# 2024 ANNUAL REPORT

The Foundation for Conservation of Atlantic Salmon

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## Annual Report 2024

# MESSAGE FROM THE CHAIRMAN

Together, we will continue to champion the cause of wild Atlantic salmon conservation!

As I write this message as Chairman, I am filled with a profound sense of gratitude and pride. This marks my final year as Chairman of The Foundation for the Conservation of Atlantic Salmon, a role that has been both an honor and a privilege for nearly two decades. Together, we have embarked on a remarkable journey—one that has been defined by our unwavering commitment to the wild Atlantic salmon and its habitat across Atlantic Canada and Québec. This iconic species is as much a part of our cultural heritage as it is of our natural landscape.

Reflecting on the past year, and indeed the past 18 years, I am astounded by what we have accomplished. Our mission—to foster enhanced community partnerships in the conservation of wild Atlantic salmon—has been at the heart of everything we do. Thanks to the relentless dedication of our volunteers and staff, we have not only crafted a meaningful vision for the future but have also become leaders in providing support for conservation activities and scientific research.

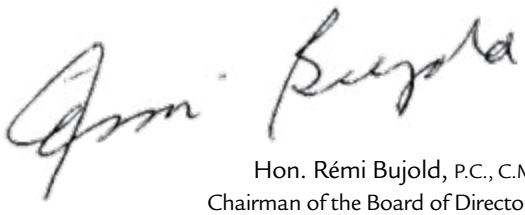
It all started in 2007, when the Department of Fisheries and Oceans chose FCAS to be their partner in delivering wild Atlantic salmon conservation project funding in perpetuity. Every year since, FCAS has demonstrated their ability to provide the accountabilities, checks and balances that are necessary to guide and protect a federal investment. The Foundation exercises effective fiscal stewardship to its trust fund, exceeding investment management expectations. The amount of reliable funds available for projects has slowly increased each year to reach $1.5 million which FCAS has been able to maintain for three years.

This past year, we achieved a significant milestone by organizing an unprecedented symposium that united conservation groups, Indigenous organizations, academia and government representatives from five provinces. The Inter-Provincial Atlantic Salmon Conservation Partnership Symposium marked a pivotal moment in our collective effort to revitalize the conservation of an iconic species whose survival is increasingly at risk. FCAS has a network of recipient-partners ranging across Atlantic Canada and Québec, with most projects contributing to improving biodiversity as well as the conservation of wild Atlantic salmon.

I am incredibly proud of what we have built together, and as I pass the torch to Raymond Lacroix, I do so with full confidence in his ability to lead us into the future. Raymond brings a wealth of experience and a shared commitment to our mission, and I am excited to see how his fresh perspectives will invigorate our ongoing and future projects.

Honourable Rémi Bujold, P.C., C.M.
*Chairman of the Board of Directors*

Thank you for your unwavering support and dedication. Together, we will continue to champion the cause of the wild Atlantic salmon and ensure its legacy for generations to come.



Hon. Rémi Bujold, P.C., C.M.
Chairman of the Board of Directors

# EXECUTIVE DIRECTOR'S REPORT

Continuing to build on eighteen years of successful Atlantic salmon conservation efforts.

As we look back on the remarkable journey of the Foundation for Conservation of Atlantic Salmon, we stand at the threshold of a significant milestone — the conclusion of our 18th year of dedicated operation. This year has been nothing short of transformative, as we proudly announce the granting of funding of $1.5 million to seventy-two innovative conservation and scientific projects led by Indigenous groups, educational institutions, community organizations and municipalities. Together, we have allocated resources that empower those at the forefront of wild Atlantic salmon conservation efforts, to make a tangible impact on our ecosystems and communities.

Since 2008, we have distributed an impressive $15.7 million, leveraging more than $78 million from other sources. This extraordinary 5:1 ratio speaks volumes about our collective commitment and the trust you place in us. Yet, as we celebrate our successes, we must also acknowledge the growing demand for funding, which consistently outpaces our available resources. This reality underscores why we at the Foundation think it is important to seek additional funds to bolster the Foundation's trust fund, ensuring that we can support even more vital conservation activities and scientific research in the years to come. As we work towards transformational growth, we recognize both the progress we've made and the challenges that lay ahead.

This year, we took a giant leap forward by hosting the first-ever Inter-Provincial Atlantic Salmon Partnership Symposium, bringing together key organizations from five provinces to foster collaboration and ignite important conversations. This is just the beginning of what we can achieve together.

I want to take a moment to extend my heartfelt gratitude to the more than sixty volunteers from our Board of Directors, our members, and our six Advisory Committees. Your unwavering dedication and passion for our mission are the backbone of our success.

As we embark on another year of possibilities, let us carry forward the momentum we've built, inspired by our shared vision for the future of wild Atlantic salmon and the ecosystems they inhabit. Together, we can continue to make waves of change.

Charline McCoy
*Executive Director*

Charline McCoy
Executive Director

# ANNUAL REPORT 2024

An Effective and Permanent Supporter of Wild Atlantic Salmon Conservation!

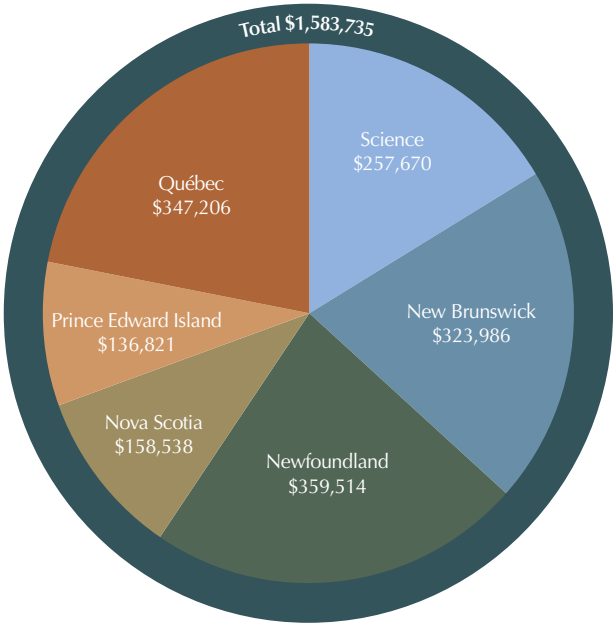
## Introduction

The Foundation for Conservation of Atlantic Salmon is a permanent source of funding and conservation advice supporting community groups, Indigenous communities, researchers and other organizations across five provinces. With 17 years experience in granting conservation project funding, the Foundation is a mature, reliable and facilitative factor in helping improve conservation of wild Atlantic salmon in the Atlantic provinces and Québec.

We fully understand the many challenges affecting salmon conservation and subscribe to a long-term goal of achieving abundant wild salmon populations. That's why we strive to facilitate conservation action, though rigorous processes to help ensure both wise use of funding and the attainment of project outcomes. We are proud of our business-like, yet user friendly, approach.

The Foundation for Conservation of Atlantic Salmon is a non-profit, charitable organization dedicated to improving and strengthening the conservation of wild Atlantic salmon and its habitat in perpetuity. The Foundation is a volunteer-based organization that opened our doors in February 2007. The Board of Directors of the Foundation are volunteers, along with all the volunteer experts on our six advisory committees who have come together to ensure the wise use of the trust fund for the conservation purposes for which it was designed.

The Foundation has the dual mandate of prudently investing the trust funds to generate income while preserving capital and ensuring that the organization is well-managed so it can provide funding to eligible salmon conservation initiatives in Atlantic Canada and Québec on a permanent, go-forward basis.




Grants Amounts Approved in 2024

A significant feature of the Foundation model is the inclusion of volunteer experts drawn from conservation groups, Indigenous organizations and federal and provincial governments in all its advisory processes. It is a model of partnership and inclusiveness that is unique in the conservation world. The Board of Directors of the Foundation actively relies on advice and recommendations provided by the six technical-advisory committees to guide the work of the Foundation.

This annual report reflects the Foundation's eighteenth year of operation. In 2024 the Foundation continued to build on the successful operational structure it created commencing in 2007 to support and extend salmon conservation initiatives. The year also witnessed completion of the Foundation's seventeenth round of grants in support of community salmon conservation projects as well as the 2025 call for funding proposals which closed on November 15th, 2024.

## Background

The Foundation for Conservation of Atlantic Salmon was formed by a group of volunteers who incorporated a non-profit organization in 2005 to prepare a proposal to the Minister of Fisheries and Oceans to accept responsibility for the Atlantic Salmon Endowment Fund (ASEF) Program. The ASEF was created by the Government of Canada as a permanent source of funding to help conserve, restore and protect wild Atlantic salmon and their habitat in Atlantic Canada and in Québec.

The ASEF reflected, and continues to reflect, the calls of conservation organizations, Aboriginal groups and government officials for a permanent source of funding to help watershed and community organizations working on a range of wild Atlantic salmon habitat, enhancement, monitoring and conservation initiatives.

The organization that was created as a result of the federal investment was structured to meet the following objectives:

1. Be managed at arms-length from the Department of Fisheries and Oceans (DFO) by an incorporated organization;
2. Be a charitable organization;
3. Invest appropriated funds and hold them in trust;
4. Draw on contributions from other public and private sources;
5. Deliver the program from interest raised on the principal amount; and
6. Facilitate partnership with the provinces, Indigenous groups and community volunteer organizations.

These objectives have been attained very successfully and continue to drive the organization and its way of doing business. The FCAS operates in the large and complex geographic, political and stock status environment of Atlantic Canada and Québec. To address these complexities, the Foundation relies completely on inclusive, expert advisory committees that are unique in opening all processes to broad and meaningful involvement as well as full transparency.

# ANNUAL REPORT 2024

An Effective and Permanent Supporter of Wild Atlantic Salmon Conservation!

In addition to the requirement to submit an annual report and an annual business plan to the Minister of Fisheries and Oceans, the Foundation is subject to periodic review of its performance by the Government of Canada. A value for money audit conducted by the Department of Fisheries and Oceans found that the Foundation represents excellent value for money, is demonstrating measurable progress on several fronts, while being strongly supported by its recipients and others interested in salmon conservation.

## Foundation Mission Statement and Goals

The mission statement of the Foundation is "To promote enhanced community partnerships in the conservation of wild Atlantic salmon and its habitat in Atlantic Canada and Québec".

Four goals flow from this statement, around which our strategic direction is built and from which our granting process flows:

- To be **an effective source of funding for community volunteer organizations** in conserving, restoring and protecting wild Atlantic salmon and its habitat.
- To **enhance cooperation and partnership** among governments, Indigenous organizations, community volunteer groups and others in the interests of conserving, restoring and protecting wild Atlantic salmon and its habitat.
- To **promote and improve conservation planning and management at the watershed level** as the basis for ensuring effective use of and accountability for funds made available for wild Atlantic salmon conservation initiatives.
- To **improve public awareness, education and research** respecting the conservation of wild Atlantic salmon and salmon habitat.

## The Granting Process

The Foundation is interested in funding innovative projects that will have a high probability of success with measurable results for on-the-ground conservation of wild Atlantic salmon and its habitat. It considers eligible projects related to the following categories:

- Development of salmon and salmon habitat conservation plans for a watershed or sub-watershed (watershed planning)
- Conservation, rebuilding and restoration of wild Atlantic salmon and salmon habitat
- Restoring access of wild Atlantic salmon to salmon habitat
- Public education and awareness of the importance of conservation of wild Atlantic salmon and its habitat

Emphasis is placed on improved conservation planning and management at the watershed level, as an ecological and geographic unit, to promote the most effective use of and accountability for project funds.

The Foundation holds one call for proposals each year. Proposals are submitted by email from April until a closing date for receipt of proposals in mid-November. Proposals for funding are reviewed by staff for completeness then forwarded to the advisory committees for review and recommendation during the period January to March.

Each advisory committee follows a standard proposal assessment and scoring procedures designed by the Scientific Advisory Committee. The proposals recommended by the advisory committees are reviewed and approved by the Board in early spring to enable successful recipients to be notified well before the opening of the conservation field season. In addition, each unsuccessful project proponent is provided an explanation why it was unsuccessful both for information and to encourage future submissions.

## Advisory Committees

The Foundation relies heavily on its expert volunteer advisory committee structure to make good decisions on the projects that should be funded. The advisory committee model is unique in the world of salmon conservation. It is a strategic direction that promotes inclusiveness of the many interests in wild salmon conservation and partnership among them. Most importantly, however, the advisory committees ensure that the Foundation continually receives excellent advice in the selection of conservation projects that respond to the unique salmon conservation imperatives faced in each of the five provinces.

There are six advisory committees, consisting of a Scientific Advisory Committee and five Provincial Advisory Committees. Each appointee to these committees is an expert volunteer, identified in consultation with stakeholder groups and governments. The advisory committees are a very successful way of including people in decision-making processes while also ensuring full transparency in the granting process.

The Scientific Advisory Committee (SAC) is the natural evolution from the former Central Advisory Committee. This committee is representative of world-class expertise in the salmon domain and carries the dual roles of ensuring wise investment in applied research scientific projects, as well as assisting the Board of Directors to develop and maintain effective policy, procedures and strategic direction.

Each of the five provincial advisory committees is responsible for identifying the salmon conservation priorities unique to their province; reviewing proposals for conservation funding and making recommendations on which projects should be approved for funding. They also participate actively in monitoring approved projects to help ensure they are progressing as intended. These committees meet twice annually to carry out their responsibilities.

# FOUNDATION OBJECTIVES 2024

A report on objectives met, as stated in the 2024 Business Plan

*The following objectives were stated in the 2024 Business Plan. The following is a report on the extent to which those objectives were met:*

### Objective 1: To strengthen our prudent investment and financial strategy to maintain the Atlantic Salmon Endowment Fund at or above Funding Agreement requirements.

**2024 Actions:** The Foundation's investment portfolio is managed in accordance with a very prudent long-term investment and financial management plan overseen by the Investment Committee. This plan conforms to an Investment Policy and an Investment Strategy developed pursuant to the requirements of the Funding Agreement with the Government. This approach to investment and fiscal management enables the Foundation to ensure a minimum of $1 million dollars is available for project funding on a go-forward basis.

The long-term financial plan, the investment policy and the investment strategy are annually reviewed by the Board of Directors. They have been designed to ensure the investment fund to an inflation adjusted value, while making provision to maintain an annual distribution of project funding over the same period, taking into account financial market performance and Funding Agreement requirements.

The Foundation's investment portfolio experienced an improvement in 2024. Fortunately, our prudent investment strategy was successful in protecting and keeping the trust fund above the adjusted book value as required by the Funding Agreement. Importantly, sufficient income was generated to increase, on a one-time basis, the annual grant pool to $1,750,000 for 2025.

### Objective 2: To observe a funding allocation model that is reflective of, and responsive to, the various conservation needs and priorities of each province and meeting reasonable funding needs of community groups, Indigenous groups and others.

**2024 Actions:** As at 31 December 2024 the market value of the fund was reported as just over $47 million.

The Foundation follows a funding allocation model developed by the Scientific Advisory Committee (SAC) and intended to ensure the "fair geographic distribution of funds required by the Funding Agreement. The formula is designed to optimize the Foundation's response to the respective conservation needs of each province with a basic fixed allocation to each province, supplemented with a funding distribution reflective of individual provincial conservation variables.

The funding formula also provides ten percent of the overall grant pool to fund applied research and other scientific projects identified as conservation priority topics by the Scientific Advisory Committee.

### Objective 3: To strategically allocate funding to key, priority applied research scientific projects.

**2024 Actions:** The Scientific Advisory Committee has identified a range of critical conservation issues affecting the survival and strengthening of wild Atlantic salmon populations in Canada. These conservation issues are reviewed annually and are designed to guide the allocation of funding to the most critical applied research initiatives being funded by the Foundation.

The prioritization of applied research funding represents an intelligent and proactive approach to awarding FCAS funding for applied scientific research. Funding is directed to specific applied research topics that are considered to have the greatest on-the-ground impact for salmon conservation. A request for proposal was sent to potential respondents at the end of 2023 and posted on the FCAS website with four applied research topics to choose from. These applied research questions were:

1. Are current management regulations and protocols effective in conserving, sustaining and/or improving salmon populations?
2. What are the consequences of aquaculture on salmon in eastern Canada?
3. How do freshwater ecosystems influence salmon populations?
4. What are the consequences of climate change on salmon?

The proposals were evaluated by the SAC and funding was awarded to two new projects in 2024.

Roseville Miminegash Watersheds Inc. - PEI

# FOUNDATION OBJECTIVES 2024

A report on objectives met, as stated in the 2024 Business Plan

### Objective 4: To maintain and strengthen a results-based management approach to funding Foundation projects.

**2024 Actions:** The Foundation conducts its business in accordance with its comprehensive *Audit and Evaluation Strategy*, as part of the annual Business Plan. All projects report their performance in a uniform manner which facilitates the population of a database developed by the Scientific Advisory Committee.

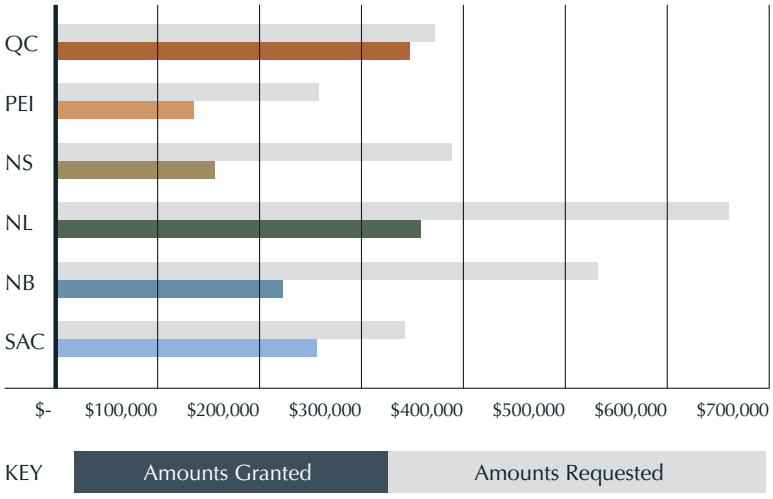
The standard project report for each project grant is designed to reflect the performance of each project and to enable cumulative reporting against the Foundation's performance measures as outlined in the Funding Agreement. The performance measures contribute to a database which enables the Foundation to report clearly on its attainment of objectives and other performance criteria. Thus, the Foundation fulfils its commitment to being a results-based management organization.

Every year, project report forms are reviewed and minor adjustments are made to ensure that necessary data is reported and that the required reporting is user-friendly for the recipient-partner.

Since 2008, FCAS has granted **$15.7 million** to **880 projects** from nearly **1200 grant requests**, following a rigorous assessment process.

FCAS total funding distributed to the five provinces (all years) is as follows:

- New Brunswick $3.69 million
- Newfoundland & Labrador $3.85 million
- Nova Scotia $1.66 million
- Prince Edward Island $1.54 million
- Québec $3.04 million
- Scientific Advisory Committee $1.95 million




Amounts granted & amounts requested in 2024

FCAS funds have leveraged more than **$78 million** in overall project valuation from other sources for an impressive **leveraging ratio of 5:1** (to May 2024).

FCAS funded projects have resulted in major conservation improvements (to December 2023):

- **182 million** square meters of **habitat access** opened.
- **6.74 million** square meters of **improved habitat.**
- **11,065 volunteers** contributed **240,580 hours** of effort.
- **177,843 individuals** involved in **education & awareness.**
- **$1.88 million** contributed to **990 Indigenous organization projects.**
- **$3.32 million** contributed to **155 applied scientific research grants,** aimed at improving the effectiveness of conservation effort.
- **3,955 jobs sustained**, mostly in rural areas.
- **Eco-tourism** opportunity improved: FCAS funded projects help strengthen an eco-tourism industry worth several hundred million dollars annually in 5 provinces.

### Objective 5: To broadly share information through innovative methods such as the web-based "Salmon Hub" utility and the webinar series.

**2024 Actions:** The "*Salmon Hub*" is a "one stop" web-based source to facilitate access to salmon conservation information. This portal provides easy access to FCAS funded project reports, government and NGO created technical and scientific reports, and other sources of material related to salmon conservation. Information sharing is a major line of business for the Foundation and the Salmon Hub builds on the already significant Foundation website sharing of project reports, and social media.

The Salmon Hub experiences high access and has been widely acclaimed, nationally and internationally. Throughout the year staff and several subscribers added more new material to the Salmon Hub. Recruitment of new sources of information and links to build content is a priority initiative.

### Objective 6: To strengthen Foundation's relationships and partnerships with current and potential stakeholders/ beneficiaries, the public, governments and potential supporters.

**2024 Actions:** Throughout 2024 the Foundation carefully followed the direction identified in the communications plan, which is designed to facilitate the Foundation in establishing a distinct profile; building public understanding of wild Atlantic salmon conservation needs and building public support for salmon conservation.

# FOUNDATION OBJECTIVES 2024

A report on objectives met, as stated in the 2024 Business Plan

The Foundation posted several items on its website, as well as sending periodic email messages to its partners and interested stakeholders throughout the year. The Annual Report and the Business Plan are both designed to promote understanding of and support for the Foundation and are frequently shared with external groups. In 2024, the Foundation strengthened its social media presence, reaching 3,964 followers across Facebook, Instragram and X through regular updates about Foundation news.

In addition, a schedule of webinars featuring well-known speakers on a broad range fish and freshwater issues was held. Several expert individuals from Canada and abroad were invited to present the topics and lead discussion online with regular attendance by representatives of Indigenous groups, NGOs, governments, academic institutions and businesses. The series has provided major new opportunities for information sharing and partnership building. In 2024, seven webinars were hosted with a total of 544 registrations and almost 1,000 who showed interest.

Throughout 2024, the FCAS monthly newsletter called "The River/ La rivière" was distributed to over 1,200 email addresses to share news and insights from the Foundation on our conservation and partnership efforts supporting wild Atlantic salmon.

In 2022-2023, the Foundation facilitated a round of provincial partnership symposia in each province, in partnership with the primary provincial salmon conservation organizations. The planning of these initiatives was identified in the Foundation's new strategic plan called 'Transformational Growth" recognizing the need for sustainable partnerships, collaboration and planning at the watershed level. This led the Foundation to initiate the organization of the first Inter-Provincial Atlantic Salmon Partnership Symposium. This unprecedented event took place on October 24-25th, 2024. Nearly 200 committed salmon conservationists from local groups, Indigenous groups, provincial and federal governments, scientists, and others came together from all five provinces. The symposium was focussed on partnerships and fostering a commitment to shared goals among diverse players. FCAS believes that stronger partnerships are the key to future conservation success.

The Foundation is committed in organizing future symposiums to create a platform for on-going needed dialogue about the future of wild Atlantic salmon.

### Objective 7: To seek new sources of funding to build the Foundation's trust fund in support of meeting an increased and reasonable demand for conservation project funding.

**2024 Actions:** By 2024, with seventeen years of experience in issuing project funding grants, the Foundation was in an excellent position to assess the degree to which available funding is meeting the actual need for conservation project funding. The number and the quality of funding proposals received by the Foundation has consistently increased over the years and an analysis by the expert advisory committees indicated that approximately 60 percent of the demand for project funding in 2024 was being met and that several very reasonable and strong conservation project proposals could not be funded.

The fiscally prudent business model followed by the Foundation, and required by the Funding Agreement, places a limit on the annual allocation of grant funding at a level that will not erode

Inter-Provincial Atlantic Salmon Partnership Symposium

# FOUNDATION OBJECTIVES 2024

A report on objectives met, as stated in the 2024 Business Plan

the capital of the trust fund. To meet the additional and demonstrated need for conservation project funding the Board has determined that a larger trust fund is necessary. This was also identified in the renewed strategy to double the size of the FCAS's trust fund and the funds it distributes on an annual basis in support of Atlantic salmon conservation efforts in New Brunswick, Newfoundland & Labrador, Nova Scotia, Prince Edward Island and Québec, as well as applied science research. This matter was raised with the Minister of DFO several times in the last two years.

The FCAS Strategic Plan identified two key related government objectives:

- Seek an increase to the FCAS trust fund to be able to fund more necessary conservation projects that currently cannot be funded.
- Build partnerships among governments, Indigenous organizations and conservation groups to improve conservation outcomes.

Over the last 4 years, DFO has pursued the development of a national wild Atlantic salmon strategy through extensive public consultations. The key goals of this strategy mirror much of what FCAS currently delivers, including support to salmon conservation initiatives, strengthening local stewardship and funding applied scientific research. FCAS has contributed to development of this national strategy and has built excellent relationships with DFO as a result of this initiative.

The consultation process of DFO has built major expectations within the Atlantic salmon community and is understood to be the strategy through which DFO could deliver support to wild Atlantic salmon. Increasing the size of the FCAS endowment by any amount makes more interest income available for perpetual annual investments in conservation and this could assist the implementation of the national strategy. At the end of 2024 it is still not known how or whether this strategy will be implemented or funded.

### Objective 8: To position the Foundation for transformational growth.

**2024 Actions:** In April 2022, the Foundation adopted a five-year plan focused on transformational growth.

The Transformational Growth, a new Strategic Plan that underpins FCAS making a concerted effort to build its profile with both federal and provincial governments, and with wild Atlantic salmon communities.

The path-forward priorities are to:

1. Build off success-to-date with a focus on meeting the region's growing need for watershed conservation efforts. In response to the national wild Atlantic salmon strategy, FCAS submitted a proposal to the Minister of DFO requesting an increase in its trust fund to provide greater funding to support conservation projects, community stewardship and applied research projects. Even if the anticipated long-term federal commitment for funding is still unknown, FCAS continues to be optimistic and efforts in pursuing additional funds are ongoing.
2. Proactively ensure organizational continuity, including succession planning. FCAS has a few long-standing directors who are nearing the end of their consecutive terms, which could have a direct impact on the successful succession of officers and directors. At the AGM, to allow for flexibility during overlapping years of directors resigning and new replacement directors, the Foundation members amended the by-laws and approved to increase the number of directors from 10 to a maximum of 13.
3. 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. FCAS is serving as a conduit to key Atlantic salmon conservation resources through its web-based "Salmon Hub" and the webinar series. This still needs to be revised and opportunities found to elevate these valuable tools.
4. Deliberate and proactive communications, education and information sharing efforts. FCAS has focused its efforts on increasing communications by leveraging technology and social media to profile and share the Foundation's work, success, impact and value propositions. This has been accomplished by taking the opportunity to build off the success of the webinars, salmon hub, e-newsletter "The River", symposia and more face-to-face engagement and personal interactions.
5. 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. FCAS has developed and maintains an excellent partnership with DFO with continued communication and ongoing efforts to find better ways to collaborate. FCAS has a strong basis of partnership at the local, provincial and national levels, developed over almost 20 years across all 5 provinces, with the network of recipient-partners. FCAS is willing and capable of supporting a concerted conservation partnership effort in each province. Multiple meetings have been held with DFO regional officials and provincial government officials, with Indigenous organizations and conservation organizations to review the basis of support for creation of partnership processes to collaborate, pool expertise, set priorities and create joint action plans.

# 2024 PROJECT PROFILES* • NL

## Indian Bay River Trail Restoration

Following a devastating fire in 1961 logging and forestry activities ceased in the Indian Bay area of Newfoundland. But along the trail that led from the bay to the 'number one pond,' there was still a great deal of pulpwood leftover from when logging companies would flow it down the river. Over the years, the Indian Bay Ecosystem Corporation non-profit (IBEC) has undertaken a variety of projects to remove that pulpwood, facilitated by the Foundation for the Conservation of Atlantic Salmon (FCAS), the Department of Fisheries and Oceans, and others.

While there does continue to be some amount of pulpwood in the water, in 2024 IBEC turned their attention to the damaging impacts that all-terrain vehicles (ATVs) have caused. With the trail system incomplete at some points, ATV enthusiasts would drive their vehicles across the river potentially causing problems for fish habitats within.

"Driving your ATV pretty much three or four feet out in the river over multiple hundreds of feet is a no-no," said IBEC Executive Director Darren Sheppard. "A few years ago, we did the Adurt Brook Restoration project through the FCAS. In that project, we built a brand new, roughly 20 foot-long bridge over a tributary of the Indian Bay River. Since then we've built four rock walls on each end of the river, blocking off ATV traffic to force them to go over the bridge. We don't want any ATVs going through the river."

IBEC's 2024 project involved the installation of further rock walls to force ATV users to remain on the main trail and to utilize the new bridges and walkways that are further upstream. These trail restoration projects will also have the benefit of allowing hunters, trappers and anglers to have easier access to upper areas of the watershed as well as enforcement officials looking to prevent poaching. But that's just a fringe benefit – redirecting ATV users is the key aim.

"Around here, ATV is king," said Sheppard. "We're lucky we have hundreds of kilometers of logging roads all connected, so that keeps people on those logging roads. But to access salmon rivers, you have no choice but to use side trails or ATV trails that have been made over the years. So we can benefit from improving those, or removing them all together and saying 'here is a marked, organized trail. Utilize this. You'll still get from point A to point B and you can still go salmon fishing or trouting or go look for moose.'"

Once the rock walls are completed, IBEC will focus on improving access to additional pools, fixing up older previously-installed rockwalls and building a new 100-foot long boardwalk.

"It's going to be on some pillars above the wetlands" said Sheppard. "So we're not really damaging any wetlands, it's going to be done over it. That's what we want to mitigate. We're trying not to dig up anything or cover anything that shouldn't be covered. So the best thing you can do is put a little bridge there and walk right over that section."

IBEC received $43,000 from the FCAS to support the trail restoration work, along with some other fundraising from other sources. Sheppard says that this project was likely a one-off, but IBEC will continue their work to support the watershed and to support salmon habitats within.

Indian Bay Ecosystem Corporation

* *Interviews for all Project Profiles were conducted throughout the summer of 2024.*

# 2024 PROJECT PROFILES • QC

## Assessment of Atlantic salmon recruitment prior to restoration of fluvial processes

Like many rivers, the Escoumins River in Québec's Haute-Côte-Nord region was used by the local logging industry to transport lumber by floating it downstream. The river was winding, however, and slowed that process down, so at some point a bulldozer was used to straighten out the river. This sped up the flow of the river but had unintended consequences.

"When it's faster, it takes the sediment downstream the river with it," said Bruno Proulx, director of Organisme des Bassins Versants de la Haute-Côte-Nord (OBVHCN). "And when there's less erosion on the side of the river when its moving like that, it brings less new sediment in the river. We know salmon need medium sized rocks to place their eggs, but because some sections of the river were straightened, the rocks became too big in the river bed. It's good for young salmon, but it's not good for eggs or nesting. Because of that process, we think it changed the habitat in the river about 100 years ago and the salmon are having difficulty nesting in the main river."

Modern Québec regulations state that when industrial activity looks to negatively impact animal habitat – such as the Bloom Lake project undertaken by Québec Iron Ore – that impact must be compensated with restoration efforts on a habitat. The Escoumins River will be one of the beneficiaries of Québec Iron Ore's compensation effort, by restoring the river's natural flow from before it was altered to support logging. However, that is not a project that can be undertaken without significant preparation, and for several years the OBVHCN has been conducting assessments to guide that effort.

"What we want to do is have a picture of the river and where young salmon are," said Proulx. "What is the food available for frys and juveniles in the river before they do those projects? There's not a lot of projects in Canada to restore salmon rivers. Usually, they build some pass to give access to more of the river, but they don't restore the natural process of the river."

In September, the organization will begin this year's electro-fishing efforts to assess populations in the river, as well as assessments of the quality of salmon habitats. Then the actual fluvial restoration efforts will begin, ideally, in two years. For this year of the assessment project, the OBVHCN was granted roughly $38,000 by The Foundation for Conservation of Atlantic Salmon (FCAS).

"The FCAS is a good partner," said Proulx. "We've undertaken a lot of projects on the river and they would not be possible without The Foundation. They've given us a lot of experience and now we have a solid team to carry out the work."

Organisme des Bassins Versants de la Haute-Côte-Nord

# 2024 PROJECT PROFILES • NB

## Agricultural Partnerships for Sustainable Watersheds

In the 1990s, a study found that degraded riparian zones and elevated stream temperatures were key limiting factors in the health of the Kennebecasis River and many of its tributaries. Since that time, the Kennebecasis Watershed Restoration Committee (KWRC) have raised funds to support restoration of riparian zones and stream banks. However, with a significant population of farmers along the watershed, it is important to include them in the process, says KWRC Project Manager Ben Whalen.

"Sussex is known locally as the dairy center of the Maritimes, and that just goes to show that there's a lot of agriculture around within our watershed," said Whalen. "And farmers have been some of the best supporters of the work that we're doing. They've identified some of their own issues – like eroding stream banks – and we work collectively with the farmers to improve both aquatic habitat and riparian habitat conditions along the river."

With that in mind, in 2024 KWRC enacted the first step of a multi-year project that will benefit both the farmers and the watershed itself, called Agricultural Partnerships for a Sustainable Watershed. Partnering with WWF-Canada, Nature NB, the Agricultural Alliance of New Brunswick, NB Invasive Species Council and the Canadian Rivers Institute, the KWRC and FCAS will deliver a project that combines both education and action on topics such as biodiversity, invasive species, erosion control and riparian setbacks.

The KWRC will provide farmers near the watershed with educational materials and events which focus on farm monitoring tools and habitat restoration. Farms such as Bettle Point Angus, Walkerville Farms and the Raulston property, among others, will be engaged in one-on-one site planning which will provide resources and tools to help improve riparian health while also demonstrating on-farm advantages.

The project will also see the KWRC improve more than 2500m of fish bearing streams – including stabilizing three eroding stream banks with bioengineering approaches – planting more than 5000 trees and shrubs, and assessing more than 14,000m of cold-water refuge habitat on McLeod Brook to identify threats and passage barriers. The work will be carried out by a combination of staff, students and volunteers. To support the first year of this effort, the KWRC received $17,500 from the Foundation for Conservation of Atlantic Salmon.

"Creating solid working relationships with farmers is crucial to the long-term health of our watershed and our fish populations," said Whalen. "Farmers are struggling to keep up with on-farm changes that are occurring due to climate change and our staff can assist in identifying vulnerable areas, invasive species and identify opportunities for further farm collaboration, funding and information sharing."

Kennebecasis Watershed Restoration Committee

# 2024 PROJECT PROFILES • NS

## Wallace River Watershed Management Plan

Nova Scotia is home to relatively few rivers that are open to recreational salmon anglers, the majority located on the northern shore of the province on the Northumberland Strait. Of the dozen or so Gulf rivers that are open to salmon angling, the Wallace River is one of the healthier watersheds.

"What's very interesting about that, is it received limited attention in the past – with some creel surveys and minor involvement by conservation groups," said Brent Locke, Habitat and Development Supervisor for the North Colchester Rivers Restoration Association (NCRRA). "So nothing was ever done with the Wallace River. Ironic considering it is one of the most popular and successful salmon rivers in the province and one of the only ones you can fish recreationally."

Locke says that the NCRRA, which was founded in 1999, experienced a rejuvenation in 2023 with an expansion of their geographic territory to encompass three counties and ramped up efforts to enhance their membership and their fundraising.

"The Wallace River was always in the back of our minds because our philosophy is it's easier to keep a healthy river healthy than to try to bring one back from the brink of extinction," said Locke. "We looked at this watershed, which not only has healthy runs of Atlantic salmon, it's of great recreational value to the community, and is a stunning valley."

NCRRA developed a Wallace River Watershed Management plan with the assistance of field biologists from the Nova Scotia Salmon Association. In addition to their own extensive fundraising, they received $20,000 from the Foundation for Conservation of Atlantic Salmon (FCAS) to support implementing the plan. The Management Plan is broken down into four major areas including connectivity assessments, habitat restoration activities and riparian work.

"The fourth component is very specific – it's the Forks Pool," says Locke. "It's the main branch of the Wallace, one of the most popular larger salmon pools on the river for salmon and trout. It provides deep, cold water refuge and is a holding pool for Atlantic salmon returning to spawn and the bank is being eroded. It's shocking. Since I was a kid, it's probably lost 15 feet of the bank. And when the bank erodes, the pool fills in and gets wider. If the pool gets wider, the water gets shallower and warmer. You can see these cascading negative effects, so we're looking at doing reconstruction there."

Every aspect of the plan is currently in the process of being implemented. Stream habitat restoration work must be completed by September 30th to not interfere with spawning season, while riparian work and connectivity assessments will continue through the rest of the year.

North Colchester Rivers Restoration Association

# 2024 PROJECT PROFILES • PEI

## Miminegash River's Atlantic Salmon Conservation Project

The Miminegash watershed had been a good producer of salmon for many years. However, between the impacts of overfishing and blockages in the river caused by an expanding beaver population, the numbers dropped off throughout the 1970s.

"The beaver blockages went eight and ten miles upstream, and as you know, on Prince Edward Island, if you're 10 miles upstream, you don't have a lot of watershed left," said John Rix, vice-president and longtime committee member of Roseville/Miminegash Watersheds Inc. (RMWI). "So the salmon just disappeared. For a few years, we'd see the odd salmon parr, but there were perhaps eight or ten years where we saw nothing."

In the early 2000s, a graduate research project found no salmon in the watershed whatsoever. However, through many years of efforts – including stream enhancements, trapping beavers and removing dams and other obstructions – salmon started slowly returning to the waterbody.

"In 2018 local trout fishermen started to catch the odd parr," said Coordinator Danny Murphy. "Some of us didn't even know what they were."

Murphy says that as salmon numbers started to rebound in the river – "we're not sure we brought them back with all the stream enhancement, but we're going to take credit for it," said Murphy with a laugh – a professor from the University of PEI suggested that the river be assessed, to identify the extent of suitable habitat for salmon and what limiting factors needed to be addressed. To carry out that assessment, the RMWI received $13,672 from the Foundation for Conservation of Atlantic Salmon.

"At this point, we're working up into those systems where we never could get before, the secondary streams," said Murphy. "We have 12 data loggers and depth loggers and we're doing that with people from the Department of Forestry, Fish & Wildlife. We're trying to figure out how quickly it's going to rebound."

The assessments will also include monitoring where flow and temperature changes occur in the river. Murphy says that the full assessment will take three years and will involve coordination and cooperation between the RMWI and provincial and non-government ecologists, biologists and technicians.

When the assessment is completed, the RMWI will use the information gleaned from the assessment to develop a new Watershed Management Plan.

"We hope to, someday if we live long enough, to see a salmon fishery again that would be monitored very closely, that wouldn't result in what it has in the past," said Murphy.

"If we could get to the point where we even have a catch-and-release fishery here on the west/south side of the island, that would be a great improvement to what we have at this moment," added Rix.

Roseville/Miminegash Watersheds Inc.

# 2024 PROJECT PROFILES • SAC

## Designing, building and monitoring thermal refuges

Thermal refuges are areas in a waterbody where colder water discharges into warmer stream water, creating a colder patch in the water. Though they can often be naturally occurring, in an age of increased water temperatures, manmade thermal refuges could serve a valuable purpose for protecting salmon and their habitats. But how best to implement and evaluate those refuges to ensure they are applied most effectively?

That is why representatives from Dalhousie University have undertaken a project to design, build and monitor thermal refuges in the Rights River and the Killag River. The project will serve as a pilot to prove the concept, which can then be applied to other rivers in the province.

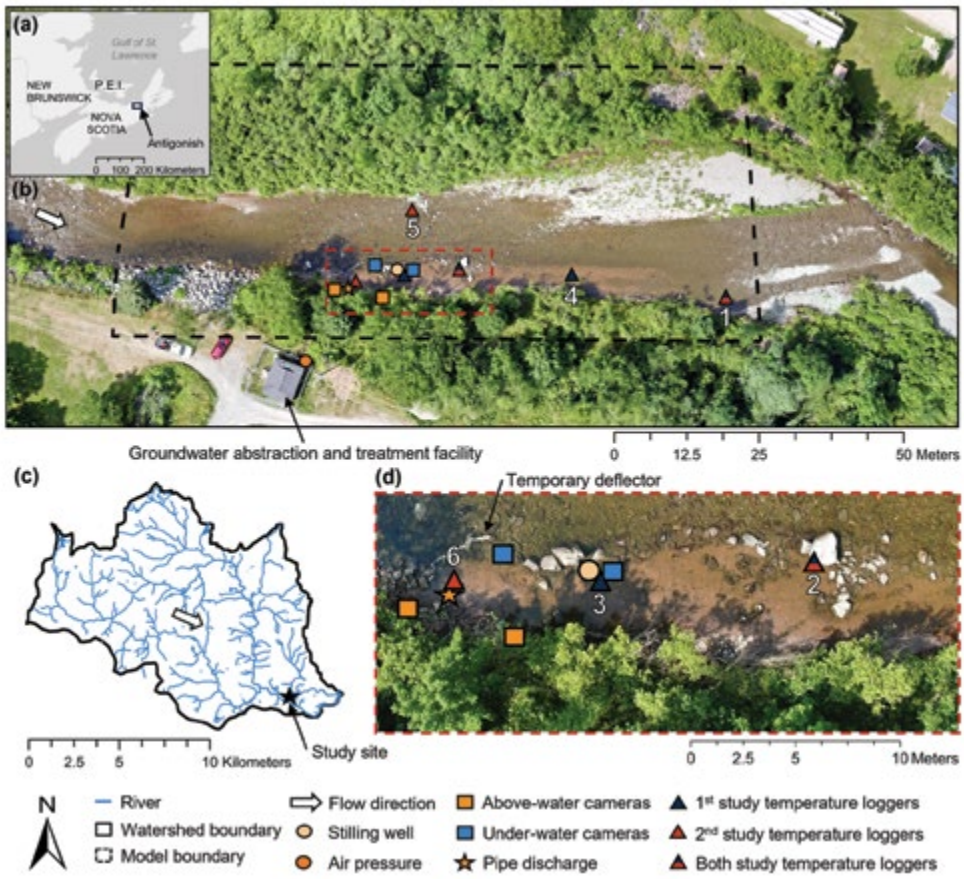
"When we originally applied, we had just started a project in collaboration with the Nova Scotia Salmon Association," said Dalhousie University's Kathryn Smith. "That was targeted more on creating a passive thermal refuge – taking an innovative idea and applying it to a local watershed in Nova Scotia."

The Killag and Rights Rivers were chosen as ideal sites for the project because of their salmon populations and warming water temperatures. Passive thermal refuges, where after the initial building and installation, no further intervention is necessary, were installed in the Killag River. Active refuges, where a continuous energy source is required to pump the water, were installed in the Rights River.

"[The passive refuges] consisted of getting dump trucks to truck in clear river stone, which was washed three times so we are not introducing any additional sediment into the river system," said Smith. "We also got in an excavator and got them to dig an underwater trench at a meander within the river, which we backfilled with the clear river stone and added some geotextiles to limit sedimentation. And we put in some PVC piping at the inland outlet, just to take a small portion of the river water and redirect it through the trench. The hope was that having an underground system would limit interaction with direct solar radiation, so it cools the water as it travels through the system and is then reintroduced to the river."

The active refuges work in much the same fashion but rely on mechanical pumping to achieve the same goal. A fiber optic temperature sensing system was also installed, and thermal infrared imaging was used to ensure the system was properly monitored and evaluated. This is a multi-year project which began in 2022, with most of the construction and installations already having been carried out. Smith and her colleagues are continuing to monitor and analyze the results. The project had been funded on a three-year basis starting in 2022 by FCAS - in 2024, the grant was $98,624.

While full evaluation of the project continues, Smith says that they have been able to create thermal contrast in the waterbodies and that is a significant success.




Dalhousie University

# GRANTS & STATUS

2024 Project Grants - Project descriptions can be found on our site www.salmonconservation.ca/projects

## Science Advisory Committee

**Project Number:** SAC-2022-01
**Recipient:** Dalhousie University (Kurylyk)
**Title:** Designing, building and monitoring thermal refuges in an era of warming rivers
**Approved amount:** $35,312 for 2024 (3 of 3 year project; total: $98,624)
**Funding provided to date:** $95,093

**Project Number:** SAC-2022-02
**Recipient:** Memorial University of Newfoundland and Labrador (Scott)
**Title:** Assessing and modeling within and among stream variability in insect drift availability of western Newfoundland streams
**Approved amount:** $31,167 for 2024 (3 of 3 year project; total: $107,551)
**Funding provided to date:** $91,967

**Project Number:** SAC-2023-01
**Recipient:** Institut National de la Recherche Scientifique
**Title:** Importance of the height of riparian vegetation for thermal regimes of Atlantic salmon rivers to strategically inform restoration decisions
**Approved amount:** $24,876 for 2024 (2 of 3 year project; total: $74,199)
**Funding provided to date:** $37,314

**Project Number:** SAC-2023-02
**Recipient:** Memorial University of Newfoundland (Fleming)
**Title:** Consequences of interbreeding between farmed and wild salmon under climate change: effects on thermal tolerance
**Approved amount:** $41,359 for 2024 (2 of 3 year project; total: $87,084)
**Funding provided to date:** $62,359

**Project Number:** SAC-2023-03
**Recipient:** University of Prince Edward Island (Fast)
**Title:** Assessment of wild Atlantic salmon host variables associated with sea lice susceptibility in different environments with varying intensity of salmon aquaculture
**Approved amount:** $49,956 for 2024 (2 of 2 year project; total: $97,342)
**Funding provided to date:** $92,346

**Project Number:** SAC-2024-01
**Recipient:** Institut National de la Recherche Scientifique
**Title:** Development of a modelling framework to quantify cumulative effects of land use and climate change on juvenile Atlantic salmon.
**Approved amount:** $25,000 for 2024 (1 of 3 year project; total: $119,025)
**Funding provided to date:** $25,000

**Project Number:** SAC-2024-02
**Recipient:** University of New Brunswick (Linnansaari)
**Title:** Immediately improving estuary survival of Atlantic salmon smolts by active management in the Miramichi River.
**Approved amount:** $50,000 for 2024 (1 of 3 year project; total: $150,000)
**Funding provided to date:** $50,000

## New Brunswick

**Project Number:** NB-2024-01
**Recipient:** Atlantic Coastal Action Program (ACAP) Saint John Inc.
**Title:** Letting Rivers Run Wild: Monitoring of iBoF Atlantic Salmon in Irish River.
**Approved amount:** $5,000 for 2024
**Funding provided to date:** $5,000

**Project Number:** NB-2024-02
**Recipient:** Chaleur Bay Watershed
**Title:** Development of a management plan for the Baie des Chaleurs watershed and characterization of Atlantic salmon habitat.
**Approved amount:** $17,000 for 2024
**Funding provided to date:** $17,000

**Project Number:** NB-2024-03
**Recipient:** Belleisle Watershed Coalition Inc.
**Title:** Restoring Access to Fish Habitat & Assessing Salmon Populations in the Belleisle Watershed
**Approved amount:** $10,000 for 2024
**Funding provided to date:** $10,000

Atlantic Coastal Action Program Saint John - NB

# GRANTS & STATUS

## 2024 Project Grants

**Project Number:** NB-2024-04
**Recipient:** Restigouche Rivers Watershed Management Council
**Title:** Opening up breeding habitat by breaching beaver dams
**Approved amount:** $5,000 for 2024
**Funding provided to date:** $5,000

**Project Number:** NB-2024-05
**Recipient:** Restigouche Rivers Watershed Management Council
**Title:** WATERSHADE Phase 2
**Approved amount:** $20,000 for 2024
**Funding provided to date:** $20,000

**Project Number:** NB-2024-06
**Recipient:** Fort Folly Habitat Recovery
**Title:** The Recovery of Endangered Inner Bay of Fundy Atlantic Salmon to Historic Salmon Rivers Within the Petitcodiac Watershed
**Approved amount:** $36,000 for 2024
**Funding provided to date:** $36,000

**Project Number:** NB-2024-07
**Recipient:** Greater Kouchibouguac Watershed Association
**Title:** Habitat Evaluation and Enhancement within the Kouchibouguac and Kouchibouguacis Watersheds
**Approved amount:** $20,986 for 2024
**Funding provided to date:** $20,986

**Project Number:** NB-2024-08
**Recipient:** Greater Kouchibouguac Watershed Association
**Title:** Wild Atlantic Salmon Population Recovery and Conservation
**Approved amount:** $15,000 for 2024
**Funding provided to date:** $15,000

**Project Number:** NB-2024-09
**Recipient:** Hammond River Angling Association
**Title:** Redd-y, Set, Grow: Riparian Restoration for Redd Conservation
**Approved amount:** $14,500 for 2024
**Funding provided to date:** $14,500

**Project Number:** NB-2024-10
**Recipient:** Kennebecasis Watershed Restoration Committee
**Title:** Agricultural Partnerships for Sustainable Watersheds
**Approved amount:** $17,500 for 2024
**Funding provided to date:** $17,500

**Project Number:** NB-2024-11
**Recipient:** Miramichi River Environmental Assessment Committee
**Title:** Atlantic Salmon Conservation Strategy – Tracadie River Watershed
**Approved amount:** $15,000 for 2024
**Funding provided to date:** $15,000

**Project Number:** NB-2024-12
**Recipient:** Miramichi Salmon Association Inc.
**Title:** Atlantic Salmon Smolt Research on the Miramichi River 2024
**Approved amount:** $20,000 for 2024
**Funding provided to date:** $20,000

**Project Number:** NB-2024-13
**Recipient:** Nepisiguit Salmon Association
**Title:** Nepisiguit Salmon Population and Habitat Assessment
**Approved amount:** $15,000 for 2024
**Funding provided to date:** $15,000

**Project Number:** NB-2024-14
**Recipient:** Nepisiguit Salmon Association
**Title:** Further Development of an Integrated Watershed Management Plan for 5 Bathurst Basin Rivers
**Approved amount:** $5,000 for 2024
**Funding provided to date:** $3,750

**Project Number:** NB-2024-15
**Recipient:** Oromocto River Watershed Association, Inc.
**Title:** Mapping Atlantic Salmon Populations
**Approved amount:** $12,000 for 2024
**Funding provided to date:** $12,000

**Project Number:** NB-2024-16
**Recipient:** Petitcodiac Watershed Alliance Inc.
**Title:** Broken Brooks - Culvert Remediation and Equipping Recreational Waterway Users to Restore Fish Passage in SE NB
**Approved amount:** $15,000 for 2024
**Funding provided to date:** $15,000

**Project Number:** NB-2024-17
**Recipient:** Shediac Bay Watershed Association
**Title:** Supporting Salmonids in the Shediac Bay through Integrated Watershed Management Planning
**Approved amount:** $23,000 for 2024
**Funding provided to date:** $23,000

**Project Number:** NB-2024-18
**Recipient:** The Nashwaak Watershed Association Inc.
**Title:** Assessing and Restoring Aquatic Connectivity in the Nashwaak Watershed
**Approved amount:** $15,000 for 2024
**Funding provided to date:** $15,000

**Project Number:** NB-2024-19
**Recipient:** The Nashwaak Watershed Association Inc.
**Title:** Protecting aquatic habitat through bank restoration in the lower Nashwaak River
**Approved amount:** $10,000 for 2024
**Funding provided to date:** $10,000

# GRANTS & STATUS

2024 Project Grants

**Project Number:** NB-2024-20
**Recipient:** The Nashwaak Watershed Association Inc.
**Title:** Post-Removal monitoring and restoration of Campbell Creek Dam
**Approved amount:** $12,000 for 2024
**Funding provided to date:** $12,000

**Project Number:** NB-2024-21
**Recipient:** The Nashwaak Watershed Association Inc.
**Title:** Restoring of Porters Brook and post-removal monitoring
**Approved amount:** $16,000 for 2024
**Funding provided to date:** $16,000

**Project Number:** NB-2024-22
**Recipient:** The Nashwaak Watershed Association Inc.
**Title:** Volunteer Redd Survey of the Nashwaak River and Tributaries
**Approved amount:** $5,000 for 2024
**Funding provided to date:** $5,000

## Newfoundland & Labrador

**Project Number:** NL-2022-11
**Recipient:** Stewardship Association of Municipalities Inc.
**Title:** Municipal leadership in conservation of Atlantic salmon riparian habitat

Freshwater-Alexander Bays Ecosystem Corporation - NL

**Approved amount:** $25,000 for 2024 (3 of 3 year project; total: $75,000)
**Funding provided to date:** $75,000

**Project Number:** NL-2023-08
**Recipient:** Memorial University of Newfoundland
**Title:** Stream assessments for monitoring, watershed planning, and groundwork for future freshwater productivity improvement
**Approved amount:** $49,737 for 2024 (2 of 3 year project; total: $133,012)
**Funding provided to date:** $83,275

**Project Number:** NL-2023-09
**Recipient:** Memorial University of Newfoundland
**Title:** Watershed assessing and planning in Charles Brook
**Approved amount:** $7,590 for 2024 (2 of 2 year project; total: $25,679)
**Funding provided to date:** $25,679

**Project Number:** NL-2023-10
**Recipient:** NunatuKavut Community Council Inc
**Title:** Atlantic salmon conservation plan for Port Marnum Brook watershed
**Approved amount:** $20,475 for 2024 (2 of 2 year project; total: $65,810)
**Funding provided to date:** $45,335; 2024 Project Grant cancelled (re-allocated $20,475 for future NL projects)

**Project Number:** NL-2024-01
**Recipient:** Corduroy Brook Enhancement Association Inc.
**Title:** Community engagement for aquatic conservation project
**Approved amount:** $5,366
**Funding provided to date:** $2,683

**Project Number:** NL-2024-02
**Recipient:** Environment Resources Management Association
**Title:** Fish Friends Revival Continued & Wild Atlantic Salmon Partnership (CNL-WASP) via Fish Friends and Student Fly-Tying
**Approved amount:** $20,000
**Funding provided to date:** $20,000

**Project Number:** NL-2024-03
**Recipient:** Freshwater-Alexander Bays Ecosystem Corporation
**Title:** Atlantic Salmon Smolt Assessment – Terra Nova River
**Approved amount:** $32,250
**Funding provided to date:** $32,250

**Project Number:** NL-2024-04
**Recipient:** Indian Bay Ecosystem Corporation
**Title:** Indian Bay River Trail Restoration
**Approved amount:** $43,471
**Funding provided to date:** $43,471

# GRANTS & STATUS

2024 Project Grants

**Project Number:** NL-2024-05
**Recipient:** Intervale Associates Inc.
**Title:** Education and Public Engagement in Salmon Conservation and Habitat Restoration
**Approved amount:** $35,625
**Funding provided to date:** $35,625

**Project Number:** NL-2024-06
**Recipient:** Labrador Hunting and Fishing Association
**Title:** Kenemu River Garbage Island Cleanup
**Approved amount:** $11,500
**Funding provided to date:** $11,500

**Project Number:** NL-2024-07
**Recipient:** Memorial University of Newfoundland (Fleming)
**Title:** Addressing constraints on anadromous salmon productivity in the Rocky River: ouananiche and habitat use.
**Approved amount:** $20,000 for 2024 (1 of 2 year project; total: $36,446)
**Funding provided to date:** $20,000

**Project Number:** NL-2024-08
**Recipient:** NunatuKavut Community Council
**Title:** Real-time water quality monitoring and characterization of thermal regime for Atlantic salmon (Salmo salar) bearing watersheds in NunatuKavut Labrador
**Approved amount:** $30,000
**Funding provided to date:** $0; 2024 Project Grant cancelled (reallocated $23,471 to another 2024 NL project and $6,527 for future NL projects)

**Project Number:** NL-2024-09
**Recipient:** Salmon Association of Eastern Newfoundland
**Title:** Development of Salmon and Salmon Habitat Conservation Plans within the Rocky River Watershed
**Approved amount:** $30,000
**Funding provided to date:** $30,000

**Project Number:** NL-2024-10
**Recipient:** Salmon Association of Eastern Newfoundland
**Title:** Assessment of the Salmon Cove River Watershed
**Approved amount:** $11,000
**Funding provided to date:** $11,000

**Project Number:** NL-2024-11
**Recipient:** Salmon Preservation Association for Waters of Newfoundland
**Title:** Corner Brook Fishway Revitalization
**Approved amount:** $17,500
**Funding provided to date:** $17,500

**Project Number:** NL-2024-12
**Recipient:** St. Anthony Basin Resources Inc.
**Title:** Salmonid counting fence on Parker's River Newfoundland and Labrador
**Approved amount:** $30,000
**Funding provided to date:** $30,000

## Nova Scotia

**Project Number:** NS-2024-01
**Recipient:** Antigonish Rivers Association
**Title:** Antigonish Rivers Aquatic Restoration & Monitoring
**Approved amount:** $30,000
**Funding provided to date:** $30,000

**Project Number:** NS-2024-02
**Recipient:** Cheticamp River Salmon Association
**Title:** Targeted Cheticamp River restoration work & restoration plan development for Fiset Brook
**Approved amount:** $14,000
**Funding provided to date:** $14,000

**Project Number:** NS-2024-03
**Recipient:** Dalhousie University - Agricultural Campus (Dawson)
**Title:** Mapping riparian morphology changes for critical habitat conservation and watershed management planning
**Approved amount:** $15,085 (1 of 2 year project; total: $30,085)
**Funding provided to date:** $15,085

The Nova Scotia Salmon Association - NS

# GRANTS & STATUS

2024 Project Grants

**Project Number:** NS-2024-04
**Recipient:** Inverness South Anglers Association
**Title:** Mull River Restoration Project (Year 3)
**Approved amount:** $32,003
**Funding provided to date:** $32,003

**Project Number:** NS-2024-05
**Recipient:** Margaree Salmon Association
**Title:** Margaree River Watershed Restoration and Monitoring 2024
**Approved amount:** $25,000
**Funding provided to date:** $25,000

**Project Number:** NS-2024-06
**Recipient:** North Colchester Rivers Restoration Association
**Title:** Wallace River Management Plan
**Approved amount:** $20,000
**Funding provided to date:** $20,000

**Project Number:** NS-2024-07
**Recipient:** The Nova Scotia Salmon Association
**Title:** The West River Acid Mitigation Project
**Approved amount:** $22,450
**Funding provided to date:** $22,450

Central Queens Branch of the PEI Wildlife Federation - PEI

## Prince Edward Island

**Project Number:** PEI-2024-01
**Recipient:** Bedeque Bay Environmental Management Association
**Title:** Salmon Spawning Habitat Enhancement - Southwest Brook
**Approved amount:** $17,451
**Funding provided to date:** $13,088

**Project Number:** PEI-2024-02
**Recipient:** Central Queens Branch of the PEI Wildlife Federation
**Title:** Spawning Habitat Improvement in Brookvale, PEI
**Approved amount:** $24,546
**Funding provided to date:** $24,546

**Project Number:** PEI-2024-03
**Recipient:** Hillsborough River Association Inc.
**Title:** Atlantic Salmon Habitat Restoration & Enhancement Phase 6 + Post-tropical Storm Fiona Recovery
**Approved amount:** $18,000
**Funding provided to date:** $18,000

**Project Number:** PEI-2024-04
**Recipient:** Morell River Management Cooperative
**Title:** Atlantic Salmon Habitat Restoration in the Watersheds of St. Peter's Bay, PEI
**Approved amount:** $40,152
**Funding provided to date:** $40,152

**Project Number:** PEI-2024-05
**Recipient:** Roseville Miminegash Watersheds Inc.
**Title:** Miminegash River's Atlantic Salmon Conservation Project
**Approved amount:** $13,672
**Funding provided to date:** $13,672

**Project Number:** PEI-2024-06
**Recipient:** Souris and Area Branch of the PEI Wildlife Federation
**Title:** Atlantic Salmon Population and Habitat Baseline Watershed Surveys for North Lake Creek and Cross River, Phase 2
**Approved amount:** $15,000
**Funding provided to date:** $15,000

**Project Number:** PEI-2024-07
**Recipient:** Trout Unlimited Canada Prince County Chapter Inc.
**Title:** Hurricane Fiona Mitigation
**Approved amount:** $8,000
**Funding provided to date:** $8,000

# GRANTS & STATUS

2024 Project Grants

## Québec

**Project Number:** QC-2024-01
**Recipient:** Association de chasse et pêche de Forestville
**Title:** Atlantic salmon conservation and sport fishing enhancement plan for the Laval River
**Approved amount:** $ 29,905
**Funding provided to date:** $22,429

**Project Number:** QC-2024-02
**Recipient:** Corporation du bassin de la Jacques Cartier
**Title:** Development of educational tools on the Atlantic salmon trophic chain
**Approved amount:** $38,285
**Funding provided to date:** $0; 2024 Project Grant cancelled (reallocated $20,000 to another QC project in 2024 and $18,285 for future QC projects)

**Project Number:** QC-2024-03
**Recipient:** Fédération québécoise pour le saumon atlantique
**Title:** Atlantic salmon knowledge forum
**Approved amount:** $50,000
**Funding provided to date:** $50,000

**Project Number:** QC-2024-04
**Recipient:** Fédération québécoise pour le saumon atlantique
**Title:** Minimizing the impact of culverts on Atlantic salmon habitat Phase 2
**Approved amount:** $13,977 for 2024 (1 of 2 year project, total: $27,954)
**Funding provided to date:** $6,988

Organisme des bassins versants de la Haute-Côte-Nord - QC

**Project Number:** QC-2024-05
**Recipient:** Fédération québécoise pour le saumon atlantique
**Title:** Literature review on the cohabitation of recreational activities on salmon rivers and the carrying capacity of the environment
**Approved amount:** $11,760
**Funding provided to date:** $8,820

**Project Number:** QC-2024-06
**Recipient:** Fédération québécoise pour le saumon atlantique
**Title:** National strategy for the deployment of counting gates on Québec salmon rivers
**Approved amount:** $50,000
**Funding provided to date:** $50,000

**Project Number:** QC-2024-07
**Recipient:** Fédération québécoise pour le saumon atlantique
**Title:** Development of methods for monitoring and analyzing salmon river thermics
**Approved amount:** $18,690 for 2024 (1 of 2 year project; total: $37,380)
**Funding provided to date:** $9,345

**Project Number:** QC-2024-08
**Recipient:** Gespe'gewa'gi Insitute of Natural Understanding
**Title:** Monitoring of smolt outmigration by capture-marking-recapture to assess striped bass predation on salmonicultural productivity in the Matapedia River
**Approved amount:** $24,505 for 2024 (1 of 3 year project; total: $ 73,515)
**Funding provided to date:** $24,505

**Project Number:** QC-2024-09
**Recipient:** La Société canadienne pour la conservation de la nature
**Title:** Implementation of the management framework for the Malbaie River nature reserve in Gaspésie for the conservation of Atlantic salmon
**Approved amount:** $45,117
**Funding provided to date:** $33,838

**Project Number:** QC-2024-10
**Recipient:** Organisme des bassins versants de la Haute-Côte-Nord
**Title:** Assessment of Atlantic salmon recruitment prior to the restoration of river processes
**Approved amount:** $37,997
**Funding provided to date:** $37,997

**Project Number:** QC-2024-11
**Recipient:** Société Sipuminu Inc.
**Title:** Regues thermiques and citizen science
**Approved amount:** $21,255
**Funding provided to date:** $10,627

# GRANTS & STATUS

## 2024 Project Grants

**Project Number:** QC-2024-12
**Recipient:** Société saumon de la rivière Romaine
**Title:** Public information and awareness activities
**Approved amount:** $24,000
**Funding provided to date:** $24,000

**Project Number:** QC-2024-13
**Recipient:** Institut National de la Recherche Scientifique
**Title:** Temporary increase in York River flow due to dewatering at Mines Gaspé
**Approved amount:** $20,000
**Funding provided to date:** $15,000

## FCAS GRANTS' STATUS 2008 – 2023

**Number of grants approved:** 818
**Completed:** 776
**In progress:** 7
**Cancelled:** 35
**FCAS grant amount:** $13.98 million
**Total project value:** $72.2 million


Société saumon de la rivière Romaine (photo: Yves Richard) - QC

# SUMMARY OF PROJECT AUDITS

Summary of 2024 Project Audits and Evaluations

In 2024, 20 FCAS funded projects were conducted. The audit process follows a structured method of assessing whether the project is being carried-out in accordance with the funding agreement entered between the Foundation and the recipient, including project photos and an examination of minutes of meetings and accounting records. Project audits are completed on ⅓ of the current year's funded projects.

Note: Project audits are not conducted on every project each year. This is due to limited staff resources being available or that the same recipient group had recently undergone a project audit.

In 2024 the following recipient groups were audited for performance:

## New Brunswick Projects

| | |
|---|---|
| NB-2024-02 | Bassins Versants de la Baie des Chaleurs |
| NB-2024-06 | Fort Folly Habitat Recovery |
| NB-2024-07 & 08 | Greater Kouchibouguac Watershed Association |
| NB-2024-16 | Petitcodiac Watershed Alliance Inc. |
| NB-2024-21 | The Nashwaak Watershed Association Inc. |

## Newfoundland & Labrador Projects

| | |
|---|---|
| NL-2024-01 | Corduroy Brook Enhancement Association |
| NL-2024-02 | Environment and Resources Management Association |
| NL-2024-05 | Intervale Associates Inc. |
| NL-2023-06 | Labrador Hunting and Fishing Association |

## Nova Scotia Projects

| | |
|---|---|
| NS-2024-01 | Antigonish Rivers Association |
| NS-2024-06 | North Shore Rivers Restoration Association |
| NS-2024-07 | Nova Scotia Salmon Association |

## Prince Edward Island Projects

| | |
|---|---|
| PEI-2024-01 | Bedeque Bay Environmental Management Association |
| PEI-2024-05 | Roseville/Miminegash Watersheds Inc. |
| PEI-2024-07 | Trout Unlimited Canada Prince County Chapter |

## Québec Projects

| | |
|---|---|
| QC-2024-08 | Gespe'gewa'gi Institute of Natural Understanding |
| QC-2024-09 | La Société Canadienne pour la conservation de la nature |
| QC-2024-11 | Société Sipuminu Inc. |

## Scientific Projects

| | |
|---|---|
| SAC-2023-02 | Memorial University of Newfoundland (Fleming) |

Chéticamp River Salmon Association - NS

MacMillan Lawrence & Lawrence
*Chartered Professional Accountants*

## Report of the Independent Auditor on the Summary Financial Statements

**To the Directors of The Foundation for Conservation of Atlantic Salmon**

*Opinion*
The summary financial statements, which comprise the summary statement of financial position as at December 31, 2024 and the summary statements of operations and changes in net assets for the year then ended, are derived from the audited financial statements of The Foundation for Conservation of Atlantic Salmon (FCAS) for the year ended December 31, 2024.

In our opinion, the accompanying summary financial statements are a fair summary of the audited financial statements, in accordance with Canadian accounting standards for not-for-profit organizations.

*Summary Financial Statements*
The summary financial statements do not contain all the disclosures required by Canadian accounting standards for not-for-profit organizations. Reading the summary financial statements and the auditor's report thereon, therefore, is not a substitute for reading the audited financial statements and the auditor's report thereon.

*The Audited Financial Statements and Our Report Thereon*
We expressed an unmodified audit opinion on the audited financial statements in our report dated March 20, 2025.

*Management's Responsibility for the Summary Financial Statements*
Management is responsible for the preparation of the summary financial statements in accordance with Canadian accounting standards for not-for-profit organizations.

*Auditor's Responsibility*
Our responsibility is to express an opinion on whether the summary financial statements are a fair summary of the audited financial statements based on our procedures, which were conducted in accordance with Canadian Auditing Standard (CAS) 810, *Engagements to Report on Summary Financial Statements.*

Fredericton, NB
March 20, 2025

MacMillan Lawrence & Lawrence

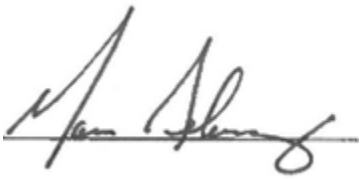
Chartered Accountants

# REPORTS & STATEMENTS

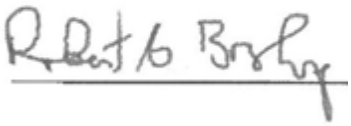
## Summary Statement of Financial Position

| | December 31, 2024 | December 31, 2023 |
|---|---|---|
| **Assets** | | |
| Current | | |
| Cash and cash equivalents | $ 106,865 | $ - |
| Receivables | 42,568 | 40,853 |
| Prepaids | 6,201 | 2,000 |
| | 155,634 | 42,853 |
| Investments | 47,134,650 | 44,641,092 |
| | $ 47,290,284 | $ 44,683,945 |
| **Liabilities** | | |
| Current | | |
| Bank indebtedness | $ - | $ 43,708 |
| Payables and accruals | 631,534 | 609,251 |
| | 631,534 | 652,959 |
| **Net Assets** | | |
| Reserve Fund – Internally Restricted | 395,071 | 357,339 |
| Endowment Fund – Externally Restricted | 46,263,679 | 43,673,647 |
| | 46,658,750 | 44,030,986 |
| | $ 47,290,284 | $ 44,683,945 |

Approved on behalf of the Board:



Director



Director

# REPORTS & STATEMENTS

## Statement of Operations and Change in Net Assets

| Year ended December 31, | 2024 | 2023 |
|---|---|---|
| **Revenue** | $ 5,174,082 | $ 4,411,111 |
| **Expenses** | | |
| Administration | 668,336 | 639,933 |
| Grants | 1,628,549 | 1,674,248 |
| Investment management fees | 249,433 | 241,285 |
| | 2,546,318 | 2,555,466 |
| Excess of revenue over expenses | $ 2,627,764 | $ 1,855,645 |
| Net assets, beginning of year | $ 44,030,986 | $ 42,175,341 |
| Excess of revenue over expenses | 2,627,764 | 1,855,645 |
| Net assets, end of year | $ 46,658,750 | $ 44,030,986 |

**Notes:**

**Remuneration**
For the 2024 Fiscal Year total remuneration paid to one Foundation employee whose remuneration exceeds $100,000 per year was $121,732 (salary + benefits).

**Administrative overhead expenditures:**
As a charitable and non-for-profit organization, the administrative overhead cost of the Foundation being those expenditures not directly related to carrying out the Foundation's purpose, includes the following:

- Office space, insurance, security and utilities
- Office supplies and equipment
- Administrative related salary and compensation
- Administrative related meeting and travel
- Consulting, Legal and Accounting and Audit fees
- Translation
- Website

In 2024, the total Administrative overhead expense for the Foundation was approximately 13.5% (14% in 2023) of the total expenses.

# FCAS VOLUNTEERS & PERSONNEL

Officers, Directors & Board Committees

## Officers

Hon. Rémi Bujold, P.C., C.M.,
*Chairman & President*,
Québec, QC

Robert Bishop, C.A.,
*Vice-Chairman & Vice-President*,
St. John's, NL

Kastine Coleman
*Secretary*,
Corner Brook, NL

Mark Delaney, C.A.,
*Treasurer*,
Moncton, NB

## Directors

Réné Aucoin
Chéticamp, NS

Fred Cheverie
Souris, PEI

Jacqueline Girouard
Ste-Marie-
de-Kent, NB

Jim Jones
Moncton, NB

Raymond Lacroix
Rimouski, QC

James Lawley
Halifax, NS

David Peter Paul
Pabineau First
Nation, NB

## Board Committees

**Investment:**
Robert Bishop (Chair)
James Burton
Marie-Hélène Lacroix
Raymond Lacroix
John LeBoutillier

**Audit & Finance:**
Robert Bishop
Mark Delaney (Chair)
Raymond Lacroix
James Lawley
C. McLean

**Policy & Program:**
Réné Aucoin
Fred Cheverie
Kastine Coleman
Jacqueline Girouard
Jim Jones (Chair)
B. Ledgerwood
A. McNeill
Ken Paul
Lyne Sexton

**Governance & Executive Support:**
Jacqueline Girouard
Raymond Lacroix
Jim Jones (Chair)
David Peter-Paul
John LeBoutillier

## Staff

Charline McCoy
*Executive Director*

Stephen Chase
*VP of Government Affairs*

Gert Lawlor
*Conservation*
*Program Coordinator*

Kristen Milbury
*Conservation*
*Program Coordinator*

# FCAS VOLUNTEERS

Advisory Committees

## New Brunswick Advisory Committee

Leroy Anderson, Kathryn Collet (Chair), Richard Debow, Dr. Michelle Gray, Sara Richard, David Dunn, Todd Kennedy, Dr. Charles Sacobie.

## Newfoundland & Labrador Advisory Committee

Blair Adams, Brian Dempson, Travis Van Leeuwen, Jim McCarthy, Carl McLean, Victoria Neville, Fred Parsons (Chair), Graham Roome.

## Nova Scotia Advisory Committee

Keith Christmas, Jason LeBlanc, Jennifer MacDonald, David MacNeil, Darryl Murrant, Shane F. O'Neil, Michael Pollard (Chair), Pat Wall.

## Prince Edward Island Advisory Committee

Rob Burnett, Todd Dupuis, Mary Finch (Chair), Brad Ledgerwood, Shawn MacDougall, Ottis McInnis, Hannah Murnaghan, Ruby Sharp.

## Québec Advisory Committee

Thomas Buffin-Bélanger, Éric Canapé, Caroline Côté, Véronique Gilain (Chair), Charlène Lavallée, Jean-Pierre le Bel, Frédéric Lévesque, Sylvie Tremblay.

## Scientific Advisory Committee

Dr. Julien April, Dr. Ian Bradbury, François Caron, Dr. Rick Cunjak, Brian Dempson, Dr. Shelley Denny, Dr. Carole-Anne Gillis, David Reddin (Chair).

Fort Folly Habitat Recovery - NB

# 2024 VOLUNTEER PROFILES

Meet a few of our stellar volunteers, who are crucial to realizing FCAS's work for Atlantic Salmon conservation.

Keith Christmas

## Meet Keith Christmas, a member of the Nova Scotia Advisory Committee.

Born in Sydney, Nova Scotia, Christmas spent much of his childhood in Liverpool before moving back to Sydney in his teen years. As with many young people in the area, Christmas fished in between playing sports and other activities.

"Fishing was a big thing for us all at the time," said Christmas. "Whether it be off the government wharf in Liverpool and fishing for mackerel or trout in streams, I was very active in fishing."

In the early 90s, Christmas joined the Aboriginal Fishery Guardian Program, which was established to help Indigenous communities develop the technical capacity to manage their own food, social and ceremonial fisheries. As a Fishery Guardian, Christmas worked to monitor catch and fishing activities, collecting data related to the fishery, habitat and aquatic resources and helped enforce the rules for fishing as set out in communal licenses, among other duties.

"There was a need to monitor the fisheries at the local band level," said Christmas. "A lot of it was engaging with the community and our fishers, advising our fishers of some of the regulations, advising our fishers of possible conservation issues. Letting our community know where there are fish that are healthy and thriving where we could fish and areas where the levels may not be as healthy. We were engaging with our community all the time, every day."

Christmas says they would also collaborate with other Indigenous communities (and those communities' own Fishery Guardians) on projects to provide training and education. They would also collaborate with the Department of Fisheries and Oceans on projects such as stream restoration. Along the way as part of his training, Christmas earned a diploma from Cape Breton University in natural resources training. He has also since taken on a position with the Unama'ki Institute of Natural Resources (UINR) as a Unama'ki Guardian Liaison Coordinator. He currently manages the UINR Earth Keeper program, which is like the Fishery Guardian program but extended to terrestrial animals and ecology.

Christmas was first approached by the Foundation for Conservation of Atlantic Salmon due to his work with the Fishery Guardian program. When an opportunity arose to become part of the Nova Scotia Advisory Committee, Christmas jumped at it.

"It's extremely important," said Christmas. "A lot of these streams, they need work. They need help and the fish need help with some of the issues that are going on with these rivers and streams, whether it be man-made problems or natural problems that are occurring. We need to ensure that the fish species that we have today survive and thrive for the next seven generations. That's our vision on how we should sustain a species that we look at long term sustainability – we very commonly use the benchmark of seven generations to ensure that the work we're doing can enable these species of fish to thrive. And some of these projects do create some employment, which is good."

Christmas lives in Membertou, Nova Scotia with his wife Joan Denny.

## Meet Jim Jones, a Director of the Board.

Born in Grand Bank, Newfoundland, Jones grew up where fishing was a mainstay of the community. The cod fishery was still a key industry on the island at the time.

Jim Jones

"Generations of my family were commercial fishermen," said Jones. "And in the 1950s and 1960s, this included fishing for salmon and my father was also a salmon angler."

He still has clear memories of summer vacations always including stops in areas for salmon fishing. Squires Park in western Newfoundland was a key stop; as was fishing at Big Falls on the Humber river.

"I was fortunate that every year we travelled to different parts of Newfoundland," said Jones. "It was an education unto itself."

Jones is a graduate of Memorial University of Newfoundland and the University of Alberta where he earned a master's degree in economics – "I liked math and economics and I didn't like the other things," he said with a laugh, explaining why he chose that path. He worked a few positions with the Newfoundland provincial government before joining the Department of Fisheries and Oceans (DFO) as an economist in 1978.

From that point on, the rest of his career would always involve fisheries and, of course, salmon. This included several programs to reduce and eventually eliminate most commercial salmon fishing licenses across Eastern Canada. In 1979 he took on a DFO position in Ottawa in Atlantic fisheries. By 1983, DFO saw the need for a

# 2024 VOLUNTEER PROFILES

Meet a few of our stellar volunteers, who are crucial to realizing FCAS's work for Atlantic Salmon conservation.

new hub in the Atlantic provinces and opened the Gulf regional headquarters in Moncton. Jones was named Director of Policy and Economics for the new office.

In the ensuing years, Jones would be named Regional Director of Fisheries and Habitat Management and in 1998 as Regional Director General (RDG). As RDG he was responsible for science, policy and resource management programs in the region and served as part of the Departmental Management Committee. He was also the head of the Canadian Delegation and Chair of Finance to the International Commission for the Conservation of Atlantic Tunas between 1997 and 2009. He retired from DFO in 2009.

Jones says that one of his proudest accomplishments in his career was helping with the establishment of the Foundation for Conservation of Atlantic Salmon (FCAS).

"In 2005/06, DFO's Wild Atlantic Salmon policy included a recommendation for a funding organization," said Jones. "There needed to be some way of providing stable funding to the volunteer organizations. That became the Foundation."

Jones sees the true value of the FCAS not necessarily in the individual projects that are funded, but in how it helps to support the volunteer groups that work on the rivers.

"They are dedicated salmon fishermen and they donate their time and effort," said Jones. "And none of them are getting any younger. The types of projects have changed over time – now looking at climate change, cold water refuges, clearing out culverts (some of which are 50 years old) – but that is the backbone of sustaining salmon spawning habitat in all these rivers. Sustaining local river-based organizations is critical. The work they'll do will vary over time, but if government cannot support the volunteers, they'll go away."

Since his retirement from DFO, Jones has kept busy with consulting and volunteer work and served as the President of the United Way of Greater Moncton and Southeastern New Brunswick.

He lives in Moncton with his wife Betty.

## Meet Jean-Pierre le Bel, a member of the Québec Advisory Committee.

Le Bel was born in Rimouski, in the Bas-Saint-Laurent region, and has spent most of his life in the area. He even studied biology at the University of Québec's Rimouski campus to earn a bachelor's degree in 1974. During his childhood, he also spent significant time fishing smelt at the mouth of the river.

"It was there that I had my first contact with Atlantic salmon," said le Bel. "While fishing during a very high tide, a magnificent large female salmon made a round trip in front of our lines. The water was pale green, and I can still see it clearly in my head over 60 years later."

Jean-Pierre le Bel

Le Bel initially pursued a passion for ornithology – the study of birds – and took a position in the summer of 1974 doing an inventory of birds found in Forillon National Park. That led to a position with Wildlife Québec which saw him carrying out inventories of white-tailed deer and moose. In 1976 he took on another position with Wildlife Québec which saw him working on aquatic wildlife and birds in Gaspésie and the Madeline Islands.

"In 1980, salmon management was regionalized and I became coordinator of the management of salmon stocks in the Bas-Saint-Laurent and Gaspésie rivers in collaboration with biologists from five local offices," said le Bel. "Those two rivers produced 60% of the fishing days in Québec in those days."

Le Bel worked with Wildlife Québec on conducting river assessments which then informed management decisions. In the 1990s, he also served as coordinator of a joint federal/provincial economic development program which saw the investment of $24 million into rivers in the Bas-Saint-Laurent and Gaspésie areas.

He retired in 2010 and soon after received an invitation to join the Foundation for Conservation of Atlantic Salmon as a member of the Québec Advisory Committee. His extensive knowledge of the rivers of Québec made him an ideal candidate.

"Investments in salmon development projects are important to me," said le Bel. "The Foundation is a relevant tool to do this."

During his time serving on the Committee, he has helped to facilitate the funding of a wide variety of projects on Québec rivers. He has been particularly happy, however, to see projects that open new salmon spawning areas in Rimouski, La Mitis and the Madeleine rivers.

"The salmon runs can be carried out by means of a migratory pass or transport by truck," said le Bel. "After a few years, these prove to be a good investment that benefit salmon stocks."

Le Bel lives in Rimouski to this day.

# FCAS STRUCTURAL MODEL

FCAS Structural Fact Sheet

## Background

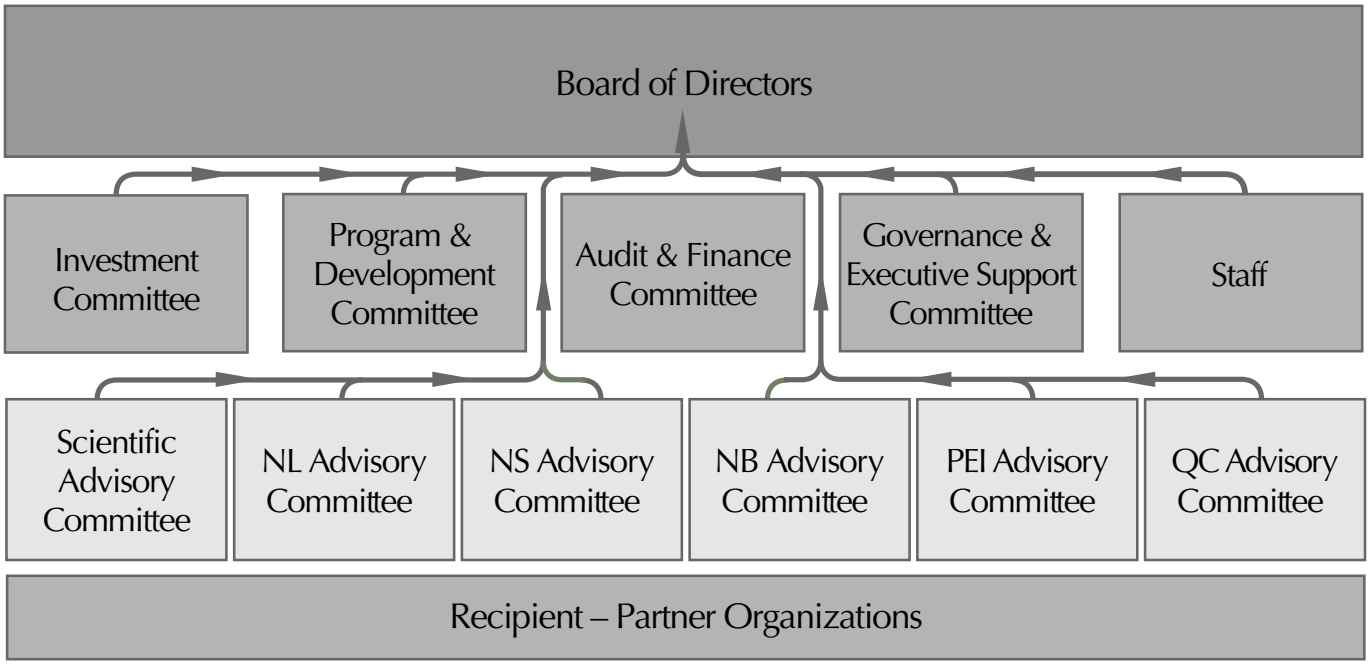
The structure of the FCAS is guided by the requirements of the Treasury Board approved Funding Agreement as well as by basic good governance of a non-profit organization. The Funding Agreement requires the FCAS to be duly incorporated as a non-profit organization to receive and act upon its custodianship of the Atlantic Salmon Endowment trust fund. In addition, the Funding Agreement specifies the creation and composition of an "Investment Committee" and the "Technical Advisory Committees".

## Board and Committees

The FCAS Board is comprised of 11 Directors elected from Members of the Foundation. The Board has a balanced and inclusive representation of all 5 provinces and Indigenous groups. It meets 4 times annually.

In the Fall of 2024, two of the Board standing committees were revised.

- The Program and Development Committee is replacing the Policy and Program Committee. This revised committee has assumed responsibility of a wide range of issues. It will continue its oversight of Advisory committees and program matters with the addition of Strategic Plan Implementation and subsume the development role into its mandate.
- The Governance and Executive Support Committee is replacing the Nominations Committee. This revised committee will continue its responsibility for annual nominations to the Foundation but also act as executive support for administrative policies, by-laws, code of conduct, conflict of interest, etc.




## Investment Committee

The FCAS trust fund is actively managed by an expert investment committee which is supported by an investment management firm that monitors the individual performance of the investment firms (currently 4) and advises on investment policy and strategy.

# FCAS STRUCTURAL MODEL

FCAS Structural Fact Sheet

The Investment Committee recommends the annual project grant pool based on trust fund performance. *"The Investment Committee shall oversee all matters related to the investment and the management of the Fund. Members of the Investment Committee shall be financially literate and have broad knowledge of or experience in investment matters."*

## Technical Advisory Committees

Technical advisory committees are mandated by the Funding Agreement. There are 6 advisory committees, one for each province, and a Scientific Advisory Committee, supporting the Board in its funds granting and management decisions. The composition of these committee is also specified, with each committee comprised of respected, outstanding experts. *"The Foundation will establish a Technical Advisory Committee structure, made up of expert volunteer representatives of federal and provincial governments, Indigenous groups, universities and other stakeholders, appointed by the Board, to review and evaluate proposals for funding, make recommendations for funding to the Board, and monitor performance of the Ultimate Projects selected for funding".*

## Recipient-Partners

The Foundation actively treats its recipient groups as true partners to delivering on the Foundation's mandate. While all funded projects are performance managed, staff work with recipients to help them be successful. There are numerous recipient-partners in each province covering the fair geographic representation specified in the Funding Agreement. As partners, these groups comprise an excellent network and basis of provincial planning and priority setting working in concert with the provincial advisory committee. As of 2024 there are over 200 recipient-partner organizations spread across 5 provinces.

Antigonish Rivers Association (photo: Hilary Hendsbee) - NS

# CONSERVATION PARTNERS

The 2024 List of Our Conservation Partners

Abegweit Conservation Society
Agence Mamu Innu Kaikusseth
Agricultural Alliance of New Brunswick
Anqotum Resource Management
Antigonish Rivers Association
Association de chasse et pêche de Forestville
Association de protection de la rivière Moisie
Association de protection de la rivière aux Rochers
Association de la rivière Petit-Saguenay
Association de gestion halieutique autochtone Mi'kmaq et Malécite
Atlantic Canada Fish Farmers Association
Atlantic Coastal Action Program Cape Breton
Atlantic Coastal Action Program Humber Arm Environmental Association Inc.
Atlantic Coastal Action Program Saint John
Atlantic Salmon Federation
Atlantic Water Network
Bay St. George South Area Development Association & Local Service District
Bay St. George South Ride for Ages Inc.
Belleisle Community Centre
Belleisle Watershed Coalition
Blue Ridge Outfitters
Cabella's Outdoor Fund Corporation
Canada Games
Canada Summer Jobs
Canadian Heritage
Canadian Parks And Wilderness Society of Newfoundland and Labrador
Canadian Rivers Institute
Cape Breton Island Wildlife Association
Cape Breton University
Central Queens Branch of the PEI Wildlife Federation
Centre interuniversitaire de recherche sur le saumon atlantique
Chaleur Bay Watershed Group
Cheticamp River Salmon Association
Clean Foundation
Coastal Action
College of the North Atlantic
Community Forests International
Conseil de Gestion de l'eau Gaspésie Sud
Conseil de la Nation huronne-wendat
Conseil de l'Eau de la Gaspésie Sud
Cooke Aquaculture
Corduroy Brook Enhancement Association
Corner Brook Port Corporation
Cornwall and Area Watershed Group Inc.
Corporation de gestion de la rivière à saumon des Escoumins
Corporation de gestion des rivières Matapédia, Patapédia, Causapscal et réserve Dunière
Corporation de gestion de la rivière Saint-Jean Saguenay
Corporation de gestionnaire de territoires fauniques
Corporation du bassin de la Jacques-Cartier
Conservation Corps Newfoundland and Labrador
Contact Nature Rivière à Mars
Dalhousie University
Desjardins
Donagh Regional School
Eastern Shore Wildlife Association
École François-Buote
Eddy Out Depot
Eel River Bar First Nation
Employment and Social Development Canada
Énergie NB Power
Environment and Climate Change Canada
Environment and Natural Resources Canada
Environment and Resources Management Association
Fédération québécoise du saumon atlantique
Fisheries and Oceans Canada
Flat Bay Band Inc.
Fly Fishers International
Fondation de la Faune du Québec
Fondation ECHO
Fondation Hydro-Québec pour l'environnement
Fondation pour le saumon du grand Gaspé
Fondation Saumon
Fonds d'action Saint-Laurent
Fort Folly Habitat Recovery
Freshwater-Alexander Bays Ecosystem Corporation
Friends of Salmonier Nature Park
Fundy Trail Parkway
Gander Bay Indian Band Council
Gespe'gewa'gi Institute of Natural Understanding
Glencore
Government of Canada
Graham and Susan Smith Foundation
Greater Kouchibouguac Watershed Association
Hatheway Group
Hamond River Angling Association
Hillsborough River Association Inc.
Holland College
Hydro-Québec
Indian Bay Ecosystem Corporation
Institut national de recherche scientifique
Intervale Associates Incorporated
Inverness South Anglers Association
J Frank Gaudet Tree Nursery
Keep Fish Wet
Kennebecasis Watershed Restoration Committee
Labrador Hunting and Fishing Association
Liber Ero
Living Lakes Canada
Mabou River Inn
Maliseet Nation Conservation Council
Margaree Salmon Association
Maritime Aboriginal Peoples Council
McLean Foundation
Meduxnekeag River Association
Memorial University of Newfoundland and Labrador
Mi'kmaq Confederacy of Prince Edward Island
Ministère des Forêts, de la Faune et des Parcs du Québec
Miramichi River Environmental Assessment Committee
Miramichi Salmon Association
Mitacs Globalink
Morell River Management Cooperative
Mount Stewart Consolidated School
MRC de Portneuf
Municipalité de Saint-Louis
Municipality of Colchester
Municipality of Cumberland
Nashwaak Watershed Association Inc.
Nature Conservancy Canada
Nature Newfoundland & Labrador
Natural Sciences and Engineering Research Council of Canada
Nepisiguit Salmon Association
New Brunswick Community College
New Brunswick Department of Agriculture, Aquaculture and Fisheries
New Brunswick Department of Environment and Local Government
New Brunswick Department of Natural Resources and Energy Development
New Brunswick Department of Post-Secondary Education, Training and Labour
New Brunswick Salmon Council
New Brunswick Wildlife Trust Fund
Newfoundland & Labrador Department of Consumer and Financial Services Division
Newfoundland & Labrador Department of Advanced Education and Skills
Newfoundland & Labrador Department of Education, Training, and Skills Development
Newfoundland & Labrador Department of Fisheries, Forestry, and Agriculture
Newfoundland & Labrador Department of Immigration, Population Growth and Skills
Newfoundland & Labrador Outfitters Association
Newfoundland Health Services
Newfoundland Outfitters Association
Newfoundland Power
NL Schools (NL English School District)
North Shore MicMac District Council
North Shore Rivers Restoration Association
Northeast Avalon Atlantic Coastal Action Program
Nova Scotia Community College
Nova Scotia Department of Fisheries and Aquaculture
Nova Scotia Department of Labour, Skills and Immigration – START Program

# CONSERVATION PARTNERS

The 2024 List of Our Conservation Partners

Nova Scotia Department of Natural Resources and Renewables - Strathlorne Forest Nursery
Nova Scotia Federation of Municipalities (NSFM) - Sustainable Communities Challenge Fund
Nova Scotia Habitat Conservation Fund
Nova Scotia Salmon Association
Nova Scotia Salmon Association Adopt-A-Stream
NunatuKavut Community Council
Organisme de bassin versant du Saguenay
Organisme de bassins versants de la Haute-Côte Nord
Oromocto First Nation
Oromocto River Watershed Association
Pabineau First Nation
Parks Canada
Pisquid River Enhancement Project
Pourvoirie Moisie Nipissis Inc.
Perennia Research Inc.
Petitcodiac Watershed Alliance Inc.
Port Hawkesbury Paper
Prince Edward Island Department of Environment, Energy and Climate Action
Prince Edward Island Department of Transportation, Infrastructure & Energy
Prince Edward Island Department of Forests, Fish and Wildlife
Prince Edward Island Department of Fisheries and Communities
Prince Edward Island Employment Development Agency
Prince Edward Island Jobs for Youth Program
Prince Edward Island Post Secondary Program
Prince Edward Island Watershed Alliance
Prince Edward Island Watershed Management Fund
Prince Edward Island Wildlife Conservation Fund
Programme de développement de la pêche sportive
Province of New Brunswick
Qalipu Mikmaq First Nation
Québec-Labrador Foundation
R A Currie Biological Consultant
Rattling Brook Salmon Restoration Committee
Regional Service Commission 8
Restigouche River Watershed Management Council
Richibucto River Association
Roseville/Miminegash Watersheds Inc.
Royal Bank of Canada (RBC)
Sackville Rivers Association
Sage Environmental Fund
Salmon Association of Eastern Newfoundland
Salmonid Preservation Association for the Waters of Newfoundland
Service Canada
Shediac Bay Watershed Association
Société canadienne pour la conservation de la nature
Société de gestion des rivières de Gaspé
Société de Restauration et de Gestion de la Nouvelle
Société de gestion de la rivière Matane
Société saumon de la rivière Romaine
Société Hydro Donancona
Société Sipuminu Inc.
Souris and Area Branch of the PEI Wildlife Federation
Sterling Hydrology Research Group
Stewardship Association of Municipalities
St. Anthony Basin Resources Inc.
St. Ignace Golf Club
St. Mary's First Nation
St. Mary's River Association
Sussex Fish and Game Association
Tabusintac Watershed Association
The Codroy Valley Area Development Association
The Confederacy of Mainland Mi'kmaq – Mikmaw Conservation Group
Three Rivers Mi'kmaq Band
Tobique First Nation
Tobique Watershed Association
Tourism HR Canada - Propel Student Work Placement Program
Town of Antigonish
Town of Grand Falls-Windsor
Town of Main Brook
Trout Unlimited Canada Prince County Chapter
Tuckamore Lodge
Unama'ki Institute of Natural Resources
United States Geological Survey
Université Laval
Université du Québec à Rimouski
Université du Québec à Chicoutimi
University of Hull
University of New Brunswick Fredericton
University of New Brunswick Saint John
University of Prince Edward Island
Venture for Canada
Ville de Cap-Santé
Vision H2O
Wild Salmon Unlimited
Willowbrook Watershed Services
Wolastoqey Nation in New Brunswick
Woodmillers Inc.
Wood PLC
World Wildlife Fund
WSP
Zec Saumon

Belleisle Watershed Coalition - NB