

**NEWFOUNDLAND AQUACULTURE
INDUSTRY ASSOCIATION**



**STRATEGIC PLAN
VISION 2020**



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1. EXECUTIVE SUMMARY

This five-year plan highlights the Newfoundland and Labrador Aquaculture Industry Association's (NAIA) opportunities to further business growth in the provincial aquaculture industry. The foundation of this Strategic Plan is based on a realistic assessment of organizational resources and included consultation with stakeholders, thus this document is a **blueprint for action and change** for NAIA.

NAIA's strategic planning process intended to engage both NAIA membership and NAIA's key stakeholders. The process focused on the identified needs of the membership and the sustainable growth of the industry within the Province of Newfoundland and Labrador. The engagement process included member and stakeholder interviews as well as a formal strategic planning session facilitated by an independent third party.

Through the engagement and strategic planning process NAIA developed organizational goals and objectives categorized as either Sector Development; Communications and Advocacy; and Capacity Building.

SECTOR DEVELOPMENT

Within Sector Development, NAIA's objectives include identification and capitalization of global economic opportunities by developing, participating in and fostering international business development initiatives. Additionally, Sector Development includes the development, adoption and supporting sector innovation and productivity to achieve a higher standard of Aquaculture Sustainable Management. Finally, objectives of Sector Development aim to provide a higher value of membership benefits and greater quantity of professional development opportunities for members.

COMMUNICATIONS AND ADVOCACY

In its Communications and Advocacy activities, NAIA's objectives include the enhancement of internal communications with members, raising the public profile of NAIA and the industry locally, nationally and internationally as well as becoming a more effective advocate for the sector through policy analysis and legislative development, strategic issue-based alliances, and public discourse.

CAPACITY BUILDING

Goals related to Capacity Building include strengthening its financial position as an industry association, improvements in internal governance, enhancing operations to increase effectiveness and increase its membership.

2. INTRODUCTION

2.1 ORGANIZATIONAL OVERVIEW

The name of the Association shall be the “Newfoundland and Labrador Aquaculture Industry Association Inc.”; the Association may also refer to itself as NAIA.

The Newfoundland and Labrador Aquaculture Industry Association (NAIA) represents the interests of aquaculturists in the province of Newfoundland & Labrador. It is a member based non-profit organization with a mandate to facilitate and promote commercial development of the aquaculture sector. The aquaculture industry in Newfoundland and Labrador is changing rapidly, from a research-based, developmental focus, to a commercially-driven sector; and it is growing steadily.

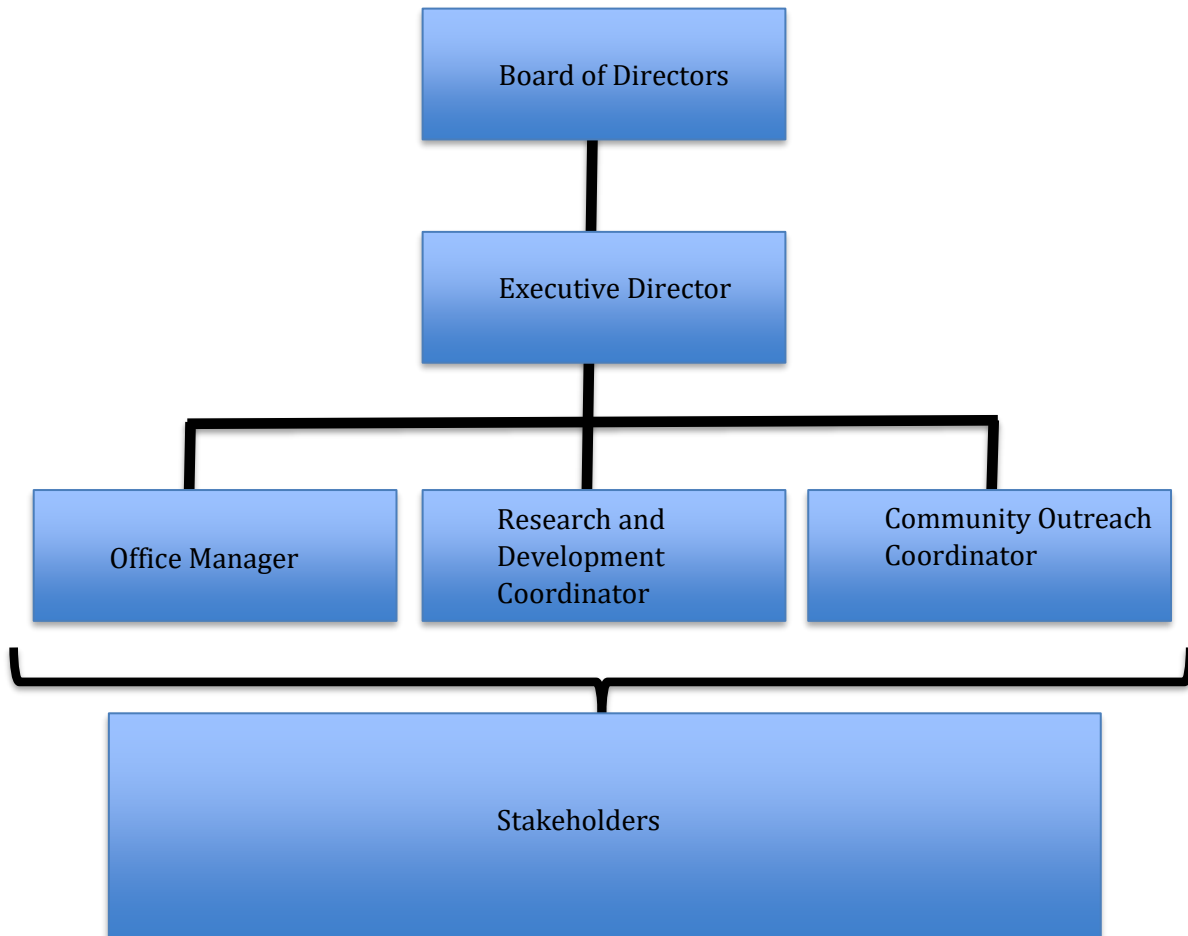
The NAIA was first established in 1987 as the Aquaculture Association of Newfoundland (AANF) comprised of producers, government and academics with an interest in seeing the sector develop. Subsequently, the NAIA was incorporated as a producer organization in 1993 and hired its first Executive Director to undertake its primary mandate of advocacy for regulatory reform, analysis and support services for industry (R and D, access to capital, etc.)

At one point, NAIA had over 100 members representing developing and commercial aquaculture interests. It currently represents 82 members in total comprising about 95% of the commercial producers in the Province and most of the suppliers to the industry.

The purpose of the Association is to assist the aquaculture industry to achieve its full wealth creation potential. It is the voice of the industry by ensuring that federal and provincial legislation, policy, and service match the needs of the industry. It also provides opportunities for interaction with business contacts that come from working within the aquaculture industry or related fields.

The Association shall at all times strive and endeavor to do all things within its power to uphold and further the aims and objects of the Association and of its individual members.

2.2 BOARD AND STAFF ORGANIZATIONAL STRUCTURE



2.3 GOVERNANCE

2.3.1 BOARD OF DIRECTORS

The governing body of this Association shall be the Board of Directors, consisting of seven (7) elected members and the Past-President up to a total of eight (8) Directors.

The Directors must be individual members of the Association or designates of non-individual members of the Association.

The Board of Directors is comprised of representatives from:

1. Salmonid Sector (2)
2. Shellfish Sector (2)

3. Alternate Species Sector (1)
4. At-large members from the Associate Member category (2)
5. Past-President

NAIA maintains both a Traditional and Results-Based Hybrid Board Structure.

Traditional Model: Board governs and oversees operations through committees. Delegates the management functions to the Executive Director.

Results-Based Model: Executive Director non-voting member-has influence over policy - viewed as a partner with the Board. He / she is responsible for delivering / operationalizing the actions outlined by the Board to stakeholders. Committees, organized around responsibilities and planning, guide governance, and monitor performance of the Board, Executive Director and organization.

The Officers of the Association are the President, Vice-President, Treasurer and Secretary. They are elected from the Board of Directors and comprise the Executive Committee. The President's term is for two years, whereas other Officers are elected annually from within the Board at the Annual General Meeting by Regular Members.

2.3.2 EXECUTIVE DIRECTOR

There shall be an Executive Director who shall not be an Officer nor a Director of the Association. This position shall be appointed by the Board and shall serve in that capacity until the Board otherwise determines.

The Executive Director shall:

- a. be responsible to the Board for the operation of the Association;
- b. work in conjunction with the Treasurer of the Association on all financial matters. Any significant financial commitments or projects not included in the annual budget must have Board approval.
- c. perform all or some of the duties of Secretary if assigned by the President.
- d. perform such duties as are usual for such a position or which the President may from time to time delegate.

2.4 MEMBERSHIP

There are two types of NAIA memberships; Regular and Associate.

Regular Member - an individual, corporation or a person representing an aquaculture enterprise that is in good standing, has the prescribed membership fees paid and currently holds a valid aquaculture license in Newfoundland and Labrador for at least two years. Corporate members must designate an individual annually to receive the benefits of membership. This member **will have**

voting privileges at Association meetings.

Associate member - is any person, company, organization or institution that is not directly involved in the aquaculture industry but who in the opinion of the Board is concerned with and /or is actively involved in aquaculture development. Such active involvement may include but not be limited to the activities of regional associations, development associations, research and educational institutions, sales and marketing companies, retailers and distributors, consultants or any other category the Board may approve. This member **will not have** voting privileges at Association meetings.

NAIA currently has 67 Associate members and 14 Regular members.

Benefits of Membership at present include but are not limited to:

- Resources for Education & Training
- Legislative Representation at all levels of Government
- Cost Savings (i.e. Training, Cold Harvester)
- Industry News & Research
- Network of Industry Leaders
- Effective & Proactive Communication, Public Relations and Advocacy
- Marketing & Export Development
- Benefits to Communities/Municipalities
- Representation at International Seafood and Trade Shows (AquaNor, AquaSur, Seafood Expo Asia, China Fisheries and Seafood Expo)
- Access to industry wide Research, Development and Innovation projects
- Coordination of industry-wide R and D projects
- Support in principle from NAIA for company specific initiatives
- Labour market initiatives
- Access to certification audits at competitive prices

2.5 PROGRAMS AND SERVICES

NAIA works closely with industry and government stakeholders to act as a liaison between the two. NAIA aids in the advancement of new initiatives, projects, and wealth creation for continual aquaculture development. We have partnered with various levels of government to provide training programs, seminars, and cost sharing projects for our members.

The Newfoundland aquaculture industry is fortunate to have fostered a positive working relationship between government and industry. NAIA has taken a proactive approach with all levels of government to develop appropriate regulatory and policy frameworks for sustainable aquaculture development.

3. INDUSTRY ANALYSIS

There is cause for excitement because of the opportunity this industry represents for our Province, especially as a means to support rural economic renewal.

There are currently three species farmed sustainably in Newfoundland and Labrador: Blue mussels, Atlantic salmon, and Steelhead trout. Our sites employ the latest technologies from

around the world and our companies are committed to a culture of innovation and continuous improvement. NAIA works closely with the many community, regional and national development and regulatory agencies to foster an atmosphere of positive growth of the aquaculture industry for all residences of this province. We are honoured to have this opportunity on behalf of our members, and our Province.

4. METHODOLOGIES

This Strategic Plan was developed for its members by its members through a series of consultations and strategic planning sessions facilitated by an independent third party.

5. STRATEGIC PLAN

5.1 VISION *TBC*

5.2 MISSION STATEMENT

To promote excellence in the aquaculture industry of Newfoundland and Labrador.

5.3 ORGANIZATIONAL VALUES



Core to Values

- Service Excellence
- Leadership
- Strategic
- Sustainable & Quality
- Resourceful
- Credible, Ethical & Honest

5.4 STRATEGIC ACTIVITIES, GOALS AND OBJECTIVES

5.4.1 COMMUNICATIONS AND ADVOCACY

Goal 1: Enhance Internal Communications with Members and the Board. *To be an effective lead organization for the aquaculture industry of Newfoundland and Labrador we need to keep our members well informed on the progress and priority of work that we conduct on their behalf.*

Objective 1: Review opportunities for sector network and partnerships. NAIA to review its current partnerships and identify new networking opportunities to enhance communications internal industry communications.

Objective 2: Implement Website Intranet: add functions for drop box, file sharing. A new module is to be developed to ensure members can access and share industry and organizational information.

Objective 3: Enhance the Cold Harvester. To conduct a full review of the distribution and content of the publication to ensure it balances the two-way communication of what industry and the association is engaged in.

Objective 4: Conduct Regular Membership Check-ins. NAIA staff will regularly contact individual members to share and exchange ideas and information to identify and address industry issues.

Goal 2: Raise the Industry's Public Profile. *To be an effective advocate for its members and sector, NAIA must raise its public profile and establish itself as the voice of the aquaculture industry.*

Objective 1: Develop and Implement a Comprehensive Communications Strategy. NAIA to budget for and undertake the development of a comprehensive Communications Strategy in 2016.

Objective 2: Expand Community Outreach. To ensure public education, outreach NAIA is committed to conduct a complete review of the outreach initiatives that the organization currently participates in. i.e., school visits, seafood events, shoreline cleanups, awareness sessions.

Objective 3: Proactive Media Responsiveness. If NAIA is to position itself as the voice of the aquaculture in Newfoundland and Labrador, NAIA needs to continue building relationships with local media and be sure to be accessible and responsive to their requests.

Objective 4: Increase Media Presence. To increase media presence NAIA must be consistently presenting itself and its message in various media outlets i.e., print, TV, radio, social media.

Objective 5: Increase Public Discourse. NAIA needs to continue in public discourse to educate the general public regarding the benefits of aquaculture to rural coastal communities.

Objective 6: Optimizing Social License. To address falsehoods and misconceptions regarding farming of seafood NAIA is committed to enhancing strategic public relations to educate the general public and stakeholders.

Goal 3: Enhance Advocacy Strategy and Initiatives. *To be a voice of the aquaculture industry in Newfoundland and Labrador to be able to effect change to enable achievement of full wealth creation potential.*

Objective 1: Enhance Policy Intervention and Legislative Representation. Through collaboration between NAIA and various government departments at the municipal, provincial and federal levels, create a well-coordinated and strategic approach to ensuring that policies and programs related to aquaculture facilitate strengthening and fostering future development of the sector and export capacity.

Objective 2: Strategic Issue Based Alliances. To ensure a broader, stronger and more united voice on specific issues relating to aquaculture that may overlap with other like-minded agencies either intra or inter provincially, NAIA should consider establishing issue-based alliances to increase effectiveness of the advocacy strategy.

5.4.2 SECTOR DEVELOPMENT

Goal 1: Achieve Aquaculture Sustainable Management. *In accordance with the Provincial Governments Strategic Plan for the industry NAIA intends to focus on the following in terms of Aquaculture Sustainable Management:*

Objective 1: Animal Health Management. To work with government and stakeholders to further define Bay Management Areas and further develop biosecurity infrastructure and protocols.

Objective 2: Waste Management. To support waste management initiatives including stakeholder engagement, development of an aquaculture waste management plan.

Objective 3: Environmental Impacts. To identify and develop environmental impact mitigation measures.

Goal 2: Increase Innovation and Productivity. *NAIA needs to identify, foster and develop strategic areas of research and development to become a global leader in innovation.*

Objective 1: Reinstate STAR (strategy for targeted aquaculture research). To foster industry relevant research that focuses on address industry challenges and maximizing competitiveness.

Objective 2: Demonstrate new technologies (ARIES, DATA, Ensiling). Continue to identify and develop technologies to enhance aquaculture operations specific to Newfoundland and Labrador.

Objective 3: Develop Ice Harvesting Technologies and Methodologies. To develop a safe technology to reduce constraints of harvesting year-round and mitigate gaps in marketability of fresh mussels during winter.

Goal 3: Professional Development for Members. *As an industry we are committed to creating and seizing opportunities for professional development for all aspect of the sectors at individual and organizational levels.*

Objective 1: Facilitate Industry Training. Continue to facilitate offering of Technical Certificate in Aquaculture and Managerial Training, to assist the sector in developing a highly skilled work force.

Objective 2: Increase Certification. Continue to facilitate and coordinate the certification of industry.

Goal 4: International Business Development. *It is essential that we continue to strategically promote our product as being the worlds' finest to potential markets around the globe in anticipation that production will increase.*

Objective 1: Attend Select Trade Missions. NAIA will review the trade missions that we have traditionally attended and quantify the benefit to members and industry for evaluation.

Objective 2: Enhance Network Development. Continue to identify key areas of the industry that NAIA enhance its strategic alliance network at the regional, national and international levels.

Objective 3: Increase International Communication & Marketing. NAIA will make increased use of cost effective social media and online avenues to increase communications relating to our premiere products to the world.

- bluemussels.com
- Social media (Facebook and Twitter)
- Website

Goal 5: Access to Skilled Labour. *Skilled Labour has been forecasted as perhaps the largest issue that the aquaculture industry will face in the near future.*

Objective 1: Conduct a Labour Market Study. In consultation with industry stakeholders as well as the Government of Newfoundland and Labrador conduct a comprehensive Labour Market Study to identify labour shortages and more importantly opportunities to fill these forecasted shortages as a proactive measure.

Objective 2: Conduct a Training Capacity Review. It is important that NAIA and its members are aware of the recognized educational institutions and career courses that are available to persons already employed in the industry or interested in a career in aquaculture.

Objective 3: Develop a Recruitment and Retention Strategy. Upon completion of the labour market study and training capacity review it is paramount that NAIA supports the development of a recruitment and retention strategy to ensure a stable workforce in the future.

5.4.3 CAPACITY BUILDING

Goal 1: Strengthen NAIA's Financial Position. *As aquaculture has become well established as a legitimate industry in Newfoundland and Labrador there is an expectation that the association that represents their interests does also. NAIA is heavily reliant upon provincial and federal contributions for day-to-day operations. NAIA needs to explore avenues to achieve self-sustainability.*

Objective 1: Increase Revenue. To ensure that NAIA can respond effectively to the future demands of its members the organization needs to explore and secure sources of additional revenues beyond that of government.

Objective 2: Diversification of Revenue. To ensure stability of NAIA finances in the future the organization needs to diversify sources of revenues beyond that of Government.

Goal 2: Strengthen NAIA's Governance Structure

Objective 1: Review Current Board Structure and Required Skill Set. An annual review of the board structure and corresponding skill set should be conducted to ensure the organization's leadership is designed to best guide the Association in response to its members and the industry.

Objective 2: Constitution and Bylaws Update. An annual review of the organization's Constitution and By Laws should be conducted annually so that any amendments can be proposed at the Annual General Meeting.

Objective 3: Review Current Committees Structure. To ensure that appropriate committees of the association are structured most efficiently and prepared to respond to the demands of the industry. An annual review should be conducted of committees; their structure and relevance should be conducted.

Objective 4: Develop and Adopt a Conflict of Interest Guidelines Manual. To ensure staff and the volunteer Board of Directors conduct themselves in a manner that is not in conflict with the interest of the organization or the industry, a set of guidelines should be developed and adopted as an appendix of the By Laws.

Goal 3: Strengthen NAIA's Operations

Objective 1: Conduct Performance Employment Reviews for All Staff. To ensure the highest caliber of employees work with NAIA. Annual Performance Employment Reviews are to be completed for all staff of the organization. The Executive Director is responsible for conducting the reviews of the staff and the Board of Directors will be responsible for that of the Executive Director.

Objective 2: Completion and Adoption of Organizational Policies and Procedures Manual. A detailed policy and procedures manual needs to be developed to ensure maximum efficiency of the organization and smooth transition during employee replacement or new hires a detailed Policy and Procedures needs to develop.

Goal 4: Increase Membership. *To ensure NAIA is a collective voice of the industry NAIA needs to diversify and increase membership.*

Objective 1: Review membership structure.

Objective 2: Member retention. NAIA must continually evaluate its benefit to members by seeking direct feedback from its members.

Objective 3: Member recruitment. NAIA must continually recruit additional members as our strength as an industry association is in numbers.

Objective 4: Student membership

6. MONITORING AND EVALUATION PROCESS

This five-year plan highlights the Newfoundland and Labrador Aquaculture Industry Association's (NAIA) opportunities to foster business growth in the provincial aquaculture industry. The foundation of this Strategic Plan is based on a realistic assessment of organizational resources and included consultation with stakeholders. This document is a **blueprint for action and change** for NAIA.

NAIA's strategic planning process engaged both NAIA membership and NAIA's key stakeholders. The process focused on the identified needs of the membership and the sustainable growth of the sector within the province of Newfoundland and Labrador. The engagement process included member and stakeholder interviews as well as a formal strategic planning session facilitated by an independent third party; Ms. Gail Hoskins.

Throughout the engagement and strategic planning process, NAIA developed organizational goals and objectives categorized as either Sector Development; Communications and Advocacy; and

Capacity Building.

This plan will be reviewed on a continual basis. However, a comprehensive review by the Board of Directors and subsequent written report (checklist) will be conducted annually.

The strategic plan will be evaluated annually in three ways:

1. Assessing member satisfaction;
2. Assessing key stakeholder satisfaction; and
3. Evaluating the effectiveness of its activities and advocacy priorities.

Membership satisfaction is the critical criterion to evaluate performance in terms of fulfilling the organizations mandate and determining the future direction of the NAIA.

Benefits to members include but are not limited to:

- Resources for Education & Training
- Legislative Representation
- Cost Savings (i.e. Training, Cold Harvester)
- Industry News & Research
- Network of Industry Leaders
- Effective & Proactive Communication & Public Relations
- Marketing & Export Development
- Benefits to Communities/Municipalities

7. RECOMMENDATIONS

DATE OF NEXT STRATEGIC PLAN – May 2020



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