- Fisheries Program Agreement.
- Wildlife Program Agreement.
- Land Management Program Agreement.

# Strategy 3: Develop an integrated approach with ASRD to communicating internally and externally with stakeholders.

#### **Strategic Actions:**

Increase dialogue between the organizations, leverage communications efforts and maximize efficiencies where possible.

### **Effectiveness Measures:**

Formation of the Joint Communications Committee (JCC) with representatives from ACA and ASRD by April 2007.

- Fisheries Program Agreement.
- Wildlife Program Agreement.
- Land Management Program Agreement.
- Public Information, Education and Communications Operational Agreement.
- Memorandum of Understanding.

# Strategy 4: Implement government relations strategies that expand our relationships with various government departments.

#### **Strategic Actions:**

Develop a policy that identifies areas where we align with other government departments to increase exposure and opportunities for collaboration.

#### **Effectiveness Measures:**

Government Relations Policy is approved by 2008.

#### Linkage to Program Agreement(s) and/or ACA Teams:

- Fisheries Program Agreement.
- Wildlife Program Agreement.
- Land Management Program Agreement.
- Public Information, Education and Communications Operational Agreement.
- Memorandum of Understanding.

**OBJECTIVE 2: Identification of Public Information and Education Priorities** Identify strategic alliances to deliver communications, public and education outreach messages and identify opportunities to distribute materials.

Strategy: Investigate the possible development of an Education and Outreach Program and work with ACA Program Teams to coordinate these activities.

### **Strategic Actions:**

- Conduct a review of existing Education and Outreach Programs to identify limitations and potential niches where we can achieve the greatest impact on conservation.
- Identify potential collaborative education and outreach initiatives with other organizations, and government and non-government agencies.
- Continue to administer a separate Education Outreach and Program from ASRD. Through the annual planning cycle, ACA may elect to participate in priority outreach areas identified by ASRD.

#### **Effectiveness Measures:**

- A framework around which a specific and effective ACA Education and Outreach Program is created (March 2007).
- Increase stakeholder awareness of conservation programs, recreational opportunities, and biological resources in Alberta.
- Presentation is delivered to our Leadership Team (April 2007).
- Identify outreach areas identified by ASRD that ACA would like to participate in.
- A framework around which a specific and effective ACA Education and Outreach Program is created.

# Linkage to Program Agreement(s) and/or ACA Teams:

Public Information, Education and Communications Operational Agreement.



**OBJECTIVE 3: Identification of Internal Communications Priorities** Enhance internal communication tools and understanding for all ACA staff.

Strategy: Evaluate and enhance internal information sources.

#### **Strategic Actions:**

- Develop an Internal Communications Plan.
- Poll staff for specific feedback through the annual staff survey.
- Develop a Corporate Style Guide and reference binder as a key tool to enhance consistency in visual image and messaging.

#### **Effectiveness Measures:**

- Annual survey indicates employees understand Vision, and are satisfied with communication tools and services.
- Implement components of Internal Communications Plan by 2007.
- Incorporate the Corporate Style Guide by 2007 and reference binder October 2008.

# Linkage to Program Agreement(s) and/or ACA Teams:

ACA Human Resources.

**OBJECTIVE 4: Identification of External Communications Priorities** Improve the level of interaction, information exchange and collaboration with other conservation specialists.

Strategy 1: Enhance ACA profile through distribution of branded promotional items and print materials.

#### **Strategic Actions:**

- Create promotional item kits by 2007.
- Create promotion inventory tracking system by 2008.
- Produce story tracking sheet and review all stories for effectiveness.
- Publish Conservation Magazine twice a year.
- Develop signage templates for organizational use.

#### **Effectiveness Measures:**

- Promotional kits are provided for wide use by December 2007.
- Tracking system is functional by August 2007.
- Introduce two new promotional items by 2008.
- Signage templates completed by March 2008.

### Linkage to Program Agreement(s) and/or ACA Teams:

Land Management Program Agreement.

# Strategy 2: Enhance visibility and recognition among stakeholders, external partners and media.

#### **Strategic Actions:**

- Develop a media kit for distribution.
- Develop a Media Relations Policy and communicate it to all staff.
- Develop a Branding Plan including key messages, templates and design.

#### **Effectiveness Measures:**

- Media kit developed by August 2007.
- Media Relations Policy communicated by August 2007.
- Branding Plan communicated to staff and Board members by December 2008.

#### **Linkage to Program Agreement(s) and/or ACA Teams:**

Internal ACA Resource Teams.

# **OBJECTIVE 5: Identification of Fund Development Priorities** Approve and implement a three year Fund Development Plan.

#### Strategy: Enhance activities that increase fundraising initiatives.

# **Strategic Actions:**

- Present draft fundraising plan to ACA Board in April 2007.
- If approved, implement three year development plan:
- 2007-2008 Activities:
  - Create a Development Committee with representation from various levels and interest.
  - Write and research fund development policies and procedures.
  - Cultivation/ stewardship/recognition.
  - Use of publications and website in donor cultivation.
- 2008-2009 Activities:
  - Prospect identification and research. Foundation giving institutional giving, corporate giving).
  - Solicitation: asking for charitable contributions (direct mail, campaigns, monthly giving, and major gifts).
- 2009-2010 Activities:
  - Planned gifts (bequests and wills, insurance policies, publicly traded securities, RRSP, RRIF, pension or annuity
  - proceeds, charitable remainder trusts, residual interest trust).

#### **Effectiveness Measures:**

- Implementation and success of this objective is dependant on hiring a full-time Fund Development professional.
- Draft plan presented to ACA Board April 2007.
- Annual activities are completed.

#### Linkage to Program Agreement(s) and/or ACA Teams:

ACA Resource Teams.



# **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.

The following are strategies, strategic actions, and effectiveness measures that constitute the core of the ACA Employee Program. These actions are deemed important for the delivery of the Employee Program in support of resource activities that meet ACA's responsibilities as a delegated administrative organization.

# **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.

### **Strategic Actions:**

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

#### **Effectiveness Measures:**

- Reduction in lost time accidents over the prior year.
- 35% of employees are acquiring interpersonal skills through professional courses.
- 33% of employees are involved in a succession plan within ACA.
- 5% of employees are pursuing academic upgrading or continuing education that fills an identified skill gap within ACA.

- Shared Services Operational Agreement staff training.
- Memorandum of Understanding Section 8, Program Resourcing and Methodologies.

#### **OBJECTIVE 2:**

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

#### **Strategic Actions:**

- Ensure that ACA policies and practices are being applied fairly.
- Ensure that employees are actively involved in improvement of ACA policies, procedures and practices.
- Ensure employees understand how their job contributes to the Vision and Mission of ACA, including linkages to the delegated administrative responsibilities with ASRD.

#### **Effectiveness Measures:**

- Employees view management at ACA as enabling and contributing to organizational objectives.
- Annual employee survey indicates an overall rate of satisfaction and engagement
- Online survey of the Leadership Team at ACA indicates 80% satisfaction with its performance.

#### Linkage to Program Agreement(s) and/or ACA Teams:

- ACA Communications Team internal communications.
- Internal ACA Resource Teams direct input to personal development and professional growth.

#### **OBJECTIVE 3:**

Employees are rewarded and recognized based on their performance as well as their behavior exhibited.

#### **Strategic Actions:**

- 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.

#### **Effectiveness Measures:**

- Training opportunities for all employees within ACA to increase performance and associated behaviors.
- Develop Core Competency Tool for implementation by April 2007.
- Staff usage and support of competency tool in the 2008 2009 fiscal year.

- ACA Communications Team internal communications.
- Internal ACA Resource Teams direct input to personal development and professional growth.
- ACA Finance Team financial tracking to evaluate costs and benefits of the competency tool.





#### **OBJECTIVE 4:**

Provide a unique culture and flexible working environment that increases capacity by retaining and recruiting highly skilled professionals.

# **Strategic Actions:**

- Create a complimentary base of highly skilled professionals that offers a challenging and supportive environment for colleagues within ACA.
- Develop an organizational culture with a high level of flexibility for employees related to work schedules and locations.
- Encourage strong professional and personal development of ACA employees to provide long-term career development.
- Provide unique compensation strategies to develop compensation options unique to ACA, and review annually.
- Evaluate ACA pay grids annually to ensure comparable rates within the industry.

#### **Effectiveness Measures:**

- Annual survey results indicate that employees strongly agree they are satisfied with the Benefit and Pension Program by demonstrating a 60% rating by March 31, 2008 and 75% by March 31, 2009.
- Annual survey indicates that 60% of employees strongly agree that ACA pay scales are fair and current with market conditions.
- Annual survey indicates that 60% of employees feel ACA offers a high level of flexibility by March 31, 2008 and 75% agree by March 31, 2009.
- At least 90% of employees have a professional development strategy in place by March 31, 2007 and yearly thereafter.

- ACA Communications Team internal communications.
- Internal ACA Resource Teams direct input to personal development and professional
- ACA Finance Team financial tracking to evaluate costs and benefits of proposed improvements.

# **Monitoring Our Performance**

At ACA we are committed to ensuring our strategies our properly executed. By aligning our strategies throughout ACA, we ensure progress toward 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 the efficiency with which resources are transformed into a positive impact on conservation; and 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, as well as published at the end of each fiscal year. 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, and allows ACA the flexibility to adjust programming when warranted. Our 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**

To Make A Positive Impact On The Conservation Of Alberta's Natural Biological Resources What Must We Achieve?

#### **STAKEHOLDER**

To Achieve Our Vision, How Must Our Stakeholders View Us?

# **INTERNAL BUSINESS PROCESSES**

To Satisfy Our Stakeholders And Customers, What Business Processes Must We Excel At?

**Our Mission & Vision** 

# **LEARNING & GROWTH**

To Achieve Our Vision, How Will We Sustain Our Ability To Change And Improve?

# **FINANCIAL**

To Succeed Financially, How Must We Manage Our Revenues And Expenditures?

# THE RESOURCE

The Resource Perspective is unique to ACA. This Perspective 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 the 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 land management.

### Effectiveness Measures - Fisheries:

#### Measure

Apply the suite of metrics to quantify the health of fish populations by 2009. Information is provided to managers on the health of stream fish populations on a timely basis.

Levels of angler use and harvest are quantified and reported at priority fisheries annually.

Facilitate meetings between the Department of Fisheries and Oceans, Environment Canada, Alberta Environment, Alberta Sustainable Resource Development and other regulatory organizations to facilitate restoration of watershed connectivity.

Report crossing density, locations, percent linear fragmentation and sedimentation in priority watersheds.

Successfully overwinter fish in aerated lakes; select candidate lakes using established selection criteria.

Existing fisheries access sites are maintained and evaluated annually, new sites are investigated.

Key program activities are reported within one year of completion.

Successful stocking of 20 cm rainbow trout over ten contracts. Determine angler satisfaction and population status in priority water bodies.

A provincial Riparian Conservation Program framework is reviewed, endorsed and adhered to within ACA by March 2009. Collaborative partnerships with riparian conservation groups are established by March 2009.



# Effectiveness Measures - Land Management:

#### Measure

Ten priority habitats are secured in focal areas. Partners provide 50% or greater of the funds required to finance 75% of the habitat securement activities.

ACA Conservation Site, water control structures and landowner agreements database is completed; management options and implementation procedures (maintaining or divesting properties) is completed by April 2007. Land management protocol and referral process between ACA and ASRD is developed by June 2007.

Management plans are completed for all ACA Conservation Sites on crown land by March 2009 and housed centrally. Support the Alberta Habitat Conservation Working Group to identify dominant threats to habitat conservation and potential remedial actions.

A web-based directory, listing ACA Conservation Sites and Field Guide, is completed by March 2009.

Successfully over-winter fish in aerated lakes; select candidate lakes using established selection criteria.

Develop a pilot project for private land use whose foundation includes participation in working groups regarding wildlife values and recreational access by March 2009.

#### Effectiveness Measures - Wildlife:

#### Measure

Participation and membership in at least one working group or recovery team for each focal theme.

Two priority species have systematic monitoring tools.

Implemented recovery actions from at least three recovery plans for priority wildlife species.

Occupancy and nest success from nest tunnels are quantified and reported by March 2009.

Priority ungulate or game species populations are surveyed, with results posted on the ACA website before the start of the annual hunting season.

Resource Selection Function for bighorn sheep is developed by March 2010.

Host one wildlife themed conference, present at least three presentations at select conferences, and submit two scientific papers to peer-reviewed journals.

The Endangered Species Conservation Committee reviews status reports and assigns legal designations to at least nine species by 2010. Scientifically credible inventories are conducted for at least one data deficient species.

Four or more habitat treatments are implemented annually for ungulate winter ranges. Publish the results of the fecal hormone study in a peer-reviewed journal by 2009.

Provide input to Alberta Community Development surrounding improvement of access management strategies by 2010.

Support the development of one access policy by ASRD, and conduct a survey of WIN card holders by 2010.

# **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. The ACA Leadership Team must ensure that ACA operating costs are optimized to meet the challenge of creating and delivering programs that are effective, efficient and economical.

#### **Effectiveness Measures:**

#### Measure

Increase partnership revenue by 15% or \$450,000 by March 2009.

Develop and implement two options for additional revenue generation, and secure two new partnerships by March 2009.

Reduce targeted cost categories by 10%, operate within a balanced budget, and maintain administrative costs below 15% of total revenue.

All reports, plans and internal documentation of processes are published annually. Provincial server network is available for March 2008, with increased online access to pertinent information.

Document analysis for regional space options by March 2009, with potential options identified.

Create and maintain a strong working relationship with Alberta Infrastructure and Restructuring and Government Efficiency (RGE).

Annual employee survey indicates 65% or greater employee satisfaction with internal communications methods by March 2008.





# **Learning and Growth**

Objectives relating to the Learning and Growth Perspective promote organizational and individual growth. These investments support continued 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 and teams, with ACA's strategy and long-term objectives.

#### **Effectiveness Measures:**

#### Measure

Skill gaps within ACA are identified, with 35% of employees acquiring interpersonal skills, 5% of employees pursuing academic upgrading, and 33% of employees are involved with a succession plan.

Annual employee survey indicates employee satisfaction and engagement at 85%, satisfaction with the Leadership Team is at 80%.

Core Competency Tool is implemented and supported by staff between April 2007 and March 2009.

Key staff survey minimum results are identified and met.



# **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 stakeholder 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 external and internal requirements and expectations. It also leads to financial success and satisfied stakeholders. 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.

#### **Effectiveness Measures:**

# Measure

Employees clearly understand ACA's Vision and Mission

Alignment of programs with ACA's Vision and direction – employee engagement.

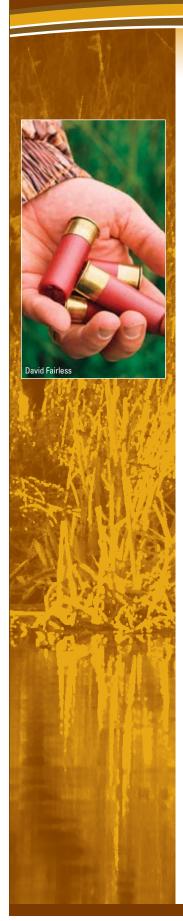
Financial information is produced on time and is understood by all recipients.

Information collected can be archived and retrieved.

Employees are clear on criteria used in allocation process.

Scientific credibility of ACA programs.





# 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 stakeholders. Effective service and partnerships are key ingredients in assessing the health of any of ACA's conservation programs.

#### **Effectiveness Measures:**

#### Measure

Stakeholder survey (partners, member groups, media, WIN card holders)

Partners in Conservation Conference attracts province wide exposure and attendance, with regular communications to attendees thereafter.

Creation of an External Stakeholder Communications Plan, Government Relations Policy, ACA Education and Outreach Framework, Internal Communications Plan, Corporate Style Guide, Corporate Reference Binder, Signage Templates, Promotional Kits, Inventory Tracking System, Media Kit, Media Relations Policy, and Fundraising Plan over 2007-2010.

Formation of the Joint Communications Committee with ASRD by April 2007. Annual employee survey indicates employees understand the Mission and Vision of ACA, and are satisfied with internal communications.

Number of ACA programs and projects presentations to increase awareness. Regional focus on website.

# Summary

This document represents ACA's fifth iteration of our Strategic Business Plan and strategies for the period 2007-2010. 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 share in the celebration of our successes.

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.





