



# Strategic Business Plan 2009 - 2019



2015 - 2019 UPDATE



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This report is located on our website:  
[ab-conservation.com/publications](http://ab-conservation.com/publications)

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Cutthroat trout (*Oncorhynchus clarkii lewisi*)

Cover Photo: ACA, Kevin Gardiner





Bighorn Sheep (*Ovis canadensis*)

Photo: ACA, Mike Jokinen

## Chairman of the Board Message

I have been involved in hunting, fishing and other outdoor recreational pursuits my entire life. During that time I have seen many things change on the Alberta landscape, and often not to the benefit of fish, wildlife or their habitats. However, while many choose to dwell on the negative aspects of environmental issues facing Alberta, I see a lot of encouraging things happening.

Over the past several years, our member groups have worked together like never before; public attitudes towards hunting, fishing and trapping have shifted to be more positive; hunter and angler numbers in Alberta have surged; and interest in environmental issues has increased. There is a lot of positive momentum in Alberta right now, and I believe over the next four years ACA and our member groups, partners and stakeholders can capitalize on this momentum.

As a proud grandfather, I want to make sure that the outdoor activities I enjoyed as a kid are available for me to share with my grandchildren as they grow up. I believe that by working together, we can ensure a great outdoor experience for my grandchildren—and yours.

A handwritten signature in black ink, reading "Pat Long".

Respectfully,  
Pat Long, Chairman of the Board





Todd Zimmerling at Kids Can Catch Event, Wabamun Lake Photo: ACA, Colin Eyo



## President & CEO Message

This Strategic Business Plan Update provides a scorecard that reflects how successful we have been in achieving the objectives outlined in the 2012 - 2015 Strategic Business Plan update. Based on the success of our past three years, we have developed our short-term objectives for the last four years of our ten-year Strategic Business Plan.

As you read further in this Strategic Business Plan Update, you will see that we did not achieve all our three-year objectives; however, we have completely or partially achieved the vast majority of them. Most of these objectives will be carried forward into the next four-year plan, while others have been replaced by new or modified objectives.

Although this is Alberta Conservation Association's strategic business plan, it is clear that we cannot achieve many of our long-term goals without direct participation and support from our member groups, our partners and our stakeholders. I would like to say a sincere thank you to all of you who have supported our efforts over the past three years. I look forward to our continued collaboration as we work toward achieving goals that benefit all Albertans for generations to come.

A handwritten signature in black ink, appearing to read 'Todd Zimmerling', is centered on the page. The signature is fluid and cursive, with a large initial 'T' and 'Z'.

Todd Zimmerling, President and CEO,  
Alberta Conservation Association



# OVERVIEW

March 2015 marks the end of the 6th year of our 10-year Strategic Business Plan (2009-2019). This document provides a scorecard to allow Alberta Conservation Association, our stakeholders, and our partners to evaluate how successful we have been to this point in our plan, and to determine if changes are needed to meet our ten-year strategic goals. The results of this evaluation have determined the strategic objectives for the final four years (2015 – 2019) of our ten-year Strategic Business Plan.

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

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

## Mission

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

## Vision

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

Great Horned Owl (*Bubo virginianus*)

Photo: ACA, Paul Jones

# 2012 – 2015 SHORT-TERM OBJECTIVES SCORECARD

## Scorecard Summary

We identified 21 objectives in the 2012 - 2015 Strategic Business Plan. We achieved 15 (1a, 1b, 1c, 4b, 7b, 8a, 9a, 10a, 10b, 10c, 11a, 11b, 11c, 12a, 12b). We partially achieved two objectives (4a, 6a) and failed to achieve four objectives (2a, 3a, 5a, 7a).

Based on these results, we have developed short-term objectives for 2015 - 2019 to help us achieve our long-term goals.

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

### Results:

Our Fish, Wildlife, Land Management and Communications programs established a formalized internal process to consult with our member groups on priority areas. Through this process we have been engaging member groups and Alberta Environment and Sustainable Resource Development (ESRD) staff. This ensures that we have a clear understanding of priority conservation concerns, and that stakeholders understand our proposed activities for the year.

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

### Results:

From April 1, 2012 to March 31, 2015 Alberta Conservation Association has completed 31 habitat acquisitions, 18 involving Alberta Fish and Game Association and 3 involving Pheasants Forever.

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

### Results:

Over the past three years, Alberta Conservation Association has provided expertise in information technology, accounting or advertising/promotion (including materials such as photographs and film



footage) to Alberta Fish and Game Association, Wild Sheep Foundation Alberta, Alberta Professional Outfitters Society, and Pheasants Forever.

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

**Results:**

As of March 31, 2015 Alberta Conservation Association has an ongoing working relationship with 31 corporate partners. They are Agrium Wholesale, Access Pipeline, Aquality, Aux Sable, Bone Beer, Bow Valley Power, Canadian National Sportsmen's Shows, Cabela's Canada, Canadian Natural Resources Ltd., Canadian Western Bank, City of Fort Saskatchewan, CCI Inc., Cycle Works Motorsports, ConocoPhillips, Daishowa Marubeni International, Devon Canada Corporation, DOW Chemical Canada, Dow AgroScience, Jobsite Workwear, Thompson-Pallister Bait Company, Let's Go Outdoors, Matrix Solutions, Penn West Energy, Shell Canada Energy, Sign-A-Rama, Suncor Energy Foundation, Syncrude Canada Ltd., TransAlta, TD Friends of the Environment Foundation, Toyota on the Trail, and Wingate by Wyndham.

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

**Results:**

Over the past three years levy revenues have continued to rise while non-levy revenues have remained relatively constant. As a result, as of March 31, 2015 levy revenue comprised 70% of total revenue.

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

**Results:**

As of March 31, 2015 we have not yet established a new office space; however, planning is well underway to establish a new, separate office space inside the Provincial Building as per the agreement within our new Shared Services Agreement with ESRD.

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

**Results:**

All communications produced by our communications department has had consistent branding for the past three years.

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

**Results:**

For the 2014 survey, when asked to name an active conservation organization group operating in Alberta, 2.3% of respondents identified Alberta Conservation Association, while 51.3% could name no group. When respondents were asked if they had heard of Alberta Conservation Association 55.8% indicated yes.

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

**Results:**

Of the 1200 respondents in the survey, 82.5% supported catch and release fishing (82% in 2008), 76.1% supported catch and keep fishing (66% in 2008), 49.8% supported trapping (41% in 2008), 59.4% supported gamebird hunting (50% in 2008) and 59.3% supported big game hunting (47% in 2008).

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

**Results:**

After exploring several different options and trialing a relationship, we decided that tying Alberta Conservation Association's image and reputation to a celebrity carries too much risk. Although we have abandoned this objective, we may still seek a celebrity's help in promoting specific events or campaigns where our relationship is short-term and well-defined.

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

**Results:**

Over the past twelve months, Alberta Conservation Association has averaged 10,822 unique visitors and 91,319 page views per month to our website. As of March 2015 we have 5,146 Facebook Followers, 2,674 Twitter Followers, 37,326 App Downloads and 82,919 e-newsletters subscribers. In addition, we continue to distribute 80,000 hard copies of the *Alberta Discover Guide* and 30,000 hard copies of *Conservation Magazine* on a yearly basis.

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

**Results:**

The retention and recruitment program was successful. However, for ease of management the Board of Directors has combined this grant with the former Grant Eligible Conservation Fund. The new Conservation, Community, and Education grant has retention and recruitment as one of the key focuses.

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**9a.** Continue talks between Alberta Conservation Association and Alberta Environment and Sustainable Resource Development (ESRD) to clearly define each organization's roles and the rules of our working

relationship. Work towards an agreement on open and clear communication between our organizations and an overall understanding of our mutual goal of more efficient and effective conservation work in Alberta.

**Result:**

We have signed a new Memorandum of Understanding and Program Agreements with ESRD.

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

**Results:**

We scored 97% on our 2014 external audit of our Health and Safety program Certificate of Recognition.

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

**Results:**

Over 90% of our projects have been on-time and on-budget in each of the last three years.

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

**Results:**

All projects have had a progress report uploaded to our external website by April 30 of each year.

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

**Results:**

Our Environmental Monitoring System has been in place since 2013. Our new policies have addressed electricity use, gasoline use, water use, recycling and re-use of materials.

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

## Results:

For each of the last three years we have had a turnover rate of 5.1%, 5.1% and 5.6% (4 employees each year).

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

## Results:

Over the past three years, 89%, 94% and 100% (January 2015) of employees have indicated they agree or strongly agree that they are satisfied with Alberta Conservation Association as a place to work.

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

## Results:

Over the past three years Alberta Conservation Association staff have averaged over five papers per year presented at professional conferences.

- P. Jones. "Pronghorn management guides and pronghorn bibliography." 25th Biennial Pronghorn Workshop, December 11, 2012.
- P. Jones. "Opening up the prairies: Evaluating the use of goat-bars by pronghorn." 25th Biennial Pronghorn Workshop, December 12, 2012.
- K. Kendell. "Northern leopard frog (*Lithobates pipiens*) recovery program in Alberta, Canada: Insights from 10 years of translocations." 7th World Congress of Herpetology, University of British Columbia, Vancouver, BC, August 8-14, 2012.
- K. Fitzsimmons. "Spawning demographics of bull trout in the Upper Red Deer River Drainage, 2009 – 2011. 2013 Prairie Conservation and Endangered Species Conference, February 19-22, 2013.
- B. Downey. "MULTISAR: 10 years of collaboration." Prairie Conservation and Endangered Species Conference, Red Deer, AB, February 19-22, 2013.
- S. Webb, R. Anderson, M. Jokinen, D. Manzer. "The wolverine partnership." Alberta Chapter of the

Wildlife Society, March 2013.

- P. Jones. "Backs Against the fence: Using citizen science to keep pronghorn antelope moving." Wildlife in the Wind Speaker Series, April 2, 2013.
- D. Manzer, S. Webb, R. Anderson, M. Jokinen. "Skin in the Game: Citizen science plays key role to determine wolverine occupancy in a changing landscape." Society for Conservation Biology, Baltimore, Maryland, August 2013.
- J. Thompson. "Protecting watersheds through land securement: A proactive approach." Alberta Lake Management Society 20th Annual Workshop, Pigeon Lake, AB, September 27-28, 2013.
- D. Manzer, S. Webb, R. Anderson, M. Jokinen. "Skin in the game: Citizen science plays key role to determine wolverine occupancy in a changing landscape." Speaker in the Wind Series, Lethbridge Chapter of the Wildlife Society, January 14, 2014.
- K. Kendell. "Alberta Conservation Association/ Alberta Herpetofauna conservation projects." Northwest Chapter Partners in Amphibian and Reptile Conservation (NW PARC), 7th annual meeting at the Global Owl Project, Researchers Implementing Conservation Action, Society for Northwestern Vertebrate Biology, and Washington Chapter of the Wildlife Society, Pasco, WA, February 3-7, 2014.
- P. Jones. "Winter resource selection by pronghorn at the northern limit of their range." 26th Biennial Pronghorn Workshop, May 13, 2014.
- P. Jones. "Opening up the prairies: Are fence enhancements effective for pronghorn?" Matador Science and Research Workshop, June 18, 2014.
- B. Downey. "Species at risk conservation through collaboration." Matador Ranch Workshop, Montana, June 18-19, 2014.
- R. Anderson. "Wolverine in a snow-free landscape? Habitat occupancy in Canada's western boreal forest." International Martes Symposium, Krakow, Poland, July 21-24, 2014.
- B. Abercrombie, D. Manzer, N. Kimmy, B. Bildson, S. Webb, R. Anderson. "Trapper, conservationist, or both? How the desire for a sustainable harvest can motivate contributions to wolverine research and conservation efforts." Citizen Science Conference: Exploring Public Participation in Scientific Research Under Western Skies, Mount Royal University, September 2014.



- M. Rodtka. "Estimating occupancy and detection probability of juvenile bull trout using backpack electrofishing gear in a west-central Alberta watershed." Annual meeting of the *Salvelinus confluentus* Curiosity Society, October 7-9, 2014.
- J. Blackburn. "Bull trout in the Waterton River Watershed: Is there hope for high risk populations with low recovery potential?" Annual meeting of the *Salvelinus confluentus* Curiosity Society, October 7-9, 2014.
- B. Downey. "Silver Sage Conservation Site: Restoring the prairies." Native Prairie Restoration/Reclamation Workshop, Saskatoon, SK, January 29, 2015.
- P. Jones. "Wildlife-friendly fences: Mythical creatures or practical solutions?" Native Prairie Restoration/Reclamation Workshop, Saskatoon, SK, January 29, 2015.
- R. Anderson. "Wolverine in a snow-free landscape? Habitat occupancy in Alberta's boreal forest." Alberta Chapter of the Wildlife Society Conference, Edmonton, AB, March 20-22, 2015.

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

**Results:**

Patterson, W.F. and M. G. Sullivan. 2013. "Testing and refining the assumptions of put and take rainbow trout fisheries in Alberta." *Human Dimensions of Wildlife: An International Journal* 18 (5): 340-354

Downey, B. A., F. Blouin, J. R. Richman, B. L. Downey, and P.F. Jones. 2013. "Restoring mixed Grass prairie in southeastern Alberta, Canada." *Rangelands* 35(3): 16-20.

Jones, P. F. 2014. "Scarred for life: The other side of the fence debate." *Human-Wildlife Interactions* 8:150-154.

Jones, P. F., B. Seward, L. Seward, and H. M. Dorchak. 2014. "Opening up the prairies: Evaluating the use of goat-bars by pronghorn." *Pronghorn Workshop Proceedings* 25:52-58.

Seward, B., P. F. Jones, and A. T. Hurley. 2014. "Where are all the fences: Mapping fences from satellite imagery." *Pronghorn Workshop Proceedings* 25:92-98.

Yoakum, J. D., P. F. Jones, J. Cancino, R. J. Guenzel, R. Sneider, A. Munguia-Vega, I. Cassigne, and M. Culver. 2014. *Pronghorn Management Guides*. Fifth edition. Western Association of Fish and Wildlife Agencies'

Pronghorn Workshop and New Mexico Department of Game and Fish, Santa Ana Pueblo, New Mexico.

Yoakum, J. D., J. Cancino, P. F. Jones. 2015. Pronghorn Bibliography. Western Association of Fish and Wildlife Agencies' Pronghorn Workshop and Texas Parks and Wildlife Department, Alpine, Texas.

Peters, W, M. Hebblewhite, K. G. Smith, S. M. Webb, N. Webb, M. Russell, C. Stambaugh, and R. B. Anderson. "Contrasting aerial moose population estimation methods and evaluating sightability in west-central Alberta, Canada." *Wildlife Society Bulletin* 38(3):639-649.

Rodtka, M., C. Judd, P. Aku, and K. Fitzsimmons (in press). "Estimating occupancy and detection probability of juvenile bull trout using backpack electrofishing gear in a west central Alberta watershed." Manuscript ID cjas-2014-0175.R3.





AFGA Pronghorn Corridor Enhancement Project

Photo: ACA, Paul Jones



# 2009 - 2019 TEN-YEAR STRATEGIC GOALS

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

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



# 2015 – 2019 UPDATE FOUR-YEAR STRATEGIC OBJECTIVES

We established these objectives based on our ten-year strategic goals, and also from our scorecard results from 2012 - 2015. For this planning period, we maintained many of the original objectives, adjusted some and added one new objective (7a).

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

**1b.** Complete at least two habitat conservation purchases per year that include partnerships with member groups. Alberta Conservation Association will identify at least eight purchases in partnership with a member group by March 31, 2019.

**1c.** Provide services for member groups. Alberta Conservation Association has significant expertise in areas where many of our member groups do not and strives to aid member groups when possible. We will identify at least three member groups to which we have provided support or advice in promotion/advertising, design, website development, bookkeeping, biological

expertise and/or other areas of expertise by March 2019. This does not imply that we will provide these services for free; however, because the services are provided to a member group, we will offer them at a lower cost (lower than a member group could find elsewhere).

**2a.** Increase the number of Corporate Partners in Conservation, annually. Alberta Conservation Association should have 50 corporate partners (including current partners) by March 31, 2019.

**3a.** Levy revenue should comprise 25% or less of total revenue by March 31, 2019. There are five key areas in which to achieve this objective: 1) increasing partner funding, 2) increasing donations, 3) providing services to member groups and others, 4) advertising revenue, and 5) land donations (we will continue to work with corporate partners and Alberta Environment and Sustainable Resource Development (ESRD) to develop a conservation offset system for Alberta).

**4a.** Complete the establishment of a separate Peace River office in the existing Government building by March 31, 2016.

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

**5a.** Increase the general public's unprompted recognition of Alberta Conservation Association to at least 5.0%. The public survey conducted the fall of 2014, indicated a 2.55% unprompted recognition rate. We will conduct a survey in the fall of 2018 to determine if recognition rates or attitudes have changed in four years.

**6a.** By fall of 2018, increase the percentage of people who say they support or strongly support hunting, angling, and/or trapping by 10% as compared to the 2014 survey results.

**7a.** NEW - Initiate targeted media campaigns based on the results of our 2014 survey. These campaigns will concentrate on improving the recognition of the positive role hunting, angling and trapping plays in conservation and in society. The effectiveness of this objective will be measured with the general public survey in the fall of 2018.

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

**8a.** Continue to work with member groups to increase the number of retention and recruitment events such as Kids Can Catch and the Taber Pheasant Festival that occur across the province. We will measure this objective over the next four years by tracking how many partnerships arise between member groups and how many students these activities reach.

**8b.** NEW: Increase hunter, angler and trapper opportunities by selecting projects that directly influence stakeholder opportunities to participate in hunting, angling and trapping.

**9a.** Continue meeting regularly with ESRD to discuss issues, identify opportunities to work in collaboration and ensure a healthy and respectful working relationship between our organizations.

**10a.** Maintain a minimum score of 93% on Alberta Conservation Association's external audit of our Health and Safety program's Certificate of Recognition through 2018.

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

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

**11a.** Continue to monitor our environmental performance through our environmental policy and ensure employees adhere to it through an Environmental Monitoring System.

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

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

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

**12b.** Publish project results in peer reviewed journals to ensure the larger scientific community knows about Alberta Conservation Association's work. Alberta Conservation Association should have at least three papers published by March 31, 2019.

# SUMMARY

This document represents the second scorecard for the 2009 - 2019 Strategic Business Plan. After the first six years of the ten-year plan, we have been relatively successful in achieving the majority of our short-term objectives and appear on track to achieving the majority of our ten-year goals. We have found no need to change any of our ten-year goals as we believe our strategic direction is still appropriate.

With respect to the next four years (2015 – 2019), we have maintained many of our original short-term objectives and are building directly on the success of our first six years (2009 – 2015). As we continue to move forward with our last four years of this ten-year strategic business plan (2009 – 2019), we will track and evaluate our progress to ensure we are successful in achieving all of our ten-year strategic goals.

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

Kids Can Catch Event, Wabamun lake

Photo: ACA, Colin Eyo









Beaverlodge Conservation Site tree planting

Photo: ACA, John Hallett



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

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

## Our Core Values

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

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

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

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

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

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

## Our Culture

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

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

Our goal is to maintain a corporate culture where employees:

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

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



## 2015 Board of Directors

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

### Executive

Patrick Long, Chairman - Wild Sheep Foundation Alberta

Ken Ambrock, Vice Chairman - Public At Large, Northern Alberta Board Liaison

Brian Bildson, Secretary - Public At Large, Business Representative

Adam Norris, Treasurer - Public At Large, Northwest Region

Tom Bateman, Past Chair - Public At Large, Southern Alberta Board Liaison

### Directors

Bill Abercrombie - Alberta Trappers' Association

Vince Aiello - Pheasants Forever, Alberta Council

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

Ken Bailey - Alberta Professional Outfitters Society

Fred Calverley - Trout Unlimited Canada

Randy Collins - Alberta Fish & Game Association

Lee Foote - Public At Large, Academic Representative

Sandra Foss - Nature Alberta

Chris Fowler - Public At Large, Northeast Region

Robert Gruszecki - Alberta Hunter Education Instructors' Association

John Pattison - Public At Large, Central Region

Travis Ripley - Minister's Representative, Alberta Environment and Sustainable Resource Development

Jaarno Van der Wielen - Public At Large, Southern Region

Vacant - Treaty 8 and First Nations of Alberta



*Conserving Alberta's Wild Side*

## Member Groups:

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Alberta Fish & Game Association

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Alberta Hunter Education Instructors' Association

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Alberta Professional Outfitters Society

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Alberta Trappers' Association

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Nature Alberta

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Pheasants Forever, Alberta Council

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Treaty 8 First Nations of Alberta

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Trout Unlimited Canada

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Wild Sheep Foundation Alberta

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## Our Stakeholders and Partners

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

Alberta Conservation Association works with Alberta Environment and Sustainable Resource Development (ESRD) staff at all levels throughout the year to determine priority projects and delivery of those projects; clarify protocols; and promote conservation activities in the province. As a result, we consider ESRD our largest conservation partner, and it is always a priority to ensure an honest and open relationship with ESRD to allow for smooth operation of projects and effective use of resources. We believe the signing of our new Memorandum of Understanding and Program Agreements has greatly enhanced our relationship with ESRD.

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





Alberta Conservation  
Association

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[www.ab-conservation.com](http://www.ab-conservation.com)