

The Matapedia Accord

# THE MATAPEDIA ACCORD

This Memo of Understanding has been reached by consensus of duly authorized officers of the six Regional Councils of the Atlantic Salmon Federation on August 3, 1987 at Matapedia, Quebec.

It is recommended for consideration and adoption by the full membership of the Atlantic Salmon Federation Management Board, and for ratification by ASF (U.S.) and ASF (Canada) as a formal statement of the Terms of Reference for participation in the Atlantic Salmon Federation by its Regional Councils.

Upon such approval and ratification, this statement should be formally included as an addendum to the ASF Agreement dated January, 1, 1982.

NEW BRUNSWICK - *Marc Potvin*

NEWFOUNDLAND - *Pick White*

NOVA SCOTIA - *Stephen Pizer*

QUEBEC - *Don Poirer*

MAINE - *Yvonne U. Carleton*

NEW ENGLAND - *Bill Hadden*

ATLANTIC SALMON FEDERATION - *W. L. Galt*  
*John (Bud) Poirer*

August 4th 1987  
*Bill*  
 (Supporter)



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### **Preamble**

“One overriding concern should be understood by ASF and the Councils. It is simply, that the objective of salmon conservation for which we have all worked hard is more important than any organization or any individual. We have made remarkable progress in recent years, far more than many people believed possible, and we have done it primarily because we have worked together and acted together, for the first time. We cannot, we must not, and we will not sacrifice that unity and solidarity. If we do, we may lose everything we have gained and the Atlantic salmon resource will suffer in every region and every river, we either continue to work together mad support each other or we will all fail.”

W. M. C.

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### **I. HISTORICAL**

#### **1. Background of ASF**

In order to fully appreciate the transformation which has occurred within the salmon conservation community in North America in recent years, the nature of the Atlantic Salmon Federation and it’s origins must be well understood.

The Atlantic Salmon Federation (ASF) was formed in early 1982. The agreement to form the Federation was reached between the Atlantic Salmon Association (ASA) and The International Atlantic Salmon Foundation (IASF). Both of those organizations had been actively involved in the salmon conservation field, particularly in North America, for a lengthy period. Both employed permanent professional staff and maintained offices as a base for their conservation activity. The Atlantic Salmon Association was located in Montreal while The International Atlantic Salmon Foundation had its headquarters in St. Andrews, N.B. and in New England.

The agreement between ASA and IASF provided that each organization would remain a separate corporate identity, necessary for charitable tax status in Canada and the U.S., also necessary for making all payments for staff and all other expenses, but staff and programs would operate under a unified administration (now the Management Board) with a single Senior Executive Officer responsible for all operations of the partnership. This agreement between ASA and, IASF created the Atlantic Salmon Federation, an informal, unincorporated body which was intended to serve as the coordinating mechanism to give effect to the terms of the agreement. Under the arrangement, the Atlantic Salmon Association legally changed its corporate name to the Atlantic Salmon Federation (Canada) and The International Atlantic Salmon Foundation changed its name to the Atlantic Salmon Federation (U.S.), Inc. This completed the process of uniting these two major conservation groups at the administration and program-levels while .permitting each to retain a separate corporate identity.

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#### **2. Evolution of Regional Affiliates**

Soon thereafter a further change in the composition of the ASF Management Board was introduced to offer affiliate association with ASF to a number of regional groups in Canada and the U.S. The purpose of this change was twofold:

1. It provided an opportunity for smaller local conservation organizations to obtain the support, assistance and expertise available through the staff and resources of ASF.
2. It provided an umbrella structure under which all salmon conservation groups could unite, informally, in order to pursue their common objectives of Atlantic salmon conservation.

Thus, the evolution of the Federation offered an opportunity for much stronger political action than had



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been possible previously and it opened the door for participation in the salmon conservation movement by individuals, local organizations and regional groups, all loosely connected through the Federation. There could now be unity of action and a pooling of energies and resources, for the first time. This was in sharp contrast to the prevailing pattern, which had been competition and duplication, of effort, resulting in limited progress and public confusion about the various organizations involved in the overall effort.

There thus evolved a Regional Council structure, with the attachment to ASF of autonomous Regional Councils from New Brunswick, Newfoundland, Nova Scotia, Quebec, Maine and New England. All of these Councils were comprised of a number of existing local salmon conservation groups which were brought together under a regional or provincial umbrella and then linked in an informal arrangement to ASF. Additionally, a number of National Councils were identified and they too were linked to ASF. These included: Federation of Fly Fishers, Theodore Gordon Flyfishers and Trout Unlimited in the U.S., and the Canadian Wildlife Federation in Canada. It must be remembered that no individuals as such are members of the ASF Management Board. The ASF is a Federation of Associations: ASF (Canada), ASF (U.S.), the six Regional Councils and the four National Councils, and the Management Board is composed of their representatives. No formal arrangements accompanied these agreements. The respective roles of Regional and National Councils within ASF were never defined. A clarification of the role of the ASF in linking together the Regional and National Councils would pave the way for a welcome improvement in the efficiency of overall conservation efforts.

This document proposes a sharing of the responsibility for ASF salmon programs. In general, ASF will focus on national and international conservation issues, education and research, while Regional and National Councils will deal with issues and programs within their geographic regions or their membership constituencies. All three levels, Regional Councils, National Councils and ASF, will share responsibility for policy decision and program coordination through the ASF Management Board.

While this may not be a perfect formula, it is, nevertheless, an approach, which recognizes the role and interests of the separate groups which comprise the Atlantic Salmon Federation. It is also a sincere attempt to streamline The ASF mechanism to permit the implementation of a broad spectrum of programs in unity and with mutual respect. ASF and the Councils need each other to succeed in their conservation objectives. Neither can do the job alone.

### 3. (a) Source and Use of Funds

It is equally important that there be a clear understanding of the source and use of ASF funds.

ASF has a direct membership of approximately 4,500 in Canada and in the U.S. These members come from every province and state on the Atlantic coast. Many do not belong to local or regional organizations and they look directly To ASF for leadership and representation on salmon conservation issues. Members pay annual membership fees which range from \$15 for an Affiliate Member to \$5000 for a Patron. The choice of the higher membership categories is purely voluntary and reflects the generosity of the individual.

Additionally, ASF obtains a substantial portion of its income from government grants, corporate support and foundations, which are solicited with carefully researched proposals. In total, approximately \$2 million (Canadian) annually are raised. This income is in turn used to support programs in conservation, management, education and research.

In order to implement these programs, ASF employs a staff of more than 40, including those working at the Research Centre in St. Andrews funded by a Canadian government contract. Staff and their program support requires the commitment of a substantial part of the ASF annual budget. Any surplus funds remaining at the end of the year are transferred to a reserve fund in order that ASF can have a financial cushion to protect against a year when income might fall below amounts committed to the support of our staff and programs, in the last few years, we have been fortunate in being able to end each year with a small surplus.

### (b) Budget

The Federation designs and delivers conservation programs throughout all of Atlantic Canada, New England, and, to a lesser extent, in countries on the other side of the Atlantic. These programs are conceived by ASF members and/or staff who also prepare estimates of their costs. This process occurs during the late fall of each year. By early winter, the budget and program process is completed and the staff presents an outline of proposed programs with detailed budget estimates



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to the Board of Directors of ASF (U.S.) and ASF (Canada) Following approval, or modification by the Boards, the Councils and the Staff are authorized to proceed with the implementation of those conservation programs.

### **II REGIONAL COUNCILS**

Regional Councils are defined as a grouping of organizations actively involved in local and regional Atlantic salmon issues. Regional Councils are further identified as representative of a geographic area or region. At present, Councils exist in New Brunswick, Nova Scotia, Newfoundland & Labrador, Quebec, Maine and New England.

#### **Outline of Responsibilities of Regional Councils**

##### **1. Definition of Mandate**

Regional Councils are recognized as the “grassroots” component of ASF and, through them, there is a regular flow of information and communication on local and regional salmon issues. Regional Councils are recognized as the primary representatives and implementers for issues and programs which relate exclusively to the geographic region represented by the Council

##### **2. Participation in the Management Board**

Regional Councils contribute to overall ASF policy and program decisions through participation in the Management Board and the Boards of Directors of ASF (Canada) and ASF (U.S.).

### **III. NATIONAL AFFILIATES**

National Affiliates (previously called National Councils) are defined as conservation organizations with a broad membership constituency representing individuals in more than one region of Canada or USA, and having a general but not exclusive interest in Atlantic salmon. Currently these are Trout Unlimited, Federation of Fly Fishers, Theodore Gordon Fly Fishers and the Canadian Wildlife Federation.

**1.** Affiliation of National Affiliates with ASF provides additional political leverage when necessary, as well as dispassionate, professional advice on ASF policy and programs. At the same time, affiliation with ASF provides to such organizations the opportunity to participate directly in national and international salmon issues, thereby offering a way of expanding conservation activity for their members which might not otherwise be possible.

**2.** ASF looks to National Affiliates for support and advice on national and international salmon issues. In return, those organizations may expect to benefit from the specialized expertise and program activity which is the cornerstone of ASF activities.

**3.** National Affiliates contribute to Overall ASF policy and program decisions through participation in the Management Board and the Boards of Directors of ASF (Canada) and ASF (U.S.).

### **IV REGIONAL, NATIONAL AND INTERNATIONAL ISSUES & PROGRAMS**

**1.** The Atlantic Salmon Federation (ASF) is recognized as having primary responsibility in all areas of national or international Atlantic salmon issues and programs.

**2.** The Management Board of ASF has primary responsibility for determining ASF position and policy on salmon issues which may be initiated in the regions represented by Regional Councils, and for recommending approval of programs for funding by ASF (U.S.) and ASF (Canada) in those regions.

**3.** These respective responsibilities are discharged by the Management Board, subject to ratification by the Boards of Directors of ASF (U.S.) and ASF (Canada).



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### **V. SUPPORT**

The Atlantic Salmon Federation will generally provide support to the Regional Councils and National Affiliates on issues and programs for which the Councils and National Affiliates are primarily responsible. Regional Councils and National Affiliates will generally support ASF on issues and programs which are the primary responsibility of the Federation.

Notwithstanding the above, it is recognized that from time to time differences of opinion may occur. In such circumstances, and in order to maintain perceived unity within ASF the following procedure will be followed:

**(a)**

Where a minority position is strongly held, ASF shall, in enunciating its position publicly, acknowledge the existence of a strongly held minority position:

and

**(b)**

Where a Council strongly holds a minority position, that position will not be enunciated publicly without prior consultation with the Federation senior staff, the intent being to avoid wherever possible contradictory statements from within ASF.

### **VI. SHARING RESPONSIBILITY**

With the establishment of Regional Councils in most areas, the developing role of the National Affiliates, and a growing realization that the Councils represent local groups who wish to carry out many projects themselves, there is a shifting emphasis and a realization that adjustments and accommodations, and greater sharing of the policy making role of ASF is necessary. As time goes on, the need may occur for further changes and we should all be prepared to make those changes.

The observations, comments and recommendations which follow are the result of the awareness of the increasing capability of Regional Councils to undertake conservation projects, the fact that local groups are in the best position to act on local issues, and the recognition by ASF that its role should be modified in recognition of the above. On some issues, we may not be able to reach agreement, but we should not allow that to interfere with progress. We should, instead, forge ahead on issues where we are in agreement and allow time and patience to deal with the others.

### **VII. FUNCTIONS ORGANIZATION OF THE MANAGEMENT BOARD**

**1. Responsibility**

See IV (2)



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## AMENDED

### **2. Members**

The founding partners of the Federation, ASF (US) ASF (Canada), who contributed most of the funding for ASF Programs, are entitled to name six (6) representatives each to the Management Board. Regional Councils and National Affiliates are entitled to nominate ten (10) members\* to the Management Board. Each Representative of a National Affiliate and Regional Council also becomes, ex officio, a member of the board of directors of either ASF (Canada) or ASF (US)

\*One each for

- |                           |                                  |
|---------------------------|----------------------------------|
| 1. New Brunswick          | 6. New England                   |
| 2. Newfoundland/ Labrador | 7. Federation of Fly Fishers     |
| 3. Nova Scotia            | 8. Theodore Gordon Fly fishers   |
| 4. Quebec                 | 9. Trout Unlimited               |
| 5. Maine                  | 10. Canadian Wildlife Federation |

\*\*In the event that a member of the Management Board is unable to attend a meeting of the Board or a committee of the board a Regional Council or National Affiliate whose member representative will be absent may designate a replacement for that member by notifying the Chairman of the President prior to the meeting, The designated representative shall enjoy the same authority and power as nominated members\*\*

### **3. Officers**

The presidents of ASF (U.S.) and ASF (Canada) act either as Chairman or Vice Chairman of the Management Board and as joint C.E.O.'s.

The Executive Vice President of ASF (U.S.) and ASF (Canada) is President of the Management Board and its chief Operating officer. There will, in addition, be one Vice President of the Management Board appointed jointly by ASF (U.S.) and ASF (Canada) who will have authority to act in the absence of the President.

### **4. Committee**

The Management Board as a whole will be expected to deal with Policy issues.

Committees may be appointed by the Chairman as required

**\*\* Amended October 28, 1989**

### **5. Meetings**

In order to review and approve policy and programs, the Management Board should meet at least twice in each calendar year. The first meeting should occur between October 15-31 and should, among other things, deal with: a review of the previous year's activities and programs, and planning for the subsequent year.

Following that meeting, ASF staff will continue the preparation of final programs and budgets based on the advice received from the Management Board. The final budget and program portfolio will then be submitted to the ASF (U.S.) and ASF (Canada) Boards for their independent review and appropriation of necessary funds.

The second meeting of the Management Board should occur as soon as possible after the spring meetings of the ASF Boards. That meeting should deal with modification of programs made necessary as a result of changes recommended by ASF (Canada) and ASF (U.S.) Boards of Directors, or funding shortfalls, and to provide final instructions to ASF staff for program implementation.

Additional meetings can be convened at the discretion of the Chairman or at the request of 10 voting members of the Management Board.

It is understood that in recognition of the personal commitments of voluntary Management Board members, whenever possible all meetings should be held on weekends.



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The Management Board (comprising 22 voting members) shall require a quorum of fifteen (15) members including the Chairman. No proxy votes shall be permitted.

### **6. Vote**

Wherever possible, every question brought before the Management Board should be decided by consensus. Where consensus cannot be attained, the question should be decided by a vote, and in the case of an equality of votes, the Chairman of the meeting shall be entitled to a casting vote.

### **7. Location and Cost of Meetings**

ASF has its program headquarters in St. Andrews, N.B. where many of the staff are located. The facilities are excellent, and by participating in regular meetings at St. Andrews, Board members will have an opportunity to get to know ASF staff and to remain in regular contact with program activities. Consequently, some meetings should be held at St. Andrews and location of future meetings should be decided at the time each meeting is held. A Budget to pay transportation and subsistence costs of board members who attend should be provided.

### **8. Cost Sharing**

ASF may provide partial funding for sponsorship of Regional Council Programs in areas of restoration, conservation or enhancement on a cost-shared basis, subject to mutual agreement and availability of funds to support the programs. Provincial or federal government grants are not eligible as matching funds. Regional Councils and National Affiliates are expected to generate their own funds to conduct other salmon conservation activities not jointly sponsored with the federation.

### **9. Expertise and Assistance**

In addition to whatever level of funding is provided by ASF for joint programs, ASF may provide expertise and assistance to Regional Councils and National Affiliates in the general areas of:

1. Education
2. Research
3. Communications
4. Technical
5. Legal
6. Development
7. Fund Raising

ASF Should Provide a Consulting Service to affiliates on fund raising

- (a) To identify sources of funding IE Manpower/Grants
- (b) Advise on how to penetrate such services
- (c) Counsel resource for fundraising efforts.----- Ie dinners

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