

Canadian Section of The Wildlife Society

2025 Strategic Plan



CSTWS Board (2024-2025) in collaboration with Dr. Dee Patriquin



CSTWS Today



Photo: Dee Patriquin

The Canadian Section of The Wildlife Society (CSTWS), founded in 2007 and is now an incorporated non-profit organization, as of March 27, 2019. The CSTWS is dedicated to foster excellence in wildlife stewardship through science and education in Canada. The CSTWS's current membership includes 300 professionals, academics, students and other individuals with an interest in wildlife biology, research, conservation and management. Membership has fallen from 2018 numbers of 350, due in part to impacts of the pandemic and issues with the website membership renewal portal in 2024.

In March 2018, the CSTWS hired their first paid staff in the position of Executive Director. An initial strategic planning session was also conducted during March 2018 to review organizational and resource aspects of the organization, and guide the CSTWS through the next 5 years. As with the previous plan, this plan describes our vision, mission, values, strategic theme areas, and plan implementation. Detailed work plans have been updated to identify key action areas and a tool for assessing new and existing activities has been included.

Since 2018, the CSTWS has had several foundational changes that expanded our organizational and financial capacity. These include:

- In 2020, the CSTWS was granted charitable status to support efforts to educate and increase the public's and wildlife professionals' understanding of the environment and the importance of wildlife conservation.
- In March 2020, the CSTWS entered into an agreement with the Province of Manitoba to facilitate development of a consensus-building approach to creating moose shared management plans in the Duck/ Porcupine Mountains and in Game Hunting Areas 26/17A. The role of the CSTWS is to hold and manage the funding for this program, which includes a management fee paid to the CSTWS.
- To facilitate cooperative initiatives with, and support for provincial chapters and the CSTWS, affiliation agreements were signed in 2023.
- In 2024, the CSTWS, aided by funds from TWS, undertook a federal policy review to identify areas and avenues where the CSTWS could influence policy and regulations at the federal level. This was a one-year funding opportunity, which ends in spring 2025.

These organizational changes and additional funds have allowed greater flexibility to support ongoing initiatives (e.g., Executive Director compensation, conference planning, scholarships). Our non-profit status allows for contracts like the Manitoba Moose contract, which can augment our regular revenue streams.

The 2024-2025 board members contributing to this plan: Glynnis Hood, Kara MacAulay, Alex Beatty, Peter Hettinga, Joanathan Wiens, Don Barnes, Bill Harrower, Al Arsenault, with assistance by Dee Patriquin (CSTWS member).

Vision, Mission, and Values



Photo: Dee Patriquin

Our Vision

The Canadian Section of The Wildlife Society is a strong, inclusive, and effective voice in representing wildlife conservation, management, and ensuring sustainable wildlife populations in healthy ecosystems in Canada.

Our Mission

The role of the CSTWS is to inspire, empower, and enable wildlife professionals to have a positive impact on wildlife sustainability, through recognition as a trusted organization that promotes science-based management by an open and inclusive community of members.

Our Values

Sustainability – CSTWS practices are founded on principles of sustainability for wildlife conservation and organizational management

Science-based - CSTWS believes in ensuring a science-based approach to the management of wildlife habitat and wildlife. Linking science to management is critically important to CSTWS.

Progressive – CSTWS prides itself on being at the cutting edge of emerging science and management, thereby enabling CSTWS to play a leadership role in the evolution of public policy.

Committed – CSTWS is persistent in pursuing proven concepts, policies, and practices. CSTWS partners and collaborators have an implicit trust in CSTWS's performance.

Collaborative – CSTWS recognizes that a single interested party is rarely strong enough on its own to achieve all its objectives and that partnership and collaboration with others who share CSTWS interests are the keys to having optimal impact.

Inclusive – CSTWS is respectful of historical and traditional knowledge and of diversity of perspective. It is respectful in its relationships believing that only by being inclusive does an organization earn respect and trust.

Ethical – CSTWS is ethically motivated in the manner in which it manages its own internal affairs and the way in which it manages its external relationships. CSTWS seeks to be a model of integrity both internally and externally.

Open and Transparent – CSTWS is open and transparent about its intentions and its methods both internally and externally. CSTWS seeks and values the involvement of others with shared interests.

Optimistic – CSTWS is an organization the members of which believe that the best creative thought is generated from a place of optimism.

Non-partisan – irrespective of the political preferences or the vocations of its individual members, CSTWS exhibits a non-partisan approach in the conduct of its business and its relationships.

Our Value Proposition



Photo: Dee Patriquin

There are five primary components of the CSTWS value proposition. Please note that the value proposition is the desired condition. Not all elements are in place at this time.

1. Recognition

- a. The CSTWS establishes connections with other organizations and engages in policy analysis to enhance its recognition as a voice of authority in wildlife management. With increased recognition of the CSTWS strengths in wildlife management, biology, and policy, the membership becomes associated with this credibility.
- b. Membership with the CSTWS promotes and provides an opportunity to be professionally recognized as a Certified Wildlife Biologist.

2. Awareness and Knowledge

- a. CSTWS provides education, training, and other professional development opportunities to its members.
- b. TWS Parent Members are provided access to a variety of wildlife related publications (Journal of Wildlife Management, the Wildlife Society Bulletin, and the Wildlife Professional) in addition to CSTWS newsletters and updates.

3. Internal/External Connection and Communication

- a. Unique to the CSTWS, academics and practitioners are brought together to collaborate. This creates a platform where theory and practice interact.
- b. CSTWS creates and provides a professional network with contacts in a variety of situations. CSTWS members are drawn from provincial, territorial, and federal governments, universities and colleges, environmental and wildlife conservation groups, resource industries, Indigenous Communities, and the general public. The membership profile includes scientists, managers, educators, students, technicians, planners, consultants, and other interested citizens.
- c. Members are provided with professional connections to valued CSTWS partner organizations.

4. Sustainable Organization

- a. Fundraising potential through charitable status and fundraising committee to support programs and initiatives.
- b. Membership sustainability, succession planning for boards and committees.

5. Influence

- a. Through building collaborations and connections with other organizations (e.g., NGOs), the CSTWS aims to be recognized as a voice of authority in wildlife, wildlife habitat, and wildlife management, resulting in decision-makers, media, and the public seeking CSTWS opinions. The CSTWS works to be a meaningful player in formulation of policy, the science of wildlife management, regulation, and public attitudes.

Strategic Theme Areas – 2025 – 2030

The Canadian Section of The Wildlife Society follows five overarching, strategic themes. These are derived from the Strategic Plan of The Wildlife Society. While they do not form the foundation of the CSTWS Strategic Plan, the theme areas represent a common and bridging framework that links the two plans.



Building Community
Engage and evolve an inclusive community of diverse wildlife professionals to conserve wildlife and their habitats



Supporting Professionals
Enhance support and provide resources to ensure professionals effectively influence the future of wildlife conservation



Exercising External Influence - TWS is an effective voice and a trusted resource for wildlife science, conservation, and management – promotion of wildlife conservation



Sustaining the Organization - CSTWS is professionally managed and financially robust.

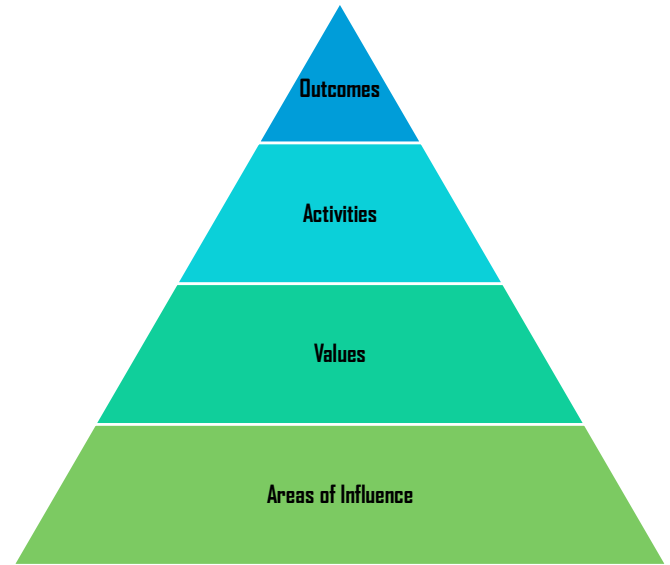
Plan Implementation

Maximum value is realized from a strategic plan when it is applied consistently and effectively, and when the plan is maintained and kept current.

Application

The most important value in having developed a strategic plan derives from the organization’s decision-makers having the critical elements of the plan always in their minds when they are making choices for the organization. The initial familiarity with the Vision, Mission, Values, and work plans is a benefit of having gone through the planning process itself. The challenge, however, is for the organization to ensure that familiarity persists.

Ongoing connection to the plan will be accomplished by considering the following guiding principles, which start from a foundational understanding of the areas we can influence, the values we’ll apply to implementing the work plans provided in Appendix 1, and how we’ll evaluate the outcomes of our actions.



- **Areas of Influence:** CSTWS has identified certain areas of influence that define the extent of our potential actions. These include:
 - management policy development and implementation,
 - scientific knowledge and its application, and
 - promoting wildlife professionals as trusted advisors and managers.
- **Activities:** Our work plans describe the actions that CSTWS will take to achieve the goals identified in this strategic planning period.
- **Values:** CSTWS has defined the values that will guide the activities it undertakes in pursuit of strategic goals.
- **Outcomes:** The progress on our workplans will be evaluated against our vision and mission statements, but also with consideration for continual improvement. Changes in context, resources and other factors may require adaptation, which may include a change in prioritization of activities.

Ultimately, the application of the strategic plan is guided by these principles, but also the persistence and focus with which those action plans are pursued.

Maintenance and Updating

- A commitment to maintaining an up-to-date plan involves confirming the correctness of critical elements of the plan on frequent intervals. The CSTWS endeavours to confirming the following, no less frequently than annually and more frequently when possible:
 - Assumptions that are part of the current strategic plan remain correct. That is, the areas to be influenced, the goals related to each area of influence, the overall Vision and our Values remain unchanged. If a change is identified, the relevant aspects of the work plans should be updated in this document and shared with the executive as soon as possible after the need is identified.
 - The Strengths, Weaknesses, Opportunities and Threats (SWOT) found in Appendix 1 are very periodically revisited with the intention of confirming that the context within which the CSTWS operates remains the same. Should a change be required to the SWOT, then the workplans in Appendix 1 should be updated and replaced in this document.
- If there is no change to either the assumptions of the strategic plan or the SWOT analysis, then it is unlikely that the work plans (Appendix B) need to be altered.
- However, if changes do arise, then a close examination of the current work plans will be required to adjust the objectives, schedule, or resource allocation for each work plan. If a change occurs to any work plan, then it is to be revised and replaced in this document.
- When an action plan is completed, or if for any other reason, CSTWS determines the existing context requires a new action plan, the assessment tool provided in Appendix C will be used to assist decision-makers in determining the value of any proposed initiative. The completed form will be retained in CSTWS records.
- Whenever a change to this document is made, a change is also made to the footer to identify the month and year of alteration, and the version number is updated so that the reader can be confident they are using the most current strategic plan.
- It is anticipated that the entire plan would be updated no less frequently than once every five years. The simple but comprehensive review process will reaffirm current vision, mission, values, and strategic theme areas and update the SWOT analysis to revise or add workplans.

