



## **HAMMOND RIVER ANGLING ASSOCIATION**

# **STRATEGIC PLAN 2008-2013**

The Hammond River Angling Association (HRAA) was formed in 1977 by a group of anglers concerned about the decline of the salmon population in the Hammond River. The group's original mandate was to protect and preserve the Hammond River environment through education, conservation and community interaction. This mandate endures.

Presently, HRAA's membership stands at 250+ members, and HRAA is affiliated with the Atlantic Salmon Federation (ASF) and the New Brunswick Salmon Council. As well, HRAA has working relationships with many other watershed groups, environmental groups, community organizations and schools throughout the province.

The Hammond River Watershed has a 73.5 kilometers long main river stem, 125 kilometers of major tributaries and countless kilometers of minor tributaries, encompassing 433 square kilometers of diverse land use and habitat types. The Hammond River has exceptional water quality.

The Hammond River is host to one of the last self-sustaining salmon populations in the Bay of Fundy watershed and salmon conservation underlies much of the work of the HRAA. Preserving salmon habitat is an important issue to the HRAA and maintaining the overall biodiversity in the watershed has become an important theme. Other species that inhabit the Hammond River watershed are also being threatened by loss of quality habitat, including the protected Great Blue Heron and Wood Turtles, a species of special concern (COSEWIC). Other fish in the river include Brook Trout, Smallmouth Bass and Chain Pickerel. Bald Eagles and Kingfishers also inhabit the area. Most of the land in the Hammond River watershed is privately owned with agriculture and forestry the dominant land uses.

Agriculture, forestry and other developments can negatively impact vegetation in the riparian zone. The loss of this crucial buffer zone results in increased sedimentation from bank erosion, and increased water temperatures from the amplified solar radiation on the surface water, resulting in damage to fish and wildlife habitat. Much of HRAA's work in education and field work focuses on the protection and restoration of this important riparian buffer zone.

Since its inception, HRAA has worked with the community to address salmon preservation, riparian zone protection and other watershed issues through interactive education, watershed management and restoration projects. HRAA volunteers have been the driving force behind many positive actions. An open attitude towards environmentally interested community members keeps the HRAA vibrant and current. The cumulative effect of lifetime and founding members working with fresh interest from new members creates synergy and energy. HRAA is built on the values created by long-term interest and membership in a community volunteer organization.

This strategic plan will outline a blueprint for the growth and development of the Hammond River Angling Association from 2008-2013. The strategic plan will be the basis for an annual work plan that has specific, measurable and time focussed objectives.

## **The Hammond River Angling Association**

### **Mission:**

**“To build community stewardship  
to protect, restore and enhance the Hammond River  
as an intact ecosystem  
providing clean water and natural habitat.”**

Achievement of this mission will lead to fulfillment of the

### **HRAA Vision:**

**To be recognized by the community  
as the lead conservation organization in  
the Hammond River Watershed.**

**Ratified by the Hammond River Angling Association Board of Directors Sept 22, 2008**

X \_\_\_\_\_

**Barry D. Carr, President HRAA**

X \_\_\_\_\_

**Date**

**Strategic Intentions** To achieve the Hammond River Angling Association mission and ultimately realize the vision of the organization, the work of the HRAA is divided among five major program areas. These program areas fall under the five strategic intents outlined below.

**Strategic Intent One: To develop and deliver a robust Community Outreach and Education Program. Objectives:**

1. Utilize Education Advisory Committee to ensure relevance to school curriculum and provincial and federal environmental guidelines.
2. Continue development of educational programs at all school levels.
3. Keep Palmer Brook landowners engaged in stream rehabilitation process.
4. Increase focus on multiple river recreational opportunities.
5. Begin active engagement with groups in mid and upper sections of the watershed to promote stewardship.
6. Increase awareness of sustainable development practices with local developers, government departments (especially DOT) and landowners.
7. Broaden and strengthen our engagement and relationships with other related organizations to learn and share effective programs.
8. Produce program modules that can be exported to other schools, watersheds and other similar organizations.
9. Strengthen ties with communities of Quispamsis and Hampton.
10. Increase community engagement to monitor water conditions and help identify sources of pollution, silt and other deleterious substances.
11. Support the opening of a limited catch and release salmon fishery on the Hammond River.
12. Develop HRAA website.
13. Establish media profile and key media oriented messages.
14. Strengthen branding and marketing efforts.



HRAA Education supported the 2008 New Brunswick Envirothon Champions- the M<sup>2</sup>B<sup>3</sup> Team- made up of students and parents from the Fundy Home Educators group.

**Strategic Intent Two: Deliver a credible and effective program of research, restoration, and protection that supports a healthy river system.**

**Objectives:**

1. Create an overall watershed management plan based on Water Classification that includes fisheries and restoration plans on a reach-by-reach basis and comprehensive outreach & education plans. All plans will contain specific and realistic measurable action items.
2. Monitor population parameters of Atlantic salmon in the Hammond River.
3. Establish and utilize a Science Advisory Committee to ensure scientific rigor and credibility of HRAA work.
4. Develop and implement a restoration plan for Palmer Brook, Bradley Brook and Scoodic Brook.



Density surveys of juvenile salmon, trout and other indigenous fish are collected through electro-fishing carried out by certified staff, using standards set by Department of Natural Resources and DFO.

5. Carry out restoration work on priority watercourses.
6. Increase participation in Harmful Alteration, Disturbance or Destruction of Fish Habitat (H.A.D.D.) funded restoration work to address priority problem areas in the Hammond River Watershed.
7. Pursue consulting opportunities within the Hammond River Watershed to facilitate proactive protection of habitat at risk from development.
8. Develop a research plan on other sport fish populations.

**Strategic Intent Three: Increase number of supporters and members of the HRAA in order to enhance core support and influence of the organization.**

**Objectives:**

1. Increase membership engagement and growth through an active membership committee.
2. Conduct Annual Volunteer Development Workshops to demonstrate ways members can become involved in HRAA activities.
3. Engage members in meaningful ways, regarding operations and fundraising.



HRAA members and volunteers are involved in diverse activity, from restoring the banks of the Hammond River, providing hands-on expertise in salmon activity and through leadership in fundraising and administration.

4. Establish succession plans for key roles and committees.
5. Increase profile in the watershed.
6. Foster community engagement by providing new member orientation sessions.
7. Provide relevant opportunities for broader community engagement, through activities like Fish’N’Jam.

**Strategic Intent Four: Maintain high quality facilities and infrastructure to support activities of the organization, supported by an appropriate capital budget.**

**Objectives:**

1. Maintain buildings and equipment in good repair, and develop a long term maintenance plan for both.
2. Select environmentally green (energy efficient) alternatives at every opportunity where costs are feasible.
3. Maintain grounds, kitchen and offices in a tidy and professional manner.
4. Enhance Centre grounds through regular maintenance and annual landscaping.
5. Renew and replace equipment in a timely fashion.
6. Evaluate the opportunity for an additional office complex and storage facility.



The beautiful Hammond River Conservation Centre was built by volunteers using donations from the community. It houses the offices of the HRAA and hosts over 4,000 visitors annually, including students on field trips, community groups, professional workshops, stakeholder groups and corporate meetings. The success of HRAA Programming has resulted in growth in activity and an increased need for attention to Centre maintenance issues.

**Strategic Intent Five: Maintain highest standards of governance at Board and Staff level, in order to increase institutional strength and capacity.**

**Objectives:**

1. Develop an Annual Implementation Plan and supporting budget.
2. Ensure professional management practises and policies are in place.
3. Establish discreet roles for members of the Executive, Board and Committee Chairs, and recruit volunteers based on roles.
4. Establish discreet roles for members of the staff.
5. Ensure fundamental operational processes are in place.
6. Maintain diversified revenue streams consisting of membership funds, grants, contracts, and other fundraising activities, to reduce vulnerability to external changes.
7. Develop policies and procedures for employee development and training.
8. Establish work arrangements among staff and volunteers (key roles and key committees) to account for succession.
9. Establish a Ways and Means committee.
10. Foster a “full-team” environment between staff, the Board and the Executive.
11. Develop fundraising opportunities to build the Hammond River Conservation Fund.



HRAA strategic plans, policies and procedures are governed by a vibrant Board of Directors, lead by an active Executive Committee and supported by regular Annual General Meetings.

