

PLANNING OUR FUTURE SUCCESS

STRATEGIC PLAN
2023-2028



SHERWOOD PARK
FISH AND GAME ASSOCIATION



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PRESIDENT'S MESSAGE

This year marks our 55th anniversary as a non-profit society in Alberta. The Sherwood Park Fish and Game Association (SPFGA) has come a long way from our beginnings of 30 members. Today, SPFGA's 8,000+ members use and enjoy our seven firearms ranges (Big Bore, Rimfire, Overflow, Handgun, 50 metre, Shotgun and Black Powder Trail), Archery Range, 3D Archery Target Trail, network of hiking/snowshoe/cross country ski trails, campground, stocked trout pond, and four-season clubhouse on our Ketchamoot Creek Recreation Property. Our awe-inspiring and ecologically diverse Ketchamoot Creek Recreation Property spans 720 acres of rare, aspen parkland in the Beaverhills/Cooking Lake Moraine, located within the Beaverhills Biosphere Reserve, and the Beaverhills Dark Sky Preserve. Only 10% of the original aspen parkland ecoregion exists today, and Ketchamoot Creek is proud to preserve our portion of this.

Governance of the SPFGA has also advanced significantly, particularly over the past several years from having an operating focus to one with a governance focus, necessary of a large and maturing organisation. An imperative part of any Board's job is to provide the organisation with direction, which is customarily presented in a strategic plan.

A strategic plan is necessary to determine or reaffirm that there is a shared understanding of why the organisation exists, its most important priorities, as well as what its aspirations for the future are. A strategic plan also provides the organization with direction on where to focus its attention and resources, guides its activities and assists in identifying and overcoming challenges. It is a shared roadmap, and by documenting and monitoring our plans and goals for the future, we will become more credible, transparent, and respected by potential new members, sponsors, donors, and other like-minded organizations. Although rarely embraced, and whether we like it or not, innovation and change are essential to an organisation's long-term survival. A strategic plan helps to chart out and drive this requisite innovation and transformation. This strategic plan will assist us in fulfilling our vision, mission, and objectives.

On behalf of the Board of Directors, I'm pleased to share with you the SPFGA's Strategic Plan 2023-2028, *Planning for our Future Success*.



FOUNDATIONAL STATEMENTS

Vision

SPFGA is a responsive, relevant, and accessible leader in the community that, directly and through strong partnerships, promotes responsible outdoor recreation for current and future generations to enjoy, and is a catalyst for growth in a wide range of outdoor pursuits, including hunting, fishing, trapping, shooting, archery, camping, snowshoeing, hiking, bushcraft, and more.

Mission

To promote through education, lobbying, and programs the conservation and utilization of fish and wildlife resources, the protection and enhancement of habitat, and the safe and responsible practice of the shooting sports.

Objectives

- To promote through education and programs the conservation and wise use of fish and wildlife.
- To protect and enhance fish and wildlife habitat.
- To commit to the wise use and management of all natural resources.
- To lobby different levels of government to protect hunting, fishing, trapping, shooting, and other outdoor recreational activities.
- To own and operate a recreation and conservation area, as well as a shooting range facility, for the members, youth groups, and outdoor educational opportunities.
- To be affiliated with other organizations as the Association decides that increase the Association's efficiency or effectiveness.

The SPFGA is committed to the following Core Values:

Integrity

Safety

Community

Sustainability

Resilience

Innovation

STRATEGIC CONTEXT

The SPFGA was incorporated as a non-profit society in Alberta in 1968, with 30 members. During much of its early years, it remained small. Records indicate the Association grew to 1,200 memberships by 2006, and after a series of events affecting other ranges in the greater Edmonton area, growth accelerated, bringing membership to 2,600 in 2009. In 2012, a membership cap was introduced. The practice of capping the membership continued until an analysis of property usage via gate access was undertaken in 2019 (see Spring 2019 and Summer 2019 issues of Range of Thoughts, the SPFGA's quarterly ezine on the SPFGA website). This analysis demonstrated that property usage supported removal of the cap, which occurred at the beginning of the 2020 membership year. Membership growth continued, with membership sales closing at over 4,800 in 2022.

As is the case with most small volunteer organizations, the work done tended to be small-scale and short-term. Traditionally, if a member wanted to do something for the SPFGA or at the Ketchamoot Creek Recreation Property, a Board position was created for that task. The Board grew steadily in this way, and at its peak in 2018, consisted of 23 officers and directors and was comprised of lay people, with minimal expertise in business or governance. As the organisation has grown, so too has the volume and the complexity of the Board's work. In 2019, concerns about the Board's ineffectiveness, and consequential implications to its fiduciary duties and long-term sustainability were identified.

In response to these concerns, the job descriptions of the Board Directors were both documented and also revised in 2020, which afforded higher-level areas of responsibility. Additionally, the formal governance instruments including the vision, mission,

organisational objectives, and bylaws were updated. In 2021, the creation of a comprehensive policy manual was initiated, and the size of the Board was reduced to a maximum of 12 Board members. The previous Nomination and Awards Committee was rolled under a new Governance Committee and planning began for a shift in the Board's focus from day-to-day operations to planning and oversight. In the spring of 2022, the bulk of the Board's operational responsibilities were shifted to a newly hired Executive Director, allowing the Board to take on a more strategic role. Consequently, the recruitment of new Board members for the 2023 election and onward will be based on a skills matrix rather than on the traditional functional roles.

Today, much of society, especially youth, are disconnected from nature and being in the outdoors, as so much time is spent indoors. As Alberta's population increases so too does the pressure on fish and wildlife populations, and their habitat. Hunting, fishing, trapping and other outdoor pursuits are an integral part of our heritage, as Albertans and Canadians, and the SPFGA strives to establish that integral connection between people and nature again. We endeavour to mobilize our members and society to educate themselves and take action on meaningful conservation initiatives and citizen science activities, to not only instill a conservation ethic, but also to create the next generation of conservationists, and future stewards of our province. Only then, can we hope to achieve our mission, and contribute to battling against habitat loss, overharvest, invasive species infestations, climate change, disease, and pollution to keep healthy fish and wildlife populations in Alberta's future.

STRATEGIC PRIORITY #1

ADVANCE OUR MISSION

Develop and deliver a variety of quality educational programs aligned with the SPFGA's vision, mission, objectives and values.

Goals

1. Increase our member's knowledge of fish and wildlife management, the destructive impacts of habitat loss, overharvest, disease and invasive species infestations.
2. Become a provincially recognized nature-based education organization, and a credible, science-based advocate of habitat conservation to inspire the next generation of conservationists and instill a stewardship and conservation ethic.
3. Lobby for the sustainable utilization of fish and wildlife and the heritage pastimes of hunting, fishing and trapping.
4. Become a hub for a variety of outdoor recreational pursuits including archery, biathlon, cross-country skiing, and snowshoeing.
5. Lobby for firearms rights and advocate for the sustainability of recreational sport shooting.

STRATEGIC PRIORITY #2

INFRASTRUCTURE AND INTERNAL PROCESSES

Offer safe, clean, and family-oriented facilities, an outdoor recreational property, and a well governed, resilient, service-driven Association, using sound business management processes.

Goals

1. Enjoyment of our members, providing them with good value for their membership dollar.
2. Manage the SPFGA using sound business management processes and good governance.
3. Build a culture of quality, accountability, and resilience.



STRATEGIC PRIORITY #3

FINANCIAL SUSTAINABILITY

Maintain a sustainable, cost-effective organization and continually strive to strengthen our financial position.

Goals

1. Maintain a budget that balances our funding sources against expenses that prioritize supporting our Strategic Priorities and long-term financial needs.
2. Employ and adhere to generally accepted accounting principles.
3. Increase and diversify the SPFGA's revenue streams.
4. Constantly strive to strengthen our financial position.

STRATEGIC PRIORITY #4

COMMUNITY

Develop a sense of community within the membership and become a valued member of the local, conservation, outdoor recreation, and shooting sports communities.

Goals

1. Expand opportunities for groups of members to get together and enjoy conservation, outdoor recreation and shooting sports activities to reduce the trend of membership being purely transactional and instead create a sense of belonging.
2. Foster existing, and establish new, mutually beneficial external partnerships to maximize the reach of our mission.
3. Become a valued member of the local, conservation, outdoor recreation and shooting sports communities by hosting events, citizen science activities, and programs aligned with our mission.

STRATEGIC PRIORITY #5

LEARNING AND GROWTH

Create a culture of learning, growth, and innovation.

Goals

1. Develop feedback mechanisms and measurements to evaluate the impact and success of all SPFGA programs, to improve and expand quality programming.
2. Manage the Association for learning, growth, and innovation.

STRATEGIC SCORECARD 2023-2028

The SPFGA will use the Strategic Scorecard below to monitor its progress towards the achievement of its strategic priorities and

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the protection and enhancement of habitat, and the s**

Mission

Develop and deliver a variety of quality educational programs aligned with the SPFGA's vision, mission, objectives and values.

Operate safe, clean, and family-oriented facilities, and recreational property.

Financial

Maintain a sustainable, cost-effective organization that serves its members.

Strengthen our financial position.

Learning a

Develop feedback measurements to evaluate success of all SPFGA programs and expand quality

Create a culture of learning and innovation

goals over the next five years.

conservation and utilization of fish and wildlife resources, safe and responsible practice of the shooting sports.



Infrastructure and Internal Processes

Manage the SPFGA using sound business management processes and good governance.

Build a culture of quality, accountability, and resilience.

Community

Foster existing and establish new, mutually beneficial partnerships to maximize the reach of our mission.

Become a valued member of the local, conservation, outdoor recreation and shooting sports communities.

and Growth

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SUMMARY

The implementation of this strategic plan is critical to not only fulfilling the SPFGA's mission but also for the Association to remain relevant in the face of today's rapidly changing environment. The priorities are focused on delivering quality educational programs, offering safe, family-oriented facilities, a well-governed Association, maintaining financial sustainability, building a sense of community, and fostering a culture of learning and innovation. This strategic plan will influence and shape all aspects of the SPFGA's business and operations and is integral to the development of the SPFGA's *Annual Operations Plan*.

As we set out on this path together, to reconnect people with nature and inspire the next generation of conservationists, the SPFGA looks forward to its bright future as a leader in nature-based education, conservation, and a hub for numerous outdoor recreational pursuits.



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