

Miramichi Salmon Association

Vision Document

Approved February 17, 2023 by the MSA Board of Directors



Mission

Exemplary, river-based leadership, stewardship and conservation practices for the Miramichi Watershed to continuously preserve and balance its environmental integrity for the benefit of all native species, in particular the Atlantic Salmon.

The Miramichi Salmon Association (MSA) decision-making model will be updated, as organizations locally, nationally, and globally review and restructure in response to climate change, growing environmental awareness and the carbon-concern questions being asked by insurance companies, financial institutions, and the legal community.

As a non-profit environmental conservation organization, the MSA proposes a decision-making model of Environmental, Economic, Social, and Governance (EESG) moving forward. Our organization has identified four strategic pillars to guide our actions, and the EESG model was applied to each of them.

Four Pillars

1. The MSA advocates for the revitalization of Atlantic Salmon populations on the Miramichi River through the strategic use of our hatchery facility and a robust stocking program.
2. The MSA is a leader in watershed-level conservation and research initiatives. Using our boots-on-the-ground approach, we will lead and conduct critical projects for Atlantic Salmon on the Miramichi River.
3. The MSA is a leader in community engagement and education for all levels. We are passionate about supporting the next generation of salmon conservationists.
4. The MSA is a strong voice for Atlantic Salmon on the Miramichi River. We hold government agencies accountable for their actions and inaction, advocate for policies and management plans that sustain and enhance Atlantic Salmon and support ecosystem balance, and ensure our members and supporters have a voice at the table for Atlantic Salmon conservation.

The MSA will ensure the EESG model is applied throughout these pillars, notably our lens for climate change mitigation in everything we do, our reliance on scientific evidence, our consideration for the local economy and rural development through the Atlantic Salmon industry, and our willingness to work with others, including Rightsholders and Stakeholders.

Pillar	Environmental	Economic	Social	Governance
<p>1. The MSA advocates for the revitalization of Atlantic Salmon populations on the Miramichi River through the strategic use of our hatchery facility and robust enhancement and stocking programs.</p>	<p>-The MSA must continue to administer a robust stocking program on the Miramichi watershed. In our view, stocking (preferably adult) Atlantic Salmon is one viable way to rebuild salmon populations, but we are equipped to stock at various stages, including fry.</p>	<p>-The economic benefits to the MSA’s stocking program are realized by both current and future generations of people in the Miramichi watershed. Abundant populations of Atlantic Salmon benefit the entire Miramichi community, including First Nations.</p>	<p>-A 2020 Public Perception study carried out by Narrative Research on behalf of the MSA found that 79% of New Brunswick residents believe that stocking is an important part of maintaining Atlantic Salmon populations. Our organization recognizes the role stocking plays in sustaining and enhancing salmon populations, and the history of stocking in the Miramichi River Watershed which dates back centuries.</p>	<p>-Our organization advocates for a stocking policy from DFO that supports a robust stocking program and ensures the best use of our hatchery facility.</p>
<p>2. The MSA is a leader in watershed-level conservation and research initiatives. Using our boots-on-the-ground approach, we will lead and conduct critical projects for Atlantic Salmon on the Miramichi River.</p>	<p>-Our programs will not negatively impact the environment or Atlantic Salmon populations. -Our programs will contribute positively to the knowledge base about Atlantic Salmon.</p>	<p>-We will ensure we have the organizational and financial capacity to proceed with programs. -Our river-based approach supports the economic benefits generated from a thriving recreational fishery, including the hundreds of jobs linked to this industry and the significant GDP generated from this sector.</p>	<p>-Our programs will be aligned with Atlantic Salmon strategies and/or plans, for instance, the Plamu First Five-Year Management Plan. -We will collaborate with interested partners including academics, stakeholders, rightsholders, and government agencies.</p>	<p>-Our programs will be discussed at the Conservation Planning Committee, Executive Committee, and Board of Directors levels. -Project results will be shared widely.</p>
<p>3. The MSA is a leader in community engagement and education for all levels. We are passionate about supporting the next generation of salmon conservationists.</p>	<p>-The MSA’s Climate Change Policy outlines our resolution to advocate for conservation-minded practices, and to educate our community about the</p>	<p>-Our advocacy and engagement efforts will be mindful of the reliance our local community has on Atlantic Salmon.</p>	<p>-Our organization was built on grassroots level support of and concern for Atlantic Salmon on the Miramichi. We will advocate for balanced approaches that support Atlantic Salmon and the</p>	<p>-The MSA’s Education, Communications, Development, and Strategic Planning Committees will be engaged with this pillar, as will the Executive</p>

	effects of climate change on the Miramichi River.		communities that rely on this iconic species.	Committee and Board of Directors.
<p>4. The MSA is a strong voice for Atlantic Salmon on the Miramichi River. We hold government agencies accountable for their actions and inaction, advocate for policies and management plans that sustain and enhance Atlantic Salmon, and support ecosystem balance, and ensure our members and supporters have a voice at the table for Atlantic Salmon conservation.</p>	<p>-Without strong and clear leadership and direction from DFO (which considers local perspectives), the entire watershed suffers. Inaction is detrimental to conservation. The MSA advocates for science-based decision making and forward thinking aimed at restoring Atlantic Salmon populations.</p>	<p>-Long term, sustainable funding is essential to achieving conservation goals. The MSA is an experienced, grass roots organization with an exceptional capacity to actively participate in achieving Atlantic Salmon conservation goals.</p>	<p>-One of the MSA's biggest assets is our 70-year history in the Miramichi watershed. During that time, we have developed our capacity and ability to identify and complete innumerable conservation projects and initiatives. Our social license to carry out conservation initiatives is derived from our unique membership and support base. The MSA is <i>of</i> the Miramichi, and <i>for</i> the Miramichi.</p>	<p>-Our Board of Directors have close and personal ties with the Miramichi watershed - in many cases spanning generations. We are actively advocating with DFO and GNB to incorporate local perspectives into Atlantic Salmon management plans in the future and to engage local conservation organizations, such as the MSA, as much as possible.</p>

Applying the EESG lens internally						
Environmental	Implement climate change adaptation	Explore greenhouse gas offsets	Promote biodiversity within the watershed	Optimize water use and management	Ensure environmental compliance	Explore energy and clean technology; recycling, heat pumps
Economic	Ensure projects are financially viable	Understand project costs and benefits	Consider economic impact of our actions on local economy and development	Adapt fundraising programs as necessary to maximize funds for projects	Reignite a clear donor recognition program	Continue to be financially accountable and transparent
Social	Consider equity, diversity and inclusion	Consider employment diversity and relations including living wages, benefits, health insurance programs	Uphold Indigenous and stakeholder rights	Enhance community engagement	Understand our social license	
Governance	Clarify board and committee governance, diversity and implement best practices	Maintain transparency in board decision making processes	Collaborate with environmentally conscious donors			

This document considers the following: Habitat and River-Based Conservation, Funding, Supporters, Organizational Capacity, Public Policy, and Branding.

Habitat and River-Based Conservation: Although the Miramichi has a vast area of pristine and optimal habitat for Atlantic Salmon, the MSA will continue to work towards improving habitat and cold water refugia. The impact of climate change will make this work increasingly important in the future. The hatchery will be fundamental to improving salmon stocks to inhabit our abundant habitat and provides incredible potential for the future conservation of salmon.

Our exemplary river-based approach includes optimizing cold water refugia to support Atlantic Salmon and other native species during warm water events, particularly in the face of climate change; working with river obstructions such as beaver dams to optimize fish passage and spawning migration; understanding salmon populations through smolt and juvenile assessments; operating salmon protection barriers to protect a critical population and generating important population data.

Funding: The MSA has relied on the angling community and outfitters in the Miramichi to help support our boots-on-the-ground conservation programs for our entire 70-year history. The founding members of the MSA were outfitters concerned for the future of Atlantic Salmon. Our development strategy will continue forward with our traditional fundraising and community engagement events. In addition to this, we will need to realize new and innovative revenue streams, keeping in mind that many of the challenges we now face will also present opportunities for new funding. New streams may build on existing hybrid events (virtual and in-person components), online fundraisers, collaborations with new funding partners, and enhanced project-specific fundraising (e.g., cold water restoration, beaver dam management).

Supporters: As our demographic of supporters continues to age, the MSA will make efforts to engage a younger generation of environmentally minded people interested in wide-ranging conservation issues through the development and incorporation of an ecosystem-based salmon management approach in the Miramichi.

The foundation of the MSA is the ongoing support of volunteers, members, and contributors through our outreach and engagement programs. We must heighten public interest in the opportunities for the Miramichi watershed to grow the supporter base for a more diverse population, including through educational programs.

We must continue to maintain our Atlantic Salmon culture while also inviting younger volunteers and more sponsors into the organization. This may include family units, local schools, social media engagement, etc. and must include First Nations communities in the watershed, as their support is vital to the MSA and salmon conservation.

We must show supporters they can add value by being part of and helping the MSA into the future.

Organizational Capacity: As the MSA continues to grow as an organization, staffing will need to grow simultaneously. The MSA will invest in its people through professional and leadership development. Our Board of Directors should work to engage future members. Part of this process will be to set an example to new board members regarding commitments and obligations required. We will leverage our vast business knowledge within our Board of Directors.

We must continue to enhance, adapt, and align internal capabilities.

The Miramichi Salmon Association (MSA) is guided by scientific evidence. Science must continue to be at the core of our organization for habitat program delivery, government programs, and corporate partnerships. Scientific evidence guides good decisions.

We must highlight our wins, good work, and success stories at every opportunity to promote the MSA brand, gain members, and ask for financial support.

We must have an integrated fundraising, events, membership, and development IT system to connect with volunteers, donors, and members on an ongoing, accurate and timely basis.

We must encourage staff, directors, sponsors, and donors to work with partners as a team for long term results on both sides of the USA- Canada border.

The MSA contains committees focused on various organizational aspects including development, conservation planning, human resources, communications, finance, land use, strategic planning, nominations, and membership. These committees are represented at the Executive Committee level and work together to advance the MSA.

Public Policy: The MSA will continue to promote our work as relevant and important to the future of salmon stocks and to show regulatory agencies that we can carry out complex conservation initiatives. We will encourage transparency among our partners and will work with First Nations to incorporate traditional ecological knowledge into our conservation planning.

We must expand efforts to connect and influence government policies, administrative regulations, and funding.

Public policy has been important to the MSA from its earliest days from granting the hatchery's charter to allowing fish to be delivered on trains throughout the Miramichi watershed for generations to funding projects to sharing personnel and knowledge over the decades.

The current public interest in the health of the environment is a benefit to the MSA and if the government role is to provide 'for the public good' then positive results are expected.

We must work with elected officials on funding, public policy, and delivery of salmon conservation programs.

We must continue to support access to public lands for all for fishing, outdoor activities, and timber cut free zones along waterways including rivers, streams, and brooks.

We must work at the grassroots level to show elected officials that the MSA has volunteers, fundraising events, and that we are engaged in the future of the watershed.

We must work with First Nations throughout the watershed, to support ecosystem management and balance, outdoor recreation, carbon storage, stocking fish, water quality, and biodiversity.

Branding: We will work to incorporate the pillars of the EESG model into the MSA narrative to improve our organization and work toward a greener and more sustainable future for the MSA. Our 70-year history is one of our biggest assets and we will highlight this milestone now and in the future.

We must broaden public awareness of the MSA brand.

We must educate and market to the public, elected officials, and government agencies of the benefits of the MSA including – but not limited to- its conservation work, hatchery, employment in the watershed, cold water pools, and science.

For decades, the MSA has delivered salmon conservation programs that provided value, science, and benefits to the public. These activities must be highlighted to increase awareness and the profile of the MSA. This will allow the MSA to broaden its appeal to corporations, organizations, family foundations, and people concerned with the environment in general.

We must continue to promote our people, past Miramichi River personnel, etc. through the Leaper, online, and in print materials including our annual report and calendars.

We must leverage business expertise, reach, and network abilities of the staff and directors on both sides of the Canada- USA border.

We must reduce our environmental footprint. The MSA causes no harm to the Miramichi River or the environment.