



A2A

Algonquin to  
Adirondacks  
Collaborative

# Strategic Plan

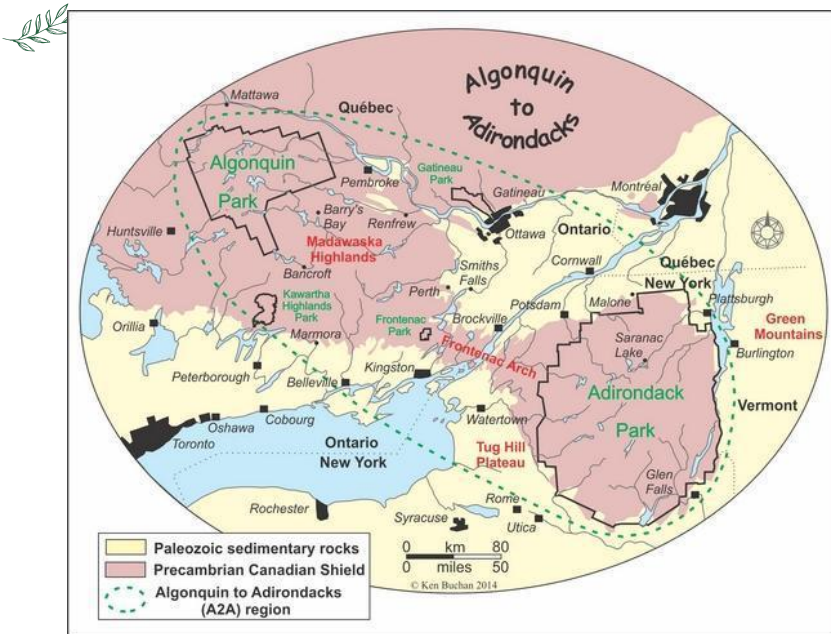
2022-2027



# Table of Contents

<b>Introduction.....</b>	<b>3-4</b>
<i>Mission</i>	
<i>Vision</i>	
<i>Values</i>	
<b>History.....</b>	<b>5</b>
<i>Programs</i>	
<i>Key Numbers</i>	
<b>SWOT Analysis.....</b>	<b>6</b>
<i>Strengths</i>	
<i>Opportunities</i>	
<i>Weaknesses</i>	
<i>Threats</i>	
<b>Strategic Priorities.....</b>	<b>7</b>
<i>Restore and enhance ecological integrity</i>	
<i>Engage the people of the A2A region</i>	
<i>Strengthen organizational capacity</i>	
<b>Implementation Plan.....</b>	<b>8</b>
<b>Program Plan.....</b>	<b>9</b>
<b>Financial Plan.....</b>	<b>10</b>





### Mission and Vision

**Our Mission:** We connect lands and people across the Algonquin to Adirondacks region to conserve, and enhance a critical corridor for ecological integrity and resilience in eastern North America.

**Our Vision:** We envision a resilient, ecologically-interconnected landscape that sustains a full range of native wildlife and enhances people's quality of life for generations to come.

### We envision an A2A region in which:

1. We humans fulfill our responsibilities to the earth
2. We feel a strong sense of “home place” here
3. We live in harmony with the rest of nature

### We envision an A2A landscape that:

1. Which provides a critical corridor for wildlife movement in eastern North America
2. Which consists of a rich mosaic of wildlife habitats
3. In which ecological integrity is enhanced
4. Which provides resilience to climate change and other human disturbances
5. Which supports working landscapes and ecologically-sustainable human land uses
6. Which supports the physical, emotional, cultural, and spiritual well-being of human communities in the region





## PROCESS

The development of our Strategic Plan took place through a grand-scale series of many brainstorming sessions with facilitators, board members and partners, running from the 2020 AGM and board "retreat" to a final Board Strategic Direction Planning session in August 2023, which included the use of jam boards and SWOT analysis and a process of facilitation, discussion, consultation and review. The reflections of these brainstorms and working sessions have resulted in the final draft of this plan. Please refer to the appendix for more details on the process behind the strategy.

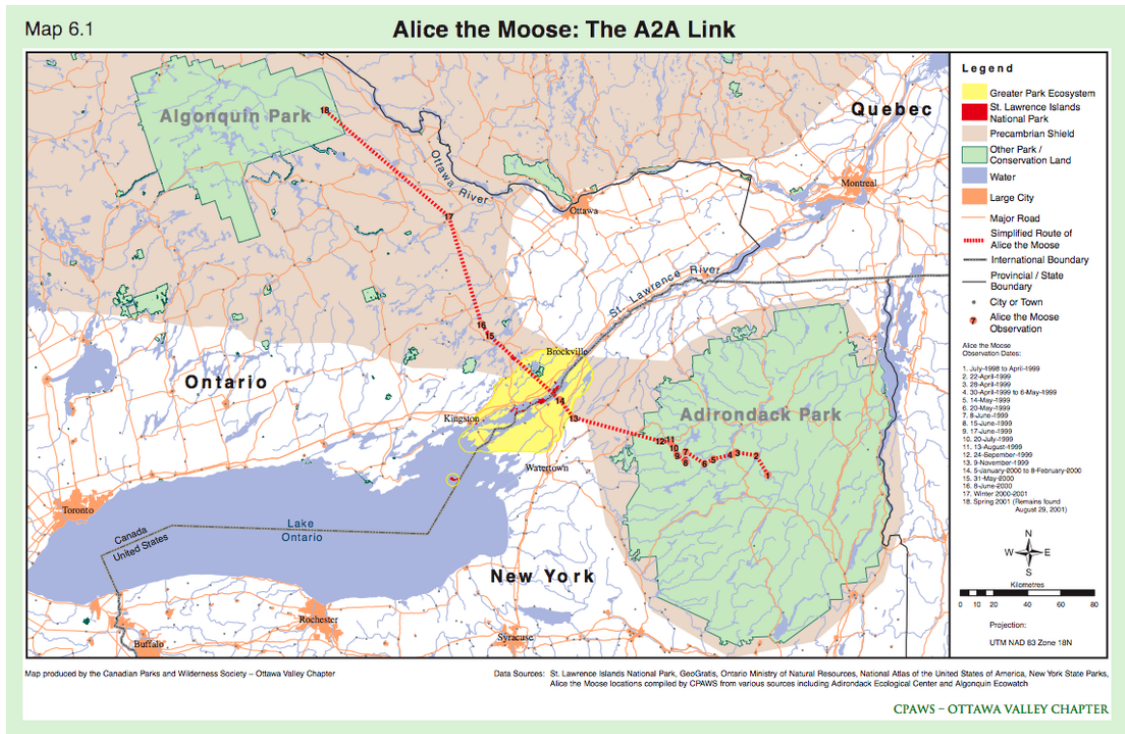
### ELEVATOR PITCH: WHAT IS THE A2A?

#### ACCORDING TO ITS BOARD OF DIRECTORS

"A2A is the most important wildlife corridor in northeastern North America, lying across the St. Lawrence River in Ontario and New York State, reaching across the Adirondacks to the Frontenac Arch to Algonquin. It is a transnational organization inspired by the story of our mascot, [Alice the Moose](#). The region is under threat from climate change and development.

We work with partners to protect and conserve this critical corridor so that wildlife can move to meet its needs, even in the face of change. We raise awareness of the regions' animals and plants and their needs, the importance of connectivity for wildlife habitats and the conservation of the A2A region as a whole, with the knowledge that it serves as a vital link in wildlife habitat in eastern North America from the Canadian Boreal Forest to the Appalachians and all the way to Georgia.

There are many organizations doing on the ground conservation work in the area, focused on smaller specific areas. The A2A Collaborative works across the U.S.-Canadian border, bringing organizations together to share science and resources to reduce habitat fragmentation and mitigate the effects of climate change "





## VALUES

The Algonquin to Adirondacks Collaborative (A2A) values and principles include:

- **Harmony** – We believe that humans are part of nature and our first responsibility is to live in harmony within it. To do so also means to work and live in harmony with the people who live in the A2A region.
- **Nature-Based** – We believe that animals and plants have an intrinsic value apart from the uses to which humans put them. We focus on the protection and conservation of all of A2A region’s species of flora and fauna, its natural capital, and its ecological services.
- **Indigenous Responsibilities and Rights** – We shall be guided by the United Nations Declaration of Rights on Indigenous Peoples (UNDRIP), “the minimum standards for the survival, dignity and well-being of the indigenous peoples of the world” (UNDRIP, article 43). We acknowledge the A2A Region is land for which the Haudenosaunee and Anishnaabe peoples have been, and continue to be, responsible since time immemorial. We *endeavor to* actively and consistently engage Indigenous peoples during collaborative and decision making processes *concerning* conservation efforts and projects in the A2A region.
- **Multinational Engagement** – We *endeavor to* engage Indigenous peoples, conservation organizations, governments, landowners, educational institutions, and the general public in the A2A region of both the US and Canada, whilst acknowledging their unique needs and priorities.
- **Participatory and Evidence-Based Planning and Management** – We promote participatory planning and management, and activities that are inclusive and evidence-based. We rely upon Indigenous traditional knowledge, other local community knowledge, and western science.
- **Consensus Decision Making:** We reach decisions in the A2A Collaborative through the consensus decision-making process whenever possible in all our meetings. We use Robert’s Rules of Order to reach decisions *only* when consensus cannot be reached.
- **Recognizing Differences:** We recognize that within the A2A “Big Tent” members and partners may have divergent and even conflicting views. We endeavor to identify and work for the shared values among partners and members as identified in our mission and vision. Through mutual esteem, we find common ground. We celebrate the strength we acquire through our diversity.
- **Advocacy:** As required by circumstances, we undertake a variety of advocacy efforts to promote and defend healthy connected wildlife habitat. For example, sharing letters of support, petitions, and partner campaigns to spread awareness and garner support on issues.
- **Building Resilience** – We enhance landscape connectivity and ecological integrity to increase ecosystem and human community resilience to the increasingly adverse effects of climate change and other disturbances.
- **Collaborative Partnerships** – We support the land connectivity and conservation efforts of our partner organizations in the A2A region through provision of traditional and scientific research and knowledge, promotion and advocacy *of their* initiatives. *Such support may include mapping tools and adding capacity related to land acquisition, or other efforts to enhance healthy, connected habitats within the A2A region.*
- **Working Landscapes** – We promote vibrant, working landscapes and ecologically-sustainable land uses.
- **Accountability** – We are accountable to the web of life, Ginowaydaganuc (Anishinaabemowin). We are accountable to future generations of all life. This accountability is shared with our partner organizations. We are accountable to the commitments we make to partner organizations, members, donors, and governments. We will reflect and evaluate regularly, and adapt as needed.
- **Organizational Sustainability** – We will work to ensure our organization has the capacity (staff, expertise, funding) required to carry out our mission and serve our vision.





## Organizational History

### The A2A Region

The A2A region encompasses Adirondack Park, in New York State, and Algonquin Park, in Ontario, and the lands and waters connecting them. It is of continental significance as the most intact corridor for wildlife across the Great Lakes-St. Lawrence River system. It provides essential habitats for a vast number of species: mammals, migratory birds, and many other organisms. Scientists have recognized for decades what Indigenous peoples have known for generations: that the A2A region has a unique and essential role to play in wildlife conservation in North America.

### The A2A Collaborative (Organization)

A2A is a transnational (U.S., Canadian and Indigenous) organization of partners dedicated to conserving and connecting lands and people across the Algonquin to Adirondacks region. Connected habitat allows animals and plants to fulfill their needs and survive adversities such as climate change.

The Algonquin to Adirondacks (A2A) Conservation Initiative was first developed in the mid 1990's by the Ottawa Valley Chapter of the Canadian Parks and Wilderness Society in collaboration with Parks Canada and other conservation organizations and scientists. The aim was to protect the region's ecosystems and maintain the region's viability as a wildlife corridor across the Great Lakes-St. Lawrence River system. To guide the work, a report titled "The Conservation Potential of the Frontenac Axis: Linking Algonquin Park to the Adirondacks" was prepared by Cathy Keddy in 1995, and the Algonquin to Adirondacks Conservation Association (now the A2A Collaborative) was established in 2000.

The A2A Collaborative evolved from the understanding that to conserve and connect the series of ecosystems anchored by Algonquin and Adirondack parks would require multinational efforts and expertise. The A2A Collaborative facilitates collaboration among our partners and together, engages in projects to enhance and connect wildlife habitat and build public support for conservation and wise planning.

The A2A Collaborative is composed of a Board of Directors, committees, staff, volunteers, and a multi-national network of partner organizations from the United States, Canada, and Indigenous/First Nation Groups.

We are federally incorporated in Canada (as of 2002) and hold charitable status in Canada as of 2007 and charitable status (501-3C) in the United States as of 2021. It is important to note that although both Canadian and American sides make up one organization together; **they can** operate separately on projects where their timelines and needs differ, given **that the** organization was first established in Canada and as such certain projects (for example, Road Ecology) have advanced further, and/or with different outcomes in Canada vs. the US. For this reason, certain priorities, as well as operational and financial realities, may differ between the U.S. and Canadian parts of the organization. This Strategic Plan considers collective goals for the **entire** organization, while making distinctions when necessary on priorities and projects in each country.





### **History of Funding:**

The A2A Conservation Association was originally funded by CPAWS (Canadian Parks and Wilderness Society) and Parks Canada. After it became a collaborative, the first major grants for its work came from McLean Foundation, received in 2013, as well as from the Trillium Foundation, also received in 2013. Our first full-time staff, a Coordinator, was hired in 2015. In 2019, the ECHO Foundation became established as a significant funding partner, joining for operational support with an initial 2 year \$40,000 commitment in 2019 and new funding of over \$100,000 in 2021-2022. A2A's first fundraising gala took place in 2017 and was followed by consecutive galas in 2018 and 2019, before the Covid-19 pandemic, each yielding up to \$10,000 in revenue. Since 2020, and achieving charity status in the US, there has also been greater fundraising efforts in the US as well, leading to a number of smaller, but still significant foundational and US government grants.

### **History of Projects:**

- Some of A2A's earliest projects took the form of conservation work and planning with local groups and road ecology research on the Canadian side. The first completed project was the 2008 - 2011 Gananogue River Watershed Project.
- A2A's 2012 Strategic Planning Sessions and reorganization as a collaborative reconfirmed A2A as a cross-border organization dedicated to collaborating with partners.
- In 2015, a Landscape Connectivity Analysis project was completed resulting in connectivity mapping on both sides of the border which is used by partners and organizations for conservation planning and securement strategies.
- The Reconnaissance A2A Pilgrimage for Nature Trail trek in 2017 established the route the trail would take. Major media interest following an Associated Press story with major papers and feature articles which raised the profile of A2A significantly.
- There was a major increase in A2A Collaborative's science initiative through the Conservation Action Planning project - Stage 1 (2017) looked at A2A wide concepts and Stage 2 (2019) applied those in the Frontenac Arch Area. The organization aids partners with this type of planning work.
- A2A had its most recent Science Symposium in 2019, which brought together partners across the border and engaged all through sessions on mapping, ecology, connectivity research and more.

Source: This history section of A2A was completed through the knowledge of board members at A2A's 2022-2027 Strategic Planning session held on August 23rd 2022.

### **Key Numbers**

- A2A Collaborative has up to 500 subscribers on its mailing list and over 100 paying members
- There are 50 partner organizations across the region that are part of A2A Collaborative's network.





## Programs

The Algonquin to Adirondacks Collaborative has a wide range of programs that focus on supporting sustainable development and protection of the A2A region. These include:

- **The A2A Trail - A Pilgrimage for Nature:** The A2A Trail links Algonquin Park to the Adirondacks, creating a physical and symbolic connection between lands and people in support of the A2A's broader regional goals. The major goals of creating the Pilgrimage for Nature are 1. To educate people about the A2A region: its unique role in conservation in eastern North America, its fragility and the threats from inappropriate development, climate change, and invasive plants. 2. To inspire them to advocate for healthy, connected wildlife habitat 3. To provide recreational opportunities, and 4. To provide sustainable economic opportunities to local communities.
- **Conservation Action Planning (CAP):** The A2A Collaborative has initiated a multistage project to bring Conservation Action Planning to the A2A Region which builds on a general A2A framework for CAP by applying the principles to local CAPs starting with the Frontenac Arch Biosphere area.. This initiative has been supported largely through SEED grants from the Ontario Trillium Foundation. The [Conservation Gateway](#) describes CAP as the following: *"At its core, CAP is a framework to help practitioners to focus their conservation strategies on clearly defined elements of biodiversity or conservation targets and fully articulated threats to these targets and to measure their success in a manner that will enable them to adapt and learn over time. The CAP process accomplishes this by prompting a conservation team to work through a series of diagnostic steps that culminate in the development of clearly defined objectives and strategic actions. Together these represent a testable hypothesis of conservation success that forms the basis of an "adaptive" approach to conservation management."*
- **Road Ecology:** This is a collaborative research project in partnership with Queens' University and the Blazing Star to research road mortality of wildlife in the A2A region and provide recommendations and mitigation measures to reduce wildlife road mortality across the Algonquin to Adirondacks region by making recommendations on the best possible locations for wildlife crossings. Along with a number of partners, A2A has completed a collaborative road ecology study on major highways in Eastern Ontario.
- **Information-sharing and Science Symposiums:** A2A is a beacon of knowledge and experience for the A2A region. It raises awareness and education on A2A work via its newsletters and events. In 2019, the A2A Collaborative conducted a Science Symposium where scientists could showcase their research on the A2A region. It is anticipated that future symposia will run bi-annually starting in 2023.







- **Fostering partnerships:** The A2A Collaborative supports and collaborates with its large range of partners to support the fulfillment of their missions wherever they intersect with its own, including research, advocacy, partner engagement and surveying (i.e. asking partners how we can support and/or facilitate initiatives together). There are specific events for partners, forums and workshops to support research, and conservation action planning in the A2A region.

## Strategic Priorities

*Algonquin to Adirondacks Collaborative has identified four core themes to prioritize the work we do across the region from now until 2027.*



### 1. Restore and enhance ecological integrity

- Provide partners with skills and tools to enhance their conservation actions; work with them to create shared Conservation Action Plans
- Support road ecology, wildlife and connectivity studies and project implementation - complete Road Ecology/Wildlife Crossing Study on both Canadian and US sides
- Influence governmental and non-governmental policies, projects, and development that will impact the natural heritage of the A2A region and encourage government agencies to take action to protect wildlife connectivity
- Build new Road Wildlife Crossings; expand existing ones as the Road Ecology Report recommends
- Support a rich mosaic of interconnecting wildlife habitats



### 2. Engage the people of the A2A region

- Build diverse cultural pathways to include individuals, communities, organizations and agencies in a shared community within the A2A region
- Establish an Internationally Recognized A2A Scenic Trail through the development of an official A2A trail guide, the publication of both a printed and virtual interactive map, increased signage, maintenance and promotion of the trail as a recreational and protected nature area.
- Connect residents and visitors to nature through direct experience, and encourage them to take action to protect, conserve, and restore ecosystems
- Develop Communications to broaden public knowledge and support of the A2A Collaborative
- Increase awareness of the importance of, and threats to, ecological integrity, conservation, and connectivity in the A2A region
- Systematize Marketing and Partner Outreach

### 3. Strengthen organizational capacity

- Celebrate the A2A region
- Engage partners in the United States, Canada, and First Nations (Indigenous groups).
- Enhance our multi-national organization with highly skilled directors from the United States, Canada, and indigenous
- Enable a sustainable flow of funding and resources to support staffing/overhead and programs/projects associated with our goals and objectives
- Work to attract passionate and knowledgeable employees and volunteers
- Retain skilled employees and volunteers
- Revisit Strategic Plan mid-year to ensure activities are sufficient and strategic





## Program Plan

*The chart below identifies priorities for core program areas:*

Program	Action & Priorities 2022-2027
A2A Trail A Pilgrimage for Nature	<ul style="list-style-type: none"> <li>Complete Trail Guide with Mapping, Ecology, Resources, and a section "How to Get Involved"</li> <li>Interactive Map on the website - with key highlights</li> <li>Annual Treks with members and public</li> </ul>
Conservation Action Planning	<ul style="list-style-type: none"> <li>Clear goals set out</li> <li>Actions taken to implement CAPs across the A2A region both on Canadian and US side</li> </ul>
Mapping	<ul style="list-style-type: none"> <li>Interactive Map on Website that can be regularly updated</li> <li>Pilgrimage for Nature Trail Guide Map - accessible on multiple platforms and in multiple locations</li> </ul>
Road Ecology	<ul style="list-style-type: none"> <li>Road Ecology report release moves into campaigning, action and advocacy on major priorities and goals</li> </ul>
Partnership	<ul style="list-style-type: none"> <li>Active and consistent engagement with partners in the areas of research, land purchases, advocacy, and through participation in each others' initiatives</li> </ul>
Membership	<ul style="list-style-type: none"> <li>10x Membership increase (100 to 10000)</li> </ul>

## Implementation Plan

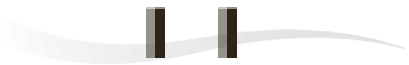
*The strategy below demonstrates how the Key Indicators will be tracked between now and 2027 to measure progress and activities.*

Goal	2022-2023	2023-2024
Restore and enhance ecological integrity	<ul style="list-style-type: none"> <li>Road Ecology Report release on the Canadian side - collaboration with partners in presenting findings to MTO; developing focus groups,</li> </ul>	<ul style="list-style-type: none"> <li>Convene a 3rd Science Symposium of A2A partners</li> <li>Advancement on Canadian side Road Ecology Recommendations -</li> </ul>





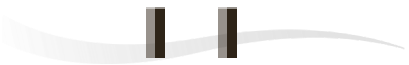
	<p>panel events and public campaigns to garner public support</p> <ul style="list-style-type: none"> <li>• US work plan on Wildlife Crossing Study,, Mapping and CAPs developed and put into action</li> <li>• A2A Pilgrimage for Nature Trail Guide completed</li> <li>• Have participated in and supported Conservation Action Planning (CAP) work of partners</li> </ul>	<p>Progress with MTO - plans in discussion</p> <ul style="list-style-type: none"> <li>• US Wildlife Crossing Study advances and is in active researching phase</li> <li>• Trail guide publicly available and accessible</li> <li>• CAP work continuing with partners</li> </ul>
<p>Engage the people of the A2A region</p>	<ul style="list-style-type: none"> <li>• Recruit Communications Consultant to consolidate A2A messaging</li> <li>• Define Membership and roll out Membership Plan and increase membership from 100 to 1000</li> <li>• Continue Newsletter, but add interactive pieces, such as polls, incentives, etc.</li> </ul>	<ul style="list-style-type: none"> <li>• Aim for an increase from 1000 to 2500 members 2023-2024 and regularly engage them</li> <li>• Year-End Annual Report and Membership Gift Mail out</li> <li>• Recruit Consultant on Partnership Strategy (US Side)- leading to public partner and community forum on A2A regional issues</li> <li>• Developing and putting on an Annual Trek</li> </ul>
<p>Strengthen organizational capacity</p>	<ul style="list-style-type: none"> <li>• A clear mandate for Executive Director has been written and presented</li> <li>• Have reached the fundraising goal of \$100 000 by 2023 for full-time staff</li> <li>• Board Members have been recruited as necessary – with the goal of having at least half the board female, and/or racially diverse. indigenous groups are</li> </ul>	<ul style="list-style-type: none"> <li>• Skilled, supported and diverse board</li> <li>• Skilled, supported, diverse and consistent staffing</li> <li>• There are regular committee and working group meetings. Committees have presented the Board with clear and measurable actions, goals, and timelines.</li> </ul>





	<p>regularly consulted to ensure their agreement with directions the Collaborative is taking.</p> <ul style="list-style-type: none"> <li>• Committees have met regularly and reported to the Board.</li> </ul>	
--	--	--

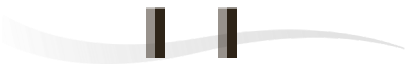
Goal	2024-2025	2025-2026
Restore and enhance ecological integrity	<ul style="list-style-type: none"> <li>• Advancement of Canadian-Side Road Ecology Project</li> <li>• US Wildlife Crossing Study ready for peer review and CAP work underway</li> <li>• Wildlife habitat restoration CAPs underway</li> <li>• Regular partner forums to monitor progress</li> </ul>	<ul style="list-style-type: none"> <li>• Advancement of Canadian-Side Road Ecology Project</li> <li>• US Wildlife Crossing Study near-ready for publishing</li> <li>• A2A has held its 4th Science Symposium</li> <li>• Annual partner forums to monitor progress have taken place</li> </ul>
Engage the people of the A2A region	<ul style="list-style-type: none"> <li>• Membership has increased to 5000 members</li> <li>• A2A Collaborative has maintained consistent outreach to members, consisting of monthly newsletters with partner spotlights, project progress updates as well as science news and regional stories relating to our mission.</li> <li>• Increase in awareness and use of the Pilgrimage for Nature Trail. To determine: How do we measure an increase in awareness and use ?</li> <li>• A2A has held an annual Trek and Fundraiser</li> </ul>	<ul style="list-style-type: none"> <li>• Membership has increased to 10 000</li> <li>• A2A Collaborative has maintained consistent outreach to members, consisting of monthly newsletters with partner spotlights, project progress updates as well as science news and regional stories relating to our mission.</li> <li>• Increase in awareness and use of the Pilgrimage for Nature Trail. How do we measure an increase in awareness and use ?</li> <li>• A2A has held an annual Trek and Fundraiser</li> </ul>
Strengthen organizational capacity	<ul style="list-style-type: none"> <li>• Skilled, supported and diverse board</li> <li>• Skilled, supported, diverse and consistent staffing</li> </ul>	<ul style="list-style-type: none"> <li>• Skilled, supported and diverse board</li> <li>• Skilled, supported, diverse and consistent staffing</li> </ul>





	<ul style="list-style-type: none"> <li>• There are regular committee and working group meetings. Committees have presented the Board with clear and measurable actions, goals, and timelines.</li> </ul>	<ul style="list-style-type: none"> <li>• There are regular committee and working group meetings. Committees have presented the Board with clear and measurable actions, goals, and timelines.</li> </ul>
--	--	--

<i>Goal</i>	<i>2026-2027</i>
Restore and enhance ecological integrity	<ul style="list-style-type: none"> <li>• Canadian side Road Ecology Project - Evaluation</li> <li>• US Wildlife Crossing Study pushing for support</li> <li>• CAPs near completion, expanding, evolving as climate research and science evolves</li> </ul>
Engage the people of the A2A region	<ul style="list-style-type: none"> <li>• Membership increase to 15,000 members</li> <li>• Consistent outreach via newsletters, etc.</li> <li>• Regular/reoccurring forums of community groups, partners on A2A issues, projects, goals</li> </ul>
Strengthen organizational capacity	<ul style="list-style-type: none"> <li>• Skilled, supported and diverse board</li> <li>• Skilled, supported, diverse and consistent staffing</li> <li>• There are regular committee and working group meetings. Committees have presented the Board with clear and measurable actions, goals, and timelines.</li> </ul>





## Financial Plan

The Financial Plan section looks at our financial goals over the next 5 years based on current projections for future growth. Our main fundraising mission is to support the organizational capacity we need to deliver on our programs and mission as these take more definite shape and expand in the near future (see implementation plan). These capacity needs include administrative direction, operational support, program delivery and communications and fundraising needs.

Please note, given we are a transitional organization operating in both Canada and the US, fiduciary responsibilities and financial reporting is undertaken separately by members representing each respective country. Moreover, grants and finances in each country will be handled as per the legal requirements in each country. For the purposes of this plan and for the sake of simplicity, financial goals will be planned together, but distinctions will be made when reporting on them.

### Fundraising Priorities

We have identified four priority areas in our Fund Development Strategy. These are:

- Continued funding from private foundations and government grants - aiming to submit at least 10 Letters of Interest per quarter
- Focus on Members & Donors Revenue
- Focus on Legacy Giving
- Focus on Mission Fundraising (through donation campaigns, memberships, fundraisers, private foundations, legacy giving)

### Fund Development

We have projected two options for growth. The first option is a more modest approach as shown in the Basic Growth budget below. The second option is a more aggressive strategy with the Expanded Growth Option. Note, the point is not to continuously exponentially expand; but to arrive in a financial position in which we can maintain consistent operational capacity for the organization and reach the desirable size for our org.

#### *Basic Growth Option:*

<b>Funding Stream</b>	<b>2022-2023</b>	<b>2023-2024</b>	<b>2024-2025</b>	<b>2025-2026</b>	<b>2026-2027</b>
Government Grants/Foundations	\$100,000	\$150,000	\$200,000	\$250,000	\$300,000
NGO Partnerships	\$5,000	\$15,000	\$30,000	\$60,000	\$120,000
Donor Income & Legacy Giving	\$5,000	\$7,500	\$10,000	\$12,500	\$15,000
<b>Total:</b>	<b>\$110,000</b>	<b>\$172,500</b>	<b>\$240,000</b>	<b>\$322,500</b>	<b>\$435,000</b>





**Expanded Growth Option:**

<b>Funding Stream</b>	<b>2022-2023</b>	<b>2023-2024</b>	<b>2024-2025</b>	<b>2025-2026</b>	<b>2026-2027</b>
Grants/Foundations	\$150,000	\$250,000	\$350,000	\$450,000	\$550,000
NGO Partnerships	\$10,000	\$25,000	\$40,000	\$55,000	\$70,000
Donor Income & Legacy Giving	\$5,000	\$10,000	\$20,000	\$40,000	\$80,000
<b>Total:</b>	<b>\$165,000</b>	<b>\$285,000</b>	<b>\$410,000</b>	<b>\$545,000</b>	<b>\$700,000</b>

The Expanded Growth options would require a concerted effort to aggressively develop the Priority Streams. This will only be possible if the organization has strong organizational operations that give the Executive Director and Board ample time to focus on fundraising with staff support. The board would need to become highly engaged in the new stream development.





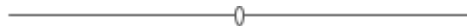
Special thanks to A2A's Board of Directors, Partner input already received and the Eco Executive Director for providing capacity support to Algonquin to Adirondacks Collaborative in order to develop this Strategic Plan.

ECO   
EXECUTIVE DIRECTOR



A2A

Algonquin to  
Adirondacks  
Collaborative



Algonquin to Adirondacks Collaborative | 19 Reynolds Rd, Lansdowne, ON, K0E 1L0

1 (613) 332-8634 | [www.a2acollaborative.org](http://www.a2acollaborative.org) | [info@a2acollaborative.org](mailto:info@a2acollaborative.org)







## APPENDICES

### SWOT ANALYSIS

#### SWOT Analysis

*Our SWOT Analysis considers the Strengths, Weaknesses, Opportunities, and Threats for Algonquin to Adirondacks Collaborative.*

#### Strengths

- A2A Collaborative is about big vision and big picture thinking. Few other organizations are thinking on this geographic scale in eastern North America.
- The A2A Collaborative is good at engaging and collaborating with partners at multiple levels, and working with local groups.
- The A2A has strong organizational leadership, an active board and the advantage of charitable status, both in Canada and the US.
- A2A's Conservation Action Planning now positions A2A as providing a valuable service to local organizations.
- The A2A trail is unique not only because of its breadth, but because its primary goal is education with the aim of protection.

#### Weaknesses

- There is a general lack of awareness and recognition of The Pilgrimage for Nature (the A2A Trail), the region and the A2A Collaborative.
- It is challenging to engage such a large and diverse group of stakeholders; on-the-ground presence is difficult over such a large area.
- It is hard to convey science over such a large corridor; the climate change research is still evolving.
- Since the US side joined the organization later, its wildlife studies are not as developed or as far ahead as the ones on the Canadian side.
- There is limited organizational capacity and staff are often in transition. Sometimes there isn't enough energy to move things forward.
- There is a lack of diversity on our board, especially in terms of indigenous representation.
- It is a challenge to craft clear and consistent messages because the issues are complex. It is difficult to present such a big vision in a clear and compelling way.
- Short-term deliverables and timelines are unclear



#### Opportunities

- Shifting perceptions through growing awareness and engagement. People are starting to realize the importance of the larger connected landscape, particularly as climate change unfolds.
- The A2A role of umbrella organization for the overall corridor is starting to become appreciated and valued.
- The Pilgrimage for Nature is more than a simple hiking trail; not only can it be hiked but it can also be biked, climbed and even paddled in some parts.
- There are a slew of future partnership and funding opportunities (especially on the US side).





- There are many economic opportunities for the region and opportunities for engaging individuals, communities (such as the farming community) and organizational partners (foundations, corporations, relevant associations).
- A Trail Guide can encourage people to explore the trail, share resources, science and other valuable information.



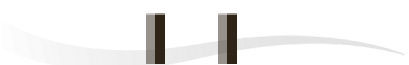
## Threats

- Physical threats to the region: population growth and urban development (highways, etc.) are fundamental challenges that A2A has to face.
- Legislation is fairly weak around protection of high biodiversity areas.
- Increase in conventional farming is leading to more habitat loss and increasing pesticide use.
- Organizational capacity limited and/or inconsistent (uneven workload for members, members far apart)
- Funding is limited and/or inconsistent
- Political change can lead to loss of funding (not a global issue or priority), and changes in regulation and enforcement.
- High cost of road ecology solutions. A2A will need major project support to get funding approved for those projects.

## SWOT ANALYSIS JAMBOARD

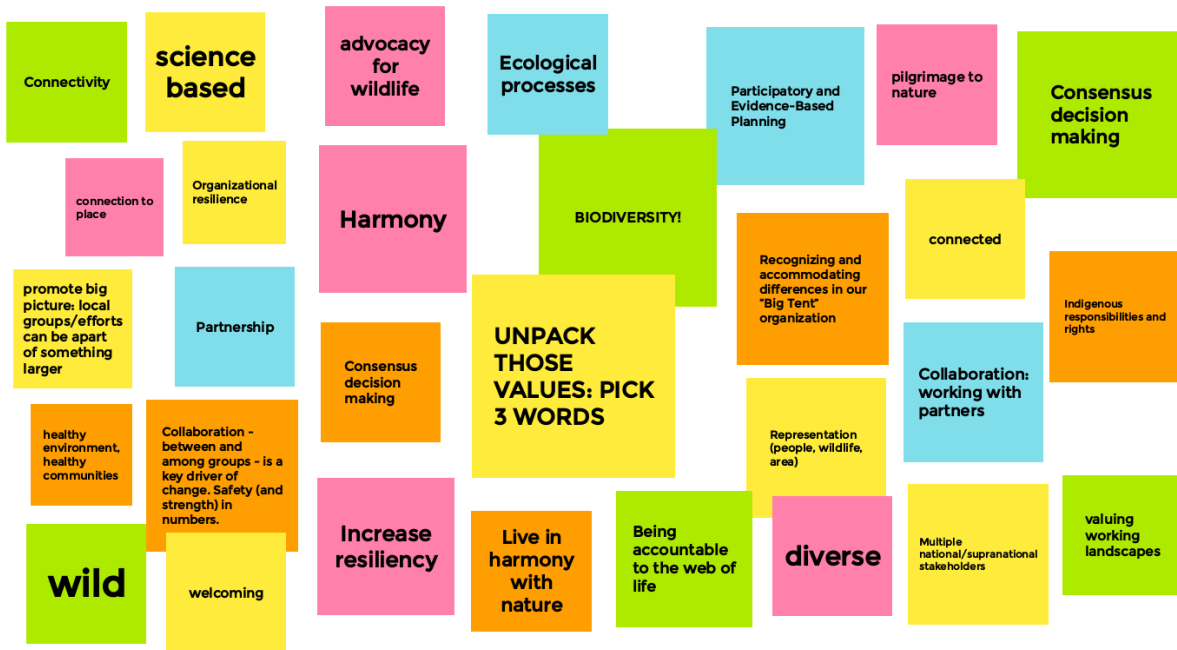


SWOT Analysis Jamboard with Board of Directors on August 23, 2022





## VALUES JAMBOARD



Values Jamboard with Board of Directors on August 23, 2022

