

**STRATEGIC PLAN
FOR
THE ST. MARY'S RIVER ASSOCIATION**

JULY, 2002

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1.0 Background

CORVID Enterprises Inc. was contracted to do a Strategic Plan for the SMRA. Originally the organization requested a plan for Salmon and River Restoration but in the course of initial meetings with Directors of the organization it became clear that it was necessary to do a broader plan which encompassed the organizational structure, vision, mission and goals. This strategic plan lays out the important steps so that the SMRA can continue to be viable and build into the future. It focuses on the activities for the next three years because much of decision-making in the years after will depend on the progress in 2002 through 2004 and what directions and decisions the organization decides to make.

1.1. Organizational Profile and Scan

The St. Mary's River Association (SMRA) was incorporated in 1979 as a not-for-profit society dedicated to the "conservation, protection, propagation and perpetuation of the fishery in the St. Mary's River and its tributaries"¹. The SMRA has had a long and productive involvement in the St. Mary's River and surrounding community. The SMRA presently has a membership of 210 individuals drawing upon the local residents as well as non-residents from outside the region and outside of Canada.

A profile of the St. Mary's River is contained in Appendix One. The SMRA has been an organization primarily focussed on salmon fishing and habitat restoration. It has seen a decline in its membership (down from 429 only 13 years ago) in conjunction with the decline of fish in the river.

The Board has had difficulty in attracting members to leadership positions within the organization including at present where there is no active Vice-President. Some members have been disillusioned because of the organization's inability to move its vision beyond salmon and fishing, while others have been frustrated because the organization has been unable to improve salmon fishing opportunities. Generally, work on the river has been driven by a small group of dedicated volunteers who have managed to get things done.

Because of these volunteers and their countless hours of work, the SMRA has accomplished a lot, including the building of a new facility to house its Education and Interpretive Centre as well as publishing an excellent newsletter for its members. The Centre began in the 1990's when the organization opened the St. Mary's River Salmon Museum. For a while this was housed in Sherbrooke Village. In 2000, the organization received monies from ACOA and other contributors to build its Education and Interpretive Centre which opened July 1, 2001. There are no loans on the building.

Today, the bulk of the organizational work is carried out by Joanne Mailman and Florence Duffy, both of whom have put in an estimated 500 hours of volunteer service from January to May of this year.

¹ Memorandum of Association of the St. Mary's River Association, 1979.

The Board of Directors, with the exception of several individuals, (many of whom have served for many years), has been relatively inactive and the majority indicates that their primary interest is in fishing. Those who have been active have been primarily involved in planning and carrying out river restoration, writing the newsletter for the Interpretive Centre. Several years ago, an attempt was made to broaden the scope of the organization through the development of a Watershed group but this effort eventually failed due to the large scope of the plan. Despite this, the organization developed a new, broader vision and has ambitious plans for the future.

The organizational structure of the SMRA, as well as the accomplishments of the organization, has been well documented particularly in the Master's Theses of Maas² and Ho³. The latter thesis, in particular, outlines some of the organizational problems and declines over the past years.

Many of those we spoke to commended the organization for its efforts to build and open the Interpretive Centre and see it as an important contribution to the community and to preserve the history of salmon fishing. Others identify native issues and a wider scope as key needs of the organization.

1.2 Methodology for the Strategic Plan

The following methodology was used to create this strategic plan:

- Facilitation of day-long Director's meeting regarding vision, mission and objectives (Appendix Two)
- Director's input via telephone interviews and written action plans
- Facilitation of afternoon session with Director's re:organizational goals, strengths and weaknesses (Appendix Three)
- Telephone, email and face-to-face interviews with representatives from DFO, StFX, the native community, SMRA honorary directors, former manager of the Cobequid Salmon Association and a present director of the same association
- Attended May 26th AGM and June 12th meeting on Habitat
- Extensive interviews with Joanne Mailman plus an examination of the SMRA files, office system and annual newsletters
- Research on the Internet and thorough review of reports held at the SMRA office as well as in the CORVID office
- Review of previous SMRA strategic planning sessions and public consultation documents

² Maas, O.C. 1990. Community Groups and Environmental Stewardship, Dalhousie University.

³ Ho, Pui Kwan, S. 1999. Watershed Stewardship Boards: A Partnership between Community and Government in Watershed Management in NS. Dalhousie University.

1.3. Demographics and Trends

Keep in mind the following trends (some of these were given to you in your interim report):

- In today's world, decision-making is based on wider stakeholder involvement. Funding is often tied to broader and wider community involvement in conservation. Additionally, funders like partnerships.
- Environmental disputes are not about facts but about **values**. Everyone values the river for something different. Part of your success will be based on how well you try and understand and **respect** other's values and invite these different values to be a part of your organization.
- We are living in an increasingly litigious climate. Unfortunately, our world is becoming more dependent on litigation and regulation to solve problems. While this goes counter to Nova Scotia culture, issues of liability must be a concern to volunteer boards.
- Volunteer burnout is becoming an increasingly important issue to all organizations- the same people are doing everything and often without adequate training. This combined with liability issues means it's harder and harder to get people involved in organizations. Organizations need good volunteer recognition programs, clear liability protection and good organizational structure and systems to keep people involved. This requires strong leadership from the Executives of volunteer Boards.
- There is an increased interest in recreation of all types especially birdwatching. More and more people are looking for outdoor and natural experiences.
- First Nation's issues are becoming increasingly important and can not be ignored.
- There is a declining rural population but probably will be an increase in summer landowners and landowners "from away".
- Increased foreign ownership of land in rural NS could put a different pressure on the river and could impact access. Building hiking trails and other access along the banks of the river is one way of trying to maintain access before this becomes an issue.
- The aging baby boomer population (who has now acquired some wealth) wants to retire in more rural areas, especially along water. This could create problems with access to the river and sewage issues.
- A critical issue to keep in mind is the future demographics of the area- who will be living here and how are they part of your vision? How are you considering this in your planning and in the succession of your Board?
- Water cleanliness and availability will become the key public issue of the next 20 years.
- There will be increased concern and regulation about sewage disposal. This combined with increased housing pressure along the river could have an impact on the types of education programs you undertake.
- In the US today, 65 million birdwatchers are spending \$5.2 billion annually on bird-related products.... In a projection of growth rates of outdoor activities between 1996 and 2011, birdwatching was predicted to be the fastest growing of all: 6% growth. Compared with 3% for golf and 4.5% for fly fishing....As a majority of the

population moves from activities like tennis and spectator sports to ones like walking and birding, the movement to make the countryside more accessible will intensify.⁴

These trends will affect you and your organization and are part of the reason that diversification is so critical to success.

1.4 Advice from Your Honourary Directors

Your Honourary Directors include potential donors and all have widespread expertise with both fundraising and organizational structure. When interviewed, their advice was consistent and similar.

George Archibald

1. Establish a Board of Directors to include scientists (hydrologist, biologist, and sociologist), business people who can help raise funds to implement the Strategic Plan, and local people who can manage local politics involved with implementation of the Strategic Plan.
 2. Develop a clear mission statement that includes the entire watershed.
 3. Develop a Five Year Long Strategic Plan within the parameters of the mission statement. This plan should include general goals and specific objectives under each goal.
 4. Develop a plan to raise support for the annual expenses involved in meeting the goals and objectives of the five-year Plan.
 5. Implement the fund raising plan.
- Getting the right Executive Director is crucial. The organization cannot function and grow without such a person. The CEO must have excellent organizational and interpersonal skills to sell a vision and to secure the enthusiastic support of both the local people and outside supporters.

Hardy Eshbaugh

1. Look at the river as a total natural resource (this includes knowing who is using the river)
2. Hire an executive director. If they're going to move from Point A to Point B, it's going to be an executive director that does it for them.
3. Grow and diversify the membership.
4. Broaden their partnership base including First Nations.
5. They have to recognize that they have to invest in systems to reach their goals (their current systems are not adequate). (Having adequate software and hardware is a form of system). This is critically important if they are going to fundraise. They have to be able track things. Good management and systems are essential. Otherwise the organization will go out of business.

David Sobey

1. They need full and complete control of finances including an audit.
2. They need to bring down their expectations and do what they can do. They can't do everything.
3. They need to involve those in the local grassroots.
4. They have to be operating viably and demonstrate their ability to be sustainable and move forward. This means the Centre needs to be self-sustaining.
5. They need to look at where they can get support.

⁴ Foot, D. 1996. Boom, Bust and Echo. MacFarlane Walter and Ross.

2.0 The Strategic Plan

2.1 SWOON Analysis

Critical to the success of any strategic planning process is an understanding of the organization's strengths, weaknesses, obstacles, opportunities and needs. The following table that summarizes these was developed through the facilitated sessions and interviews.

Strengths	Weaknesses	Opportunities	Obstacles	Needs
Good leadership	Communication with members only in newsletter	Other Partners interested	Volunteer burnout	Money
Volunteer commitment	Financial Accounting	Increased opportunities for partnering	Lack of funding	Expertise
Knowledge and expertise of Directors	Lack of Planning	People and donors are interested in the river and salmon	Dwindling membership	Good science
The river itself	Lack of expertise to evaluate science	Interpretive Centre provides opportunities for lots of activities especially education	Absence of clear scientific data	Reaching out to partners
Interpretive Centre	Lack of funds	Directors are committed	Lack of youth involvement	Business-like strategic plan
Respected organization	Trying to do too much	Membership	No communication with stakeholders	Communication marketing plan
Past achievements	Lack of business perspective	Funding available for those who partner with First Nations	Dwindling local population	Credible high profile "Champion" to help fundraise
Wisdom of members	Lack of volunteers	There are other activities on the river	Not enough salmon in the river	To learn more about Native issues
Project experience	Lack of diversity in Board	Community spirit	Lack of understanding Re: Native issues	Better profile
Experience of Honorary Directors	Lack of Profile	Tourists coming to the area	Need to become self-sustaining	Clearer direction and priority for staff and volunteers

Strengths	Weaknesses	Opportunities	Obstacles	Needs
Many people connected to the river (past fishermen)	Aging Board	Increased interest in outdoor activities	Lack of political and local support	Treasurer's report inclusive of all
	Lack of expertise		Need to get community commitment	External Auditor
	Conflicting advice			Clear financial records
	Lack of paid staff			Proper accounting and receipting
	Lack of Native involvement			
	Focus too narrow			

3.0 Strategic Directions and Core Recommendations

3.1 Strategic Planning Chart

This long term strategic planning serves to articulate specific goals and objectives in a concrete manner. It is based on the following information:

- what you say you want to achieve
- who are your members/users/donors
- what are your strengths and weaknesses
- what is unique about your organization (opportunities and obstacles)
- when and how you will do it (action plans)
- what we believe is doable and SMART (specific, measurable, achievable, realistic and time-bound)

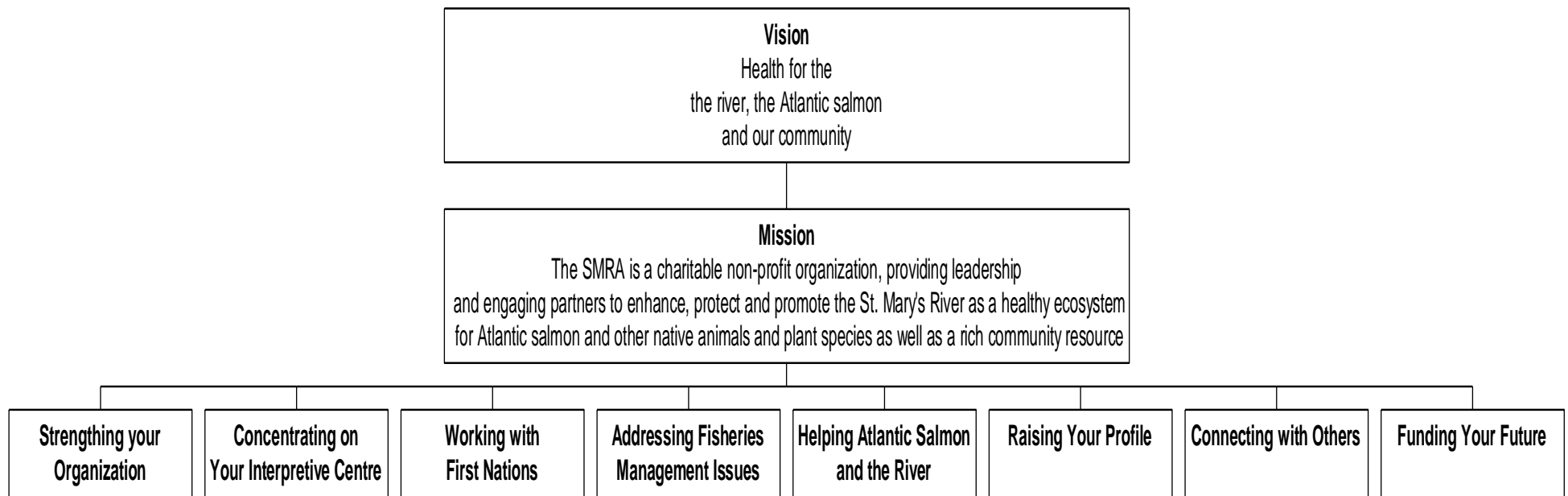
Because the research uncovered several operational obstacles that need to be addressed, the scope of the strategic plan could change as the Board addresses these issues. As much as possible, we have tried to outline a reasonable approach to the key strategic directions over the next five years, given the current shape of your organization. Where possible, we have developed some costs associated with these directions.

At some point, once the Board has made key strategic decisions, the SMRA should take its vision to the community. Until the Board addresses the critical business and makes decisions, they are not ready to take this plan to a wider audience.

Once the Board is ready to commit to their plan, they should keep in mind that community conflicts are usually avoided by consulting the community before making plans. Involving the wider community in strategic planning is important so that the vision for the river, (how it is used and conserved) becomes a community vision and not just that held by a few people.

The following charts are the heart of this document. It highlights the vision and mission as well as the key strategic directions and action plans. Each of these areas is explained fully in subsequent sections.

SMRA Overall Strategic Plan



3.2 Action Steps

3.2.1 Action Steps – Strengthening Your Organization

Report section	Action	Time frame
4.2.1	Get accountant to come and set up proper systems	ASAP
4.4.1	Clearer job description and communication for Manager	ASAP
4.4.1	Clarify Flo's role	ASAP
4.4.2	Purchase or lease new office equipment	ASAP
4.2.2	Review Insurance coverage on Interpretive Center (building and contents)	ASAP
4.5.4	Recruit new Board Members	ASAP
4.5.4	Recruit new Executive	ASAP
4.6	Investigate liability and insurance protection for volunteers with Insurance Agent	ASAP
4.3	Seek legal advice on liability issues (Director and volunteers)	ASAP
4.4.1	Remove manager from Board of Directors position	ASAP
4.2	Fix income tax receipt	July 2002
4.2	Do proper financial statement	Summer 2002
4.2	Proper budget for organization	Summer 2002
4.2	File income tax with financial statement	Summer 2002
4.2.1	Train Joanne in Simply Accounting	Fall 2002
4.2.1	Auditor's report	Fall 2002
4.2.2	Review lease arrangements	Fall 2002
4.3	Review and re-write objects	Fall 2002
4.3	Review and re-write by-laws	Fall 2002
4.3	Review charitable status information once received	Fall 2002
4.3	Send new objects and by-laws to appropriate authorities and departments	Fall 2002
4.5	Review Board Executive roles	Fall 2002
4.5.4	Form committee for Board recruitment.	Fall 2002
4.4.1	Hire full time Manager	November 2002
4.5.2	Write Board Policies and Procedures for Centre and Board	Fall-winter 2002/03
4.4.3	Clean up and organize filing systems	Winter 2002/03
4.4.3	Move Flo's books to Centre	Winter 2002/03
4.5.4	Develop a Board succession plan	Winter 2002/03
4.6	Formulate policies for volunteers	Winter 2002/03
4.1	Business plan for Organization	January 2003
4.6	Recruit new volunteers	Spring 2003
4.5.3	Review procedures of Annual Meetings	May 2003
4.3	New object and by laws to AGM	May 2003
	Hire an Executive Director (when fundraising has been done)	2004-5

3.2.2 Action Steps – Concentrating on Your Interpretive Centre

Report section	Action	Time frame
5.0	Focus and plan one major activity such as the River Days Festival	ASAP
5.1	Improved signage	ASAP
5.0	Display your new vision, mission and strategic directions	Summer 2002
5.1	Regular schedule of events calendar	On-going
5.7	Plan BOW event	July 2002
5.1	Incorporate Interpretive Centre into Business Plan	Fall 2002
5.0	Research previous River Days	Fall 2002
5.1	Policy and Procedures for Interpretive Centre.	Fall-winter 2002/03
5.7	Plan Fishing Derby	Fall-winter 2002/03
5.7	Long range program/project planning	Spring 2003
5.0	Build hiking trails	Summer 2003
5.4	Reference library	2003/04
5.2	Collect Oral Histories	2003 – 2005
5.5	Continue Elder hostel	Annual
5.3.1	Review current EE activities	As needed
5.3.2	Review Anne Camozzi's document on water (DFO report)	As needed
5.3.4	Review current Environmental Education programs	As needed

3.2.3 Action Steps – Working with First Nations

Report section	Action	Time frame
6.4	Develop a Position Statement	Fall-Winter 2002/03
6.4	Ratify statement at AGM	May 2003
6.2	Historical and Current Use Study by students	Summer 2003/04
6.4	Invite a representative from the Native community to sit on your Board	Summer-Fall 2003
6.4	Communicate position statement to Native communities	Summer-Fall 2003
6.7	Identify key areas for partnering in research, education and river restoration projects	Fall-Winter 2003/04
6.5	Research working models	Winter 2002/03
6.6	Identify key issues	Winter 2002/03

3.2.4 Action Steps – Addressing Fisheries Management Issues

Report section	Action	Time frame
7.1	Decide on action re: 2003 season	ASAP

3.2.5 Action Steps – Helping Atlantic Salmon and the River

Report section	Action	Time frame
8.3	Conduct Adopt-A-Stream activities	Summer 2002
8.3	Review past documents	TBA
8.3	Secure and collect all data re: SMR	TBA
8.3	Integrate SMRA plan with DFO	TBA
8.3	Review discharge study	TBA
8.3	Contact Dr. R. Cunjak (Can. Rivers Institute)	TBA
8.3	Invite DFO Habitat representative to be part of team	TBA

3.2.6 Action Steps – Raising Your Profile

Report section	Action	Time frame
9.2	Regular web page updates and maintenance	On-going
9.1	Communication/ marketing plan	Winter. 2003
9.2	Communicate new vision and mission to members	Winter 2003
9.2	New Brochure	Spring 2003
9.2	Communicate new vision and mission to community at large	Spring 2003

Other steps depend on 9.1

3.2.7 Action Steps – Connecting with Others

Report section	Action	Time frame
10.5	Have all director's link with other boards they belong to	On-going
10.6	Network with other community groups	On-going
10.2.1	Link with various StFX departments	Fall 2002
10.4	Survey your members	Fall 2003
10.3	Visit other stewardship groups	Fall-winter 2002/03
10.1	Meet with Sherbrooke Village to explore joint projects and partnerships	Winter 2003
10.1	Encourage production of local crafts. Sell at Interpretive Centre	Winter 2003
10.8	Contact businesses whose activities impact the health of the river	Winter 2003
10.7	Start a Junior members club	Spring 2003
10.2.2	Consult with the public if necessary	When needed
10.2.3	Hold a community meeting	When needed

3.2.8 Action Steps – Funding Your Future

Report section	Action	Time frame
11.2	Presentation of Strategic plan to Honorary Directors for feedback	ASAP
11.5	Raise membership fee	ASAP
11.3	Fall Dinners	Fall 2002
11.1	Flesh out fundraising plan	Dec. 2002
11.2	Identify critical donors for first phase	Fall/Winter 02/03
11.5	Research Government and Foundations	Winter/Spring 2003
11.5	Go to key critical donors suggested by Honorary donors for seed funding to implement strategic plan	Spring 2003

3.3 Budgeting for the Future

To a certain extent, it is difficult for us to create a true picture of what will be needed to fund the future, because we still do not have an accurate financial picture of the organization nor do we know what direction the Board will decide to take. As an example, if the Board decides that stocking the river was a priority, there would be funding implications. We also do not know the funding implications of the plans of the Atlantic Salmon Population and Habitat Restoration group. We are assuming that project work (i.e. Adopt-A-Stream etc.) will be "in-out" money (i.e. money will be raised for a specific project and spent on that project). The major thrust of this Strategic Plan is that you need to hire a full-time manager, secure professional services (legal and accounting), and purchase new office equipment. This budget addresses this full-time Manager for two years (costs over and above current salary). The goal is to eventually hire a full-time Executive Director once money has been raised and your systems are in better order.

Once you have a full-time staff person in place, you will be in a much better position to determine the scope and nature of the future directions of the SMRA. We believe that donors will assist you with this seed money in order to make your organization more viable. The estimated cost is as follows:

Salary for full-time manager (cost on top of current salary)@ 2 yrs.	\$30000
Purchase or lease new office equipment	\$ 1500
Accounting Services (estimate only)	\$ 1000
Legal services	\$ 500
Fundraising software and CD-ROM research tools	\$ 1500
Financial audit	\$ 500
Additional travel (networking and fundraising)	\$ 2000
New brochure and communication materials	\$ 3000
TOTAL	\$40000

4.0 Strengthening your Organization

4.1 Development of a Strategic Business Plan

Initiative, energy, and determination are said to be three essential factors for business success. The fourth essential – disciplined planning – is very important. Although planning will not guarantee success, it will make it easier for you to decide where you are and where you want to be in the future. The strategic planning process that you have undertaken will now help you develop a complete and thorough business plan which will help you assess the viability of your organization and its strengths and weaknesses. The business plan in conjunction with the strategic plan can be used to negotiate funding and help build support and capacity for your organization. This business plan should be comprehensive and not just for the Interpretative Centre. It should also include revenue from donors and other contributions including all project contributions. Joanne Mailman is qualified and knows how to develop a business plan but she needs information, time, authority and support to do so. An outline for a business plan is in Appendix Four.

4.2 Fiscal Management and Overall Administration

In order to move the SMRA strategically into the future, it is critical that there be clear fiscal management and administration of both funds and its operation. Currently, the organization operates two rather ad hoc budgets, one for the Interpretive Centre and one for the organization as a whole. This documentation is unlikely to be sufficient to satisfy donors who may be interested in funding your projects and operational goals and in our view does not meet legal requirements. Keep in mind that donors are not going to give you money unless they are clear that the reporting, handling and investing of the money is clear, organized and business-like.

In order to ensure that your financial management is transparent and open, one financial statement and budget for the organization should be developed unless it's decided that the Interpretive Centre shall operate as a separate entrepreneurial and incorporated business separate from the non-profit status of the organization. This is not advised, as this would open all sorts of issues with regards to your charitable status. Accounts should be managed using a computerized accounting system in conjunction with an accountant that can generate reports easily and quickly.

Please remember that it is the duty of the Board, not staff, to ensure that proper legal requirements are met. Your by-laws state that "the President shall perform all the duties imposed on him by the Charter of Incorporation and By-Laws and generally supervises the affairs of the Association and the Board". The staff can only comply with regulations when they are trained and supported (with professional assistance when needed) and also given complete financial information.

To the best of our knowledge, the SMRA is **not** meeting the following requirements with regards to fiscal management:

The Society's Act (under which your organization is registered) requires by law:

1. An annual statement filed yearly which lists the Directors, their addresses, occupations and dates of appointment
2. A statement filed with the Registrar in the form of a balance sheet which shows the particulars of its liabilities and assets and a statement of its income and expenditures in the preceding year audited and signed by its auditor, or if there is no auditor, signed by two directors. (The current balance sheet of the Education and Interpretative Centre is **NOT** an income statement for the organization nor a complete financial picture)

You need some minor adjustments to your income tax receipt. (see Appendix Five for Revenue Canada Interpretation Bulletin IT-110R3 which outlines the requirements)

According to our interpretation of Revenue Canada and Charities Directorate requirements, you are also required to file with your income tax a complete financial statement that clearly presents your financial standing including all donations and contributions. The current balance sheet of the Education and Interpretive Centre presented at the 2002 AGM does not meet these requirements. This statement must include information on all your various accounts (operating account # 1184290, River Stabilization Account # 5011291, Lotto 2000 account, 100-060-3, Al Peck account 7017247, Lockie Weir Fund 7022247 as well as assets such as GICS and Canada Savings Bond and your building. A clear picture between donations and revenue must also be outlined. An auditor can best solve these problems for you and give you clear advice. Please note that earlier financial statements such as the one produced in 1996-97 are closer to a true financial picture of your organization

Note that the Society's Act also requires that your membership register be up to date with the address of each member and the date they became a member and the date on which any person ceases to be a member. The newly completed financial statement (once assistance is received from an accountant) should be filed with this year's income tax).

4.2.1 Auditor's Report

The auditor is an outside party whose role is to provide an unbiased opinion on the financial standing of the SMRA. For general purposes, an auditor does not have to be a professional accountant but he or she should have a good knowledge of accounting and financial matters. However, for fundraising purposes, an official audit is often required and a professional auditor must do this.

In the course of the audit, the person acting as auditor examines the balance sheet and other financial statements of the SMRA and renders an opinion as to whether the financial statements represent a fair picture of the financial position of the SMRA. The only way an audit can be conducted is if the organization has proper accounting control systems in place. At this time, it's likely that the SMRA is unauditible, because these systems are not in place.⁵ This is not uncommon for small non-profit organizations but is a situation that must be rectified if you plan to do fundraising.

⁵ Personal Communication with Chartered Accountant, June 2002.

An audit has not been conducted since 1994 and one should be done this year as soon as possible. The first step is to hire an accountant to come to the Association and train and help develop control systems for bookkeeping. This can be done in conjunction with training in software.

Once the audit is done, he/she may add comments to his/her opinion to ensure that readers of the financial statements are provided with an accurate picture of the financial position of the SMRA (as was done in the 1994 audit). The auditor may also offer advice to the SMRA on how to continually improve the bookkeeping and accounting process as was done in the 1994 audit.

If the SMRA decides that the expense of an independent audit is not warranted every year, it should appoint someone from the general membership with the appropriate knowledge to review the accounts and all financial statements on a regular basis. This person should be a member of the community in good standing with no questionable background in relation to financial or organizational matters.

4.2.2 Land Lease and Building

The land that the Interpretive Centre is built on belongs to the Municipality of the District of St. Mary's and used through a lease. This lease expires in October of 2005. The organization should make plans for securing a longer lease at expiry to reduce the risk of the Municipality deciding to do something different with the land. The Board should also address the issue of what it would do if the lease were not renewed. While there is every indication that the Municipality would renew this lease, the fact that the land is not owned by the Association does place its operations at some risk in the future. Review insurance coverage on the building and contents.

4.3 Organizational Objects, By-Laws and Charitable Status

The structure of your Board is limited by the by-laws of your organization and the objects or constitution of your organization are governed by your registration with the province as a non-profit society. These objects and by-laws were written in 1979 and do not reflect today's structure and your new vision and mission. Among other things the by-laws call for two vice-presidents and a registrar. These positions are inactive. As previously mentioned, the by-laws have no coverage for director liability. The by-laws also could be simplified.

The objects of the organization as written in 1979 are:

- (a) to further in all ways possible the conservation, protection, propagation and perpetuation the fishery in the Saint Mary's River and its tributaries in Eastern Nova Scotia;

- (b) to support and assist the efforts of the federal department of fisheries, the Provincial Department of Fisheries, other governmental bodies and voluntary associations in any program to conserve and improve fishery;

(c) to impress upon all concerned that the fresh and salt water fishery must be developed, harvested and protected in a spirit of cooperation, with each being dependant on the other for survival and each recognizing the need for conservation measures in this area;

(d) to work with federal, provincial and municipal governments, and the private sector in undertaking capital works programs which will enhance the fishery in the Saint Mary's River and its tributaries;

(e) to acquire by way of grant, gift, purchase, bequest, devise or otherwise, real and personal property and to use and apply such property to the realization or the objects of the society;

(f) to buy, own, hold, lease, mortgage, sell and convey such real and personal property as may be necessary or desirable in the carrying out of the objects of the Society;

(g) to hire and remunerate any person, firm or company for services rendered for the purposes of carrying out the other objects of the Society.

These objects are primarily related to the fishery on the river and to support the work of the government. Your new vision and mission recommends a broadening of these objects. Additionally, your current Objects say nothing about the Interpretative Centre and its operations and therefore the objects probably need to be revised. If these are changed, they must be changed with both the Charities Directorate (Federal) and the provincial registry of Joint Stocks. The Charities Directorate recommends that you consult with them first before you change the objects provincially to ensure that you can keep your charitable status. Before anything is done, the SMRA should consult more directly with the Charities Directorate (1-800-267-2384).

The main requirements for charitable status are that the organization meet the following four requirements⁶:

1. The organization be involved in one of: relief to the poor, advancing religion, advancing education or for another purpose that benefits the community
2. The organization be open to the public at large
3. Anyone who wants your service can take advantage of it
4. The organization spends all of its resources on the activities it was registered for

The Charities Directorate has four primary requirements that Registered Charities must meet:

1. Issue receipts in the proper form
2. Meet their disbursement quota (calculated on your income tax)
3. File income tax within six months of their year end
4. Keep books in order with proper financial statements

⁶ Charities Directorate Information Session, Antigonish, June 2002

We tried to review the paperwork on why you were granted charitable status to make sure you were meeting your requirements but this documentation was not available. It has since been requested from Ottawa and should be reviewed as soon as it is received.

The SMRA can expand its leverage with donors by giving income tax receipts for gifts-in-kind. These gifts can not be services but they could be donations to the museum for "fair market value". Fair market value is determined by the price the article could get on an open market. Anything valued at over \$1000 should be appraised and this appraisal should be attached to the duplicate income tax receipt in the file. Tax receipts can be issued for dinners but only for the portion of the ticket that is over and above the cost of putting on the dinner (see Appendix Five).

4.4 Office Staffing, Equipment and Filing

4.4.1 Staffing

The administration of the organization is currently carried out by a combination of volunteer and paid staff including summer students. The manager's position, held by Joanne Mailman, is not clearly defined (see Job Description- Appendix Six). As a consequence Joanne's tasks are broad and she is working in a reactive, rather than proactive manner (see her Job Report and Workplan- Appendix Seven). Her work needs to be more focussed and clearly directed. The lines of authority are not clear with the President directing Joanne and sometimes others are directing Joanne on behalf of the President. Joanne cannot function properly with multiple bosses. The President believes that the centre should be the administrative hub for the organization (a wise decision) yet key files, including accounts, are not held at the Centre and because Flo often picks up the mail, Joanne is not always in the loop of information.

In order for staff to function effectively, they need support, clear direction and access to information. The SMRA is fortunate that they have Joanne, as she is clever and willing to assist in any way she can. This willingness to assist, however, means that she helps everyone and sometimes can't devote time to the most critical tasks.

An additional person (Flo Duffy) although not paid, is doing a massive amount of work for the organization. She appears to do more work than is defined in her role as Treasurer (perhaps also carrying the load of the missing Vice Presidents). Flo's energy and commitment provide a good team with Joanne but again much of the work is scrambling because of changing priorities and not enough focus. Once the organization focuses its work and tries not to be everything to all people and do everything for all people, this should improve. The President and the rest of the Executive need to clearly outline tasks, roles and responsibilities (see Appendix Eight for an outline of Board Executive Roles). Joanne, as manager of the Interpretive Centre, should not hold a governing position.

A key recommendation of the strategic plan is that the SMRA attempt to secure funding to first hire a full-time Manager and move towards the hiring of an executive director. This Manager can act as a coordinator of the Interpretive Centre, continue the business

planning process, design promotion and marketing opportunities, act as a representative for the organization with other stakeholders and organize the fundraising efforts.

Once the business systems of the Association are in order and some additional fundraising is done (see Section 11.0), the organization can look to obtaining an Executive Director whose primary role would be fundraising. Full-time staff will strengthen the organization in many ways and will allow it to become a viable force in the future as well as stemming volunteer burnout. If Joanne is made full-time Manager (which would be a logical choice or the job split with Flo), she/they can spend the winter planning, writing funding proposals and doing the bulk of the work of the organization (being fiscally sound, connecting with others, attending meetings on behalf of the organization).

4.4.2 Equipment

The SMRA Office has a computer and a three-in-one printer, fax, scanner. These machines are notorious for breaking down and being inefficient. Sometimes a five-page fax from Joanne takes 45 minutes to come into my office because she is using modem connection to send it. Currently she is scanning documents into the machine and sending from her computer in a time-consuming and inefficient manner (the machine seems to be missing a part). A good efficient fax machine could be bought for about \$200 and should be done right away. For smoother operations, the computer likely requires an additional 64 MB of ram which can be purchased for less than \$100 and installed easily.

Additionally Joanne is spending unnecessary time (and consequently money) driving to another location to do photocopying. The SMRA needs a photocopier (leased or bought). Once this is located in the building, Directors should do their own photocopying or give it to summer students to save time for Joanne. Joanne should not act as the secretary to all of the Board members. This is not a productive use of your time and money.

The only other purchase should be software to manage donors and research fundraising. There are a number of options available here. The simplest and easiest software to use should be your first choice.

4.4.3 Filing Systems

Documentation and financial records should be held at the Interpretive Centre and be easy to use and find. It was difficult to find much of the information we needed for this report (Joanne had to dig). This is because bookkeeping is done at Flo's and important papers are sometimes not held at the Centre. The Centre should be the repository for all important papers and the filing system should be clear to all.

4.5 Board Management

The Board needs to improve its governance of the organization. Understanding the principles of governance is key to running an organization well. The Board needs to govern and lead and leave the day-to-day management to staff. The Board of Directors of the SMRA has a responsibility to work towards the objects of its society and to follow its by-laws.

Good governance:

- Acts in trust for and is the voice of the membership
- Speaks with one voice
- Defines and delegates, not react and ratify
- Focuses on results - what benefits and for whom

On behalf of the membership, the job of the board is to see that certain results are attained and certain activities are avoided. Keep in mind that:

- Boards need a vision
- Boards best control staff by limiting, not prescribing (telling staff what they can't do, not what they should do)
- Boards must create their own idea of governance and processes
- Board decisions are policy decisions

The following Code of Good Governance Practices (From Building on Strength: Improving Governance and Accountability in Canada's Voluntary Sector, Panel on Accountability and Governance in the Voluntary Sector, Ed Broadbent, Chair 1999) was developed to assist Boards in understanding their roles and responsibilities.

The Board of Directors must take active responsibility for the following:

- Understanding its role and responsibilities and avoiding conflicts of interest
- Undertaking strategic planning aimed at carrying out the mission
- Being transparent, including communicating to members, stakeholders and the public, and responding appropriately to requests for information
- Developing appropriate structures for the organization
- Maintaining fiscal responsibility
- Ensuring that an effective management team is in place and providing oversight of human resources
- Implementing assessment and control systems
- Planning for the succession and diversity of the Board

Standard duties for the Executive of the Board are outlined in Appendix Eight. Thoughts on meeting management are contained in Appendix Nine.

4.5.1 Board's Legal Duties

A board's legal duty is to manage or supervise the management of the business and affairs of the organization. Director liability is a complex area. There is nothing in the by-laws of the SMRA that gives protection from liability. This should be checked with an insurer to see if it is required. There are a number of fiduciary responsibilities that directors are usually accountable for. These include:

- Management of funds
- Wrongful termination of staff
- Breach of contract
- Failure to meet codes (safety, human rights, labour laws)
- Failure of organization (tax, pension contributions, wages)

Due Diligence is a key concept with regards to Board liability. This means that the Board has done everything possible and to the best of its knowledge to act prudently. This includes **Duty of Care**. This means that Board members are required to act with competent and attention of a reasonable and prudent person in pursuit of organizational objectives. These standards vary by province and specific skills of director. Due Diligence also includes the concept of **Duty of Loyalty** which means to act honestly, avoid conflicts of interest and put interests of organization first. Liability issues are less likely to occur if:

- You have proper management systems in place
- You run your meetings well
- You take good minutes
- You have written policies and procedures
- You monitor how well your policies are working
- Your staff are monitored rigorously
- Your Board has effective structures and processes

4.5.2 Policies and Procedures

Part of the work of the organization would be easier if the Board of Directors of the SMRA could communicate clearly its expectations of Board, its membership and its staff. One efficient way of accomplishing this goal is by putting this information in writing in the form of policies (rules) and procedures. Policies and procedures provide guidance and consistency in decision making. Although policies and procedures are initially time-consuming to draft and approve, they save valuable time over the long term and avoid the need to revisit the same issues repeatedly. They also address issues of liability. Good policies also inform new Board members of the philosophy of the organization and of actions that must be carried out.

Policies are guidelines that tell **what** specific action should be carried out, **who** must follow the policy and **why** it is important. Procedures inform staff and members on **how** to carry out a policy. They are precise, concise instructions on how the policy is to be implemented and what will happen if it is not implemented properly. Some procedures such as the use of fire extinguishers and emergency procedures require some training and rehearsal. In an emergency situation there is little time to refer to the instruction manual or find out the procedure was not workable.

Because the SMRA operates a building that is open to the public, clear policies and procedures related to safety would be the first priority.

Policies are mainly concerned with directing the internal affairs of the Board of Directors (including to reduce the risks associated with the functions of Directors) and to ensure that the organization is run ethically and efficiently. An example of a policy related to financial management would be that the books of the SMRA are audited each year.

Policies and procedures fulfill the following operational requirements:

- Ensure the safe delivery of services
- Improve effectiveness
- Reduce or eliminate potential hazards and liabilities
- Clarify responsibilities
- Define lines of communication and accountability within the SMRA
- Guide staff members and SMRA members on what to do or not to do
- Provide boundaries on what is acceptable and what is not
- Outline the consequences for violations
- Deal with crises or problems
- Help to protect Board members from liability
- Demonstrate to donors and others that your organization is well run and fiscally responsible

All policies should be written so that they:

- Are clear and concise
- Are based on fact, not opinion
- Explain why they are needed
- State what they are intended to do
- Announce when they become active
- State who is affected
- Allow for interpretation and changing environments by being flexible when needed

When the SMRA has full-time paid staff, one of the primary tasks of this person should be to communicate and enforce the policies and procedures of the SMRA.

The following policies should be developed (this list is only preliminary and others may be added):

- Safety policy for fire and evacuation of the building
- Emergency procedures policy
- Building rental and use policies
- Staff Hiring and Firing Policies
- Other personnel policies (vacation, sick leave etc.)
- Board policies including attendance at meetings, confidentiality and other issues as identified
- Financial Records policies
- Gift acceptance and other fundraising policies

These policies can be modeled on other organizations and developed by your staff for ratification and input by the Board.

4.5.3 Annual Meetings

The by-laws specify when an annual general meeting must be held. The annual report is prepared by the President or Chair of the SMRA and should contain a message from the President describing the achievements of the SMRA, the difficulties that were met and the important changes and policies that were introduced during the past year. The annual report should include the names of the staff, the Board of Directors, the balance sheet and a statement of income and expenses and the auditor's report as well as a write up on the major financial decisions taken by the Board during the year, for example:

- a summary of contributions by projects and projects costs
- a breakdown of the various construction and maintenance projects completed during the year
- a breakdown of the revenue generated by types of donors, members and by activities
- listing of all expenses
- report on all assets and liabilities
- the surplus or deficit accumulated and the cash position
- a report on insurance claims and premiums

In its review of its by-laws, the SMRA should ensure that its annual meeting is being run according to its legal requirements (sufficient notice, quorum etc.)

4.5.4 Board Recruitment

A key weakness identified in the organization is the aging population of its Board. Recruitment must be directed towards younger members who will also bring different expertise and interest to the Board. Inviting a Native individual to your Board may be the easiest and quickest way to understand Native issues and work with this stakeholder group. The addition of a scientist or biologist to your Board would also help you assess and evaluate projects and research.

A succession plan should be developed based on each of the strategic directions in the report so that the Board makeup is interdisciplinary and capable of undertaking the various directions of the organization. Recruitment is also necessary to ensure that the Board has a full working Executive.

4.6 Volunteer Management and Recruitment

Currently, the key volunteers for the organization are those who are the Directors and Honorary Directors. If Joanne were full-time she would also have more time to manage a volunteer group that does not necessarily have to be on the Board of Directors. Some people are willing to volunteer their time to an organization but do not want to become specifically involved in the governance of the organization.

Volunteers could be developed to handle different aspects of the Interpretive Centre operation or the enhancement of other activities around the St. Mary's River, including hiking trails and other recreational activities.

Legal liability for the activities of volunteers should also be investigated. This may require extra insurance (different than Director's liability insurance).

5.0 Concentrating on Your Interpretive Centre

The cornerstone of this Strategic Plan is building the Interpretive Centre as the focus of your organization. While you still will be involved in Habitat Restoration, the key opportunity for growth in your organization is through the activities of the Interpretive Centre. Each year many tourists visit the Sherbrooke area. These visitors come either to visit the river or to visit Sherbrooke Village. This means that people who are making the effort to travel to your community are interested in both outdoor and natural activities and/or historical perspectives. This provides you with a ready and interested market. Displaying your new vision, mission and strategic directions right in the Interpretive Centre will help people learn more about you.

Our plan makes the Centre the hub of your organization both administratively and for your active programming. It also builds on the wisdom that your group possesses. Your full-time staff person would be key to the success of this venture. This plan places the SMRA in a leadership role in the community and brings together stakeholders, Native groups, community groups and others for something focussed, fun, exciting and non-confrontational. Our plan would enrich the area economically and socially with few environmental impacts. Because our plan is also a "tourism" initiative, it opens the door to another whole area of funding activities.

The SMRA is an organization of wise, experienced people with stories and information about the river and salmon fishing. This wisdom and experience needs to be captured. How better to capture it than through an event that celebrates the Atlantic salmon and the wonderful days of fishing on the St. Mary's River? An event and focus like this will also help you build your volunteer base and give a clear focus to your organization. This does not mean that you have to discontinue habitat restoration but rather gives you a reason to draw others in and to build your organization.

We envision the Interpretive Centre as having annual activities but we also see the Centre being involved in something bigger - perhaps an **Annual St. Mary's River Days Celebration**. We recommend that you plan for 2004 to be the first River Days Celebration and that it be an annual event after 2004. The River Days celebration will be an ideal way for you to connect with others in the community and be a focus for your work and planning. All other organizations would be involved in helping to make the River Days work. This could be a major tourist attraction for your area and a major way for you to build support for your organization as well as money.

The River Days Celebration would be held just after the Antigonish Highland Games to bring people to your area while they are already in the region. If you feel that the River Days is not a good idea, pick something else - but pick something that everyone can focus on - a doable project with a defined timeline and a focus which speaks to your new and broader vision. This is how you will build excitement and money for your organization.

Should you decide to go ahead with the River Days Celebration, we envision it to be a family festival focussed on the river that included:

- Fishing skills like fly-tying and fly fishing
- Canoeing and kayaking derbies
- Guided canoe tours where the fish once were
- Storytelling about the fishing days
- Tours in old St. Mary's River boats
- Crafts related to fishing
- Games and activities around aquatic ecosystems (insect collecting and identification)
- Meals around the campfire (cooking as if you're on an expedition)
- Birdwatching and nature tours
- Special events at Sherbrooke Village
- Woodsman and lumberman skills like log rolling
- Music by local musicians

There are many other ideas you could incorporate

In preparation for the River Days celebration you should:

- Have hiking trails built along the shores coming to and going from your Interpretive Centre
- Invite the Native community to do boat building or other activities
- Joanne Mailman thinks that the Recreation Department has already done a Rivers Day. This should be researched
- Begin the planning now!

5.1 Taking Care of Business

In the previous section we outlined the need for a Business Plan for the organization. An important component of this Business Plan will be a plan for the sustainability of the Interpretive Centre. Donors, in particular, want to see that your operations are sustainable. The Business Plan for the Centre should be a central part of your overall business plan and follow the same criteria as outlined in Appendix Four.

As mentioned in the letter to Directors, it is probably necessary to have more insurance on the Centre. The financial statement should be a sub-category of the overall Financial Statement for the organization and integrated fully into the Income and Balance sheet.

Policy and Procedures (outlined in Section 4.5.2) also must be developed to address safety and liability issues specific to the Interpretive Centre. Other issues related to the business of the Centre include developing better signage and a complete schedule of events accessible on the website and to community partners.

5.2 Documenting the Past

Your Interpretive Centre is an important place for documenting the past. As well as collecting artifacts, you are strongly urged to collect oral histories of fishermen and others that have known the river and seen its changes. This could be an exciting project for a summer student and one that could be a joint project with Sherbrooke Village. Remember that access to project money will always be easier if you partner in the application. The Oral Histories project should be done as a priority and the first person that should be interviewed (collected on audio and videotape) would be Tom MacIntosh. If videotapes are made, they can become an important part of the Interpretive Centre collection. These oral collections and subsequent research could lead to a project documenting the history of the river.

5.3 Education and Public Awareness

5.3.1 Formal Education Programs – Grades P-12

Formal environmental education in the Atlantic region is ad hoc, uncoordinated and largely teacher dependent. There are huge differences from classroom to classroom within a single school and within individual districts or Boards.⁷ There is a common science curriculum in the Atlantic region that has components of environmental education at the different levels, but the amount of integration and environmental education in the school systems is very school and teacher dependent. Contact with local teachers is essential. If programs are to be developed for the formal school system they must:

- Build on and support the mandated curriculum
- Piggy-back on existing programs
- Keep in mind that in-service opportunities are shrinking
- Involve teachers from the onset
- Have defined precise learning objectives
- Reflect the daily realities of the classroom teachers and students⁸

Declining budgets for in-services for teachers and for field trips for students is a major concern with regards to the whole field of environmental education that could have an impact on your Interpretive Centre.

There are currently a large number of programs already developed for schools about rivers, water and fish.

⁷ Teacher Thinking and Environmental Education. 1996 Report by Ecologic and Associates.

⁸ Education Strategy Report. ESD Consulting, March 1994.

5.3.2 Educational Materials on Aquatic Stewardship and Water

Before the Interpretive Centre decides to produce any materials on water or aquatic stewardship, there should be a full scan of materials already available. Throughout North America, there has been considerable development of environmental education materials related to rivers, watersheds and aquatic stewardship. In March of 1995, Anne Camozzi wrote an inventory of educational resources. This report was entitled Aquatic Stewardship: A Needs Assessment on Educational Materials: Part Two: Inventory of Educational Resources. This report was submitted to the Sackville Rivers Association and the Department of Fisheries and Oceans under contract to them. The report contains ninety-two pages listing books, manuals, fact sheets, pamphlets, magazines, newsletters, reports, catalogues, programs, activity books, video and internet sites related to the above topics. Although this report is now seven years old, many of the materials are still relevant and useful. In addition, during the past seven years, a plethora of new materials has been developed. Many of these can be adapted for use in the St. Mary's River area and this would save considerable time and expense.

5.3.3 Designing New Environmental Education Programs

Generally the following criteria are important for the design of environmental education programs:

1. Establish need and define your target audience. Before programs are established, you need to find out what information people are interested in learning about by talking to those in the community and understanding local river related issues. Take surveys, communicate and listen to those who use your facility. This feedback is an important component in your planning process. It is also important to know your target audience so you can plan programs accordingly. If you have several groups using a facility, there will be a need to plan different programs and activities for each group.
2. Develop clear goals and objectives. Formulating detailed goals and objectives is the first step in successful project planning. These goals should be simple but specific.
3. Cooperating with other groups is important. Throughout this report we have stressed that cooperation with all stakeholder groups and community members is a key component to successful planning. Working with others not only provides a network of support and learning, but can also save money and time. There are a number of other river and salmon associations within the province and throughout the country that would be useful to network with in regards to programs at the Interpretive Centre (see Appendix Ten).
4. Establish a financial base. Before applying for major sources of funding, it always helps if you have some initial startup money. This demonstrates that the project has a financial foundation and is well planned.

5. Writing the funding proposal. Writing a good detailed funding proposal is an important and critical step to obtaining funding. This proposal should demonstrate the sustainability of a project. Usually before a funding agency will sign on, they have to be convinced that their investment is in a project that will eventually be able to sustain itself. This is why a long-term sustainability plan for the Interpretive Centre is critical.
6. Keep in mind the interests of funding agencies. Most funding agencies are interested in funding implementation and action projects rather than fixed costs such as salaries, computers, etc. Because many funding agencies are interested in recognition for their generosity, they are interested in seeing the direct results of their contributions.

5.3.4 Current Environmental Education Programs

There are a number of national and North American programs that would be ideal for the Interpretive Centre to learn more about and possibly tap into. These include:

Adopt a Watershed

PO Box 1850

Hayfork, CA 96041

Phone: 530 628-5334

www.adoptawatershed.org

The Adopt a Watershed program produces an extensive catalogue of products and services particularly related to educating children and teachers.

Project WET (Water Education for Teachers)

The goal of Project WET is to facilitate and promote awareness, appreciation, knowledge, and stewardship of water resources through the development and dissemination of classroom-ready teaching aids and through the establishment of state and internationally sponsored Project WET programs.

www.montana.edu/wwwwet

The **Living by Water** project is an action-oriented campaign and conservation pledge program to protect, conserve, enhance and restore shorelines. Some of the organizations are working with individuals on rivers and some are working on beach shorelines. This project is a multi-provincial project with partners in BC, Yukon, Alberta, Northwest Territories, Saskatchewan, Manitoba, Ontario and Quebec, as well as Atlantic Canada. The Clean Annapolis River project is the contact for Atlantic Canada. For more information contact: www.livingbywater.bc.ca. Because riverside development may be a key issue in the future, some of the principles and materials developed through the Living by Water project may be particularly important to the SMRA.

Fish Friends is a 1995 curriculum supplement for school children in grades 4-6 that was produced by the Atlantic Salmon Federation. This is an activity book (106 pages) that explains to children the concepts of habitat, biodiversity, life cycles, fresh water ecology and the importance of aquatic stewardship. This is but one example of the many materials that have been produced for schools on salmon and/or fish.

These programs and others should be evaluated before new ones are developed.

5.4 Interpretive Centre Library

The SMRA has many important and interesting historical and contemporary documents about the river and fishing. Developing a resource library that is open to the public and other organizations is another way of partnering and connecting with others.

5.5 Learning Vacations

The learning vacation market is cited as an important opportunity for development. A 1993 report on learning vacations⁹ indicates that Canada is significantly behind other industrial countries in offering learning vacations. In particular, the aging baby boomer population should be increasingly interested in the concept of learning vacations. One of the most popular forms of learning vacations, the Elder Hostel program, is currently being offered by the SMRA. In the 1993 report, the top five interests of older Americans were in order of importance: history and culture, environment and nature, outdoor learning combined with physical activity. This means that the top three choices are all relevant to the Interpretive Centre. Older adults prefer programs that use accommodation facilities of hotels and motels and sporting lodges instead of campus residences. This fits ideally with the local area and available accommodations.

In 1996 Tourism Nova Scotia outlined tourism strategies and indicated that the most important criteria were to have the right product for right market.

5.6 Eco-Tourism

Eco-Tourism is an experience-based form of tourism built on the natural environment of an area and usually means that the activities are conducted in a responsible and sustainable manner. Usually eco-tourism has an educational aspect so there is increased understanding, appreciation and respect for the environment and local culture. Since 1995 the tourism industry of Nova Scotia has been examining eco-tourism as an increasingly popular area of development and has developed specific action plans. Much of the literature on eco-tourism stresses the importance of partnerships at the local level in cooperative projects. The key to establishing partners is a strong system of networking among non-profit organizations, government agencies and private enterprises.¹⁰

⁹ Evaluation and Development: Prospects of Canadian and Educational Programs and Learning Vacations for Older Adults. Sage Group. 1993.

¹⁰ Adventure Travel Society, Spring 1993 Newsletter.

In the long term eco-tourism will be most successful in achieving its goals of minimum impact, environmental protection and economic development if alliances and partnerships within the communities guide it. Another area of growth within the tourism industry is adventure travel. This is participatory, exciting travel that offers unique challenges to individuals in an outdoor setting. This can be soft adventure such as hiking and kayaking or canoeing.

All tourism studies and reports indicate that both eco-tourism and adventure travel are on the rise. In the strategy for tourism developed by the Nova Scotia Economic Renewal on the Tourism Industry of Nova Scotia in March of 1996, a report indicates that people are “looking for a kind of spiritual renewal through travel – wanting to experience nature and re-discover spiritual values”.

5.7 Other Programs

A Fly-tying day with BOW (Becoming an Outdoor Woman) is planned for August of this year as well as a Fishing Derby for 2003. There are numerous other programs, projects and activities that can be developed at the center. These will depend on partnership, opportunities as well as funding availability. Deciding on the kinds of activities held at the Centre will also depend on the expertise and interests of the Board of Directors and the volunteers that the SMRA is able to attract.

6.0 Working with First Nations

The fishery has always been of vital importance to the Mi'kmaq – in previous times, one could hardly live in what we now call Nova Scotia without using fish as a dietary staple. Historically, the Mi'kmaq relied heavily on river resources such as salmon, eels, and gaspereaux. But they were also skilled seafarers, catching cod and haddock and participating extensively in profitable porpoise oil trade of the 19th century.¹¹

The Mi'kmaq first appeared here (the Maritime Provinces) 10,000 years ago.¹² Their tribal territory was known as Mi'kma'ki and was divided into seven hunting districts or sakamowits (Appendix Eleven). Traditionally, Mi'kmaq were nomadic hunters and gatherers attuned to the shifting, seasonal resources of the land. During the summer months they hunted and fished from their summer encampments along the coast. Their winter camps were inland, built along rivers and lakes so that they could augment their hunting by spearing and trapping eels and other aquatic animals.

¹¹ Olive Dickason, *The Myth of the Savage* p.102 and Abraham Gesner, *The Industrial Resources of Nova Scotia*, p. 116 in *Mi'kmaq Fisheries Netukulimk* (1994)

¹² Mi'kmaq History. Mi'kmaq Resource Centre, University College Cape Breton (<http://mrc.uccb.ns.ca>)

Hunting and fishing practices were based on the common belief of respect for all living things which was the foundation of social-order in Mi'kmaq society.¹³ This concept is called Netukulimk – a concept that includes the “use of the natural bounty provided by the creator for the self-support and well being of the individual and the community at large”.¹⁴ Netukulimk governed the Mi'kmaq relationship to the land, nature and mankind.

The contrast between the European and the Mi'kmaq worldviews was most clearly illustrated by the concept of land ownership. This is one of the many European concepts that were foreign to the Mi'kmaq people at the time of contact, for they did not perceive the land as a possession but rather a responsibility that was bestowed upon them by the creator.¹⁵

Developing an understanding of this connection to the land is an essential step in understanding Native Fishing Rights and in cultivating a cooperative relationship with the Native community that will foster collaborative work for the benefit of both the salmon and the St. Mary's River.

By reaching out to the Native community to collaborate on directions and projects the SMRA will:

- Show respect for all users and cultures
- Recognize Native traditional and legal rights to fish
- Increase accessibility to funding opportunities
- Increase credibility of the SMRA
- Involve others in working towards the health of the salmon and the SMR

6.1 First Nations Fishing Rights

As Europeans began to settle in North America they also transferred their beliefs and systems of governance, land ownership and resource management to their new home. In these systems, land occupancy provides legal title and so it was recognized that the native occupants of North America possessed legal rights to the land. Therefore it was necessary for the British Crown to negotiate treaty settlements with the Mi'kmaq that would allow for peaceful settlement and colonization.

A treaty is considered to be a formal agreement between peoples or nations respecting issues of mutual concern, agreements that specify each party's responsibilities, duties, roles and benefits.¹⁶ The treaties signed between the British and the Mi'kmaq were treaties of “peace and friendship”. According to the beliefs and traditions of the Mi'kmaq, these treaties did not surrender land to the British.

¹³ Mi'kmaw Resource Guide.

¹⁴ Mi'kmaq Fisheries Netukulimk (1994)

¹⁵ Mi'kmaw Resource Guide.

¹⁶ Oxford English Dictionary, 1971. Mi'kmaq Resource Centre, University College Cape Breton, <http://mrc.uccb.ns.ca>

Rather, they recognized Mi'kmaq title to the land and established rules for what was to be an ongoing relationship.¹⁷ As the Mi'kmaq did not believe that they owned the land, Mi'kmaq promised to allow settlers to peacefully occupy and use certain lands and in exchange the Crown (now the federal government) promised certain rights to the Mi'kmaq. As in other treaties with Aboriginal peoples across Canada, these rights ranged from reserve lands, through health, housing and education services, to affirmed rights to continue hunting, fishing and gathering activities throughout their Aboriginal territory.¹⁸

Today, the right to hunt, fish and gather for food, social and ceremonial purposes has been reaffirmed by the Supreme Court of Canada Sparrow Decision (1990). This decision recognized the spirit in which the treaties were negotiated and give assurance of the validity of those treaties.

The Sparrow Decision also recognizes that the Native fishing rights “take priority over all other uses of the fishery, subject to certain overriding considerations such as conservation of the resource.”¹⁹ (DFO 1999).

6.2 Historical and Current Use of Watershed

The St. Mary's River lies in the Mi'kmaq hunting district of Eskewaage (skin dressers territory) and was a major fishing area and transportation route. There are known archeological sites at various points along the river as well as burial grounds and early cemeteries (from the time of Mi'kmaq conversion to Catholicism)²⁰.

The St. Mary's River was named for the Forte Sainte Marie built in 1655 at what is the present day Sherbrooke Village.²¹ The French quickly set up trade with the Mi'kmaq regularly travelling the river. “The river afforded an excellent means of transportation and was used to this advantage by the native people and later, the European settlers.”²² The French also traded nets and metal-tipped spears to the Mi'kmaq in return for furs and fish.

The federal government's Centralization Policy of 1942 had an enormous impact on all Native communities in Canada. Specific to the Mi'kmaq, this policy sought to cut the Indian administration costs by creating two central reserves in Nova Scotia, one in Eskasoni and the other in Shubenacadie.²³

This policy forced many Mi'kmaq to leave their homes and hunting grounds. Despite protests and resistance to the Centralization Policy many Mi'kmaq families were moved.

¹⁷ Atlantic Policy Congress (need the website)

¹⁸ Mi'kmaq Resource Centre, University College Cape Breton <http://mrc.uccb.ns.ca>; SRSF Fact Sheet 1 *Highlights of the Marshall Decision* (Appendix Ten)

¹⁹ DFO. 1999. *Aboriginal Fisheries Strategy Fact Sheet*.

²⁰ Prosper, K and Paulette, M.J. Afton Band. Personal communication. June, 2002.

²¹ Hurley Fisheries Consulting. 1988. *Dependency Survey: St. Mary's River*

²² Hurley Fisheries Consulting. 1988. *Dependency Survey: St. Mary's River*

²³ Prins, Harold. 1996. *The Mi'kmaq : resistance, accommodation, and cultural survival*.

Those who inhabited the Eastern Shore area (Guysborough County) area were moved to one of these two reserves. When Centralization was eventually stopped the government established many reserves (18 in stead of 2), however none were established in Guysborough County.²⁴

Currently, there is little Native fishing on the St. Mary's River, mostly due to the lack of salmon and the agreements with DFO that do not allow the food fishery on the St. Mary's but on other rivers (this is discussed in more detail in Section 7.0).

Documentation of the historical use of and occupation within the St. Mary's River watershed by Mi'kmaq exists in the public archives and can also be found in the 1871, 1881 and 1891 census.²⁵ Further documentation is currently being carried out by the Mi'kmaq community and is discussed in the following section.

Researching and documenting Native use of the SMR watershed would be a valuable contribution to the SMRA and to the community that would help to increase awareness of the importance of the area to the Mi'kmaq traditional way of life. This project has great collaborative potential with the university. A Native student could potentially get funding and credit for carrying out this project

6.3 Current Native Research on Fisheries

There are many different research initiatives to do with Native resource use, including fishing. This is just a brief overview of a few of the larger projects being undertaken at the moment.

- The Confederacy of Mainland Mi'kmaq is currently involved in the Nova Scotia Aboriginal Title Project in which they are conducting a two-part Traditional Use Study. The first part of this study involves a survey of the historical documentation on Mi'kmaq activities within Nova Scotia. The second part involves an in-depth mapping survey of contemporary land use activities amongst Mi'kmaq within the Province.²⁶
- Paqtnkek (Afton) Fish and Wildlife Society is currently engaged in a Community-University Research Alliance with StFX. They are researching the kat (eel) and its cultural and historical importance and current use. They will be documenting traditional ecological knowledge of the eel in the Pomquet, Tracadie and Antigonish watersheds.²⁷

²⁴ Paulette, MJ. Afton Band. Personal communication. June 2002.

²⁵ Census data can be found online through the Mi'kmaq Resource Centre at University College Cape Breton <http://mrc.ucb.ns.ca/census.html>

²⁶ Confederacy of Mainland Mi'kmaq, Research. www.cmmns.com/research.html Confederacy of Mainland Mi'kmaq, Millbrook Multi-Purpose Centre, 57 Martin Crescent, Millbrook Mi'kmaq Native Community, Truro, Nova Scotia Tel: (902) 895-6385 Fax: (902) 893-1520

²⁷ Paqtnkek (Afton) Fish and Wildlife Society, Kerry Prosper, Director RR#1 Afton, NS B0H 1A0 Tel: 386-2955/2781

- Unama'ki Institute of Natural Resources / Eskasoni Fish and Wildlife Commission – These organizations are closely linked and collaborate on many initiatives. Their focus is mostly on the Bras D'Or Lakes and Unama'ki (Cape Breton). Current studies are: water quality, herring study, green crab study, ground fish survey, Denys Basin multi-acoustic survey, TEK (Traditional Ecological Knowledge) studies and Coastal Resource Mapping, Netukulimk GIS (Geographic Information Systems) project and stream enhancement.²⁸
- Archeological sites are documented along the river. Maritimes & Northeast Pipeline conducted Traditional Ecological Knowledge (TEK) studies along the pipeline route prior to pipeline construction. These studies documented many sites along the route. The pipeline intersects with the East River St. Mary's and the North Branch St. Mary's. On the west bank of North River St. Mary's (south side of the right of way) a Mi'kmaq archeological site was found. Further information on this can be obtained from Dr. Stephen Davis, Professor of Anthropology at St. Mary's University who worked on the sites.²⁹ The Nova Scotia Museum also has more information on archeological sites throughout the watershed.

6.4 Developing a position statement for the SMRA

Commitment to working with the Native community for the benefit of the salmon and the St. Mary's River must be communicated to the Native community and the general public in the form of a position statement. In doing so, the SMRA recognizes the Native right to the fish and the resources and opens itself to the potential to work collaboratively with the Native community.

Before SMRA can develop a statement with regards to its position on Native fishing rights it needs to develop a thorough understanding of how these rights have been recognized through the treaty and court system process, and how the Mi'kmaq worldview has shaped them.

To do this the SMRA Native Relations Team needs to:

- Visit Unama'ki Institute of Natural Resources or the Confederacy Mainland Mi'kmaq
- Invite someone from the Native community to speak to membership
- Invite other experts in the field to speak (Katherine Mott)

²⁸ Unama'ki Institute of Natural Resources, Charlie Denny, Director (and CEO Eskasoni Fish and Wildlife Commission) Eskasoni General Delivery Eskasoni, N.S. B0A 1J0 Tel: 379-2024 Fax: 379-2159 <http://www.tec.ednet.ns.ca/~wildlife/uinr> and <http://www.tec.ednet.ns.ca/~wildlife/main.htm>

²⁹ Steven Rankin and David Nethrcot, Maritimes & Northeast Pipeline. Personal communication. June 2002. Nova Scotia Museum (902) 424-0125 <http://museum.gov.ns.ca/> Dr. Stephen Davis, Dept. Anthropology, St. Mary's University – steven.davis@stmarys.ca

Once a position statement has been developed contact the Afton and Pictou Landing Bands and the Unama'ki Institute / Eskasoni Fish and Wildlife Commission. The SMRA should travel to these bands to make a presentation of SMRA vision, mission and position statement. Consider adding a representative from the Native community to your board.

6.5 Researching Working Models

Contact and visit other river stewardship and salmon associations around the province who have developed strong working relations with the native community. Consult with their Board of Directors to find out the following:

- How did they approach the Native community?
- Do they have a position statement for their association?
- What kind of projects have they (the Association and the Native community) worked together on?

6.6 Understanding and Identifying Issues

The SMRA needs to identify what the short and long-term issues it sees as potential for collaborative work between the two communities. This is an important step to have before going to visit with the Native community. It will enable you to identify areas of common concern and to envision a working relationship.

Examples of Short-term issues:

- Next years fishing season
- Continued access to salmon fishing for everyone
- Immediate habitat rehabilitation needs

Examples of Long-term issues:

- Cooperative programs at the Interpretive Centre
- GIS mapping of the St. Mary's watershed
- Documenting Historical and current Native use of SMR Watershed for Interpretive Centre

6.7 Partnering with the Native Community

Focused education and awareness activities at the Interpretive Centre are an ideal way to partner with First Nations. Boat building or re-creation of ceremonies would be popular and interesting for both the local and tourist communities. There are also great partnering opportunities for working on the river together in restoration and rehabilitation projects. Exploring these ideas and potential collaborations will be an excellent way to build relationships.

7.0 Addressing Fisheries Management Issues

Without some level of hatchery production aimed specifically at providing fishing opportunities, all salmon fishing in Scotia-Fundy will likely cease by 2003

~ DFO, Scotia-Fundy Region Presentation to
Atlantic Salmon Advisory Committee
November 20-21, 2001 Halifax NS

The salmon fishery throughout the Scotia-Fundy region is in serious jeopardy. In the past five years, beginning in 1997, the St. Mary's River has only achieved the following percentage of egg requirements (for conservation) - 28%, 55%, 30%, 16% and 30% respectively.³⁰ The returns of adult, spawning salmon to the St. Mary's River have been only 22% of what is required to meet the conservation requirement for the river. In 2000, the St. Mary's River had only a 33% chance of meeting the conservation requirement for 2001 and it was unable to attain that.

7.1 Current Status of Salmon Stock

The salmon stocks of the St. Mary's River have declined to the point where they are unable to meet the conservation requirement that DFO set for the river. To meet that requirement, 3,155 fish must return to the river to spawn. In 1998, only 22% (709 fish) returned to the river of which only 15% (106 fish) were repeat spawning grilse³¹. Not enough salmon are returning to the St. Mary's River to sustain a viable population in the river. Despite increased management controls and reduced fishing pressures, there has been no indication that the salmon population has stabilized or is returning³².

Although no one is really sure, current theories are that the main contributing factors to the decline of the salmon population are poor rates of marine survival and, in some areas, acidification of the river systems in which the salmon live. In recent years, management of the salmon resource has focused primarily on reducing fishing exploitation and to a lesser degree on enhancement and stocking of rivers. Budgetary restraints, the listing of Inner Bay of Fundy salmon as an "endangered" species and the fact that DFO has little control over marine survival and acidity has caused DFO to re-focus its enhancement and stocking programs. As a result, DFO hatcheries have been renamed as **biodiversity units** with their primary role now focused on **live-gene banking** (preservation of the species).

³⁰ See page 24 of Stock Status Report D3-14 (2002), Escapement estimates - St. Mary's River.

³¹ Amiro, P.G., D.A. Longard and E.M. Jefferson. 2000. *Assessments of Atlantic salmon stocks of Salmon Fishing Areas 20 and 21, in Southern Upland of Nova Scotia, for 1999*. Department of Fisheries and Oceans, Science Branch, Maritimes Region.

³² Maritimes Region presentation to *Atlantic salmon Advisory Committee*, April 24-25, 2002. Montreal, Quebec.

Live-gene banking refers to the collection of juvenile salmon from a particular river which are then taken back to the biodiversity unit (hatchery), grown to the adult stage. Those adults are then spawned and their progeny released as juveniles back into the river. Genetic work is done on each individual fish in the Biodiversity Unit before spawning to ensure that siblings are not mated. The adults may be spawned a number of times before ultimately being released back into the river. The process will be repeated as necessary until there is recovery or until a decision is made that recovery is not feasible.³³

To address the exploitation issue, DFO has examined options under which some access to the salmon resource could be provided while it remains at levels below conservation requirements. One of these options has resulted in the development of a river categorization approach, i.e. specifying management options based on the stock characteristics of each river³⁴.

The St. Mary's River has been categorized as a "Live Release Only" fishery. The categorization scheme was never intended to rebuild stocks but to provide access while stocks remain low. DFO may not be able to offer hook and release on the SMR next year because without enhancement there will be few, if any opportunities for Aboriginal people to exercise their priority right to fish for food. "Live Release Only" is the last management measure before closure of the fishery. In order for a river to be categorized as such there must be a low risk so that it will not result in further stock decline. This management option requires agreement by Aboriginal groups since direct harvesting is not permitted (no food fishery)³⁵. The stock characteristics of the "Live Release Only" categorization of rivers are as follows:

- Below conservation requirements and
 - Adult stock low but stable
 - Juvenile abundance is low but stable
 - If there is a hatchery component, that component will at least replace losses resulting from broodstock removals

7.2 Fishing Access 2003

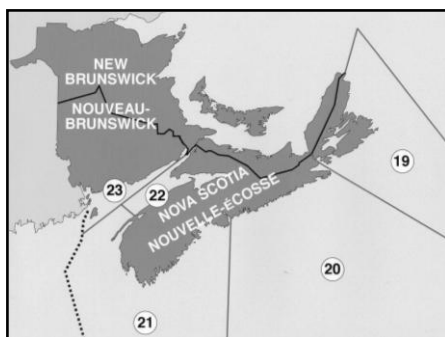
Fishing access for the 2003 season on the St. Mary's River is likely to be denied. This trend is not isolated to the St. Mary's River, nor is it a new reality for the salmon fishery. The Bay of Fundy closed its Aboriginal food and recreational fisheries in 1990. The salmon stocks in that region have been listed as endangered. Eastern Cape Breton's salmon fishery is following similar patterns. It has also been a "Live Release Only" management area (with the exception of the North River which has had an aboriginal food fishery). There is no salmon surplus to conservation requirements in other areas.

³³ Stevens, Greg and Peter Amiro. Personal communication. July 2002.

³⁴ Maritimes Region Presentation to Atlantic Salmon Advisory Committee. *Maritime Provinces Salmon River Categories and Management Options*. April 24-25, 2001, Halifax NS

³⁵ Maritimes Region Presentation to Atlantic Salmon Advisory Committee. *Maritime Provinces Salmon River Categories and Management Options*. April 24-25, 2001, Halifax NS

The trend is expected to continue and worsen leaving limited management options (mainly closures)³⁶.



Salmon Fishing Areas (SFA) of the Scotia Fundy Region³⁷

The access to fishing by both the recreational fishing community and the Aboriginal community has virtually been lost in most areas. The loss or restriction of recreational fisheries over the past decade has resulted in a 77% decline in salmon license sales. However, angling for other species such as trout (three species), smelt and smallmouth bass has experienced a slight increase. Fishing effort in Guysborough County has decreased 58% since 1990 to below 1985 levels³⁸. This perhaps is related to the decline in salmon fishing that has also occurred in that time.

Today's hook and release fishery on the St. Mary's has been facilitated by the agreement of affected Aboriginal groups not to exercise their right to fish during the two-year experimental River Categorization trial. That agreement hinged, for the most part, on Aboriginal people having access to hatchery-reared fish on other rivers on the Eastern Shore and South Shore of the province.³⁹ However, DFO has indicated that it is highly unlikely that given their re-focusing of priorities for the biodiversity units (away from enhancement, toward preservation) that they will continue to enhance rivers in the province with hatchery-reared fish. This means that if fishermen want a hook and release fishery on the St. Mary's River, they will need to explore other options. One of those options would be to fund some sort of stocking initiative (i.e. the Association or fishermen could establish and operate a small-scale facility or contract a third party to stock the river).⁴⁰

³⁶ Martimes Region presentation to *Atlantic salmon Advisory Committee*, April 23-24, 2002. Montreal, Quebec.

³⁷ Martimes Region presentation to *Atlantic salmon Advisory Committee*, April 23-24, 2002. Montreal, Quebec.

³⁸ NSDOF. 2000. *Sport Fishing in Nova Scotia*. Pictou: Nova Scotia Department of Agriculture and Fisheries.

³⁹ Stevens, Greg. DFO. Sr Advisor, Anadromous and Freshwater Fisheries. Personal Communication, June 2002

⁴⁰ Stevens, Greg. DFO. Sr Advisor, Anadromous and Freshwater Fisheries. Personal Communication, June 2002

Because the above option was not discussed during the strategic planning process, we have identified decision-making on this issue as critical for the SMRA. The Board needs to discuss whether this is a priority for action and what implications it will have for fundraising.

8.0 Helping Atlantic Salmon and the River

8.1 Past Work of the SMRA

Since the SMRA opened its doors in 1979, the association has undertaken and been involved in many different projects. These projects have ranged from research and management planning to stream rehabilitation and bank stabilization. The SMRA has also been host to and the subject of several masters and undergraduate theses.⁴¹ Among other things, the SMRA has been involved in the working group for the St. Mary's River Resource Management Model and was also a part of the DFO pilot project on River Specific Management.⁴²

There are many reports and many recommendations on the St. Mary's River that have accumulated over the years. Much of the previous work of the SMRA has been summarized within the "green" report by Leslie Buckland-Nicks (1995) *Community-based Management Plan for the Fisheries in the St. Mary's River*, p. 40-52. Unfortunately, funding for the ambitious project that is laid out in that document ran out and only sections of the plan were attempted and even fewer were completed.

8.1.1 Summary and Update of the Green Report Recommendations

From the work of and discussions with Don Barnes, Florence Duffy and Joanne Mailman, a summary of projects from 1995-2000 has been compared with the recommendations from the green report. The following is a summary based on information, to the best of our knowledge, of what was completed:

⁴¹ Maass, 1990. *Community Groups and Environmental Stewardship*. Dalhousie University.

Ho, 1999. *Watershed Stewardship Boards: A Partnership between Community and Government in Watershed Management in Nova Scotia*. Dalhousie University.

Bruce, James. 1993. *Land Uses and Landscape Sensitivity within the North River Saint Mary's Watershed : A method for evaluating landscape sensitivity to human activities within the Saint Mary's Watershed*. Nova Scotia College of Art and Design.

⁴² Kerri, Helen. 1992. *The St. Mary's River Management Project: A Test Case in River Specific Management*. Prepared for DFO and SMRA.

Buckland-Nicks, Leslie Hart. 1995. *A Community-based Management Plan for the Fisheries in the St. Mary's River*. Prepared for Working Group, St. Mary's River Management Model and SMRA.

Habitat:

#1: *Habitat rehabilitation*: activities have been carried out although there has not been a drafting of a specific plan for these activities.

#4: *Adopt-A-Stream manual*: many activities carried out with the assistance of Adopt-A-Stream.

#6: *Stream rehabilitation*: stream bank stabilization has been carried out at Ford Pool, Eshbaugh property, Silver's Pool, MacKeens Brook Pool, East Branch above North river, plus many small areas by farmers and the Department of Agriculture.

#7: *Acidity Study*: pH samples on the West Branch have been taken but location of information is unknown.

#8: *Trial Liming*: limited liming has been carried out (SMRA Newsletter Spring 1998 p.10). Lime has still not been spread at Indian Man Brook and South Brook.

General Recreational Fisheries:

#1: *Information to the public*: SMRA has been providing some information to the public on names and locations of lakes, rivers stocked with brook trout; information on fish identification, regulations, lake surveys, biological and habitat requirements.

#4: *Angler Diaries*: the Angler Diary program didn't work out. Mostly because there were not enough anglers on the river at the specific pools.

Atlantic salmon:

A: Stock Assessments

(The SMRA does not participate in this anymore)

#1: *Stub System*: since there is no harvest there has been very few stubs.

#2: *Angler diary Program*: too few anglers.

#3: *In-Season Index*: too few anglers to assist in assessing grilse returns.

#4: *Index Rivers*: Liscombe information is no longer available. SMRA is not a part of these kinds of analyses.

#5: *Stock Assessment- Float counts and fish traps*: instead of fish traps smolt wheels are now preferred. (Dr. Fred Whoriskey, Atlantic Salmon Journal. Summer 2002 v. 51 #2).

#6: *Estimates of parr abundance*: this is not required if a smolt count is available.

B: Stock Conservation and Protection:

#2: *Specific regulations for recreational fishery on SMR*: regulations have been river specific for both 2001 and 2002 seasons.

#3: *Commercial Harvest*: this has ended. Currently there is no Native food fishery on the river either.

#4: *Enforcement of regulations*: a River Watch program has not been developed.

#5: *Safe hook and release of salmon*: the fishery is currently hook and release only.

#6: *Measurement of river temperature and discharge*: this has been done by Environment Canada for years at Stillwater Brook. Unclear as to what has been done with that data.

#7: *Kelt/Black salmon*: this policy is still in effect but the SMRA would like to have the season open later (May 15).

#8: *Protection of spawning and rearing areas*: this has not happened. However, the SMRA must protect these areas from habitat deterioration.

Administration and Decision-making Process:

#3: *Attendance of RFAC AGM by SMRA representatives:* SMRA is attending.

#4: *ZMAC meetings as forum of SMR Stewardship Committee recommendations for SMR:* SMRA is attending.

#6: *Clearly defined In-Season management of fishery:* this is done exclusively by DFO using short seasons and water temperature information.

8.1.2 List of SMRA Projects from 1995-2002

1995: Completion of riverbank stabilization at MacKeen's Brook Pool

1996: Completion of riverbank stabilization at Silver's Pool

1997: Completion of Barrier Free Angling Pool at MacKeen's Brook Pool

2000: Stabilization of confluence of North and East branches of SMR at Aspen
Phase 1 of 3 at Eshbaugh Property in Waternish

2001: Phase 2 of 3 at Eshbaugh Property in Waternish
Barren Brook stabilization - large project with log and rock cribbing

2002: Phase 3 of 3 at Eshbaugh Property in Waternish (funding secured)
Proposed river stabilization projects (funding not yet secured)

1. Intervale at Peter Archibald's – Glenelg
2. Rene Beaver property – Glenelg
3. Cut Bank near Melrose Lake – Melrose

8.2 Current Directions

Probably the most confusing and difficult portion of this strategic plan has been how to advise you in the area of "Helping the Atlantic Salmon" or "Habitat Rehabilitation" or as your new team is named "Restoring Atlantic Salmon Population and Habitat."

For years now, the SMRA has relied on the advice of DFO and worked closely with DFO on projects to help the river and the salmon. This alliance with DFO has been so close that it is listed as one of the objects of your organization. Despite all the work of the DFO and the SMRA, numerous reports, studies and projects, the condition of the river and the salmon has not improved.

This strategic plan suggests that it is time for the SMRA to make its own decisions about what it will do as an organization and broaden its scientific advice and liaison to include more advice from the Atlantic Salmon Federation and the Nova Scotia Salmon Association as well as DFO. These two not-for-profit groups share your goals and ambitions, have worked tirelessly for the Atlantic salmon and have a wealth of experience, wisdom and expertise.

At this point, sorting out what is best for the salmon and the river is an almost impossible task and has stymied many scientists and experts. Added to this is the fact that the science is confusing, contradictory and not catalogued well. Even your organization is in possession of a wealth of reports and information that has not been sorted through.

The categorization for the St. Mary's River is listed as "Red – Live Release Only" (see Section 7.0); some of you in the organization may disagree with this categorization but in the absence of your own independent scientific review, this is the categorization you must live with.

Peter Amiro (DFO) has a plan that indicates that hydrological changes are needed in the river. While this plan probably has merit, there is no way, given the time that we have been given and given our backgrounds, for us to evaluate whether this is a worthwhile endeavour for the SMRA to undertake. At the same time, one of your Directors, Terry MacIntyre, former President of the NS Salmon Association and someone who is respected for his practical and committed approach, has made an action plan for Restoring the Atlantic Salmon Population and Habitat.

We recommend that you follow Terry's course and stay as closely in touch ASF, NSSA and DFO as possible. We also recommend that if you make the decision to build your organization, you move towards raising enough money to eventually hire your own biologist who could make these decisions for you and sort through the science and information. In the meantime, we have already indicated that it is a key strategic direction to broaden and improve your Board. See if you can get Bob Bancroft or another wildlife specialist to sit on your Board. This will give your Board credibility and help you sort through the maze of decision-making around what is best for the Atlantic salmon and your river. In doing this, you must be clear that you are doing this for the salmon and not so that you can fish.

As was pointed out in the Fisheries Management section, fishing for Atlantic salmon in the St. Mary's River may be a thing of the past. As we pointed out in the Interpretative Centre section, you now can be the champion interpreters of what it was once like to fish salmon. Will there ever be salmon in the river again in bigger numbers? We hope so. Will you ever be able to fish salmon again? No one knows. Whatever the answer to these questions, the SMRA has to be clear that it is there to help the fish and not themselves. Terry's plan is the best one you have at the moment. It is ambitious but organized and also leads you to linking with the First Nations community, which as we have already pointed out, is essential. The collective wisdom of the people on your Board should be used not as tool for DFO's changing priorities but as an independent body that thinks carefully and uses its own judgement and analysis. This is a key change in strategic directions for you.

Now we are suggesting that the SMRA should decide what to do with its time, energy and money, and stay in control of the decision-making. DFO has made it clear that it is moving away from enhancement to live gene mapping. It has also been clear that it is unlikely there will be much, if any, money for enhancement activities. It is unlikely that private donors are going to be impressed with an agenda that is set solely by DFO, given its track record and the fact that its priorities and advice are always in flux and somewhat dependent on political will. In our view, private donors are much more likely to respect and give money towards plans that are in alliance with the ASF and NSSA and driven by SMRA expertise and wisdom.

University liaison is another key strategic direction that can help you in this important work. Your contacts should not be limited to StFX. More on this aspect is contained in Section 10.0 (Connecting with Others).

8.3 Restoring Atlantic Salmon Population and Habitat

On June 12th, the first meeting of the Habitat and Atlantic Salmon Population Restoration team met. At this meeting, association members of the team met with representatives from DFO, NSDOF, Atlantic Salmon Federation and Adopt-A-Stream. Discussion at this meeting focused on what the team and the SMRA could do with regards to salmon population and habitat within the St. Mary's River, what is known and what is unknown and where the present problems may lie. Hydraulics of the river, degraded habitat and poor marine survival were all discussed. This section has been developed using Terry's plan, notes from the action team meeting and the revised "Terms of Reference for the Habitat and Atlantic Salmon Restoration Team". The following is the results of that meeting, including the mandate of the action team, their objectives and the immediate actions to embark on.

This action team of the SMRA is mandated to “develop and implement a 5-year habitat and Atlantic salmon population mitigation strategy designed to effectively address fish habitat and population issues negatively impacting the health and productivity of the St. Mary's River.”⁴³

The objectives of this team are:

- Identify current and emerging fish habitat issues
- Identify technically sound mitigation strategies
- Develop cost estimates
- Identify measurement tools that will monitor the effectiveness of the habitat mitigation efforts
- Identify potential research opportunities to strengthen the practice of the watershed management and fish habitat restoration
- Identify and recruit resources from other stakeholders utilizing the resources of the St. Mary's River
- Collect and review previous data
- To implement the strategies identified

Members of this action team are members of the SMRA who are appointed by the Board of Directors, non-association members who represent and bring to the table a wide variety of expertise, and people representing other expertise as needed (by special invitation).

⁴³ Terry MacIntyre, Chair of Habitat and Atlantic salmon Population Restoration Team, Terms of Reference.

The following actions are those that were discussed and decided upon as a result of this action team meeting.⁴⁴

1. Review of past documents

This will create an inventory of all studies completed on the St. Mary's River. This will help the action team to get an idea of what is already known about the river and where the gaps in information are.

2. Secure and collect all data relevant to the St. Mary's River

There have been many previous studies conducted on the St. Mary's River. The SMRA is in possession of many reports but it was also acknowledged that there is a lot of information that has been collected but not acted upon (for example, pH data that DFO has and temperature data that NSDOF has). The action team would like to collect all of this information to one place so that a scan of what is available and what is missing can be performed and prioritized according to the actions planned by this team.

In May of this year, Rene Beaver (with the assistance of CORVID) sent a letter to DFO requesting a list of all materials they hold about the St. Mary's River. DFO replied on June 13, 2002 that they have directed this request to Division Managers (see correspondence held at the SMRA).

3. Integrate the SMRA plan with DFO

The action team would like this plan to be part of the larger DFO plans for the St. Mary's River. Therefore, it is necessary to work together with DFO in their river and salmon management initiatives for the St. Mary's River.

4. Discuss potential for a Discharge Study with DFO

The need for an analysis of the flow-discharge variation throughout the season at certain points along the river was brought up as a necessary measure to begin looking at the river hydraulics. This is to be further discussed and potential site locations to be determined.

5. Contact Dr. R. Cunjak at the Canadian Rivers Institute at UNB

Peter Amiro (DFO) feels that the hydraulics of the St. Mary's River is much to blame for the state of the salmon habitat, therefore contributing to the decline in the salmon population. The Canadian Rivers Institute (and R. Cunjak and Bob Newberry in particular) has a strong focus on river hydrology and hydraulics. It was decided to approach these professors at the CRI to discuss possibility of a Master's thesis project that could be focused on the hydrology of the St. Mary's River. This would help to determine if, in fact, the hydraulics of the river are detrimental to salmon habitat and continued survival in the St. Mary's River.

⁴⁴ Terry MacIntyre, Chair of Habitat and Atlantic salmon Population Restoration Team, Terms of Reference.

6. Invite a DFO Fish Habitat representative to become part of action team

At the first meeting of the action team there was no representation from DFO Habitat Division. This is to be amended by inviting a representative from that division to be a part of subsequent meetings.

7. SMRA Adopt-A-Stream program for 2002

Despite the change in focus from habitat restoration to investigating the hydraulics of the river, it was decided that the Adopt-A-Stream program for SMRA was to continue for this year. The project this year is the completion of the third phase of an erosion protection project (armour rock with boulder groupings) on the Eshbaugh property.

At the next meeting the working group will:

- Determine when and who will meet with Peter Amiro to discuss integrating our plan with DFO
- Determine when to contact Dr. R. Cunjak and what questions to present to him
- Catalogue available information on St. Mary's River and begin to pull out pertinent data in an effort to develop a state of the river audit.

9.0 Raising Your Profile

9.1 Communication and Marketing Plan

Good communication is critical to improving your organizational strength and meeting your goals and objectives. If others are kept informed of the work that you are doing, it would be easier to get help, obtain financial support and carry out the work that you have identified as critical. Good communication can be invaluable in gaining and maintaining public support for your efforts and it can also be instrumental in getting other initiatives that will complement your project. It can help to identify potential conflicts that arise because someone didn't know or was not informed. It is important that information about all stages and results of community projects be shared with others. Once people in the community are introduced to and understand your project, they will often respond favorably by contributing time and money. The other area of communication that will be critical for your fundraising efforts is communication with your past and current members. Keep in mind that the Association needs to speak with one voice, accurately and competently.

Communication will take place with many different people over a period of time through many different vehicles. These vehicles include:

- Brochures
- Newspapers
- Magazines
- Radio
- Television (including community cable stations)
- Central places for bulletin boards and poster notices
- Community public events

- Town and community meetings
- Letters to parents in schools
- Insertion in the newsletters of other organizations
- Church notices and bulletins
- Your web page and other internet list serves
- Your own newsletter
- Fact sheets or kits about your project

If you want to generate and maintain commitment to your organization you need to keep the word about your work out there. This means keeping in touch with those who have been involved in the past and those who might become involved in the future.

Developing a communication strategy involves the following components:

- Deciding who is the primary spokesperson for your organization
- Making an inventory of the local and regional media
- Finding out which reporters are most likely to be interested in stories about your organization
- Including a person with public relations and communication skills on a planning committee or on your Board
- Gathering basic facts about your projects
- Keeping an inventory of photos about project work
- Introducing yourself to reporters and editors who might be interested in your organization
- Ensuring that your Board is well informed about what you do and asking them to bring news of your organization to other organizations that they may be involved in. (Many of the board directors in the SMRA are involved in other organizations – this can be a powerful tool for cross-fertilization and understanding of organizational objectives and goals.)
- Determine the best timing for public announcements
- Place ads and articles in community newspapers and newsletters
- Log all inquiries about your organization and make notes about these (you never know when this information might be useful)
- Create opportunities for media to see and know about your organization and its progress (tours and press conferences)
- Ensure that you are adequately represented in all provincial tourism and promotional materials. This likely involves close cooperation with other groups in your community including the RDA

9.2 Communication with Members and the Community

As well as communicating with its membership, there may be critical times that the SMRA will need to communicate with the community. Keep in mind that your river is an important asset in your community and many people may have an interest in its welfare. Communication with your membership is also a way to ensure that policies and procedures are understood and adhered to.

On-Going Communication

There are several ways that information is communicated to members and the community about your organization and the river:

Informal: This is the fastest, most common method for sharing information but it can cause the most difficulties. Word-of-mouth has often been used to communicate particularly in rural communities. However, if the information shared is incorrect it can cause friction and controversy in the community. While it is still the best way to share good news, bad news also travels just as fast.

Formal: There are times when more formal communication with members and/or the community is required. This information becomes the main connection your organization has with the community.

Regular: Regular information can be shared by distribution of monthly meeting highlights, a summary of upcoming events, a regular newsletter to members and others, or through press releases. Posting current information on your web site would be helpful. An Internet list-serve can also allow members to receive regular updates on your organization.

Special: For special events such as annual general meetings or community meetings, direct mail outs, letters of invitation, posters, press releases and radio and community cable are all methods of sharing your information. Specific focus groups or meetings with individual partners or groups in the community can also help with sharing specific kinds of information: (i.e. fishermen before the season opens).

Once the SMRA has made decisions about this strategic plan and the directions it plans to take, it would be useful to develop a new brochure that outlines your new organizational vision and mission and some the key projects. This brochure can be used to bring in memberships and for fundraising.

10.0 Connecting with Others

Connecting with other stakeholders will help the SMRA expand and be enriched in many ways. The St. Mary's River community is home to diverse groups, businesses, organizations and individuals, who are all connected in the past and present through the river. The river (running right through the community) has been the site of commerce and recreation for many years and is the common "place" you all share. In addition to those who live on or near the river are businesses that are impacted by the health of the river or whose activities may impact the river's health. There are also regional and provincial NGOs with interests in the river stewardship and educational institutions that use the river as a study area. Ultimately, all of these groups are a community whose livelihood is intricately connected to the St. Mary's River.

Community-based associations are organizations that are grounded and defined by their community. The most successful community-based organizations support their community in as many ways as they can within their mandate, and in turn, the community then has reason to be supportive of their work. The foundation that comes from a strong and diverse network of people working together is only the beginning. If an organization wants to support its continued growth, it needs to build on that foundation. This growth is an organic process that happens best if you start with the community.

In successful community-based resource management, community organizations join as one large multi-stakeholder group with diverse interests, views and concerns to work for common goals and objectives. Coming together as a network or multi-stakeholder group has many advantages and benefits such as:

- Shared resources, wisdom and knowledge
- Increased accessibility to funds through collaborative work
- Shared research
- Increased support for individual group projects
- Increased pool of potential volunteers
- Increased local support
- Greater recognition of group work locally and regionally
- The potential for increased membership of various groups
- Increased and diversified work being carried out for the benefit of the common focus (in this case, the river, the Atlantic salmon and the community)

Broadening, diversifying and reaching out to others who support your vision and mission is a key ingredient to success.

10.1 Identifying Stakeholders and Partners

As the salmon fishery declines, the potential for lost interest in a salmon fishing organization is greatly increased and so the SMRA should look at a multi-stakeholder model to remain viable and sustainable. There are many river-based activities represented by other stakeholders in the St. Mary's River community that present ideal opportunities for networking and collaboration. By supporting other kinds of river-based activities (angling for other species, birding, canoeing, kayaking, hiking), the SMRA can increase interest in the Association and potentially increase its membership and strengthen its organization. This can potentially lead to more funding since donors are generally more supportive of organizations with a community focus and broad partnership base. One immediate way to connect is to communicate to the public your new vision, mission and strategic directions by displaying them in the Interpretive Centre.

Identification of other community stakeholders and potential partners began at the first workshop and are as follows:

- Past and Current Members
- Community Groups, Clubs and Organizations
- Groups/Businesses that impact the river's health
- Groups/Businesses that are impacted by the river's health

- NGOs with an interest in the St. Mary's River
- Educational Institutions
- Government Representatives, Departments and Agencies - municipal, provincial, federal
- First Nations (this has already been discussed in Section 6.0)

The primary stakeholders of the SMRA are its past and current members. The membership represents a vast network of support for the association and is a great (and untapped) resource. The members possess a diversity of skills, interests and experiences and are linked to a variety of communities and groups who can potentially help you. Currently, the work of the SMRA is being carried out by a handful of dedicated members, most of who sit on the Board of Directors. By connecting and reaching out first to the past members and then to other stakeholders within the community, there may be increased volunteer participation in activities of the Association.

Sherbrooke Village is a provincial museum with all the support of the government. It draws many visitors a year. This is one of the main attractions that brings people to the area who are interested in history. Connect with Sherbrooke Village as much as possible in all of your programs that involve a historical context. It would also be prudent to investigate possible training and support that may be available to your volunteers and staff through the Village. It makes sense to link with this provincial museum as much as possible when planning and carrying out projects and activities.

There are many different attractions for visitors to the Sherbrooke area. SMRA should network with the other organizations for promotion of the Association and the Interpretive Centre. In turn, the SMRA can promote those organizations. Envision a Sherbrooke-wide network of local attractions and support in a few years.

- St. Mary's Smoke House – selling the smoked salmon at the Interpretive Centre is an excellent way to support a local business and promotion of salmon and to highlight the dire state of the salmon fishery (“This smoked salmon is farm raised because the salmon are disappearing from the St. Mary's River, once the ‘foremost salmon-producing area in Nova Scotia...[until] well past the period of Confederation,...the gem of the river fishery [being] the St. Mary's’.”⁴⁵)
- Local river guiding and outfitting groups – promotion of the Interpretive Centre as another place to visit and to learn about the river. Perhaps the Interpretive Centre could become a stop on any tours that are offered through these groups.
- Hotels and restaurants – Often visitors ask in the hotels, B&B's or restaurants what there is “to do around the area”. It is worthwhile to establish relationships with the local businesses to promote the Interpretive Centre in exchange for promotion of their business.

⁴⁵ Dunfield, R.W. 1985. “The Atlantic Salmon in the History of North America” In, Hurley Fisheries Consulting. 1988. *Dependency Survey: St. Mary's River*.

- Sell locally made crafts – There is a wealth of arts and crafts talent in your community. Often the biggest barrier to small-scale crafts people is access to a market. The Interpretive Centre could sell local crafts on consignment (therefore no immediate cost to the association) giving local community members access to the visitor/tourist market and promoting the SMRA as a holistic and community-minded organization.

You already have an excellent relationship with DFO and NSDOF. However, there are other government departments which you should link with, particularly now that you have a broadened vision. This includes NS Departments of Environment, Economic Development and Tourism. Municipal governments and RDAs will also be important in the future development of your organization.

The event planned for this summer with the BOW (Becoming an Outdoor Woman) is a good example of networking and partnership.

10.2 Communication and Networking

The importance of communication and networking with ideas and suggestions was been addressed in the previous Section “9.0 Raising Your Profile”.

10.2.1 Collaborative Projects with Educational Institutions

Make StFX and other institutions aware that SMRA exists. With the university so close by, SMRA is a good venue for student projects and local research. If professors know that the association has certain research areas and needs there is potential for using classroom settings and course requirements to give students research experience and to obtain fair quality research done for the Association.

Also promote as a venue for field courses.

- Determine areas that SMRA wants research on
- Approach appropriate departments at StFX
- Make it clear to university that this is a reciprocal relationship - SMRA should be involved to a certain extent in work that is carried out on the river and should receive copies of all work done

Appendix Thirteen contains a list of contacts at StFX from various departments that have partnership potential for the SMRA. The Interdisciplinary Studies in Aquatic Resources (ISAR) program includes the following departments: Anthropology, Biology, Economics, Political Science, Math/Stats, Computer Science, Geology, and Sociology all with an aquatic focus. Other departments of interest include Education and Service Learning.

This is not to say that you should limit yourselves to approaching StFX simply because of proximity. Any university or community college in Nova Scotia, the Maritimes (or anywhere for that matter) is as approachable as the next. Who you approach depends on the nature of the work and the specialty of the department.

For example, St. Mary's University has the only Geography department in NS; Dalhousie has masters and doctorate programs, (of special interest is the School of Resource and Environmental Studies), whereas StFX is primarily undergraduate; University of New Brunswick is home of the Canadian Rivers Institute and the Nova Scotia Community College has the Centre of Geographic Sciences at their Lawrencetown Campus.

The key to partnering with universities is that the community has to take the initiative to go to an individual in the university with a specific project in mind to make the initial contact. Timing is an important factor in determining when you would take a project to a university. Anytime is a good time to initiate contact and begin cultivating a relationship with a particular professor. However, planning for summer research projects takes place in the winter and academic funding deadlines are often early winter (January/February). Also, planning for the fall courses tends to take place in the spring, before the semester lets out for the summer (this means March, before exams begin).

10.2.2 Consulting the Public

If the SMRA is to embark on a project that may be controversial in nature (i.e. altering the flow of the river), it is important that the public be consulted and have an opportunity to input their ideas and voice their concerns. Public consultations are highly recommended for community-based environmental management projects, such as manipulating water-flow levels or other activities that you may be involved in along the St. Mary's River. Although a public consultation may appear to be intimidating, it is generally critical in order to obtain funding in the current political climate. As government funds dwindle, many jobs traditionally carried out by government will be turned over to communities.

A public consultation is a direct way of showing your funding partners that you are serious about working within the community. Organizations that include the broader community in their initiatives will be the groups that will receive money.

Apart from the political reality of consultations, it is the right way to do business with your community. We know that people who live in communities have a real interest in the environment around them and any manipulation, restoration, conservation of that environment should involve all those who live, work, and play there. A public consultation should be thought of as a two-way communication process where you communicate to the community about the SMRA and the community communicates to you their feelings, ideas, advice and concerns. The most important requirement of any public consultation programs is that the SMRA and its representatives be open, credible, and have integrity and commitment to the process.

10.2.3 Community Meetings

Another important opportunity for membership and community input comes when designing new policies or acting on specific goals and objectives. Before undertaking a specific project such as dredging the river or carrying out major rehabilitation projects, the Board may wish to hold a special meeting to invite the community to participate in a discussion about the project. The SMRA may also want to hold a special community meeting to share its new vision and mission and discuss partnerships at the Interpretive Centre. This will be essential if you decide to move ahead on the River Days Festival concept.

An agenda for a special meeting could include:

1. Background on why the policy or project is needed.
2. A presentation of some options and discussion of potential impacts.
3. Discussion: Individuals can then give their opinions, suggestions or raise questions before the project proposal is written and submitted for funding.
4. A summary of what has been said.

Key Steps in Planning a Community Meeting are contained in Appendix Fourteen.

10.3 Visit other River and Salmon Stewardship Groups

There are many groups and programs around the province who share similar goals and objectives around river and salmon stewardship. The Nova Scotia Salmon Association (NSSA), Atlantic Salmon Federation (ASF), Cobequid Salmon Association, Clean Annapolis River Project (CARP), Sackville Rivers Association and the Margaree Salmon Association are just a few. River Watch and Adopt-A-Stream are programs that assist river stewardship groups. These organizations possess considerable experience, expertise and enthusiasm that can assist the SMRA in present and future plans. Liaison with these organizations also presents opportunities for cooperative and collaborative projects and programs. There is a list contained in Appendix Ten of most of the river and salmon stewardship organizations across the province.

10.4 Survey Membership

Reconnect with your membership and ask them how they would like to be more involved. Give them options and opportunities to become active in their membership. The members of the SMRA represent a vast resource of skills and interest. To further strengthen your organization you need to have a clear idea of your membership and to be able to draw upon new and different people for projects.

- Send out a brief survey with the fall newsletter (sample questions in Appendix Fifteen)
- Follow-up with personal contact by a director or member of the Networking Action Team

10.5 Strengthen existing partnerships

Many Directors of the SMRA sit on other boards. These connections should be strengthened and the potential for partnership cultivated. Directors should bring newsletters and press releases to these other meetings as a means of networking and keeping other groups informed of the activities of the SMRA. In this way, there is greater opportunity to see potential for linking and partnering on certain activities and issues. Once you have a new brochure, these can be brought to meetings. You have already begun linking with the NS Nature Trust re: land conservation.

10.6 Link with Community Service Groups

Invite community groups such as 4H, Guides, Scouts or the St. Mary's Lions Club to get to know the SMRA – to visit the Interpretive Centre and see what it has to offer. A collaborative activity could be to have all the groups participate in a Litter Clean Up along the river. This brings together community of all ages around the health of the river. This will serve to raise the profile of the river and of the Association while creating partnerships. This is also a small, do-able task that is easy to organize with immediate results. There is potential for this to become an annual community event, promoting community-wide stewardship of the river.

10.7 Start a Junior Members Club

SMRA should attract younger members to the Association. Your membership is aging and you need to have new generation of members to become involved and actively participate in SMRA projects. Creating a junior members club aimed at youth, will also reach the parents.

- Weekend workshops, educational programs and field days
I.e. Young fishers day, day exploring the river, learn to fish, learn about fish biology and habitat

10.8 Contact Groups/Businesses Whose Activities Impact the River's Health

Explore opportunities to collaborate. Find activities that will mutually benefit both - good PR in exchange for some form of support for SMRA. Can they help with SMRA stream improvement programs? They may be interested in donating to your organization especially to help with habitat restoration projects. What can SMRA do for them?

11.0 Funding Your Future

11.1 Sources of Funding and Current Trends

The primary requirement, before any further fundraising can be done, is to get your business systems in order. Donors are very concerned about the proper management of the money they donate to you. This section assumes that you have addressed the issues and tasks listed in the covering letter to Directors.

Once your business issues are addressed there are four places you can look for funding - governments (4 levels), foundations, individuals, and corporations.

Government – Government funding comes in four specific areas. These are federal, provincial, municipal and First Nations. Different funding programs are available at each government level. There are some examples (The Cobequid Salmon Association) that have been able to access First Nations funding because of their partnerships with First Nations groups.

Apart from funding available from the Department of Fisheries and Oceans for river rehabilitation, other federal government departments provide funding particularly related to environmental education. Environment Canada is currently interested in climate change education and it appears that hundreds of thousands of dollars will be spent on climate change education over the coming years. Although not specifically announced as an initiative, it is evident that water, particularly related to ground water and municipal management of water will also be a clear priority of government. This is a result of and related to recent developments across Canada where a number of municipal water supplies have been contaminated, giving rising public concerns about safe drinking water. It's reasonable to assume that education programs associated with water will also be given a priority for funding. Environment Canada already funds a number of educational initiatives related to water education and operates an extensive website.

HRDC provides funding for staffing but in recent years their funding has become more and more restrictive. Their current funding priorities in the youth area is for "Youth at Risk". The SMRA has already taken advantage of federal and provincial summer student funding programs and these likely will continue to be a source of funds.

Generally speaking, Environment Canada and the Department of Fisheries and Oceans are most interested in project-based funding, whereas provincial organizations are more likely to fund infrastructure projects. ACOA is the one federal agency that frequently engages in projects related to infrastructure, but traditionally they have dealt more with organizations engaged in profit than not-for-profit. The NS Department of Economic Development and the NS Department of Tourism and Culture are two departments that have funded eco-tourism projects in other communities. Usually these departments engage in partnership arrangements with other government agencies. More and more, governments are most willing to fund programs and projects if the funding comes from more than one source.

Generally, government is more willing to “come to the table” when a project has the following four components:

1. Private money
2. A concrete, strategic and goal-oriented business plan
3. Support for the project from within and around the community that includes other stakeholders
4. Partnerships with others including other government departments

Foundations – Most foundations are private foundations either formed by a family, a corporation, an organization or individual to donate money to non-profit organizations for a number of different programs and projects. Most of the foundations have specific criteria for funding and this can be readily identified through prospect research and through the Canadian and American Directories of Foundations that are cross-indexed by subject. Over the past five years, the trend in foundation funding is towards projects rather than programs. A number of foundations have strict criteria that they do not fund program staff, capital projects or computers. This is because of the number of similar requests in these areas. Many foundations are increasingly interested in funding projects that have broad partnerships such as the Living by Water Project (see section 11.4.3 Environmental Education Programs), so that there are not duplications of results.

Individuals – Individual funding can come in the form of a friend of the project who is willing to donate either a small or large amount of money in order to assist an area of his or her interest. Individuals can also be donors to projects by becoming a member or by participating in special programs where there is a fee. Recent fundraising trends indicate that private funding from individuals is a major source of philanthropy for many non-profit organizations. Often these individuals are interested in participating in the project because it is an area of particular interest or because there is an opportunity for recognition for themselves or for family members. Traditionally, fly-fishing has been a sport of the wealthy and elite of society. This connection provides a key opportunity for fundraising in the individual sector.

Corporations – Generally corporations have two sources of money available to non-profit organizations. The first source is from their philanthropy budget. Some corporations have set up foundations in order to deal with philanthropy because of the increasing number of requests from non-profit organizations. Generally, funding that comes from the philanthropic arm of the corporation has tight criteria, usually addresses the bottom line of the company in some way and assists the company in public relations. There is a trend in corporate funding to fund projects rather than capital expenditures. The second arm of many corporations that can be tapped for funding is the marketing arm. In most instances, the philanthropic and marketing departments have totally separate budgets and criteria. Marketing criteria tends to be less stringent. Success in receiving this funding largely depends on a good fit between the marketing goals of the company and the objectives of the project or program.

Examples of corporations that are interested in environmental issues are the Imperial Oil Foundation, the Shell Environmental Fund and the Canada Trust Environmental Fund. As an example, the Shell Environmental Fund just contributed to a project related to green boating on the South Shore.

11.2 A Fundraising Plan

Comments from a potential donor to the SMRA

" They think they can just put something in a book and everyone will just give them money- they need to be clear about what they're doing and why. They need a plan and they need to demonstrate that their systems are in order. You can't raise money without good business systems in place."

Along with the business plan for your organization (including proper and transparent financial accounting), you will need a comprehensive fundraising plan. This plan will accomplish several objectives. It will:

- Establish the basic fundraising principles on which your funding program is developed (i.e. transparency and accountability to the donor)
- Outline the overall or core plan for fundraising including the organizational structure (both volunteer and professional) which will be needed
- Describe and define the type of fundraising undertaken (annual giving, capital campaign, planned giving or all of these)
- Establish a timetable for the fundraising efforts
- Outline the main supporting publications and communications about the organization and its funding plan
- Assure donors that your organization is strong and capable of handling their donations in a timely and strategic manner
- Provide a template for action by staff and volunteers

The campaign plan should contain the following components:

1. The basic premises of the fundraising efforts. This section usually explains how much money you're trying to raise what kinds of gifts you will accept and how long you will engage in this fundraising effort.
2. The purpose of the fundraising efforts.
3. An outline of the types of gifts that will be sought (leadership, major, annual, etc.) including a table of standards.
4. A volunteer and staff structure for the fundraising including the roles and responsibilities of individuals and committees.
5. A precise timetable.
6. A budget for the fundraising efforts (usually around ten percent of the goal if it is a campaign). It's important to remember that raising money requires funds.
7. Outline of research and prospecting timetable and methodology.
8. Outline of data base and donor management, including receipting, thank-yous, and fiscal responsibility.
9. Naming opportunities if appropriate.

10. Gift acceptance policies. (Most organizations have to develop a set of criteria from whom they will accept gifts – is there anybody or any corporation that the organization would not accept money from?) These are usually outlined in clear policies so that it is clear and transparent to donors.
11. Records management/data tracking.
12. A plan for stewardship and recognition including donor recognition, naming opportunities and continued contact with donors.
13. Gift agreements when required. Some donors require that gift agreements be drafted specifically for the terms and conditions of their gifts.
14. A list of frequently asked questions by donors. This list usually covers the key questions that donors will ask and give answers. For example, donors may ask (Anne to fill in later)
15. Investment policy of the organization. This policy outlines what you will do with money when it is received and if it is to be invested, how it will be used. This is particularly important for endowments, which are often the choice of individual donors.

The structuring of the above plan will be dependent on what kind of fundraising is undertaken (annual, campaign, or planned giving or a comprehensive plan which includes all).

11.3 Friend-Raising and Stewardship

A fundamental opportunity for your organization is to have “friends of the organization” and to steward them to long-term giving related to the river and your organization. Most people involved in fundraising today recognize that developing donors is all about encouraging people to become aligned with your organization, its vision, mission and mandate. The SMRA has a long history of friends and individuals that have fished on the river; many of these are wealthy. Stewardship of those already with a connection with your organization and identification of future friends will be a key part of any fundraising strategy. George Archibald, one of your Honourary Directors states " to raise the required funds, I suggest several members of the Board present, in person, the five-year plan to several well endowed people who if so inclined, can financially support the plan. Many millionaires have fished the St. Mary's."

11.4 Special Events

Plans are already underway for two fundraising dinners for this year, the lottery and a yard sale (one has been held already). The lottery brings in \$6000 cash to the SMRA (after prize costs) and appears to be a worthwhile event. The flea market/bake sales are a good way to bring people to the centre. Keep in mind that dinners are very labour-intensive activities and it's difficult at this point to imagine who is going to do the necessary work to make these events successful. It will be critical for Joanne to concentrate on the recommendations in this report that are critical. It's no problem to steam ahead with these dinners, provided there is clear plan for who will do them and how they will be done.

Typically, dinners are good for building profile and camaraderie but are a lot of work for the money they raise. The organization should take a hard look at their time commitments and decide if this is the best fundraising strategy for this year.

If you are going ahead with the dinners, keep in mind that you can issue a tax receipt for part of the expense if the ticket. The dates should be decided and finalized immediately so they can be put on people's calendars and agendas. It also means that the organizational work must be done over the summer. To the best of our knowledge, no intensive planning has yet been done for these dinners.

11.5 Fundraising Strategies

The first item that funds will be needed for are a full-time Manager of the Organization and Centre. Once this is in place, this person can begin to develop further plans for raising money and write the necessary funding proposals. This full-time Manager can help secure the funds to eventually hire a full-time Executive Director and will be responsible for a sustainable business plan. This Manager will also develop a clear fundraising plan and an implementation plan for the Action Plans contained in this report. Purchase fundraising software (one example is Razor's Edge). Razor's Edge may be too expensive. A search on the internet revealed a program called Fundraiser Basic (Jr. Version) - www.fundraiser-software.com - which looks like it might be appropriate. Another option would be to talk to other small non-profits and see what programs work for them.

If the organization is able to become sustainable over the next few years, it can raise the bar on its fundraising efforts. At this time, we do not recommend seeking money to fund a person with fundraising skills. Although this may be needed at a later time, at this time it is pre-mature. The following are strategies to raise money for the next five years.

1. Continue with the lottery and Flea Market/Bake sales.
2. Raise Membership Fees (I believe you could easily double your basic membership to \$20; even \$25 in today's prices is not that much).
3. Increase numbers of memberships (contact past and current members, tell them of your new plans and broadened horizons). Ask these members to also make a donation especially for the **2004 St. Mary's River Days Project** (or whatever project this becomes). Concentrate on your "Friends of the River" section. People are more likely to give money to you for a concrete project like the River Days Festival than just as an isolated donation to your organization. This will also bring donations from others who are not interested in salmon fishing. The sooner you decide on one project/event that you are raising money for, the more successful you will be.
4. Ask your Honourary Directors for their personal help in implementing this strategic plan. Also ask the Honourary Directors for suggestions of individuals, corporations, and foundations that also may be able to assist you.
5. Have your full-time staff member research funding opportunities from government and Foundations (this is not difficult to do and someone can be easily trained to do this (uses Internet and databases which can be purchased) (these are listed as budget items).

6. Limit the number of labour-intensive dinners etc. These typically do not raise that much money for the effort involved. Auctions with donated items often raise just as much (if not more) and are much less labour-intensive.
7. Use the skills and expertise of those in your organization (Honourary Directors, John Cameron Sr. etc.)
8. Keep in mind that your fundraising will require careful organization and planning. The most successful fundraising uses a systems approach.
9. Charity Village is an internet site that has extensive information on fundraising (www.charityvillage.com).

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<http://www.tec.ednet.ns.ca/~wildlife/uinr> and
<http://www.tec.ednet.ns.ca/~wildlife/main.htm>

Appendix One: St. Mary's River Watershed

The St. Mary's River (the largest in the province) drains an area of approximately 1350 km. sq. Its two major branches run along fault lines, and originate in the Carboniferous lowlands of the eastern mainland. The watershed covers five counties (Halifax, Guysborough, Pictou, Antigonish and Colchester). The east branch drains an area of 389 km. sq. and flows in a southerly direction with its headwaters part of the Moose River and Garden River systems. The north branch drains an 82 km. sq. area south through Lochaber and Lochiel Lakes to join the east branch. The west branch, with a watershed of 470 km. sq., flows east from headwaters drained by the Nelson and South River systems. Both branches join below Glenelg Lake to form the main branch that enters the Atlantic Ocean through a long estuary.⁴⁶

⁴⁶ Page 4, A Community Based Management Plan for Fisheries in the St. Mary's River

Appendix Two- Flipcharts from Director's Meeting, May 4th, 2002

Prioritization of Strategic Areas

This is how you prioritized these issues both in importance to the SMRA and what time you are willing to put in.

Totals are based on a "weighted" vote system (five points for a ranking of 1, four for a ranking of 2, etc.)

<i>Issues</i>	Priority for SMRA						Priority for Individual					
	1	2	3	4	5	<i>Total</i>	1	2	3	4	5	<i>Total</i>
Habitat Improvement	7	2	3	0	0	52	5	2	4	0	0	45
Native Issue	0	3	2	3	1	25	0	5	3	1	3	34
Funding	3	0	4	1	1	30	3	5	0	1	3	40
Mapping/Inventory	1	4	1	1	0	26	3	3	1	2	1	35
Involving other users	0	1	4	2	4	24	0	1	3	3	4	23
Interpretive Centre	3	1	0	5	4	33	4	0	3	4	3	40

Priority for SMRA

1. Habitat Improvement
2. Interpretive Centre
3. Funding
4. Mapping/Inventory (Watershed)
5. Native Issue
6. Involving Other Users

Priority for Board Members to give Time and Energy

1. Habitat Improvement
2. Interpretive Centre
3. Funding
4. Mapping/Inventory (Watershed)
5. Native Issue
6. Involving Other User

River Management Plan

(Specific Ideas from Don and Paul)

- West Branch - flow temperature and level - how to go about repairing it
- We need a professional scientist or civil engineer (with student) to do a study and perhaps the whole project (study that would tell what we can do and what we can't do to repair the river)
- Often there is funding available to students and universities that are not available to other groups. This will:
 - ✓ Guide SMRA to do proper job
 - ✓ Funnel proper funding in right direction
 - ✓ Allow student engagement to do thesis on river hydraulics (West Branch) under direction of supervisor (professor)

- West Branch flow and redirection will:
 - ✓ slow runoff, deepen the pool, make and improve the riffles using latest technology in conjunction with DFO and environment
 - ✓ If this was done right, then everything would be down on paper - water flows, what is expected in the end.
- Peter Amiro - figures that the West Branch is in the worst shape and is the place where the most improvements could be made
- Wouldn't want to forget about the East Branch or to isolate it so that it is neglected
 - East Branch is the bigger watershed - larger lakes... - better able to right itself
 - ✓ Can't control Lochaber Lake - have to involve every landowner around it...
 - ✓ Example from Murray – 5-mile lake and the beaver dam - residents were upset with erosion that was occurring, so went to DFO and had the beaver dam removed (backhoe right in the river)

Conclusion: West Branch is the biggest priority - but don't want to lose sight of the East Branch, want to make sure there are check ins of some kind on the East Branch to ensure that it is healthy

Final Comments: What we are talking about is River-specific management. We have covered but one facet of the river - we don't manage fish, we manage people - we have missed on controlling or managing the users of the river and resources.

First Nations Issues

(Specific Ideas from Terry, Bill and Sam)

- This is an issue of a collision over values
- There is mutual mistrust
- Aboriginal community itself is suffering from poverty and lack of jobs
- They are also often overwhelmed with the big picture
- Historical rights

Plan of how best to address these issues

- Wildsmith and Outhouse - could get advice from them on how to introduce themselves to the communities
- Need to do more than invite them here, also need to go there
- What roles does the aboriginal community want to play in watershed management?
- Do they have the resources and personnel to get involved? If not, then there must be mechanisms in place to keep them involved.
- We need to develop communication link - to ongoing management
- We need to find out about documented use of natives in watershed

Fundraising

(Specific Ideas from John Cameron Sr. and Florence)

- Who are potential funders? Can be grouped into 3 categories - private government, NGOs
- ✓ Private - individual
- ✓ Government - municipal, provincial, federal
- ✓ NGOs - at least 100 conservation organizations (ASF, NSSA, Ducks Unlimited), some with immense financial resources (such as Nature Conservancy, Audubon Society)

- Need to be creative and innovative when looking for funding - wouldn't think of Audubon as funder of a river association, but there are possibilities
- Government - First Nations (creative and innovative in working with native communities in finding funding for what we want to do)
- Funders are sophisticated - need to be professional in their approach
- We need solid leadership - brings credibility.
- In terms of securing major funding, we need that leadership -this was also mentioned as having a "champion" for the cause
- We need a well thought out vision - need to formulate that vision that will be of interest to donors
- Need a unified voice - not just board, but other organizations
- Need a good PR program - the more and the better that we can put the issues in front of the public, the better our case will be received by the donor community
TV/radio/print/internet
- We must demonstrate that we are accountable
- Be creative and innovative
- What the board can do
- ✓ Help research donors
- ✓ Cultivate donor
- ✓ We need to be continually talking about what could be if there was money for the river.

Watershed

(Specific Ideas from Jack, Murray and Tom)

(Note from Anne: Many of these are river rehabilitation ideas)

- Improve water flow in west river by accessing waters from Governor's lake
- Reduce or prohibit access by cattle to river ad feeder stream
- Stabilize streambanks on both East and West Branches - also feeder streams
- question - should liming be promoted - no follow-up on pH study

- ✓ mostly brooks that flow south-north are the acidic streams, north-south have better pH
- ✓ should find out what the liming did - was it successful? What kind of lime is best for this river system? There was some discussion that the wrong kind of lime was used previously.
- Promote stream habitat improvement with machinery
- Reduce woods road travel with heavy machinery during thaws
- Monitor water quality regularly
- Put water control structures on various suitable feeder streams and lakes
- Request aid from Atlantic Salmon Federation - about science and what we should do for watershed improvement (since Peter Amiro is the main source of advice to this group, perhaps we should get a second opinion)
- Lewis is one of the best qualified experts in the province
 - ✓ Need to put information on paper and send it to him
- Mapping - studying the streams - need an inventory of the river - need to know what we have in order to be able to make decisions: Which streams have salmon now? What are their conditions? A lot of the information is available now, but it has never been put together in a form that is coherent - Uni'maki Institute for Natural Resources (Eskasoni Fish and Wildlife Commission) is doing that kind of work
- Forestry - Green belt regulations only apply to forestry - not agriculture

Utilization of River by all User Groups

(Specific Ideas from Gordon and Rene)

- Originally came up with over 15 user groups - cut it down to the 5 most important ones - then tried to figure out what SMRA's position is with them
- Fly fishing – lead, link
- Bird watching – inform, link
- Canoeists – inform, link
- Nature - education, interpretive centre, sportsman grounds – lead where applicable, link, inform
- Hiking - camping - link and inform
- SMRA has potential to take on a leadership role, linking, communication and sharing of ideas & piggy-backing resources with other user groups
- Should there be a change in SMRA board structure?
- Sharing minutes with other organizations (put on internet), offer to other user groups space in the newsletter
- Linking with municipalities - RDA, GBDev, Ant, Guys, Pict - going to need an economist as well as a biologist - business plan pitch as opposed to a conservation plan pitch (when talking with municipalities)
- Our interest is primarily from the bridge in Sherbrooke up - need to be supportive of what they are doing downstream (recreational boating) but aware that it can have detrimental impacts too

List of Stakeholders	
Current SMRA Members	Past SMRA Members
Community groups <ul style="list-style-type: none"> - Girl Guides/Boy Scouts/4H (youth) - Sherbrooke Village - Sherbrooke Historical Society - St. Mary's Lions Club - St. Mary's Woodlot Owners Association 	Political representatives <ul style="list-style-type: none"> - Local MLAs - Local MP
Educational Institutions <ul style="list-style-type: none"> - StFX - Daltech - UNB - St. Mary's High School - Elderhostel - Elementary/Junior schools 	Federal government <ul style="list-style-type: none"> - Department of Fisheries and Oceans - Environment Canada - Department of Natural Resources
Groups who impact river health <ul style="list-style-type: none"> - StoraEnso, Kimberly-Clark, McTarra, oil/Gas, Mining etc. - Contractors - St. Mary's/Guysborough Federation of Agriculture 	Provincial government <ul style="list-style-type: none"> - NS dept of Nat. Resources - NS dept. of Environment - NS dept. of Agriculture and Fisheries - NS Economic Development - NS Health - NS Sports and Recreation
Groups whose business/organization is affected by river health <ul style="list-style-type: none"> - St. Mary's Fish and Game Association - St. Mary's Tourist Association - River Guides and Outfitting Operations - Hotel/Restaurant owners 	Municipal government <ul style="list-style-type: none"> - St. Mary's Municipal council - Municipality of the District of Guysborough - Guysborough County RDA - Guysborough County BDC - Pictou/Antigonish counties?
NGOs with interest in SMR System <ul style="list-style-type: none"> - Atlantic Salmon Federation - NS Salmon Assoc. - Trout Unlimited - NS Eastern Mainland Naturalists - Canoe NS - Marine boaters - NS Trails Federation - Ecology Action Centre - NS Nature Trust - Nature Conservancy of Canada 	First Nations government <ul style="list-style-type: none"> - Afton Band - Pictou Landing Band - Eskasoni Fish and Wildlife Commission - Una'maki Institute for Natural Resources (Charlie Dennis / Cheryl Berube)

Other issues related to users:

- access for handicapped
- tourism related visitors (campers, RV owners, day-trippers, eco-tours, spirituality and meditation)

Interpretive Centre

(Specific Ideas from Went and Joanne)

- **Administrative hub and coordination Centre for SMRA**
 - ✓ River stabilization
 - ✓ Water quality work
 - ✓ Promote membership
 - ✓ Fundraising
 - ✓ Meetings

- **Centre for local information for things to do with the river & recreation**
 - ✓ Environments
 - ✓ History
 - ✓ Cultural
 - ✓ Recreational - fishing, hiking, canoeing
 - ✓ Links to other associations

- **Educational programs for youth and adults**
 - ✓ flytying/casting
 - ✓ boat building
 - ✓ erosion (awareness raising)
 - ✓ ecology
 - ✓ river system
 - ✓ 4H involvement
 - ✓ high-school - oceans 11 course - trip to the centre (coordination)
 - ✓ PDC office - summer day camps (recreation director) (Steven Porter)
 - ✓ History of the river

- **Link to StFX**

- **Self-sustaining** - must operate as a business - has to be self-operating and self-sustaining

Appendix Three - Flipcharts from Director's Meeting, May 17th, 2002

1.0 Weaknesses Of The Organization

1. Lack of a cohesive strategic plan including a plan for communication
2. Not having enough volunteers and workers involved in the organization
3. Lack of funds to get the job done
4. Lack of focus and trying to do too much without keeping the big picture in mind
5. Lack of profile for our organization both politically and beyond the local community
6. Lack of expertise in evaluating and planning things from a business perspective
7. Lack of expertise and inadequate understanding of science that is available about the river
8. Thinking too small and staying too narrowly focussed and insular
9. Lack of youth involvement and younger members (most of the directors are retired)
10. Lack of support staff all year round
11. Trying to satisfy too many people at one time
12. Lack of native involvement
13. Apathy

2.0 Strengths Of The Organization

1. There's been good leadership from the organization and many volunteers
2. The St. Mary's River is a great river and a great resource for the area
3. There is a lot of knowledge and expertise within the leadership of the directors and others in the community
4. The interpretive centre is a key strength of the organization
5. The organization is respected by the community
6. The organization and its directors demonstrate a lot of commitment to the river and the community
7. The organization has had many achievements that are well documented

3.0 Obstacles To Success

1. Lack of funding
2. Lack of scientific data and an understanding of all the research that has been carried out on the river
3. Lack of consensus and communication with external stakeholders
4. A strong need to restore habitat and a lack of understanding of what is best to do so
5. Not enough salmon in the river
6. Lack of understanding and initiative with regards to native issues
7. The need to become self-sustaining as an organization
8. Lack of political and local support for the organization, including an understanding of what we do

9. Trying to get commitment from both members and the community to a five-year plan
10. Volunteer burnout
11. The ages of the directors and lack of youth involvement
12. Lack of a good public relations and communication strategy
13. A dwindling membership

4.0 Opportunities For Success Over The Next Five Years

1. The five-year strategic plan was seen as a major opportunity for the organization to grow strategically and in a focussed business-like fashion
2. As the plan is initiated there will be more communication and marketing to outside organization and partners. This communication will provide opportunities that will assist the organization and the river
3. There will be increased opportunities for partnering with many different stakeholders and organizations including first nations' communities
4. People are interested in the river and in Atlantic salmon and in this community, and this will create an opportunity to raise money for the organization
5. The interpretive centre provides us with opportunities for education of many different ages (youth to elder hostel)
6. Commitments from directors and other organizations will provide an opportunity for improving the habitat for Atlantic salmon

5.0 Organizational Needs For Success

1. More funds are required
2. More expertise and science about the river
3. Commitment from directors and others
4. Acceptance of the organizational mission and goals from external partners and a willingness on these partners to co-operate with the organization
5. A well-focussed, realistic business-like strategic plan
6. We need "champions" to help us fund-raise and keep us focussed
7. We need to learn more about native issues and to get them involved in our organization
8. There's a need for an advertising and P.R./Marketing Plan so that people understand more about us and what we do

6.0 Vision And Mission

Anne Camozzi presented a draft vision and mission to the group which was as follows:

Vision - Health for the river, the Atlantic salmon, and our community

Mission - We are a volunteer group dedicated to providing leadership, energy and education to enhance, protect and promote the St. Mary's River as a healthy home to Atlantic salmon and other living things. We are committed to partnering with others so that the river is a rich resource for all stakeholders in the community.

The mission was re-drafted to read as follows:

We are a charitable, non-profit organization dedicated to conservation, leadership, expertise and education to enhance, protect and promote the St. Mary's River as a healthy ecosystem and home to Atlantic salmon. We are committed to partnering with others so that the river is a rich resource for all stakeholders.

There was then discussion about some fine-tuning of the vision and mission and this was tasked to Sam MacDougall and John Cameron Sr. to be presented at the annual general meeting for ratification and approval.

7.0 Action Teams

Anne indicated that several directors have suggested that action teams be developed to proceed with the strategic plan process. Anne formed the following action teams:

1. Native Issues
Terry M. (Chair), Sam, Gordon, John Jr.
2. Rehabilitation Action Team
Paul (Chair), Don, Allan, Tom. Murray will act as an advisor to this action team.
3. Fund-Raising Action Team
René (Chair), John Sr., Went
4. Interpretive Centre Action Team
Joanne (Chair), Bill, Flo, Went

The action teams will communicate with Anne by June 1st as to their progress on the following issues:

Native Issues

The following were identified as key priorities with regards to this action team:

- Meet with native representatives/groups to identify the right groups to be dealing with and to establish a relationship as well as learn and share about common goals and visions
- From this there should be an identification of common concerns and differences
- There also should be research done to seek out working models, such as on the Miramichi River
- A statement of commitment to partner and learn and be educated about native rights and issues should be put forward at the annual general meeting

River Re-habilitation Action Steps

- Bank stabilization
- Liming of brooks
- Contact with CARP and other organizations

- Contact with Dal-Tech, StFX with regards to use of students for research and fish counters
- Conduct an inventory of studies and research already carried out.
- Contact DFO and ASF for their expertise and suggestions for a five-year plan for the river

Fund-Raising Action Group

Priorities include:

- A plan for fund-raising including a catalogue of needs for rehabilitation, education and linking with other stakeholders
- Identification of campaign leadership “champions”
- Seeking seed funding for staffing for fund-raising purposes
- Achieve US charitable status – 501(c)3a
- Finalize plans for SMRA leadership dinner in Dartmouth in October 2002 with a fund-raising goal of \$25,000
- Finalize plans for SMRA dinner in honour of Ralph Webber in Antigonish in late October. Goal \$5,000?

Interpretative Centre Action Plan

Priorities include:

- A business plan including fund-raising for the Centre
- Development of education programs with other partners
- A plan for increasing membership
- A marketing and promotion plan including partnering
- A plan for how the Centre can be the administrative and communication hub of the SMRA

8.0 Action Steps Resulting From The Meeting

1. Sam to present the vision and mission to the annual general meeting for ratification.
2. René Beaver to invite Terry to speak on native issues at the annual general meeting
3. Develop a resolution to be presented at the annual general meeting for endorsing all the work of each action team
4. All action team coordinators to communicate their progress to Anne by June 3rd
5. Anne to write up a one-page summary of the strategic planning process for presentation by René at the annual general meeting.

Appendix Four - Business Plan Outline

What follows is a sample business plan outline. There are many different versions but they usually contain the following elements:

1. Executive Summary – This section outlines what it is you do, your management team and a summary of your projected costs and financial requirements.
2. Organizational data – here you give your name, address, type of formal organization (registered charity and non-profit), list of directors and a brief history of your organization.
3. The products and services you will provide – what have you already done? What features of your service allow you to be competitive/sustainable?
4. Market – outline the market for your product and services. Who are your customers/clients/members? Why will they support you? Donate to you? Or buy your services? What is the estimated size of your market (geographical territory, types of members and customers)? Who are your competitors, where are they located and how do you compare with them?
5. Marketing – have you done a market study to show that you are sustainable? How will you inform members/clients/customers about your products and services? Identify major donors/members/customers who have already made or are willing to make commitments. What forms of advertising will you use? How much is your marketing budget? What are your prices for membership, products and services? What level of sales/activity do you need to break even?
6. Operations – does your business need licenses/permits/insurance? Have they been obtained? Do you have them in the right amounts? Explain the operational location of your business including operating costs/leases/purchases. What equipment do you own and what equipment do you need? Is there an environmental impact resulting from any of your activities? What goods do you need to purchase and where are the suppliers located? What staffing do you require? What overhead do you require? What training do you need to provide to your staff and how will you do it?
7. Management – who is your board and what management qualifications do they have? Who are the lawyers/bankers/accountants for your business?
8. Timetable – show a realistic timeframe for your plans and activities.
9. Financial information – what is the total expected cost on a yearly basis, for your operation to be sustainable? Indicate where these funds will come from. Attach a copy of your current financial statement.
10. Financial forecasts – you should be able to do at least a three-year forecast for your association.
11. Summary – conclude your business plan with a one to two page summary of your operation and financial requirements.

Appendix Six: Current Job Description: Interpretive Centre Manager

- Attend monthly board meetings
- Attend committee meetings where necessary
- Type agenda and minutes of monthly meetings
- Attend council meeting once or twice a year
- Liaison with Sherbrooke Village
- Liaison with GCRDA tourism officer
- Keep abreast of all government grants and access when necessary
- In off season- collect mail and volunteer time to keep abreast of Association work.
- Monthly report to board
- Do shift work
- Yearly newsletter
- Attend to correspond filtered through the Association

Appendix Seven: Manager's Job Report and Workplan

Yearly at A Glance To Do List 2002

T4's

Letters to Advertisers

Call advertisers

Articles for Newsletter

Newsletter to printers

Labels for Newsletters

Invoice to Advertisers

Mail Newsletters

Register for Pictou Expo

Get supplies ready for Expo

Projects for funding

Prov Gov't PEP grant

Fed Govn't HRDC Summer student grant

NS Youth Conservation Corps

Maritime Northeast Pipeline

Adopt-a-Stream

Shell

Schedule of Events

Stationary order

Brochures-design, produce & distribute

Order merchandise for shop

Budget for year

Lottery

AGM

Hire Staff

Separation slips

Simply

Update membership list

Membership drive

Update Website

Doers & Dreamers

Advertising

Programs

Displays

Inventory

Income Tax (shared responsibility with Flo)

Minutes for board meetings

Order new Payroll deductions book

Fall Newsletter

Environmental Permits (shared responsibility with Flo)

Pick up mail & answer correspondence

Banking (shared responsibility with Flo)

Monthly Breakdown of Job Duties - January 2002 - March 2003

January 2002	5 hours volunteered	mileage 72 km	# trips 3
Reschedule board meeting, call directors			
Correspondence			
T4's			
February 2002	38.5 hours volunteered	mileage 312 km	# trips 13
Attend monthly board meeting			
Take minutes, type and distribute to directors			
Correspondence			
Strategic planning meeting			
Letters to advertisers for newsletter			
Membership receipts			
Shell Environmental Fund application			
Research on computer programs & page maker			
N.S. Power grant application			
Adopt – a- stream application			
Maritimes Northeast Pipeline grant application			
Anne Camozzi correspondence			
HRDC/PEP summer student application			
NSYCC application			
Peter Bresnen merchandise			
Order merchandise from White's			
Purchase office supplies			
Volunteer recognition form			
Articles for newsletter – Interpretive Centre, Website update, Canada World Youth			
Lottery update			
RBC funding Application			
Inventory			
Strategic Planning funding			
CEED application for technical support			
Invoice to Liscomb Lodge – newsletter			
Heritage Canada grant			
March 2002	43 volunteer hours	mileage 288 km	# trips 12
Labels			
Donation receipts			
Paperwork			
Volnet			
Grant funding proposals (RBC, Heritage Canada, CEED)			
Articles for newsletter (3)			
Stabilization articles (2)			
Attend monthly board meeting			

Take minutes, type and distribute to directors
 Mail HRDC & CEED applications
 call WCB
 Call advertisers
 Correspondence _ Camozzi, Bill Taylor
 Print by-laws and committees and mail out to directors
 Put membership cards in newsletters
 Sent out newsletters
 Organize volunteers for Pictou Expo

April 2002 30.5 hours volunteered mileage 288 km # trips 12
 Pictou Expo – Put together information & merchandise
 Fax liming information to Shell Environment Fund (Original proposal sent in February)
 Attend Fisheries Zone 20 Meeting
 Attend SMRA board meeting
 Do up minutes, mail & E-mail to directors
 Order shop merchandise (White's/Bresnen)
 Update Web site
 Contact Peter Amiro re: Tracking salmon
 Newsletter ready to mail
 Invoices to Advertisers
 Correspondence
 Simply

May 2002 120.5 hours volunteered mileage 552km # trip 23
 Correspond with Anne Camozzi Strategic Planning etc....
 Notice in Journal & Newsletter re: AGM
 DFO Z-MAC Meeting (set up table & make lunch)
 Interac Machine
 Contact Shell Environmental Fund Re: Proposal Declined-not sustainable
 Strategic Planning all day session
 Simply update
 Design & print Lottery tickets for 2003
 WCB re: summer student
 Called HRDC re: summer student 8 weeks approved
 PEP Grant Sony Alexander re: approval
 NSYCC re: grant tentative approval
 Tax bill: Call assessment office re: commercial rate
 Spoke with Dave Gillis
 Revenue Canada: Payroll deduction book, Income Tax, Charitable receipts
 Follow up funding: Dave Nethercott MNE and Adopt-a-stream
 Interviewing summer student
 Clean Centre for opening day
 AGM planning: arrange speakers, invite guests, advertising, agenda, reports, food, set up, plagues and minutes

Meeting with Hardy, notify all directors and attend
 Shop Inventory
 Update artifact lists
 Set up fish tank
 Type May minutes and send to directors
 Call Eric Robar – tank, water filter and emergency lights

June 2002

Open Centre June 1st
 Make new signs: open, gift shop, sign guest book, membership
 Schedule of daily duties for summer staff
 Inventory for shop
 Fix up merchandise room
 Update artifact list to include new books from Bill
 Faxed credit application to Nimbus Publishing
 Typed AGM Minutes
 Database of directors and executive 2002-2003
 Send minutes package to new directors
 Organize filing cabinet
 Review applications for students (July 1st)
 Interpretive Guide
 Check e-mails
 Check Outstanding Lottery purchases
 Complete PEP forms and mail in
 Meeting with NSYCC representatives
 Confirm L. Hinks for June 12 meeting
 Attend monthly board meeting
 Operations report
 Take minutes, type and distribute to directors
 Advertising
 Posters
 Meeting with alarm person
 Attend strategic planning meeting
 Liaison with BOW (Becoming an outdoor women)
 Municipal funding application
 MTT – Internet application extension
 Interview HRDC summer student
 Interview NSYCC summer student

July 2002

Work schedule for students
 Sent in forms to HRDC
 Yard sale/ bake sale
 Attend monthly board meeting
 Take minutes, type and distribute to directors

August 2002

Attend monthly board meeting

Sept 2002

Separation slips for summer staff

Final forms for PEP and HRDC

Attend monthly board meeting

Take minutes, type and distribute to directors

October 2002

Close Centre for Winter: turn off hot water heater, emergency light breaker switches

Empty fish tank

Separation slip Joanne

Attend monthly board meeting

Take minutes, type and distribute to directors

November 2002

Attend monthly board meeting

Take minutes, type and distribute to directors

Sell lottery tickets

December 2002

Debit visa for lottery ticket Sam and Winston

Attend monthly board meeting

Take minutes, type and distribute to directors

January 2003

T-4's

Attend monthly board meeting

Take minutes, type and distribute to directors

Attend wholesale show

February 2003

Attend monthly board meeting

Take minutes, type and distribute to directors

Correspondence

Letters to advertisers for newsletter

Membership receipts

Shell Environmental Fund application

NS Power grant application

Adopt – a- stream application

Maritimes Northeast Pipeline grant application

HRDC/PEP summer student application

NSYCC application

Peter Bresnen merchandise

Volunteer recognition form

Articles for newsletter –Interpretive Centre, Website update, Lottery update

March 2003

Attend monthly board meeting

Take minutes, type and distribute to directors

Donation receipts

Correspondence

Grant funding proposals

Attend monthly board meeting

Take minutes, type and distribute to directors

Appendix Eight - Board Executive Roles and Responsibilities

President

- Represents the Board when dealing with senior levels of government and elsewhere when appropriate
- Provides leadership to the Board
- Creates a positive atmosphere which enables the Board of Directors to work harmoniously and decisively together
- Arbitrates differences between individual Board members
- Delegates work
- Ensures that the most qualified and effective individuals are appointed to Board committees and task forces
- Makes sure that committee Chairpersons are appointed
- Orients Board Members and committee Chairpersons to the Board
- Supports and coordinates the work of committee members
- Chairs meetings of the Executive Committee (if applicable)
- Makes sure the Board adheres to its bylaws and constitution
- Keeps the Board's activities focused on the organization's mission
- Evaluates the effectiveness of the Board's decision-making process
- Serves as ex officio member of committees and attends their meetings when needed
- Makes sure there is a process to evaluate the effectiveness of Board members, using measurable criteria
- Recognizes Board member's contributions to the Board's work
- Acts as one of the signing officers for cheques and other documents, such as contracts and grant applications
- Plays a leading role in supporting fundraising activities (if applicable)
- Promotes the organization's purpose in the community and to the media
- Prepares a report for the Annual General Meeting
- Orients the new Chairperson
- Chairs meetings of the Board
- Calls and prepares meetings
- Keeps the Board's discussion on topic by summarizing issues
- Confers with committee members on their participation at meetings
- Prepares agenda and supporting materials
- Presides at committee meetings
 - provides background on agenda items; leads discussion to approve or amend agenda
 - requests reports from members giving suggestions as needed
 - gives committee information from Board of Directors, other committees and volunteers
 - helps committee evaluate its effectiveness
- Consults with staff and other members on the Board's work and makes recommendations for improvement

- Retains file of pertinent data including minutes
- Delegates work; encourages and guides committee members
- In consultation with Board and staff
- Ensures that the Association's Treasurer receives a copy of budget by agreed date

Vice-President

Note: Your by-laws allow for two vice presidents currently you have none

- Chairs all meetings of the Board and Executive Committee in the President's absence
- Fills in for the President at major presentations and other events as required
- Is responsible for Board training sessions and ongoing Board member development
- Serves on Executive Committee (if applicable)
- Learns the duties of the President and keeps informed of any key issues
- Chairs at least one standing committee
- Acts as signing officer for cheques or other documents

Secretary

- Keeps copies of the corporations bylaw and the Board's policy statements
- Keeps lists of officers, Board members, committees and General Membership
- Notifies Board members of meetings
- Keeps record of Board attendance
- Records all motions and decisions of meetings
- Signs Board minutes to attest to their accuracy
- Records all corrections to minutes
- Conducts general Board correspondence
- Signs official documents of the organization as required
- Files the annual return, amendments to the bylaws and other incorporating documents with Corporate registry
- Takes minutes at all regular and special meetings of the Board and the Executive Committee. These are to be recorded and retained in an official minute book
- Distributes copies of minutes and agendas to all Board members at least five days before the regularly scheduled meeting
- Collects written reports from Committee Chairpersons and distribute them as required
- Maintains the files and records of the organization to be passed on to future officers, including copies of letters, grant applications, annual reports, briefs and proposals
- Makes sure there is a quorum at Board meetings
- Is the custodian of the corporate seal
- Orients the new Secretary

Treasurer

- Keeps the financial books of the Corporation up to date at all times (this also may be done by a paid person but the Treasurer has responsibility to see that it is done right)
- Serves on the Executive Committee
- Chairs the Finance Committee

- Acts as signing officer, with another officer or Executive Director for cheques and other documents
- Submits regular financial statements at monthly meetings of the Board and Executive Committee
- Ensures that funding sources, members, pertinent governments and their agencies receive timely and accurate financial reports
- Recommends to the Board the name of a competent accountant or accounting firm for an audit and organizes a series of interviews once every three years to ensure that a competent and inexpensive accountant is selected
- Prepares and monitors the overall budget with the Finance Committee (if applicable)
- Works with the corporation's accountant to implement financial practices generally accepted as standards for non-profit corporations and to the fiduciary responsibilities of trusteeship
- Orients the new Treasurer

General Duties of Directors at Large (Board Members)

- Attendance at all Board Meetings -- this participation emphasizes policy-making, monitoring all operations via the Executive Director/General Manager, and monitoring operations progress compared to one-year operations plan.
 - Attend on time.
 - Arrive informed at all agenda items.
 - Contribute in a concise, clear and carefully thought out manner.
 - Carefully consider the positions of your colleagues.
 - Assist constructive decision-making strive to secure consensus.
- Attendance at Committee meetings if appropriate.
- Assume leadership when requested or when an issue requires this.
- Represent the Board at community events and in any other way, which promotes understanding of its purpose and programs. Speak proudly and positively.
- Be informed about the Board's programs, policies and services.
- Be informed about the needs of and trends within the community and your membership.
- Be respectful and fair.
- Be responsible and conscientious.
- Follow through on any responsibilities assigned for action after the meeting.

Appendix Nine - Board Meeting Management Information

Board Meetings

- Are the main vehicles for Board activity
- Places to exercise collective authority
- Are used for learning, policy creation, monitoring, and other information sharing
- The agenda and information provided should reflect above categories

Meetings can be a waste of time if they are not properly prepared and rules of conduct are not clearly communicated and enforced. Sometimes they are only about gossiping and gabbing. These kinds of meetings are important for feeling informed and connected but all too often this is the only thing that happens at a Board meeting and is not conducive to decision-making, monitoring or moving things forward.

Meeting Attendance

Board members must attend meetings in order to fulfill their obligations as Directors. Poor attendance is usually an indicator of problems such as dissatisfaction with the Board, poor planning or poor communication. In order to ensure consistency in information-sharing and decision-making, there should be a policy that Board members must attend at least 2/3 of meetings or resign unless a valid excuse is provided and accepted by the Board Chairperson.

Meeting Frequency and Times

There is no fixed rule about optimum frequency of official meetings of the whole Board. The Board should hold a meeting when it has enough relevant business to justify it. The meeting should be scheduled at a convenient time and place to ensure all Board members can attend. The meeting should not extend past two hours as the ability of a group of people to constructively contribute past two hours is dramatically reduced. The meeting should not be too short either, it would indicate that little real discussion has taken place. Before anything happens there must be a need for the meeting. If there's nothing to discuss, make decisions about, disseminate, etc., there's no need for a meeting. Once you know what content you need to cover, you'll have a better insight into HOW you can best cover it.

Ensuring Success

- Order the agenda items in a logical order
- Allocate appropriate time for each agenda item
- If issues on the agenda are delicate or involve particular individuals, work on these issues before the meeting
- Let people know about things that will be discussed - avoid surprises
- Organize any extra material that is to be presented or distributed
- Make sure you have enough copies of the above for everyone
- Make sure you've arranged for any equipment that you need
- Arrive early to set up room and to greet people

Meeting Agenda

The agenda helps organize the meeting. The agenda is basically a plan for the work to be conducted at a meeting. It provides the framework for decision making. The agenda contains the following elements:

- a list of items to be addressed at each meeting (routine matters)
- a review of the minutes of the past meeting
- business arising from the minutes
- correspondence
- senior staff and committee reports
- new business including development of policies and procedures and planning for monitoring
- a time for the next meeting

You will notice that the agenda allows for the addition of items at the beginning of the meeting. If items are added, the group has to agree to it and recognize that meeting time may have to be extended or one or more items may have to be postponed to a subsequent meeting.

Here are some of the characteristics of a productive agenda:

- Reaches Board members with sufficient notice to allow preparation for the meeting
- Contains sufficient, clear and relevant information
- Additional material is directly relevant to the impending discussion
- Important items are dealt at the beginning and the unimportant ones are kept for the end
- Provides the name of the people responsible for the item, an approximate time for dealing with the item and the outcome sought, whether it be a discussion leading to a decision or an item for information only

Controversial items may lead to further study by a Board member or by a standing committee. All unfinished business should be covered or if handled by the executive and reported to the next meeting and recorded in the minutes. The Secretary must keep track of the work delegated to ensure recommendations are eventually brought to the consideration of the Board.

Quorum

A quorum is the minimum number of people who must be present at the meeting for business to be carried out legally. The number is specified in the corporate by-laws. In the absence of a quorum; major decisions CANNOT be made. As noted earlier, it may be helpful to have a compulsory attendance policy to ensure a quorum is always present.

Appendix Ten : List of NS River and Salmon Organizations

The following is a compiled list of list of most of the River and Salmon Associations within Nova Scotia. This was obtained from the Atlantic Salmon Federation website. We cannot promise that the information on this list is up-to-date, however it is a good starting point.

Mr. Hal Elliot
Annapolis Fly Fishers Association
Box 1594
Middleton, NS
B0S 1P0
Phone: 902-825-4327
e-mail: hal.elliott@ns.sympatico.ca

Marshall Kaiser
Cape Breton Sports Fishing Advisory Committee
R.R. #2, Baddeck, NS
B0E 1B0
Phone: 295-2343
hbsport@ns.sympatico.ca

Robert Chiasson
Cheticamp River Association
Box 117
Cheticamp, NS
B0E 1H0
Phone: 902-224-1199(h), 902-224-3232(w) fax 902-224- 2596
E-mail: parkview@atcon.com

Stephen Hawboldt
Clean Annapolis River Project
P.O. Box 395
Annapolis Royal, NS
B0S 1A0
Phone: 902-532-7533, Fax: 902-532-3038
e-mail: c.a.r.p@ns.sympatico.ca

Luuk Gerligs
Clyde River Committee
Box 100
Clyde River, N.S. B0W 1R0
Phone: 637-3888
e-mail: ontheriverbank@auracom.com

Cobequid Salmon Association

P.O. Box 1874
Truro, NS B2N 3C7
Phone: 902-895-5905, fax: 902-895-0500

Danny Ripley, Project Manager
Cumberland County River Enhancement Association

35 Hill Street
Amherst, NS
B4H 2N2
Phone: 902-667-3563
e-mail: riptide@ns.sympatico.ca

Mr. Hobert Blades, President
East Shelburne Co. Rivers Association

Box 201
Lockeport, NS
B0T 1L0
Ph: 902-875-1404 Or John Swim 902-656-2420 fax: 902-656-3485
e-mail: none

Mr. Jack MacDonald
Eastern Shore Wildlife Association

P.O. Box 97
Sheet Harbour, NS
B0J 3B0
Phone: 902-885-2864
Ecole Secondaire de Claire
saumon@Scolaire.Ednet.NS.ca

Gerald Thompson
Salmon River Salmon Association

Box 23,
Salmon River, N.S.
B0W 2Y0
Phone: 902-649-2728, or 902-769-5400 Fax: 902-769-5405
e-mail: saumon@esdc.ednet.ns.ca

Mr. Peter Bagnell
Friends of the Cornwallis River

Box 470
Port Williams, NS
B0P 1T0
Phone: 902-542-3889, or 902-585-1311 Fax: 902-585-1054
e-mail: bagnell@glinx.com or blenentine@ns.sympatico.ca

Peter Alex
Habitat Unlimited
R.R.#2
Antigonish, N.S.
B2G 2K9
Ph: 902-863-6364

Mr. Marshall Kaiser, President
Highland-Bras D'Or Sport Fishing Association
R.R.#2
Baddeck, NS
B0E 1B0
Phone: 902-295-2343
hbsport@ns.sympatico.ca

Scott Cook
Kings County Wildlife Association
RR#2 Wolfville, NS
B0P 1X0
Phone/fax: 902-542-2661
Email: pat.scott.cook@ns.sympatico.ca

Mr. Carroll Randall, President
LaHave River Salmon Association
P.O. Box 6.
Bridgewater, NS
B4V 2W3
Phone: 902-541-1343 Fax Carroll Randall @ 902-527-1135
e-mail: recreation@municipality.lunenburg.ns.ca

John Hart
Margaree Salmon Association
P.O. Box 108,
Margaree Center,
Cape Breton, NS
B0E 1Z0
Phone: 902-248-2578
e-mail: margsalmon@ns.sympatico.ca
www.margareesalmon.ca

Mushamush Salmon Association
Paul Marriner
RR#1 Mahone Bay, N.S. B0J 2E0
Phone: 902-624-9662 fax: 902-624-6192
e-mail: pmarr@tallships.ca

Marie O'Melia, President
Musquodoboit River Association
P.O. Box 356,
Musquodoboit Harbour,
Nova Scotia B0J 2L0
Phone: 902-889-2813
No fax or e-mail

Randy Corcoran
Parrsboro & Area Recreational Fishing Association
P.O. Box 560, Parrsboro, NS
B0M 1S0
Phone and fax: 902-254-3664

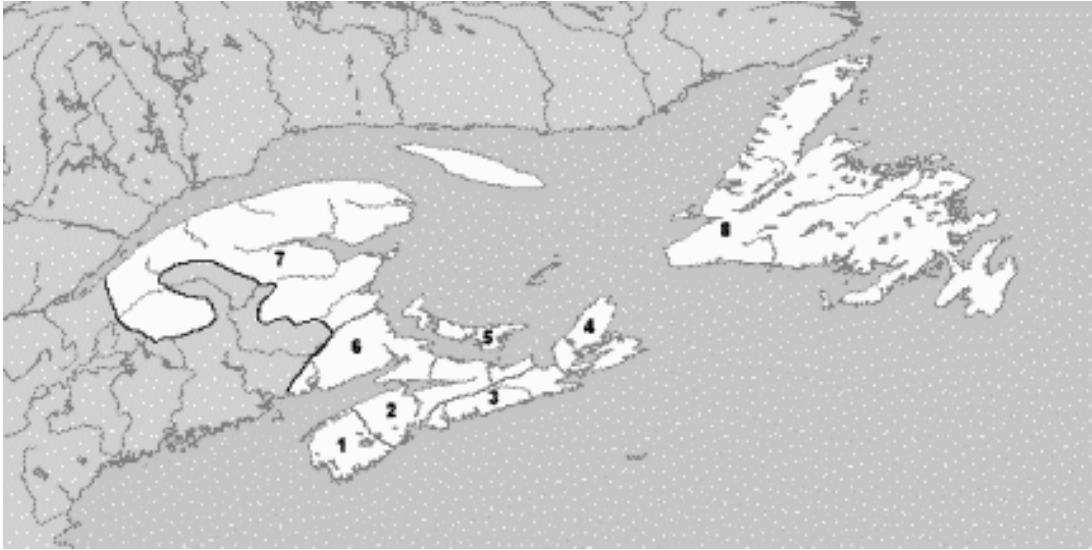
Capt. Doug R. Bell
Petite Riviere Committee
P.O. Box 6
Petite Riviere, NS B0J 2P0
Phone: 902-688-2046
No fax or e-mail

Mr. Bob Ferguson
Pictou County Rivers Association
P.O. Box 586
Westville, NS B0K 2A0
Phone: 902-396-5409
E-mail: parkerwong@hotmail.com

Dave Dagley
Queens County Fish & Game Association
Box 1598 Liverpool, N.S.
B0T 1K0
Phone: 902-354-4991
dagleydb@auracom.com

Mr. Ian McKay
Sackville Rivers Association
P.O. Box 45071
Lower Sackville, N.S.
B4E 2Z6
Ph: 902-865-9238, fax 902-864-3564
e-mail: sra@chebucto.ns.ca
[Sackville Rivers Association Web Link](#)

Appendix Eleven: Mi'kmaq Hunting Districts



The map above depicts the territory of the Mi'kmaq Nation. The territory includes all of the Atlantic Provinces and down into the New England states including the small islands. The territory was divided up into seven hunting districts (sakamowits), the 8th territory on this map is Newfoundland.

The St. Mary's River lies in the district of Eskewaage or the Skin Dressers area in which the present day Afton Band resides.

The numbers above represent the following districts:

- (1) Kespoogwitunak (*lands end*) – Acadia, Bear River Bands
- (2) Sikepnekatik (*wild potato territory*) – Annapolis Valley, Horton Bands
- (3) Eskegawaage (*skin dressers territory*) – Afton band
- (4) Oonamaagik (*land of the fog*) – Chapel Island, Eskasoni, Membertou, Wagmatcook, Whycocomagh Bands
- (5) Epekwitk Add Piktuk (*laying in the water and the explosive area*) – Pictou Landing, Lennox Island, Abegweit Bands
- (6) Sigunlktawak (*drainage territory*) Big Cove, Buctouche, Fort Folly, Indian Island Bands)
- (7) Kespekewaq (*last land*) Aroostook, Burnt Church, Eel Ground, Eel River, Gesgapegiag, Gaspé, Listuguj, Pabineau and, Red Bank Bands.
- (8) Ktaqmukuk (*far shore over the waves*) Bartlett's Harbour, Benoit's, Corner Brook, Exploits and Flat Bay Band

Please note that the Mi'kmaq spelling of Districts varies depending on which orthography is used. For example, Oonamaagik is also Unama'ki and Eskegawaage is also Eskikewa'kik. The spellings used here are of the older orthography and are more based upon English phonetics rather than the newer Smith-Francis.

K. Prosper. 2001. *The Mi'kmaq and the Kat (American eel)*
www.stfx.ca/research/srsf

Source: <http://www.mikmaq.com/net/territory/>

Appendix Thirteen: List of StFX Contacts

Interdisciplinary Studies in Aquatic Resources (ISAR)

The ISAR Program at StFX is a good place within the university to focus the promotion of the St. Mary's River as a place to do research and host field courses. The ISAR program involves professors in both science and social sciences. The following is a brief list (and by no means complete) of individuals and their general research area that may be of interest or have an interest in doing research in the St. Mary's River.

- Peter Clancy (Chair, ISAR) – Dept. of Political Science – Policy and policy development. He is especially interested in social aspects of forestry (pclancy@stfx.ca, Nicholson Hall room 512, 867-2291)
- Robert Martinez-Espenera –Dept. of Economics. He is new to StFX and wants to get involved in the local area. Most of his previous work was in Europe.
- “Chair in Aquatic Ecology” (TBA) – Dept. of Biology – His area of study is freshwater ecology. (Call the Biology Department for further information 867-2283)
- Lisa Kellman – Dept. of Geology – Environmental Earth Sciences as well as a field course. Most of her work is focused on nutrients, runoff and nitrogen loading of groundwater. She has done previous water studies in the SMR with her class and often is looking for a location to host a field course. (lkellman@stfx.ca, 867-5086)
- Rod Bantjes – Dept. of Sociology – Environmental studies and forestry issues. (rbantjes@stfx.ca, 867-2479)
- John Phyne – Dept. of Sociology/Anthropology – Rural communities are his research focus. (jphyne@stfx.ca, 867-2312)
- Dan McInnes – Dept. of Sociology – Atlantic Canada (dmacinne@stfx.ca, 867-2314)
- Ron Nash – Dept. of Anthropology – Archeology. He has worked for the NS Museum and has done a lot of work in Sherbrooke area. (rnash@stfx.ca, 867-2195)
- John Quinn – Dept. of Math and Stats & Dept. of Computer Science – His research is focused on modeling of natural ecosystems (jquinn@stfx.ca)
- Norm Seymour – Dept. of Biology – Birds and aquatic habitat. (nseymour@stfx.ca, 867-2274)
- Marilyn Gerriets – Dept. of Economics – Historical Economics, (mgerriet@stfx.ca, 867-3848)

Department of Education

Future teachers always need experience and opportunities to practice developing education materials. If the SMRA would like to host a workshop on a particular topic at the Interpretive Centre but would like help in developing the tools and material, the education department is another place at StFX that the SMRA could approach for partnership.

- Anne Sherman – Chair, Dept. of Education (asherman@stfx.ca, 867-5163)

StFX Service Learning

This is a program designed to involved students in hands on projects within communities. There is potential for St. Mary's River area to be involved in a service learning initiative, perhaps to do with river ecology or local economic development potential as course component.

- Maria Gaudet – Course Based Development Officer (mgaudet@stfx.ca, 867-2563)

Appendix Fourteen: Key Steps in Planning a Community Meeting

Planning

- Determine the problem to be solved, the opportunity to be explored the program or service to be improved, or the policy to be developed.
- Decide if an internal or external facilitator is needed.
- Decide if the meeting will be by invitation or an open public meeting
- Book facility, send out press releases, notices, arrange tea, coffee, supplies, paper etc.
- Develop agenda
- Decide on how to handle conflict if it arises

At the Meeting

- Start on time
- Welcome and introductions
- State objectives for the meeting and how the information gathered will be used
- Review agenda
- Share and reflect on participants experiences or knowledge about the issue
- Analyze the situation from different perspectives
- Look at the underlying causes of the problem
- Discuss ideas for action
- Prioritize the ideas
- Summarize discussion
- Review how the information will be used
- Explain the next steps that will be taken
- Discuss when and how participants will receive results or a summary from the meeting
- Thank participants for their feedback

Follow Up

- Prepare summary of meeting
- Report back to participants

Appendix Fifteen: Sample Survey Questions for Members

These are only a sample. More Questions should be added depending on the purpose of the survey. You may want to consult or ask about raising membership fees.

1. How long have you been a member of the SMRA?

- Less than 2 years
 2 - 5 years
 5 - 10 years
 since the beginning

2. Have you read our strategic plan?

- Yes No

3. If yes, do you have any comments?

4. Have you visited the Education and Interpretive Centre?

- Yes No

5. If yes, do you have any suggestions for how it can be improved?

6. What kinds of activities would you like to see taking place at the Education and Interpretive Centre?

7. Would you be willing to volunteer for the SMRA?

- Yes No

If yes, please indicate your areas of interest:

- Repairing/maintenance at the Education and Interpretive Centre
 Office work/accounting help
 Stream enhancement and restoration work
 Visit schools to talk about salmon fishing
 Conduct workshops
 Fundraise
 Help with special events