



2025 
ANNUAL REPORT

The Foundation for Conservation of Atlantic Salmon

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Annual Report 2025

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MESSAGE FROM THE PRESIDENT

Raymond Lacroix, President and Chairman of the Board of Directors

As I reflect on 2025, I am struck by both the urgency of the challenges facing wild Atlantic salmon and the strength, resilience and dedication of the community working to secure their future. It is an honour and a privilege to serve as President of the Foundation for Conservation of Atlantic Salmon (FCAS) at this pivotal and critical moment for salmon conservation in Atlantic Canada and Quebec.

The year 2025 was also marked with an important transition for the Foundation. After two decades of extraordinary leadership, the Honourable Rémi Bujold, C.P., C.M., stepped down as Chairman and President, leaving a legacy defined by integrity, rigour, vision and inclusive collaboration. On behalf of the Board, I extend our deepest gratitude to Rémi. The creation of an award bearing his name—the Hon. Rémi Bujold Legacy Award—pays a well-deserved tribute to his contributions, his dedication and his lasting influence since 2007.

The Foundation is entering its nineteenth year as a non-political, 100% Canadian charitable organization. Our model—rooted in prudent management of the Endowment Fund, stewardship, volunteer expertise and inclusive partnerships—continues to deliver results. In 2025, our Endowment Fund enabled \$1.75 million in new funding for salmon-based conservation and applied scientific research across all four Atlantic provinces and Quebec; reinforcing the Foundation as a permanent source of stable and reliable support.

Equally important is how this work is delivered. Our transparent, results-based granting process is guided by advisory committees of volunteer experts that reflect regional realities and diverse perspectives, including Indigenous knowledge and leadership. Thousands of volunteers, partners, researchers and community organizations translate this support into healthier rivers, restored habitat, improved access for salmon and a more informed public.

The Foundation also strengthened its role as a convener and partner, participating in the development of Canada's National Strategy to Ensure the Future of Atlantic Salmon. This work underscores the importance of alignment, collaboration and watershed-based action, and positions the Foundation to translate national priorities into meaningful, on-the-ground results.

Given the challenges facing salmon, we believe that funding requests will continue to exceed the available resources of our Endowment Fund. The Board remains focused on governance renewal, expanded partnerships, enhanced communication and increased investment in applied scientific research; all essential to positioning the Foundation for transformational impact in the years ahead.

I thank our directors, members, advisory committees volunteers, staff, recipient-partners, governments, Indigenous communities and supporters for their dedication and trust. I would also like to



Raymond Lacroix
President & Chairman
of the Board of Directors

thank the Department of Fisheries and Oceans, our partner since 2007, for their unwavering support and continued trust

Together, we are proving that with a shared goal, collaboration, good governance and long-term investments, we can continue to make a tangible difference for salmon. The challenges are real, but so is our collective resolve. The Foundation remains committed to fulfilling its role and taking the necessary steps to ensure a future in which salmon will continue to thrive.

A handwritten signature in dark ink, appearing to read 'Raymond Lacroix'.

Raymond Lacroix
President & Chairman of the Board of Directors

EXECUTIVE DIRECTOR'S REPORT

Continuing to make a real difference for wild Atlantic Salmon and their habitats.

As I begin my fifth year with the Foundation for Conservation of Atlantic Salmon, I am continually inspired by what a permanent, well-governed, partnership-driven conservation model can achieve. For 18 years, the Foundation has been a steadfast supporter of conservation actions that make a real difference for wild Atlantic salmon and their habitats across Atlantic Canada and Quebec.

The challenges salmon face are urgent and interconnected: habitat loss, climate change, shifting marine conditions and cumulative pressures across watersheds. The Foundation was created precisely to meet these challenges—providing stable, science-informed funding, guided by local and Indigenous knowledge, and delivered through trusted partnerships on the ground.

In 2025, we approved a new \$1.75 million dollars in support of 76 projects spanning conservation and applied science. Even amid global financial volatility, the Atlantic Salmon Endowment Fund remains strong, well above its protected invested base value, ensuring we can continue funding projects annually and in perpetuity.

Our greatest strength is our volunteers—around 65 individuals serving throughout our organizational structure from members to our advisory committees. Through transparent, regionally responsive governance, the Foundation aligns funding with real conservation priorities, bringing together governments, Indigenous organizations, researchers and community groups in effective collaboration.

2025 was also a year of transition. We said farewell to Hon. Rémi Bujold, who retired after two decades of leadership which shaped the Foundation and welcomed Raymond Lacroix as our new President and Chairman, whose vision and dedication promises an exciting next chapter.

The Foundation continues to act as a convener and catalyst in the salmon community dedicated to conservation. We're preparing a second round of provincial Atlantic salmon symposiums for 2026 and planning another interprovincial symposium in 2028, while remaining deeply engaged in Canada's national strategy to secure the future of Atlantic salmon.

None of this would be possible without our partners, volunteers and our small team of three staff. Looking ahead, we remain committed to building on our successes—strengthening part-



Charline McCoy
Executive Director

nerships, embracing applied science and expanding collaborations—to meet the growing conservation needs of Atlantic salmon. Together, we can achieve lasting, measurable progress.

A handwritten signature of Charline McCoy in dark ink, written in a cursive style.

Charline McCoy
Executive Director

ANNUAL REPORT 2025

An Effective and Permanent Supporter of Wild Atlantic Salmon Conservation!

Introduction

The **Foundation for Conservation of Atlantic Salmon** is a charitable, volunteer-based organization dedicated to the long-term conservation of wild Atlantic salmon and their habitat in Atlantic Canada and Quebec. Established in 2007, the Foundation provides permanent, sustainable funding and expert guidance to community groups, Indigenous organizations, researchers and conservation partners.

With more than 18 years of granting experience, the Foundation combines a business-like, accountable approach with inclusive, partnership-driven processes. Through six expert advisory committees, it ensures transparent decision-making and the effective use of funds to support measurable, on-the-ground conservation results.

The Foundation manages the Atlantic Salmon Endowment Fund (ASEF) at arm's length from government, prudently investing capital to generate income while preserving the principal. This model enables ongoing, reliable support for salmon conservation initiatives.

A federal value-for-money audit confirmed that the Foundation delivers excellent value, demonstrates measurable progress and is strongly supported by funding recipients and conservation partners.

Mission

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

Goals

1. **Provide effective funding** for community-based conservation, restoration and protection of wild Atlantic salmon and their habitat.
2. **Strengthen partnerships** among governments, Indigenous organizations, community groups and other stakeholders.
3. **Support watershed-based planning and management** to ensure accountability and effective use of conservation funds.
4. **Advance public awareness, education, and applied research** related to wild Atlantic salmon conservation.

Granting Process & Advisory Committees

The Foundation funds innovative, high-impact projects that deliver measurable, on-the-ground results for wild Atlantic salmon and habitat conservation. Eligible projects include watershed planning, habitat restoration, improving fish passage and public education, with a strong emphasis on watershed-level planning for effective management and accountability.

There is one annual call for proposals (April to mid-November). Submissions are collected by staff, then reviewed and scored by advisory committees (January-March). Final fund-

ing decisions are made by the Board in early spring, with applicants notified before the field season. Unsuccessful applicants receive feedback to support future submissions.

The process is supported by a unique, expert volunteer advisory committee structure that ensures inclusive, transparent and regionally informed decision-making. This includes a Scientific Advisory Committee (providing research guidance and strategic advice) and five Provincial Advisory Committees, which set local priorities, review proposals, recommend funding and monitor project progress.



Cornwall & Area Watershed Group - PEI

FOUNDATION OBJECTIVES 2025

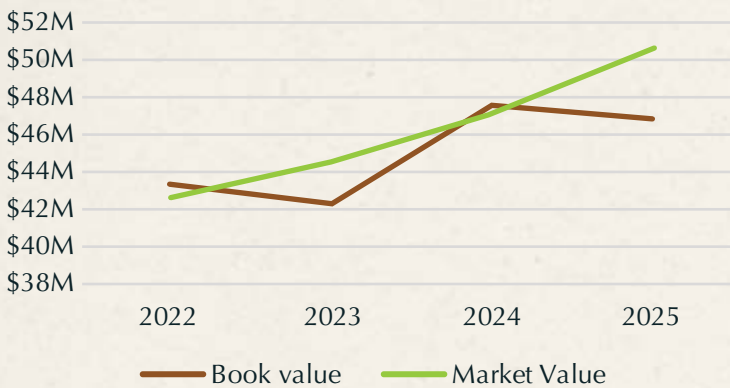
A report on objectives met, as stated in the 2025 Business Plan

Objective 1: Strengthen and maintain a prudent investment and financial strategy to ensure the Atlantic Salmon Endowment Fund remains at or above Funding Agreement requirements.

2025 Results: The Foundation’s investment portfolio continues to be managed under a disciplined, long-term financial framework overseen by the Investment Committee and guided by an approved Investment Policy and Strategy aligned with the Funding Agreement. This approach ensures the sustainability of the Fund while supporting ongoing program delivery.

The Foundation’s prudent investment approach successfully protected the capital base and maintained the Fund above the required adjusted book value. As a result of improved performance, sufficient income was generated to support an increase in the annual grant pool to \$1.75 million in 2025 in support for conservation and applied science projects.

While global financial markets have experienced fluctuations in recent years, the Foundation’s well-structured and conservatively managed investment portfolio has consistently performed above benchmark expectations, ensuring long-term stability and impact.



Objective 2: To implement a funding allocation model that reflects and responds to the diverse conservation needs and priorities across provinces.

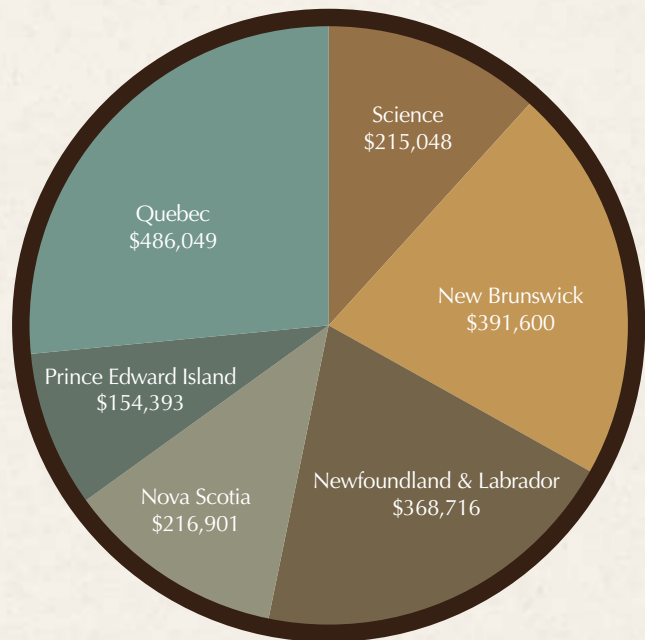
2025 Results: Given the wide variation in conservation requirements for wild Atlantic salmon across Canada, achieving a balanced and equitable distribution of funding remains a complex task. The Foundation continues to address this challenge by applying a funding allocation model, developed by the Scientific Advisory Committee (SAC) and revised every five years, designed to

ensure a fair geographic distribution of funds in accordance with the Funding Agreement.

This model includes a base allocation for each province, supplemented by additional funding that reflects specific provincial conservation variables and priorities. It is intended to optimize the Foundation’s responsiveness to varying conservation needs across jurisdictions.

In addition, 10% of the total annual grant pool is allocated to the SAC to support applied research and other scientific initiatives identified as priority conservation topics.

In 2025, the Foundation approved the following grant allocation breakdown:



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

2025 Results: The Foundation continues to strategically direct funding toward key applied research projects that address critical conservation issues affecting wild Atlantic salmon populations in Canada. Each year, the Scientific Advisory Committee reviews and updates these priority conservation issues to ensure funding is targeted toward initiatives with the greatest potential on-the-ground impact. Findings from these research projects provide valuable knowledge to strengthen conservation efforts, enhance salmon populations, and protect their habitat.

FOUNDATION OBJECTIVES 2025

A report on objectives met, as stated in the 2025 Business Plan

For 2025, a request for proposals was issued outlining the following key applied research topics for funding consideration:

Key Topics for Applied Scientific Research

1. How do freshwater ecosystems influence wild Atlantic salmon populations?
 - What are the causes and the consequences of variable parr and smolt size and/or abundance?
 - Development of a framework, model, and/or plan of cumulative effects of land use practices (e.g. forestry, agriculture, urbanization, mining, energy development) and other stressors for the protection of Atlantic salmon habitat.
 - Identify key habitats and risks and recommend specific multi-faceted land-use management practices that protect these features.
2. What are the consequences of aquaculture on wild Atlantic salmon in eastern Canada?
 - What is the influence of pathogens and parasites on the survival of wild Atlantic salmon?
 - What are the consequences of interbreeding between farmed and wild salmon on wild salmon?
3. What are the consequences of climate change on wild Atlantic salmon?
4. What are the impacts of native, introduced and invasive species on wild Atlantic salmon?
 - Pink salmon, striped bass, smallmouth bass, chain pickerel?
5. What are the contributions of different life history strategies to overall population viability?
 - Kelt
 - Multiple vs. maiden spawner
6. What are the effects of freshwater mitigation measures on wild Atlantic salmon?
 - Does stream restoration and/or barrier removal positively affect wild salmon?
 - Do stocking and adult supplementation programs improve wild Atlantic salmon populations?
7. Modelling wild Atlantic salmon populations.
8. Are current management regulations and protocols effective in conserving, sustaining and/or improving salmon populations?
9. Linking research to management decisions and policies.
 - How can the link between research and policies improve?
 - How can research results be applied to influence policies?

In 2025, the Foundation approved funding for seven applied research projects, including three new initiatives and four ongoing multi-year projects, ensuring continued progress on strategic conservation priorities. *(Included in the Grants & Status list)*

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

2025 Result: The Foundation operates in accordance with its comprehensive Audit and Evaluation (A&E) Strategy, which is an integral part of the annual Business Plan. All funded projects report performance in a standardized format, enabling the Scientific Advisory Committee (SAC) to maintain a centralized database that tracks progress across initiatives.

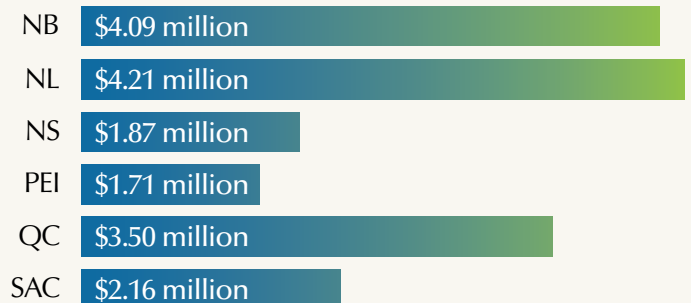
The standard project report captures both individual project outcomes and cumulative performance against the Foundation's metrics outlined in the Funding Agreement. This approach allows the Foundation to report clearly on the achievement of objectives and other performance criteria, demonstrating its commitment to results-based management.

Project reporting forms are reviewed annually, with minor updates made to ensure data collection remains comprehensive, accurate and user-friendly for recipient partners. Each year, the database is updated with new project results, supporting transparent performance reporting. In May 2025, a revised fact sheet provided an updated overview of total funds distributed, leveraged funding and measurable conservation outcomes.

Funding & Impact (2008 - May 2025)

956 projects funded **\$17.5** million awarded

\$97 million leveraged **5:1** leveraged ratio



FOUNDATION OBJECTIVES 2025

A report on objectives met, as stated in the 2025 Business Plan

Funding & Impact (2008 - May 2025)

199 million m²
habitat access opened

7.52 million m²
habitat restored

\$1.94 million to 94 Indigenous projects

4 257
jobs sustained

185 522
people in education
& outreach

251 581
volunteer hours

11 558
volunteers

Eco-tourism enhanced

165 scientific
research projects

\$3.62 million
invested

Objective 5: To broadly share information through innovative platforms, including the “Salmon Hub” and webinar series

2025 Results: The Foundation continues to expand its information-sharing initiatives, providing timely and accessible resources for salmon conservation. Central to this effort is the “**Salmon Hub**”, a web-based, “one-stop” portal that consolidates salmon conservation information. The Hub offers access to Foundation-funded project reports, government and NGO technical and scientific publications, and other relevant materials.

In 2025, the Salmon Hub was updated. Individual pages now include direct links to all Hub categories, enabling users to navigate easily across topics. The **restructured Map section** also provides comprehensive contact information for all past funding recipients. Staff and subscribers continue to add new content, with ongoing recruitment of additional sources to further enrich the Hub. The Salmon Hub is accessible through the Foundation website: www.salmonconservation.ca.

The **webinar series**, has completed its 13th year, featuring expert speakers and diverse topics related to salmon conservation. Sessions are held monthly during Fall, Spring and Winter, attracting a growing audience of nearly **1,300 subscribers**.

Information sharing remains a core activity for the Foundation. Together, the Salmon Hub, webinars, website, and social media platforms ensure Foundation-funded research and broader conservation knowledge are widely disseminated to stakeholders across Canada and beyond.



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

2025 Results: In 2025, Foundation focused on building and strengthening relationships with stakeholders, Indigenous communities, governments, NGOs, academics and the public. Guided by its communications plan, the Foundation shared information via its website, email, social media, newsletters and key publications, achieving significant growth in reach and engagement.

Highlights included:

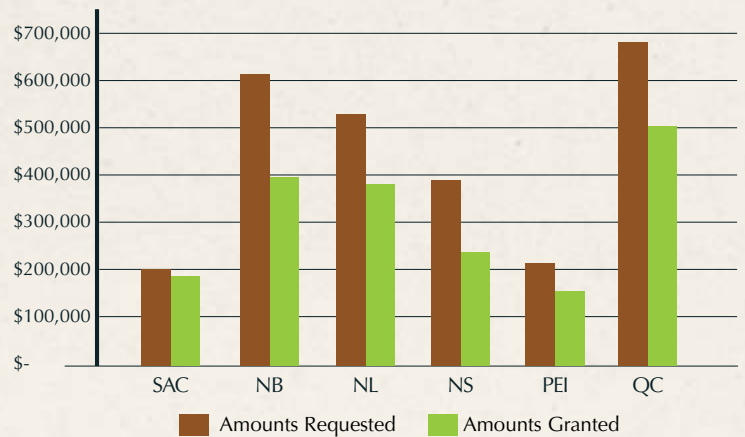
- Webinars: 11 sessions with 994 registrations expressing significant interest, featuring Canadian and international experts.
- Newsletter: The River / La rivière distributed to over 1,200 subscribers. A total of 39 volumes has been shared since 2022.
- Inter-Provincial Partnership Symposium: A report on the first-ever event with nearly 200 participants from all five provinces, focused on collaboration and shared conservation goals was released and published.

FOUNDATION OBJECTIVES 2025

A report on objectives met, as stated in the 2025 Business Plan

- National Strategy Contribution: the Foundation played a key role in Canada’s National Strategy for Atlantic Salmon (2024–2036), aligning funding with watershed plans, supporting Indigenous projects and facilitating partnership symposiums.
- North Atlantic Salmon Conservation Organization (NASCO): the Foundation is a member of the Canadian delegation to NASCO which plays a key role in protecting and restoring wild Atlantic salmon. Through Fisheries and Oceans Canada, it has updated the Wild Atlantic Salmon Conservation Policy, focusing on strategic, selective conservation efforts.

Through these efforts, the Foundation strengthened partnerships, enhanced public understanding, and reinforced its leadership role in wild Atlantic salmon conservation.



Atlantic Salmon Conservation Symposiums

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

2025 Results: After eighteen years of funding conservation initiatives, the Foundation was well-positioned to assess how available resources met actual project needs. Since both the number and the quality of proposals have steadily increased, only 60% of the demonstrated demand for project funding could be met, leaving many strong and viable proposals unfunded.

The Foundation has a proven track record of efficiently managing its trust fund, while maintaining a lean and effective organizational and volunteer structure. Its investment portfolio remains fully protected, providing a solid foundation for pursuing increased federal contributions.

Consistent with the Funding Agreement, the Foundation’s fiscally prudent model limits annual grant allocations to preserve the trust fund’s capital. Recognizing the growing demand for project funding, the Board has determined that expanding the trust fund is essential. The renewed Foundation strategy aims to double the fund’s size, thereby increasing annual support for Atlantic salmon conservation across New Brunswick, Newfoundland & Labrador, Nova Scotia, Prince Edward Island, and Quebec, including applied scientific research. This funding need has been formally communicated to the Minister multiple times in recent years.

The Foundation Strategic Plan identifies two key government-aligned objectives:

1. **Increase the Foundation trust fund** to fund additional necessary conservation projects that currently cannot be supported.
2. **Build partnerships** among governments, Indigenous organizations and conservation groups to enhance conservation outcomes.

In March 2025, the Department of Fisheries and Oceans (DFO) released *Canada’s National Strategy to ensure the future of Atlantic Salmon* (“Strategy”), after a couple of years of extensive public consultation. Its objectives align closely with the Foundation’s mission, including supporting salmon conservation, enhancing local stewardship and funding applied scientific research. In contributing to this strategy, the Foundation has also strengthened its partnership with DFO. The Strategy has generated high expectations within the Atlantic salmon community for support through the national strategy.



Miramichi Salmon Association Inc. - NB

FOUNDATION OBJECTIVES 2025

A report on objectives met, as stated in the 2025 Business Plan

Objective 8: To position the Foundation for transformational growth.

2025 Results: the Foundation adopted a five-year strategic plan (2022–2027) focused on transformational growth. While many priorities build on the Foundation’s original objectives, this renewed plan provides a clear focus on ensuring long-term impact and sustainability.

The Foundation Strategic Priorities 2025

1. The Foundation Model Works

Focus: build on success-to-date; meet growing regional watershed needs.

“Do not break it. If anything, grow it.”

2. Governance

Focus: Organizational continuity; succession planning.

“The Foundation is blessed with exceptionally dedicated volunteers and staff.”

3. Science

Focus: Elevate applied science and research.

“Applied science complements and validates grassroots conservation efforts.”

4. Communication

Focus: Proactive communications, education and information-sharing.

“The Foundation would benefit from much greater visibility; proactively communicate success and impact.”

5. Partnerships

Focus: Expand strategic relationships; strengthen ties with DFO and Government.

“Focus on expanding the unique working relationship with DFO and Government.”

Key Achievements during the first few years of implementation:

- **Name Alignment:** The Foundation’s English name was updated to match the French version, better reflecting its partnerships and conservation focus.
- **Leadership Transition:** A new Executive Director was appointed, marking a pivotal change after many years with a single ED.
- **National Strategy Participation:** The Foundation contributed to the development of a National Strategy for Atlantic salmon.
- **Funding Expansion:** Proposed additional federal funding to grow the trust fund and support more projects.
- **Provincial Partnerships:** Organized symposiums across all five provinces to strengthen collaboration with key Atlantic salmon organizations.

- **Partnership Roundtables:** Launched discussions with government officials, Indigenous groups, and NGOs in several provinces, with plans to expand further.
- **Inter-Provincial Symposium:** Hosted the first Inter-Provincial Atlantic Salmon Partnership Symposium in Moncton, NB, bringing together nearly 200 diverse stakeholders and marking a milestone in collaborative conservation.

2025 Leadership Transition and Organizational Strengthening:

- Hon. Rémi Bujold stepped down as Chairman and President after two decades of service. Raymond Lacroix succeeded him, ensuring a smooth transition in line with the Board’s succession plan.
- The Board expanded from ten to thirteen directors to support knowledge transfer during leadership changes.
- The Hon. Rémi Bujold Legacy Award was created to honor outstanding contributions to the Foundation and Atlantic salmon conservation.
- The new President and Executive Director engaged with nearly 20 international, national and provincial partners, strengthening collaborative networks.
- Continued dialogue with government officials, including the Minister of Fisheries, Hon. Joanne Thompson, reinforces the Foundation’s role in advancing Canada’s Atlantic salmon strategy.

Public Engagement and Outreach:

The Foundation continues to leverage social media to raise its profile and highlight conservation efforts:



Facebook: 2,758 followers, post reach up 127.8% vs 2024



Instagram: 786 followers, content reach up 161.6% vs 2024



YouTube: 26,911+ views, 313 subscribers



X: 437 followers

These channels have successfully increased public awareness and strengthened support for FCAS’s conservation initiatives.

2025 PROJECT PROFILES • NL

Atlantic Salmon Smolt Assessment – Terra Nova River

Newfoundland’s Terra Nova river is what is known as an enhanced river – meaning that originally the lower part of the river was the only place that was accessible for salmon migration. However, in the 1950s and again in the 1980s, fish-ways were installed into the river to allow salmon to migrate further up the river and around waterfalls.

“Terra Nova River is probably the fourth largest watershed on the island of Newfoundland and it’s been fairly productive,” said John Baird, project manager with the Freshwater-Alexander Bays Ecosystem Corporation (FABEC). “But this year is probably the second worst year we’ve had in about 30-odd years in terms of water quality in the watershed. We’re not having a good year in terms of water conditions and that’s happening a lot in the last ten years. We’re getting a lot of dry years and that’s because of climate change. We’re not getting the rainfall and we’re getting a lot of warmer temperatures.”

Because of issues such as that and declining salmon numbers, FABEC have committed themselves to understanding salmon productivity in the watershed. While adult counts in the river date back as far as the 1950s, those counts provided little information on population demographics, juvenile health and other valuable life stage information. In 2024, FABEC conducted a smolt assessment in order to estimate how many smolts leave the river and to build a baseline of smolt numbers for comparison.

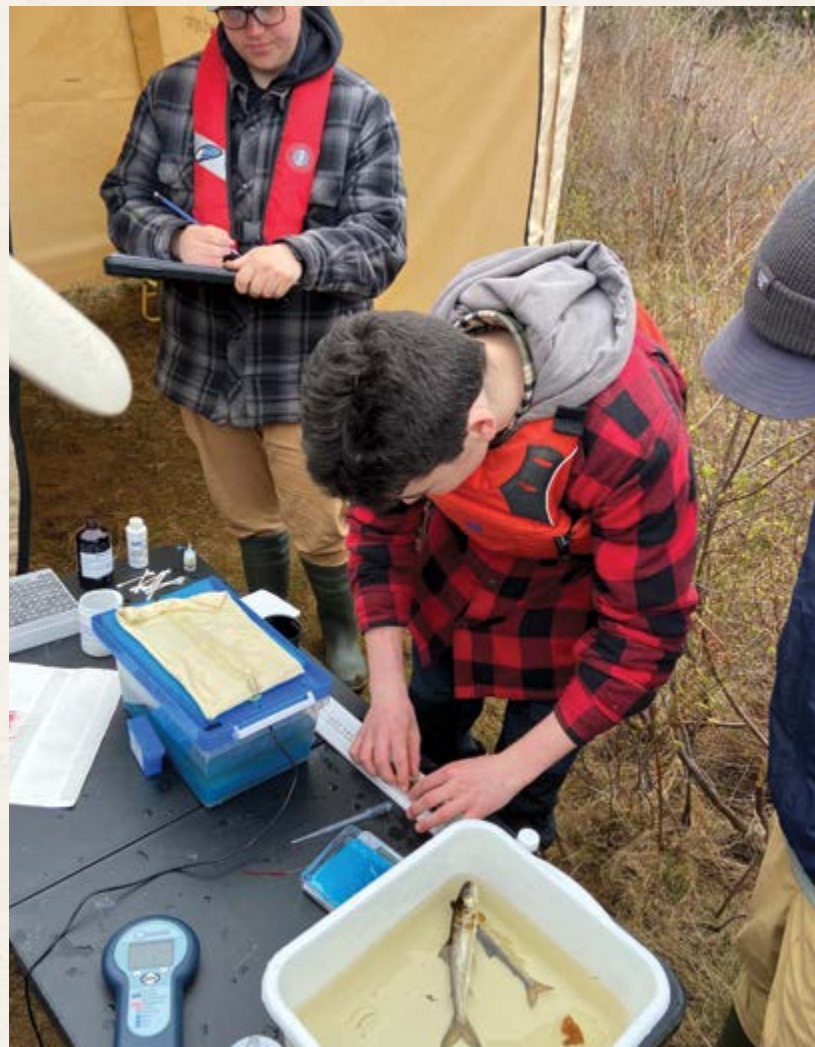
One of the key techniques utilized in 2024 was the application of a smolt wheel (also known as a rotary screw trap) to undertake those counts. This was the first time this device has been used in Newfoundland. Typically, conventional counting fences have been used to enumerate smolt migration, but this method has been increasingly undermined by flood events that wash out the fence structures and result in incomplete counts. While the 2024 smolt wheel project also was terminated prematurely due to flood conditions, this was judged to be near the end of the smolt migration.

FABEC’s 2025 effort repeated that project, applying what they learned from 2024 to avoid any interruption. The wheel operated continuously for 56 days by which time the smolt migration had ended. A total of 655 smolt were captured, of which 578 were tagged and released upstream. Eighteen of these were recaptured providing a catch efficiency of 3.1% indicating a calculated smolt population of 25,734.

“In a bigger sense, what we’re trying to do is detect the smolt that were tagged last year with PIT tags coming back to the river and see what percentage of those actually come back,” said Baird. “That will help us determine the at-sea mortality – if we get 10%

of what we tagged last year coming back to the river this year, that will tell us that we’re getting a 10% survival rate.”

Another important part of the 2025 effort includes the use of pit tag readers on different tributaries, to track which parts of the watershed are frequented by the smolt. FABEC’s hope is that their 2025 efforts will quantify biological characteristics such as smolt size and weight, to improve knowledge of a variety of fish movements, and to summarize the information into a concise report that will help improve smolt data. The FCAS provided roughly \$29,000 in funding for the project, though Baird is also quick to credit the non-financial contributions of the Department of Fisheries and Oceans and The Atlantic Salmon Federation.



Freshwater-Alexander Bays Ecosystem Corporation

2025 PROJECT PROFILES • QC

Experimental Thermal Refuges

With a changing climate, heat waves and related, low water levels are becoming common in many waterbodies. During heat waves, the temperatures can place undue stress on salmon, so thermal refuges – sections of a waterbody with cooler temperatures – can be an effective means of combatting these issues. With that in mind, Quebec’s Société Sipuminu Inc. engaged in a pilot project, experimenting with a technique to create new thermal refuges in the Cascapedia river.

Marc-André Bernard, a biologist who works with the Société, says that their project for 2025 focused on using a geothermal method to cool the river water in a 220-meter-long coil. The water is pumped directly from the river in a thermal mass and then returned to the river.

“There is heat transfer by thermal conduction and the water inside the coil tries to equalize in temperature with that of the thermal mass,” said Bernard. “In the experiments we conducted, the temperature of the thermal mass (i.e. water basin) was 10-13° C, a situation comparable to the ambient temperatures found at a depth of around 1 meter in the ground.”

The average temperature of water going into the system was around 18.6° C while the water around the output of the system was much chillier at 14.8° C. Tests were also carried out where the ambient temperature was between 5-6° C, comparable 2 meters deep in the ground or the inside of a refrigerator. In those cases, the ambient air temperature was used as a heat exchanger via ‘forced’ ventilation. In that case, the water near the output was 12.8° C.

Other techniques for creating thermal refuges by pumping groundwater have been criticized for potential ecological and hydrological risks, such as changing the chemical composition or flow of the aquatic ecosystem. This technique sidesteps those issues.

“Our system has no impact on the balance of groundwater and the chemistry of the river water since the cooled water does not

come from a well or groundwater,” said Bernard. “The water pumped directly from the river, round trip, is simply cooled.”

Another part of the project involved using a device to create micro-bubbles out of the cooled water. Many of those micro-bubbles would stay near the lower portion of the waterbody and would drift downstream. The cooled bubbles therefore act as a proverbial trail of breadcrumbs leading salmon towards the thermal refuge.

“I want to send a message downstream to say, ‘there’s cold, cool water here with oxygen,’” said Bernard. “The bubbles stay in the water column for hours, even days and weeks, and don’t reach the surface. So, I believe I could send a signal down the river that there is some fresh water nearby.”

The Société Sipuminu Inc. received \$21,478 from the Foundation for Conservation of Atlantic Salmon to carry out the project. Bernard says that he is excited to continue their research and is in the process of obtaining necessary permits in order to expand the scope of the project in the coming years.



Société Sipuminu Inc.

2025 PROJECT PROFILES • NB

Assessing and restoring aquatic connectivity

The Nashwaak Watershed Association Inc. (NWA) has spent nearly a decade working on assessing and improving fish passage in the Nashwaak watershed. Their strategy for improving aquatic connectivity is comprehensive and collaborative, coordinating and communicating with various levels of government and relevant landowners about their efforts.

“The way that the aquatics program works is we apply for the same funding every year to go out and survey the different stream crossings that are in the Nashwaak and there are a lot of them,” said NWA Executive Director Allyson Heustis. “We have mapping software that will tell us which culverts are specifically important for fish passage, because some of them are just drains put in for a quick road crossing or logging roads and such.”

But if the NWA find that something has changed within the habitat – say a culvert becomes a hung culvert or other situations that could restrain fish passage – they will survey the culvert and assess whether installing a structure to enhance passage is appropriate.

“For example, if a culvert is a drop or hung culvert, it means that the end on the downstream side is out of the water and the water is flowing out and dropping into a pool below and maybe the fish can’t jump to get into it so they get stuck at the bottom,” explained Heustis. “So, what we can do is install chutes, which are little metal structures that turn it into a slide rather than a drop so fish can still get up.”

The NWA’s 2025 efforts included the removal, replacement and remediation of several barriers and culverts in the watershed. In 2024, the NWA undertook two major projects – removing a culvert in Porter’s Brook and replacing a culvert in the Kaine Creek, both of which have been successful to date. The NWA’s efforts are divided between their survey work and the habitat restoration projects, with each year’s survey generally informing the projects that will be carried out the following year.

“Every year, as part of this funding, we update our aquatic connectivity map, which is what we report on within our strategic plan,” said Heustis. “So, say we surveyed 20 different culverts this summer and we found that two of them were potentially barriers. Then we do a virtual assessment first and if it seems like it would be a potential barrier, we can go back with the survey rods and actually determine if it’s a true barrier and then we can either make remediation plans or we can leave it for bigger funding applications.”

For 2025, the NWA received \$67,600 from the Foundation for Conservation of Atlantic Salmon to support their various projects, including \$15,000 specifically for aquatic connectivity work.



Nashwaak Watershed Association Inc.

2025 PROJECT PROFILES • NS

Mull River restoration project

A few years ago, the Inverness South Anglers Association (ISAA) had a watershed plan produced for the Mull River, part of which included digging into the history of that watershed. What that effort discovered was that the Mull River had been negatively impacted by a variety of old forestry practices over the years, such as saw milling and log driving. Those practices widened the river and degraded the habitat for Atlantic salmon and other native species in the watershed.

“We were given a set of restoration techniques that could be applied to the watershed to restore the habitat for fish and we began restoration in 2022,” said Watershed Coordinator Kailey Frenette. “It has been an ongoing project since then.”

Through previous FCAS funding, the ISAA have restored the headwaters and installed a variety of in-stream structures. Frenette noted that those structures, such as digger logs and deflectors, work to control the flow of water and sediment deposits and serve as effective cooling off and spawning areas. They have also performed bank stabilizations and a variety of assessments to measure the efficacy of their efforts.

“In 2025, we’re doing some monitoring work to collect baseline data at our new restoration site, and we will be doing year three and year two HSI (habitat suitability index) data at our past sites on the Mull River,” said Frenette. “And we’ll also be restoring habitat for fish and installing more structures. That will probably be in the upper and middle sections of the Mull River.”

The ISAA have a permit through the Department of Environment, provided to them through the Nova Scotia Salmon Association, which stipulates that the work must be carried out between June 1 and the end of September. They are not allowed to alter the streams beyond September, as that is when the fish are starting to come up to spawn and they need to be undisturbed. The ISAA received \$37,238 from the FCAS to support their efforts.

One aspect that could be challenging about the work that was carried out is getting the approvals of the various relevant landowners. However, Frenette noted that aspect of the work was carried out largely without incident.

“The landowners seem to be really engaged with the work we do, which is awesome,” said Frenette. “We haven’t really had any issues with being approved for access or anything like that. Everybody seems really on board with our work.”

Frenette feels that the ISAA’s efforts in the watershed will continue for some time as there are many major tributaries that have good potential for restoration work.



Inverness South Anglers Association

2025 PROJECT PROFILES • PEI

Developing a Thermal Index for the Northern Cluster of Atlantic Salmon Rivers: Restoring Habitat Resilience and Management Strategies

A changing climate – and its implications on Atlantic salmon – are the driving force behind a project conducted by the Souris and Area Branch of the PEI Wildlife Federation in 2025.

“Atlantic salmon are very sensitive to temperature changes,” said SAB’s Co-Watershed Coordinator Frances Braceland. “If there’s any sort of impairment or blockages or beaver dams, that sort of thing, the water gets pooled, it heats up and it makes conditions



Souris and Area Branch of the PEI Wildlife Federation (SAB)

that are unsuitable for Atlantic salmon. As soon as it gets above 23 or 24 degrees it’s unsuitable. As soon as you get above 28 degrees, it could be lethal. And right now, we’re in a heat wave.”

Because of these concerns, SAB wanted to analyze the temperatures in their streams so that the organization can ensure that restoration efforts are effectively focused. Enter Chad Mooney, a civil engineer who works in non-profit disaster relief, who was described by Braceland as their ‘drone technology expert.’ Mooney helped facilitate the efforts to use drones to analyze stream temperatures.

“The best way is to do as many flights as possible, collect as much processes as possible and by the end of the year, be able to say, ‘Hey, this is the way forward, this is how we do it,’” said Mooney about the decision to utilize the drones. The temperature mapping by the drones can vary due to a variety of factors including the time of day and position of shadows and where foliage may be interfering – as such, taking as many flights as possible to collect as much data as possible is key. Then, when the imagery has been collected and analyzed, the next step is for the SAB team to visit key points of interest in the Naufrage River to see it for themselves.

“We want to actually check the temperature variance at this point in time and see if these are different than the other places (in Naufrage River) throughout the year,” said Mooney. “Then, once we ground truth it, we’ll go back through it all again and be able to say, ‘Hey, that image in August was actually the best depiction of where the water temperature fluctuated the most.’”

After the drone flights and analysis have been completed, SAB will continue their restoration work – such as removing blockage and invasive vegetation, restoring habitats and providing shelter – as well as deploying temperature data loggers and managing beaver activities.

“There’s a lot of beavers in there,” said Braceland. “Beavers are great, but not so great in our little streams on PEI. Making sure the beavers aren’t blocking off anywhere important is a constant job.”

The Souris and Area Branch of the PEI Wildlife Federation received \$20,000 from the FCAS to support this effort.

2025 PROJECT PROFILES • SAC

Consequences of interbreeding between farmed and wild salmon under climate change

In 2023, a 3-year research project was launched at Newfoundland's Memorial University to examine interactions between farmed and wild salmon through the lens of climate change. In particular, project lead Dr. Ian Fleming said they looked at differences in each group's tolerance to different temperatures and what implications that has for hybrid populations.

"We've done a lot of work looking at introgression between the two groups and trying to get an idea of the consequences of that introgression," said Fleming. "We are particularly interested in the effects on thermal adaptation in fish given the climate change in the future and what the consequences might be."

Fleming noted that their initial assumption was that introgression between the two groups could be beneficial, as farmed fish come from a region with warmer thermal histories than wild fish in Newfoundland. However, the results of their research disproved that theory.

"We went and got samples from a hybrid swarm population down the south coast of Newfoundland and we raised aquaculture fish here at the Ocean Science Center, and then we did critical thermal maximum experiments," said Hallie Arno, a student who worked on the project. "We were trying to figure out the maximum temperature that each of these fish could withstand. And what we found was that the aquaculture fish

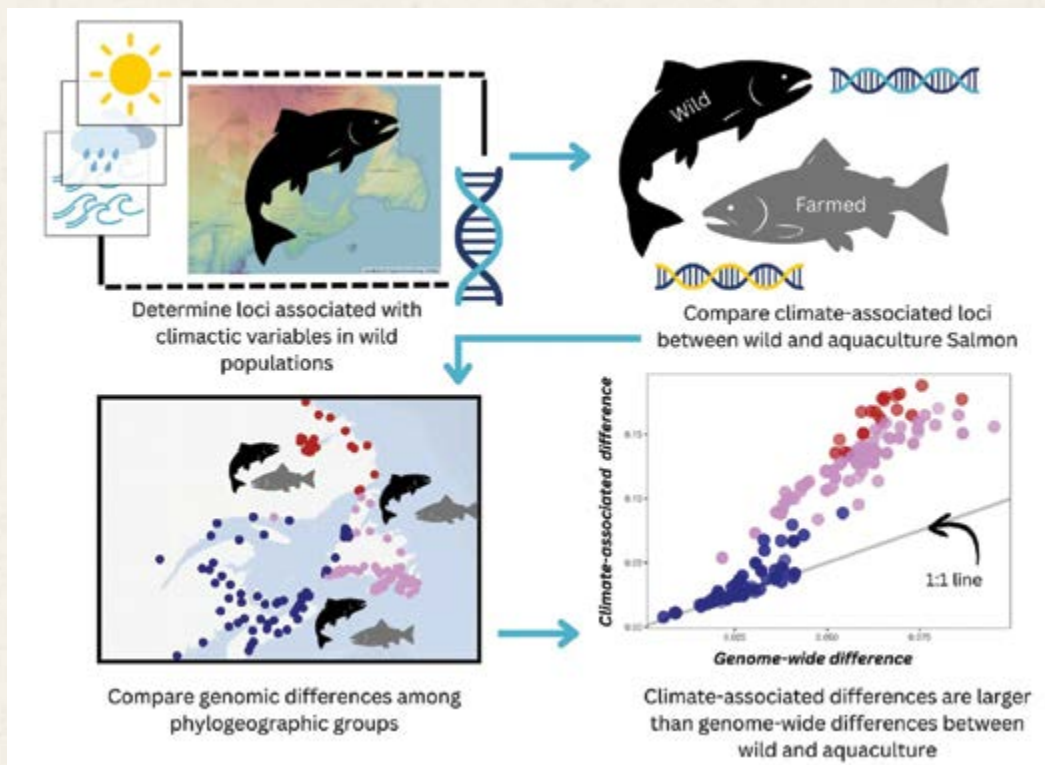
actually had a lower critical thermal maximum on average than the wild fish."

Given those results, it's logical to conclude that hybridized populations resulting from interactions between farmed and wild salmon could result in populations with a lower thermal maximum. Arno continues to work through the data to find out why that is the case, theorizing that the result could be explained at least in part by the size of the fish.

Arno started working on the project as a Master's student – now switched to pursuing a PhD, she is looking to build on their existing research with several new projects examining the genetic and epigenetic factors that influence thermal tolerances.

"Once I finish this analysis with these fish that we did critical thermal maximum trials on, I will hopefully have a list of genes that we think are associated with critical thermal maximum in both wild and aquaculture fish," said Arno. "And then I'll look at some old archive samples that we have of scales from the 1940s and some tissue clips from the 1970s and see if those regions have changed over time as the climate has changed."

Dr. Fleming received \$87,084 from the Foundation for Conservation of Atlantic Salmon for the three-year research project. The project was a partnership with Drs. Ian Bradbury and Sarah Lehnert of Fisheries and Oceans Canada.



Memorial University (Fleming) - NL

GRANTS & STATUS

2025 Project Grants

Science Advisory Committee

Institut national de la recherche scientifique, Centre Eau Terre Environnement

Importance of the height of riparian vegetation for thermal regimes of Atlantic salmon rivers to strategically inform restoration decisions

Grant: **\$24,447** for 2025 (3 of 3-year project; Total: \$74,199)

Memorial University of Newfoundland (Fleming)

Consequences of interbreeding between farmed and wild salmon under climate change: effects on thermal tolerance

Grant: **\$24,725** for 2025 (3 of 3-year project; Total: \$87,084)

Institut national de la recherche scientifique, Centre Eau Terre Environnement

Development of a modelling framework to quantify cumulative effects of land use and climate change on juvenile Atlantic salmon

Grant: **\$47,013** for 2025 (2 of 3-year project; Total: \$119,025)

University of New Brunswick (Linnansaari)

Immediately improving estuary survival of Atlantic salmon smolts by active management in the Miramichi River

Grant: **\$50,000** for 2025 (2 of 3-year project; Total: \$150,000)

Restigouche River Watershed Management Council

Technical and operational feasibility of a water temperature predictive model allocation to improve Atlantic salmon recreational fishing management on Restigouche River

Grant: **\$19,598** for 2025 (1 of 2-year project; Total: \$39,196)

University of New Brunswick (Gray)

Measuring the Effects of Habitat Restoration & Abundance Supplementation on Atlantic Salmon Populations

Grant: **\$22,353** for 2025

University of New Brunswick (Samways)

Implications of salmon conservation and rearing strategies on epigenetics and riparian ecosystems in New Brunswick, Canada

Grant: **\$26,912** for 2025

New Brunswick

Atlantic Coastal Action Program Saint John Inc.

Letting Rivers Run Wild: Continued Monitoring of iBoF Atlantic Salmon in Black River and Irish River

Grant: **\$10,000** for 2025

Atlantic Coastal Action Program Saint John Inc.

Habitat and Migration Enhancement in Tributaries of the Lower Wolastoq

Grant: **\$25,000** for 2025

Chaleur Bay Watersheds

Finalization of a management plan for the Chaleur Bay Watershed and Characterization of Atlantic salmon habitat in the Millstream and Aux Ormes Rivers

Grant: **\$10,000** for 2025

Belleisle Watershed Coalition

Conserving Salmon and Creating Connectivity in the Belleisle Watershed

Grant: **\$12,000** for 2025

Restigouche River Watershed Management Council

Opening up breeding habitat by breaching beaver dams

Grant: **\$5,000** for 2025

Restigouche River Watershed Management Council

WaterShade Year 3 - Focus on Priority Assets

Grant: **\$15,000** for 2025

Fort Folly Habitat Recovery

Recovering endangered inner Bay of Fundy (iBoF) Atlantic salmon in the Petitcodiac Watershed & Big Salmon River

Grant: **\$46,000** for 2025

Greater Kouchibouguac Watershed Association

Watershed Characteristics and Geomorphological Study – Kouchibouguac and Kouchibouguac Watersheds

Grant: **\$14,000** for 2025

Greater Kouchibouguac Watershed Association

Environmental Stabilization and Improvement within the Greater Kouchibouguac Watershed

Grant: **\$20,000** for 2025



Fort Folly Habitat Recovery Program - NB

GRANTS & STATUS

2025 Project Grants

Greater Kouchibouguac Watershed Association

Wild Atlantic Salmon Population Recovery and Conservation - Greater Kouchibouguac Watershed

Grant: **\$25,000** for 2025

Hammond River Angling Association

Supporting Salmon: Addressing Habitat Degradation, Food Web Exploration, and Smallmouth Bass Predation

Grant: **\$19,500** for 2025

Kennebecasis Watershed Restoration Committee

Farmers Helping Fish

Grant: **\$20,000** for 2025

Miramichi River Environmental Assessment Committee

Atlantic Salmon Conservation Strategy – Saint Nicholas River

Grant: **\$7,500** for 2025

Miramichi Salmon Association

Atlantic Salmon Smolt Research on the Miramichi River 2025

Grant: **\$25,000** for 2025

Nepisiguit Salmon Association

Salmon Population and Habitat Assessment

Grant: **\$15,000** for 2025

Nashwaak Watershed Association Inc.

Assessing and restoring aquatic connectivity in the Nashwaak Watershed

Grant: **\$15,000** for 2025

Nashwaak Watershed Association Inc.

Restoration of Porters Brook and post-removal monitoring, 2025

Grant: **\$17,600** for 2025

Nashwaak Watershed Association Inc.

Volunteer redd survey of the Nashwaak River and tributaries

Grant: **\$5,000** for 2025

Nashwaak Watershed Association Inc.

Conserving aquatic habitat through targeted bank restoration along the Lower Nashwaak River

Grant: **\$30,000** for 2025

Oromocto River Watershed Association, Inc.

Monitoring and Communication of Welamukotuk Atlantic Salmon

Grant: **\$12,000** for 2025

Petitcodiac Watershed Alliance

Broken Brooks – Culvert Remediation and Equipping Recreational Waterway Users to Restore Fish Passage in SE NB

Grant: **\$20,000** for 2025

Shediac Bay Watershed Association

Supporting Salmonids in the Shediac Bay Through Integrated Watershed Management Planning

Grant: **\$13,000** for 2025

Tabusintac Watershed Association

Implementing Atlantic Salmon Conservation Strategies for the Tabusintac Watershed

Grant: **\$10,000** for 2025

Newfoundland & Labrador

Memorial University (Purchase & Leroux)

Stream assessments for monitoring, watershed planning, and groundwork for future freshwater productivity improvement

Grant: **\$49,737** for 2025 (3 of 3-year project; Total: \$133,012)

Memorial University (Fleming)

Addressing Constraints on Anadromous Salmon Productivity in the Rocky River: Ouananiche and Habitat Use

Grant: **\$16,446** for 2025 (2 of 2-year project; Total: \$36,446)

Environment Resources Management Association

Fish Friends Program and WASP Fly Tying Symposium

Grant: **\$30,999** for 2025

Environment Resources Management Association

Salmonid Interpretation Center, Interpretive Signage Project

Grant: **\$42,169** for 2025

Freshwater-Alexander Bays Ecosystem Corp.

Atlantic Salmon Smolt Assessment – Terra Nova River

Grant: **\$28,700** for 2025

Humber Arm Environmental Association (ACAP Humber Arm)

South Brook: A Holistic Approach to Atlantic Salmon Habitat Restoration, Management and Awareness

Grant: **\$20,000** for 2025

Intervale Associates Inc.

Education Strategies and Partnerships for Salmon Conservation

Grant: **\$39,881** for 2025

Memorial University of Newfoundland (Purchase)

Salmon traverse upstream and downstream from Beothuk Lake dam (Exploits River)

Grant: **\$38,525** for 2025 (1 of 3-year project; Total: \$123,338)

Memorial University of Newfoundland (Purchase)

Watershed assessing and planning in Peter's River (central Newfoundland)

Grant: **\$7,015** for 2025 (1 of 2-year project; Total: \$21,390)

Salmonid Association of Eastern Newfoundland

Further Assessment of the Rocky River Watershed

Grant: **\$50,000** for 2025

Salmonid Association of Eastern Newfoundland

Further Assessment of the Salmon Cove River Watershed

Grant: **\$8,400** for 2025

GRANTS & STATUS

2025 Project Grants



Freshwater-Alexander Bays Ecosystem Corporation - NL

Town of Norris Arm and Rattling Brook Salmon Restoration Committee

Rattling Brook Watershed Obstruction Removal Project

Grant: **\$6,844** for 2025

Watershed Stewardship Association of Rocky, Colinet and North Harbour River Inc.

Reverse the serious decline of Atlantic Salmon in Rocky River through Community Stewardship

Grant: **\$30,000** for 2025

Nova Scotia

Dalhousie University (Dawson)

Mapping riparian morphology change for critical habitat conservation and watershed management planning

Grant: **\$15,000** for 2025 (2 of 2-year project; Total: \$30,085)

Antigonish Rivers Association

Aquatic Habitat and Riparian Restoration, Monitoring and Community Engagement in Antigonish, N.S.

Grant: **\$38,900** for 2025

Bluenose Coastal Action Foundation

(Coastal Action): Restoring Key Salmon Nursery Habitat in the LaHave River Watershed

Grant: **\$19,900** for 2025

Cheticamp River Salmon Association

Cheticamp River & Fiset Brook restoration & monitoring priorities to benefit Atlantic salmon & their habitat

Grant: **\$14,000** for 2025

Inverness South Anglers Association

Mull River Restoration Project

Grant: **\$37,238**

Margaree Salmon Association

Margaree River Watershed Restoration and Monitoring 2025

Grant: **\$28,900** for 2025

North Shore Rivers Restoration Association

Wallace River Watershed Management Plan

Grant: **\$23,900** for 2025

Nova Scotia Salmon Association

Acid Rain Mitigation Effectiveness Monitoring in West River and Moser River Implementation Planning

Grant: **\$24,450** for 2025

Pictou County Rivers Association

Barney's River Watershed Restoration Project: Restoration and Monitoring

Grant: **\$14,613** for 2025

Prince Edward Island

Central Queens Branch of the PEI Wildlife Federation

Revision of CQWF Atlantic Salmon Habitat Strategy and spawning habitat enhancement on the West River, PEI

Grant: **\$25,475** for 2025

Cornwall and Area Watershed Group

Restoring Access to Habitat on Watt's Creek, a Tributary of the North River

Grant: **\$27,998** for 2025

Hillsborough Rivers Association

Atlantic Salmon Habitat Restoration & Enhancement Phase 7

Grant: **\$20,000** for 2025

Morell River Management Cooperative

Restoring Connectivity and Creating Thermal Refuge for Atlantic Salmon on the Morell River

Grant: **\$43,920** for 2025

Roseville Miminegash Watersheds Inc.

Miminegash River's Atlantic Salmon Conservation Project

Grant: **\$10,000** for 2025

GRANTS & STATUS

2025 Project Grants

Souris and Area Branch PEI Wildlife Federation

Developing a Thermal Index for the Northeastern Cluster of Atlantic Salmon Rivers: Restoring Habitat Resilience and Management Strategies
Grant: **\$20,000** for 2025

Trout Unlimited Canada Prince County Chapter

Cobble and woody cover installation
Grant: **\$7,000** for 2025

Quebec

Fédération québécoise pour le saumon atlantique

Minimizing the impact of culverts on Atlantic salmon habitat Phase 2.
Grant: **\$13,977** for 2025 (2 of 2-year project, total: \$27,954)

Fédération québécoise pour le saumon atlantique

Development of methods for monitoring and analyzing salmon river thermics.
Grant: **\$18,690** for 2025 (2 of 2-year project, total: \$37,380)

Gespe'gewa'gi Insitute of Natural Understanding

Monitoring of smolt downstream migration by capture-mark-recapture in order to evaluate Striped bass predation on salmon productivity in the Matapedia River.
Grant: **\$24,505** for 2025 (2 of 3-year project, total: \$ 73,515)

Corporation du bassin de la Jacques-Cartier

Atlantic Salmon Awareness Brigade in the Jacques-Cartier River
Grant: **\$21,744** for 2025

Corporation du bassin de la Jacques-Cartier

Telemetry of downstream smolts in the Jacques-Cartier River
Grant: **\$49,348** for 2025 (1 of 2-year project; Total: \$70,412)

Fédération québécoise pour le saumon atlantique

Report on acidification of salmon rivers on Quebec's North Shore and literature review on solutions
Grant: **\$12,690** for 2025

Fédération québécoise pour le saumon atlantique

Aqua Awogene
Grant: **\$34,569** for 2025 (1 of 2-year project; Total: \$62,238)

Fédération québécoise pour le saumon atlantique

Salmon Documentary
Grant: **\$50,000** for 2025

Fédération québécoise pour le saumon atlantique

Literature review: Conservation and enhancement plan for the Étamamiou River
Grant: **\$20,000** for 2025 (1 of 2-year project; Total: \$40,000)

Fédération québécoise pour le saumon atlantique

Literature review: Conservation and enhancement plan for the Mingan River
Grant: **\$18,000** for 2025 (1 of 2-year project; Total: \$36,000)

Fédération québécoise pour le saumon atlantique

Awareness campaign
Grant: **\$18,000** for 2025

Fédération québécoise pour le saumon atlantique

National strategy for the deployment of counting fences on Quebec's salmon rivers
Grant: **\$35,000** for 2025

Institut national de la recherche scientifique, Centre Eau Terre Environnement

Study of the potential impacts of Copper Pit dewatering on York River salmon populations and development of tools to monitor the health of these populations
Grant: **\$40,548** for 2025 (1 of 3-year project; Total: \$100,548)

Organisme des bassins versants du Nord-Est Bas-Saint-Laurent

Écol'eau Program
Grant: **\$10,000** for 2025

Société de gestion des rivières de Gaspé inc.

Restoring connectivity in York River tributaries
Grant: **\$42,500** for 2025 (1 of 2-year project; Total: \$56,280)

Société Sipuminu Inc.

Oasis of coolness: "Micro habitats" for salmon
Grant: **\$21,478** for 2025

Société saumon de la rivière Romaine

Activities to inform and educate the public about the importance of wild Atlantic salmon and their habitats on the Romaine River
Grant: **\$10,000** for 2025



Société Sipuminu Inc - QC

GRANTS & STATUS

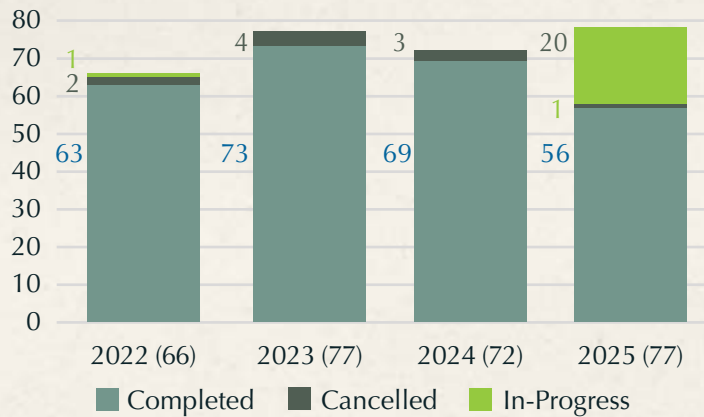
2025 Project Grants

FCAS GRANTS STATUS 2008 – 2025

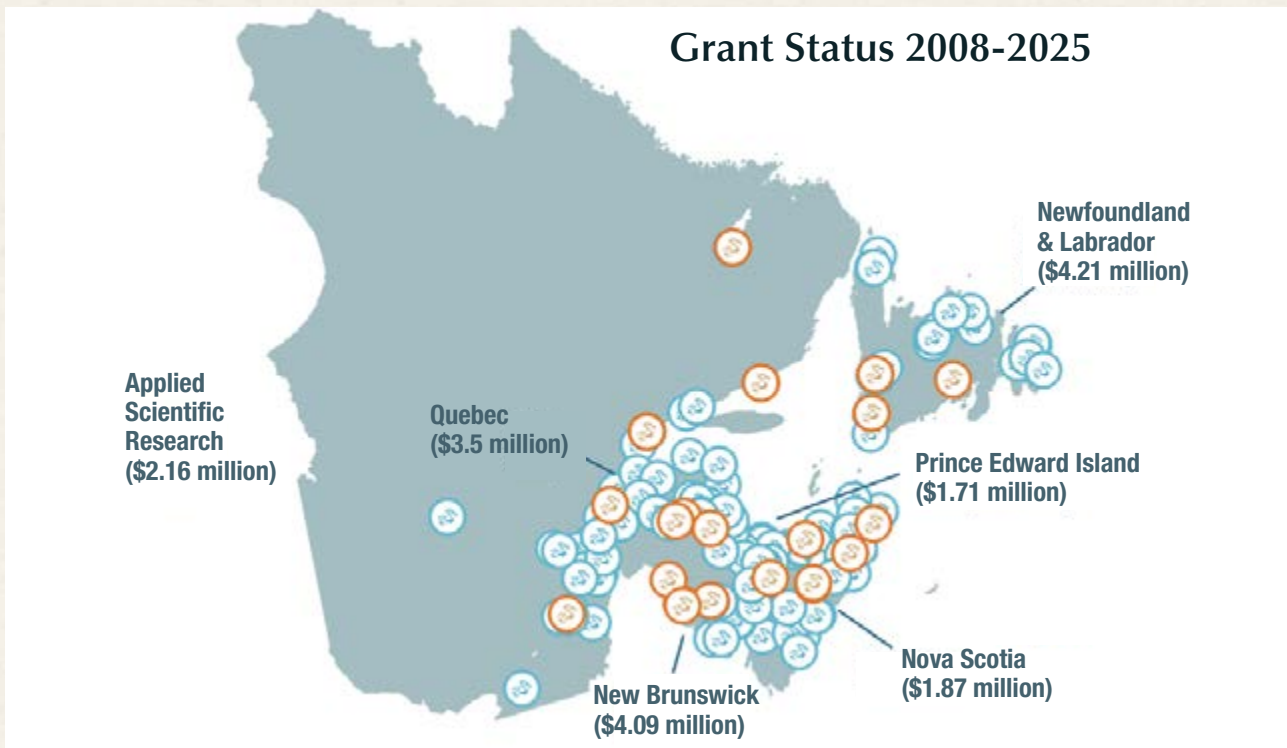
Since 2008 to 2025, FCAS has granted **\$17.5 million** to **956 project grants** from over 1182 funding proposals, following a rigorous assessment process.

FCAS funds have leveraged more than **\$97 million** in overall project valuation from other sources for an impressive **leveraging ratio of 5:1** (to May 2025).

Grant Status 2022-2025



All project descriptions can be found on our website: www.salmonconservation.ca/projects/



All Projects
 Indigenous-led Projects

SUMMARY OF PROJECT AUDITS

Summary of 2025 Project Audits and Evaluations

In 2025 audits of 23 Foundation 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. The project audits supplement the assessment of performance completed by staff through review of

the draft funding agreement, together with interim and final project reports received from recipients.

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 2025 the following recipient groups were audited for performance:

New Brunswick Projects

NB-2025-01 & 02	ACAP Saint John Inc.
NB-2025-04	Belleisle Watershed Coalition
NB-2025-11	Hammond River Angling Association
NB-2025-12	Kennebecasis Watershed Restoration Committee
NB-2025-14	Miramichi Salmon Association

Newfoundland & Labrador Projects

NL-2025-08 & 09	Salmonid Association of Eastern Newfoundland
NL-2025-10	Town of Norris Arm & Rattling Brook Salmon Restoration Committee
NL-2025-11	Watershed Stewardship Association of Rocky, Colinet and North Harbour Rivers

Nova Scotia Projects

NS-2025-02	Bluenose Coastal Action Foundation
NS-2024-03	Dalhousie University (Dawson) (Year 2)
NS-2025-08	Pictou County Rivers Association

Prince Edward Island Projects

PEI-2025-01	Central Queens Branch of the PEI Wildlife Federation
PEI-2025-02	Cornwall and Area Watershed Group
PEI-2025-03	Hillsborough River Association

Quebec Projects

QC-2025-01 & 02	Corporation du bassin de la Jacques-Cartier
QC-2025-09	Fédération Québécoise pour le Saumon Atlantique
QC-2025-15	Société saumon de la rivière Romaine

Scientific Projects

SAC-2023-03	University of Prince Edward Island (Fast)
SAC-2023-01 & SAC-2024-01	Institut National de la Recherche Scientifique (Enders)



Cornwall & Area Watershed Group - PEI

REPORTS & STATEMENTS

Auditors' Report

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, 2025 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, 2025.

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 April 16, 2026.

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
April 16, 2026

MacMillan Lawrence & Lawrence

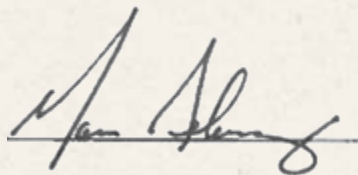
Chartered Accountants

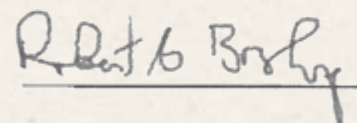
REPORTS & STATEMENTS

Summary Statement of Financial Position

	December 31, 2025	December 31, 2024
Assets		
Current		
Cash and cash equivalents	\$ 61,407	\$ 106,865
Receivables	23,928	42,568
Prepays	<u>6,292</u>	<u>6,201</u>
	91,627	155,634
Investments	<u>50,522,529</u>	<u>47,134,650</u>
	<u>\$ 50,614,156</u>	<u>\$ 47,290,284</u>
Liabilities		
Current		
Payables and accruals	<u>479,323</u>	<u>631,534</u>
Net Assets		
Reserve Fund – Internally Restricted	432,650	395,071
Endowment Fund – Externally Restricted	<u>49,702,183</u>	<u>46,263,679</u>
	<u>50,134,833</u>	<u>46,658,750</u>
	<u>\$ 50,614,156</u>	<u>\$ 47,290,284</u>

Approved on behalf of the Board:

 Director

 Director

REPORTS & STATEMENTS

Statement of Operations and Change in Net Assets

Year ended December 31,	2025	2024
Revenue	<u>\$ 6,073,572</u>	<u>\$ 5,174,082</u>
Expenses		
Administration	517,769	668,336
Grants	1,832,707	1,628,549
Investment management fees	<u>247,013</u>	<u>249,433</u>
	<u>2,597,489</u>	<u>2,546,318</u>
Excess of revenue over expenses	<u>\$ 3,476,083</u>	<u>\$ 2,627,764</u>
Net assets, beginning of year	\$ 46,658,750	\$ 44,030,986
Excess of revenue over expenses	<u>3,476,083</u>	<u>2,627,764</u>
Net assets, end of year	<u>\$ 50,134,833</u>	<u>\$ 46,658,750</u>

Notes:

Remuneration

For the 2025 Fiscal Year total remuneration paid to one Foundation employee whose remuneration exceeds \$100,000 per year was \$126,238 (salary + benefits).

Administrative overhead expenditures:

As a not-for-profit charitable organization, the administrative overhead costs, 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 2025, the total administrative overhead expense amount for the Foundation was less than 10% of the total expenses.

FCAS VOLUNTEERS & PERSONNEL

Officers, Directors & Board Committees

Officers



Raymond Lacroix
President & Chairman of the Board of Directors, Rimouski, 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



René Aucoin
Chéticamp, NS



Jim Burton
St. Philips, NL



Fred Cheverie
Souris, PEI



Jacqueline Girouard
Ste-Marie-de-Kent, NB



Jim Jones
Moncton, NB



William Fraser
Antigonish, NS



Ken Paul
Member of Wolastoqey Nation at Neqotkuk (Tobique First Nation)



Lyne Sexton
Cascapedia-St-Jules, QC

Board Committees

Investment:

R. Bishop (*Chair*)
J. Burton
M-H. Lacroix (*expert*)
J. LeBoutillier (*expert*)

Audit & Finance:

M. Delaney (*Chair*)
R. Bishop
S. Chase (*expert*)
B. Fraser
G. Girouard
C. McLean (*expert*)

Policy & Program:

J. Jones (*Chair*)
R. Aucoin (*Vice-Chair of Development*)
K. Coleman (*Vice-Chair of Program*)

F. Cheverie
B. Ledgerwood (*expert*)
A. McNeill (*expert*)
K. Paul
L. Sexton

Governance & Executive Support:

J. Jones (*Chair*)
R. Bujold (*expert*)
J. Girouard
J. LeBoutillier (*expert*)

Staff



Charline McCoy
Executive Director



Gert Lawlor
Conservation Program Coordinator



Kristen Milbury
Conservation Program Coordinator

FCAS VOLUNTEERS

Advisory Committees

New Brunswick Advisory Committee

Kathryn Collet (Chair), Leroy Anderson, Richard Debow, David Dunn, Dr. Michelle Gray, Mark Ramsay, Dr. Charles Sacobie, Luc Thériault.

Newfoundland & Labrador Advisory Committee

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

Nova Scotia Advisory Committee

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

Prince Edward Island Advisory Committee

Mary Finch (Chair), Tim Bernard, Rob Burnett, Todd Dupuis, Brad Ledgerwood, Heather Laiskonis, Shawn MacDougall, Ottis McInnis, Hannah Mumaghan.

Quebec Advisory Committee

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

Scientific Advisory Committee

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



Antigonish Rivers Association (photo: Hilary Hendsbee) - NS

2025 VOLUNTEER PROFILES

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



Blair Adams

Meet Blair Adams, a member of our Newfoundland and Labrador Advisory Committee.

Adams grew up in Newfoundland, living his first 12 years in Port Blandford before moving to Gander. He spent much of his youth, as many did, fishing for Atlantic salmon.

“Members of my family had been fishing and hunting guides going back at least three generations,” said Adams. “There are three salmon rivers that run right into the estuary by Port Blandford. I’d walk out in front of my house and cast a line and catch Atlantic salmon. And then

we had a family cabin on the Terra Nova River and we used to spend a tremendous amount of time up there fishing as well. So Atlantic salmon and fishing have been a part of my life for as long as I can remember.”

Adams obtained an undergraduate degree from St. Mary’s University with a focus on ecology. He followed that up with a Master of Science degree at Dalhousie University, where he worked on life history, genetics and fisheries management questions for brook trout. When he started work on his PhD, he switched focus to Atlantic salmon and their evolutionary ecology and migratory behaviour.

“I just wanted to understand more about the fish themselves and the environment they lived in and what affected it,” explained Adams. “I was lucky enough to be able to work with some really great NGOs while I was in grad school and undergraduate, doing a lot of great research.”

Following a three-year post-doctoral fellowship at Memorial University, Adams joined the Government of Newfoundland and Labrador, first as an ecosystem management ecologist. Over nearly two decades that have followed, he has served as director of the Centre of Forest Science and Innovation, director of the Wildlife Division and, since 2023, as assistant deputy minister for the Forestry and Wildlife Branch.

“I’m enjoying that, although it’s a battle to keep my fingers connected to the science and fisheries piece,” said Adams. “But I still collaborate with partners at DFO and Memorial University and we still manage to publish a paper or two a year, mostly on salmon biology. I can’t walk away from the fishery stuff, even though my day to day doesn’t involve much fisheries work.”

Adams has served as a member of the Foundation for Conservation of Atlantic Salmon’s Newfoundland and Labrador Advisory Committee for several years now. He noted that he was lucky enough to come into a system where there had been a lot of funding for salmon conservation and management in Newfoundland and Labrador, which is effectively gone now.

“Right now, the FCAS is the only funding source for salmon conservation in the province,” said Adams. “If we want to have good outcomes, if we want to engage and train up the next generation of conservationists, we have to have projects for them to participate in. It’s about conservation now, but it’s also important to have that investment for conservation’s future as well.”

Meet Mark Delaney, a member of our board of directors.

Delaney was born and raised in Moncton and currently lives in Dieppe with his partner, Jen Hicks, and their dog, Ben. From a young age, he had a keen interest in outdoor sports which included fishing and hunting.

“I remember going to conservation dinners with my father when I was in my early teens, that was my first exposure to topics of conservation and ecology,” said Delaney.

Delaney acknowledged with a laugh that he was halfway through a biology degree at Mount Allison University when it occurred to him that he wasn’t sure about the career path that would follow. He then changed programs, earned a Bachelor of Commerce and followed that by becoming a chartered professional accountant. He has served most of his career as a tax specialist and is a partner with Doane Grant Thornton LLP.

“I don’t do a lot of accounting or auditing work these days, with most of my time spent doing tax advisory work with owner/managers in family-run businesses and with charities and not-for-profit organizations throughout New Brunswick and some in Nova Scotia,” said Delaney.

It was largely through his work that he became involved in conservation efforts. He regularly dealt with business owners or other professionals who were involved in supporting organizations such as Ducks Unlimited or various salmon conservation-focused enti-



Mark Delaney

2025 VOLUNTEER PROFILES

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ties. It was an accounting colleague who first invited Delaney to volunteer with the Miramichi Salmon Association (MSA).

"That was my first formal participation on the fundraising side of conservation and funding conservation entities other than buying tickets to dinners," said Delaney. "My involvement evolved from there, becoming a MSA director and participating in a few committees. Because of my background and contacts, it was more the administrative and fundraising side but nonetheless supporting conservation."

His work with the Foundation for Conservation of Atlantic Salmon came about because of shared contacts. About five years ago, then FCAS executive director, Stephen Chase, was looking for new board members with experience in areas such as accounting or other financial backgrounds. A shared friend, Kevin Fram, who knew Delaney going back to junior high school – recommended him to Chase.

"I spoke with Stephen Chase and what I was hearing really rang a bell with me on how I felt about conservation efforts," said Delaney, who accepted a position on the board before serving as committee chair of the Finance and Audit Committee and as treasurer of the FCAS.

"I saw the accountability and all the positive attributes that you'd like to see in an organization that's been tasked with managing a significant financial investment portfolio to achieve objectives around conservation of Atlantic salmon in five different provinces and with First Nations," said Delaney. "They've done a remarkable job in identifying and funding projects that make a difference and making sure that's done in an accountable, sustainable way. We have exceptional people working at the Foundation, on every committee and on the Board, whether it's managing a \$50 million investment portfolio or ensuring that river conservation projects are managed well and are scientifically sound."

Meet Raymond Lacroix, our new president.

Lacroix grew up in Carleton-sur-Mer, near the Restigouche and Grand Cascadepedia rivers. It was there, he said, that his grandfathers instilled in him an interest in fishing and ecology. His paternal grandfather was an avid fisherman and huntsman, and his maternal grandfather was a hatchery manager, a commercial fisherman and served with the Atlantic Salmon Association.

"He was a board director for many, many years and he talked to me when I was very young and introduced me to Atlantic salmon and conservation of the salmon," said Lacroix.

After completing college in Rimouski, Lacroix pursued a law degree at Laval University from 1985 to 1988. He then specialized with a master's degree in tax from the University of Sherbrooke. Lac-

roix, a member of the Quebec Bar Association, pursued his tax career at Coopers & Lybrand (PwC) and Stein Monast before being hired, in 1996, as the director of legal affairs for Québec-Téléphone in Rimouski. Lacroix says that he was motivated to take the position as it would take him closer to home.

"When I had the opportunity to quit Quebec City to come back to my region I didn't hesitate. I've made my career here, but it was to be closer to my hometown. And since I was also a fisherman, it was much easier to go fishing because I was near the place where the rivers are", said Lacroix



Raymond Lacroix

When Québec-Téléphone was absorbed by TELUS, they kept Lacroix on and in the 25 years since he has served in a variety of capacities. He was their associate general counsel and corporate secretary in Québec, a regional vice president for public and parapublic markets and, most recently, has served as regional vice president – specialized solutions delivery and support.

"I'm in charge of the data and internet connectivity contracts for the government of Quebec for almost 15 years now," said Lacroix of his day-to-day responsibilities. "We have more than 3000 sites in Quebec, including hospitals and all the offices and government buildings. I manage those relationships and those contracts with the TELUS Team."

Lacroix first became aware of the Foundation for Conservation of Atlantic Salmon through his longtime friendship with former chairman and founder, Rémi Bujold. His sister, Marie-Hélène Lacroix, had served on the Foundation's board and was looking to retire. Bujold thought that given Lacroix's interest in fishing and his governance & pension funds experiences – he served as chairman of Rimouski College for seven years, as president of the TELUS Quebec pension fund since 2015 and as the independent member of the City of Rimouski pension fund since 2018 – that he would be an ideal candidate to join the board. In March of 2025, he was named the FCAS' new president.

"I was very proud because it was succeeding Rémi Bujold, the past chair and president," said Lacroix. "We have wonderful and dedicated volunteers, great staff but also all the members of the board. It's a very diversified board across the provinces. I'm very honored and proud to be part of such a great team."

2025 VOLUNTEER PROFILES

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



Brad Ledgerwood

Meet Brad Ledgerwood, a member of our PEI Advisory Committee and a member of the Foundation.

Ledgerwood was born and raised on Prince Edward Island and has been salmon angling his entire life.

“My father is an avid fisherman, so I grew up fishing for trout and salmon – whenever he had time off from work, he’d take me somewhere,” said Ledgerwood. “Then in my teens, I worked in stream enhancements, so I got to see a bit of that side of it as well.”

Following high school, he earned a Master of Arts in political science from Acadia University and a Master of Arts

in Industrial Relations and Human Resources from the University of Toronto. In 2016, he moved back home to PEI for a human resources position with Holland College.

“They’re actually responsible for doing a lot of the training of a lot of the wildlife conservation techs that do stream enhancement work in the province,” noted Ledgerwood. “I worked there in a few different roles, first as a consultant and eventually as a strategic enrollment officer. That was interesting work. A lot of data and planning, trying to figure out what size programs should be based on demand and employment opportunities.”

In 2021, he became a Health Human Resource Advisor with PEI’s Department of Health and Wellness. While that sounds like a massive shift, Ledgerwood sees significant parallels – he was still using data to make projections, but now they were about the de-

mand for health occupations and how to best fill vacancies. He served in that role for three years before moving to his current position, as Program Manager for Community Specialty Services for Health PEI.

“It’s more operations-based,” said Ledgerwood of his new role. “But I was interested in it because it was a chance to do some more program and project work and work more closely with people. It was a good move. I’ve always enjoyed working as part of a team more than I enjoyed individual work.”

Ledgerwood became aware of the Foundation for Conservation of Atlantic Salmon early in the organization’s development – Henry Hicks, a friend of his father, was a member of the board of directors in the early days. Ledgerwood was excited to see Atlantic salmon given the type of conservation support that he had previously seen for Pacific salmon. He joined the FCAS PEI Advisory Committee in 2021, helping to determine which projects are recommended for funding. Also, as a member of the Foundation, he serves on the Policy and Program Committee. Having conducted some stream enhancement work himself in his youth, he was very interested in supporting such efforts from the other side.

“I’ve really enjoyed the opportunity to put my support behind projects that look like they have the opportunity to benefit anglers,” said Ledgerwood. “One of the things that appealed to me about getting involved with the Foundation was to provide that angling perspective. When we talk about salmon and funding salmon-related projects, there’s a lot of great reasons to fund them – they’re a wonderful species, they’ve got historical and cultural significance to Indigenous peoples. But they’ve also got a very special place in the hearts and minds of anglers. I always thought it was nice to be able to bring that to the funding discussion as well.”

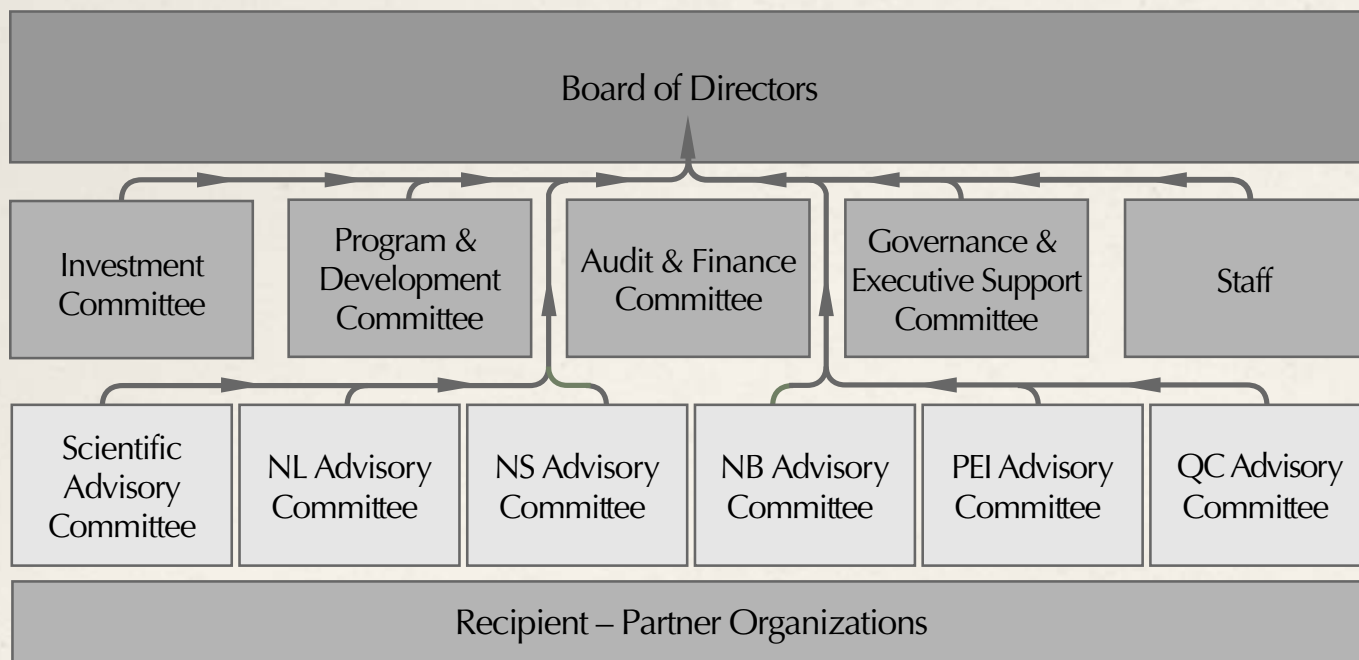
Ledgerwood lives in Charlottetown with his fiancé Mónica Alonso Martinez.



Pictou County Rivers Association - NS

FCAS STRUCTURAL FACT SHEET

FCAS Structural Fact Sheet



Background

- Incorporated non-profit managing the Atlantic Salmon Endowment trust fund.
- Governed by Treasury Board Funding Agreement and strong non-profit practices.

Board

- Maximum of 13 Directors elected by Members.
- Balanced representation across 5 provinces + Indigenous groups.
- Meets 4x per year.

Investment Committee

- Oversees trust fund; supported by investment management firm.
- Monitors fund performance, sets policy, recommends annual grant pool.
- Members are financially literate with investment expertise.

Technical Advisory Committees

- 6 committees (1 per province + Scientific Advisory).
- Expert volunteers from government, Indigenous groups, academia and stakeholders.
- Review proposals, advise Board, monitor funded projects.

Recipient-Partners

- Over 200 organizations across 5 provinces.
- Treated as partners, staff support project success.
- Provide provincial planning guidance in coordination with advisory committees.



Fort Folly Habitat Recovery Program - NB

CONSERVATION PARTNERS

The 2025 List of Our Conservation Partners

- Abegweit Conservation Society
ACMAT
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
Bass Pro Shops
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
Braiding Knowledge Canada
Cabella's Outdoor Fund Corporation
Canada Games
Canada Nature Fund for Aquatic Species at Risk
Canada Summer Jobs
Canadian Forage and Grassland Association
Canadian Heritage
Canadian Parks And Wilderness Society of
Newfoundland and Labrador
Canadian Rivers Institute
Cape Breton Highlands National Park
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
Colchester County
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
Corduoy 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, Causapsal 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
David Goodman
Desjardins
Destination Chic-Chocs
Donagh Regional School
Eastern Shore Wildlife Association
École François-Buote
Eddy Out Depot
El 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 des chasseurs
et pêcheurs
Fédération québécoise du saumon atlantique
FirstLight Energy
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 First Nation
Fort Folly Habitat Recovery
Freshwater-Alexander Bays
Ecosystem Corporation
Freshwater Fisheries Research Council
Friends of Salmonier Nature Park
Fundy National Park
Fundy Trail Parkway
Gander Bay Indian Band Council
Gespe'gewa'gi Institute of
Natural Understanding
Glencore
Glenn Ferguson
Government of Canada
Government of Quebec
Graham and Susan Smith Foundation
Greater Kouchibouguac Watershed Association
Groupe North Shore
Habitat Stewardship Program for Aquatic
Species at Risk
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
Liberty Utilities
Living Lab New Brunswick
Living Lakes Canada
Long Range Outdoors
Lorne Cottage
Mabou River Inn
Magasin Latulippe
Maliseet Nation Conservation Council
Margaree Salmon Association
Maritime Aboriginal Peoples Council
Maritime College of Forest Technology
McLean Foundation
Meduxnekeag River Association
Memorial University of Newfoundland
and Labrador
Métaux Osisko
Mi'gmawe'l Tplu'taqnn Incorporated
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
Municipality of the County of Antigonish
Nashwaak Watershed Association Inc.
Nation Huronne-Wendat
Nature Conservancy Canada
Nature NB
Nature Newfoundland & Labrador
Natural Sciences and Engineering Research
Council of Canada
NB Power
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

CONSERVATION PARTNERS

The 2025 List of Our Conservation Partners

New Brunswick Department of Post-Secondary Education, Training and Labour
New Brunswick Salmon Council
New Brunswick Wildlife Trust Fund
New Dereen Camp
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 Environment and Climate Change
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
Norwegian University of Life Sciences
Nova Scotia Community College
Nova Scotia Department of Fisheries and Aquaculture
Nova Scotia Department of Labour, Skills and Immigration – START Program
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
Nunatakavut Community Council
Organisme de bassin versant du Saguenay
Organisme de bassins versants de la Haute-Côte Nord
Organisme des bassins versants du Nord-Est Bas-Saint-Laurent
Oromocto First Nation
Oromocto River Watershed Association
Oushata
Pabineau First Nation
Parks Canada
Pisquid River Enhancement Project
Pourvoirie Moisie Nipissis Inc.
Perennia Research Inc.
Petitcodiac Watershed Alliance Inc.
Pictou Landing First Nation
Pleasant View Inn
Port Hawkesbury Paper
Prince Edward Island Department of Communities, Land & Development
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 Department of Workforce and Advanced Learning
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
PROPEL
Province of New Brunswick
Qalipu Mikmaq First Nation
Quebec-Labrador Foundation
R A Currie Biological Consultant
R W Woodworking and Custom Milling Inc.
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)
Roy Consultants
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
Stephenville Middle School
Sterling Hydrology Research Group
Stewardship Association of Municipalities
St. Anthony Basin Resources Inc.
St. George's Indian Band
St. Ignace Golf Club
St. Mary's First Nation
St. Mary's River Association
Strathlorne Tree Nursery
Sussex Fish and Game Association
Sustainable Communities Challenge Fund
Tabusintac Watershed Association
Tabusintac Club Ltd.
The Codroy Valley Area Development Association
The Confederacy of Mainland Mi'kmaq – Mikmaq Conservation Group
The Watershed Stewardship Association of Rocky, Colinet, and North Harbour Rivers
Three Rivers Mi'kmaq Band
Tobique First Nation
Tobique Watershed Association
Tourism HR Canada - Propel Student Work Placement Program
Town of Antigonish
Town of Beaurivage
Town of Colinet
Town of Grand Falls-Windsor
Town of Main Brook
Town of Norris Arm
Town of Pasadena
Town of Stephenville Crossing
Town of Whitbourne
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
Whitbourne Lions Club
Wild Salmon Unlimited
Willowbrook Watershed Services
Wolastoqey Nation in New Brunswick
Woodmillers Inc.
Wood PLC
World Wildlife Fund
WSP
Zec Saumon