Atlantic Salmon Conservation Foundation

2022 – 2027 Strategic Vision

THE PATH TO TRANSFORMATIONAL GROWTH

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Strategic Visioning Process

The Atlantic Salmon Conservation Foundation (ASCF) engaged Roxham Advisory and Consulting Services (Roxham) to help shape a renewed strategic vision and action plan for the organization.

Outcomes from the planning session will serve as the foundation for renewing the Foundation's 2022-2027 vision, values, mission, goals, mandate, and annual work plans..

The strategic vision will guide the Foundation's direction and priorities for the five-year period extending from mid-2022 to 2027.

Mission, Vision, Values

"The Foundation's existing Vision, Values and Mission are well positioned for transformational growth"

Vision:

To contribute to the attainment of healthy and sustainable wild Atlantic Salmon in Atlantic Canada and in Québec

Values:

Inclusiveness and Partnerships, Volunteerism, Balance and Integrity

Mission:

To promote enhanced community partnerships in the conservation of wild Atlantic salmon and its habitat in Atlantic Canada and Québec

Message from the President:

As we plan for the future and begin implementing our 2022-2027 Strategic Plan we reflect on the strengths of the Atlantic Salmon Conservation Foundation and the work to be done to continue our history of success. We will continue working tirelessly to protect the species, its habitat, and the cultural identity of the communities along its waterways.

Since 2007, the ASCF has been a permanent source of funding dedicated to wild Atlantic salmon conservation, restoration and the preservation of the East Coast watersheds. We are proud of our track record and that our trust fund is self-sustained and exceeds the fund management criteria established by the Government of Canada.

The ASCF model works; our program and operating model is highly efficient, and our volunteers and staff are dedicated and passionate.

Through fair and transparent project annual project selection and distribution of the conservation fund, each year we make many meaningful strides in conservation efforts across the Atlantic provinces and Quebec. We remain committed to supporting community groups, First Nations and researchers and our collaboration with Atlantic salmon stakeholders, including government, academic, and non-governmental organizations.

As we continue our work protecting Atlantic salmon and their habitat, our Strategic Plan looks to further improve the Foundation and further our reach. We will focus on proactively strengthening our working relationship with the Department of Fisheries and Oceans and the Government of Canada while increasing ASCF's visibility by communicating our success and the impact we have had across the 5 provinces.

Conservation efforts have never been more important than they are now. As our board members, staff, and dedicated volunteers begin to implement our new five year plan I am filled with optimism and am proud to push the reach of the ASCF even further. We will continue to collaborate and connect with communities, building on our history of successful conservation efforts and watershed protection.

Remi Bujold

Effective.
Key Success and Feedback: 2008 - 2021

- 113 million square meters of habitat access opened and 2.2 million square meters of improved habitat.
- 8,989 volunteers contributed 211,822 hours of effort.
- 155,241 individuals involved in education & awareness.
- $1.5 million contributed to 80 Indigenous organization projects.
- $2.5 million contributed to 75 applied scientific research grants, aimed at improving the effectiveness of Atlantic salmon conservation efforts.

Distribution of ASCF funds since 2008: $12.5 million to 734 projects

New Brunswick: $3.06 million
Newfoundland & Labrador: $3.07 million
Nova Scotia: $1.33 million
Prince Edward Island: $1.24 million
Quebec: $2.34 million
Scientific Advisory Committee: $1.47 million

- 2,958 jobs sustained, mostly in rural areas - ASCF funded projects help sustain an eco-tourism industry worth several hundred million dollars annually in 5 provinces.
- ASCF funds have leveraged more than $62.3 million in overall project valuation from other sources for an impressive leveraging ratio of 5:1.

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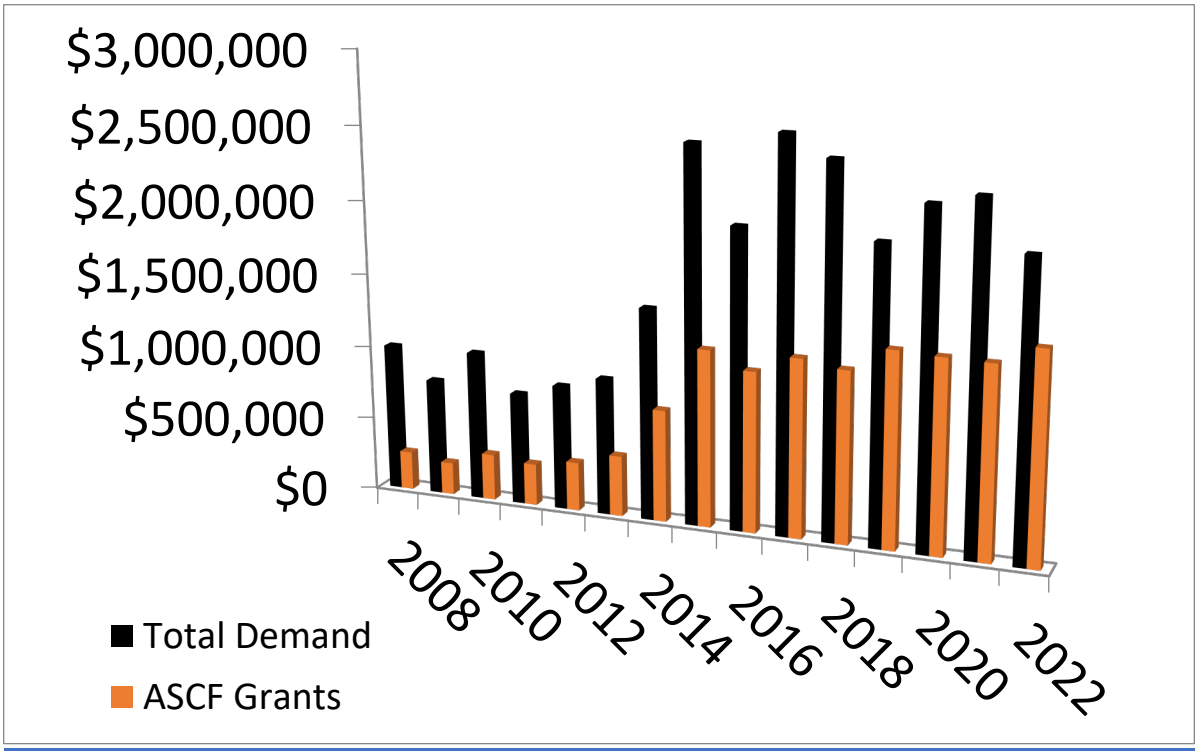
The ASCF has delivered over $12.5 Million in funds to 734 Projects since 2008. Through effective governance, the original $30 million trust fund has also grown to over $46 million.



The Path Forward – Strategic Priorities

(1) The ASCF Model Works: Build off success-to-date with a focus on meeting the region's growing need for watershed conservation efforts.

- *Threats to the sustainability of wild Atlantic salmon stocks are increasing due to severe human and climate change impacts – the role and mandate of the ASCF needs to be acknowledged and celebrated by DFO and the Government of Canada as a full partner.*
- *The ASCF is a leader in the adoption of applied science in proactively supporting Atlantic salmon watershed conservation efforts, the foundation will continue to use – science and technology to grow and evolve.*
- *Demand for funding support remains strong in all five provinces. ASCF will build program awareness and watershed conservation capacity across the region. There is a need to increase the ASCF's funding capacity to meet existing Atlantic salmon watershed conservation efforts in Atlantic Canada and Quebec.*

- *The ASCF will proactively demonstrate and communicate how it measures success (past, present and future).*

(2) Governance: Proactively ensure organizational continuity, including succession planning.

- *Board and volunteer continuity remains a critically important consideration.*
- *The ASCF will examine the Imagine Canada accreditation process to further elevate the Foundation's governance and administrative best practices*
- *The ASCF will showcase the existing DFO compliance and performance requirements.*

(3) Science: Elevated role for applied science and research:

- *Applied science and the dissemination of information has emerged as a critical success factor in support of watershed conservation efforts, including data collection and analysis.*
- *The opportunity exists to further leverage the Scientific Advisory Committee as a strategic watershed conservation resource.*
- *ASCF could serve as a conduit to key Atlantic salmon conservation resources. Consideration should be given to expanding the ASCF's scientific stakeholder network to include environmental groups and recreation stakeholders.*
- *The importance of peer reviewed applied science remains a constant.*

(4) Communications: Deliberate and proactive communications, education and information sharing efforts.

- *ASCF will focus on both internal and external stakeholders.*
- *ASCF will continue to build off the success of the ASCF's webinars and the salmon hub.*
- *ASCF will Leverage technology and social media to profile and share the Foundation's work, success, impact and value proposition.*
- *ASCF will continue, face-to-face engagement and personal interaction, understanding these interactions remain key success factors.*

(5) Partnerships: Expanded strategic relationships and partnerships to achieve watershed conservation goals, including an enhanced working relationship, alignment and cooperation with DFO and the Government of Canada.

- ASCF will increase its visibility to effectively communicate the Foundation's role as a strategic enabler of watershed conservation activities.
- Learning from the FQSA and Quebec, ASCF will work towards provincial and regional Atlantc salmon conservation cooperation, alignment and resourcing.
- ASCF is well-positioned to take on a leadership role with respect to grassroots conservation efforts as the *DFO has retracted from many of its traditional roles and functions*
- *Build upon the ASCF's proven and credible track record supporting new and innovative Atlantic salmon conservation partnerships*