

Agenda item 5.1(c)
For decision

Council

CNL(07)16

Report of the Public Relations Group

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Report of the Public Relations Group

1. One of the central themes of the Strategic Approach for NASCO's 'Next Steps', CNL(05)49, was the need for the Organization to better promote its work and achievements. The Council, therefore, established a Public Relations Group to develop a clear public relations strategy aimed at enhancing NASCO's profile and ensuring the most effective publicity for its work and achievements. This group met in London in December 2006 and its report is attached.
2. The Group recognised that the term "stakeholders" is very broad and includes anyone with an interest in, or depending on, the Atlantic salmon. There are both internal (e.g. other government departments, NGO membership) and external (e.g. the public, politicians) stakeholders. A public relations strategy targeting the former would focus on communications while, for the latter, use of the media and communications would be appropriate.
3. The Group reviewed the results of a pilot study to raise NASCO's profile conducted in 2005/2006, welcomed this initiative and recognised the need to build on the progress made. The Group developed recommendations for a strategy to enhance NASCO's profile and increase publicity for its work. The main tasks in developing a public relations strategy are:
 - to identify key messages that are succinct, grab the attention and provide leads for more detailed questions and discussions. Some examples are presented in the report. The Group believed NASCO should further develop its fact-sheet that was prepared during the pilot study. The key messages should be agreed with NASCO's NGOs;
 - to identify target audiences, since there is a wide range of stakeholders involved with salmon, there are different reasons for communicating with them, and they have different levels of understanding of NASCO's work. These target audiences are identified in the report;
 - to identify products and methods for delivering the message. The Group believes that NASCO should develop an annual "state of salmon populations" report and undertake a major enhancement of the Organization's website;
 - to identify educational programmes with a view to initially establishing a database of such programmes on the basis of information provided by the Parties;
 - to establish a network of media contacts within the Parties and the NGOs and to contract, on a part-time, flexible basis, an information officer with good public relations skills.
4. The Council is asked to consider the recommendations of the PR Group and decide on appropriate action with regard to developing and implementing a PR strategy for NASCO. There will be financial implications from some of the Group's recommendations and these will be considered by the Finance and Administration Committee at its meeting on 4 June.

Secretary
Edinburgh
11 April 2007

Report of the Public Relations Group Meeting

***12-13 December, 2006
NEAFC Headquarters, London***

1. Opening of the Meeting

- 1.1 The Chairman, Dr Malcolm Windsor, opened the meeting and welcomed participants to London. He thanked Mr Kjartan Hoydal, Secretary of NEAFC, for hosting the meeting.
- 1.2 A list of participants is contained in Annex 1.

2. Adoption of the Agenda

- 2.1 The Group adopted its agenda, PR(06)8 (Annex 2).

3. Consideration of the Terms of Reference

- 3.1 The Group reviewed its Terms of Reference, PR(06)2. The Council of NASCO had asked that the Group develop and implement a clear public relations strategy aimed at enhancing NASCO's profile and ensuring the most effective publicity for its work and achievements and to help NASCO gain the support it needs to further its conservation work. The Council of NASCO had asked that the public relations strategy include:

- identification of the messages NASCO wants to deliver, including success stories, new threats and opportunities;
- identification of target audiences;
- identification of products and methods for delivering the message, including brochures, reports, the NASCO website, links to other websites, inventories and databases and use of stakeholder dialogue meetings;
- identification of educational programmes where NASCO could provide a link on its website.

- 3.2 The Group noted that while it would develop recommendations to the Council on a strategy to enhance NASCO's profile and to ensure effective publicity for its work, the implementation of that strategy would be a longer-term consideration. However, the Group would develop recommendations on appropriate methods for implementing the strategy. The Chairman proposed that the budgetary implications of the Group's recommendations on a PR strategy would need to be considered and an item had, therefore, been included on the agenda for the meeting (item 6(g)).

4. Background on the Strategic Approach for NASCO's 'Next Steps'

- 4.1 The Chairman introduced document PR(06)3, which provided a background to the Strategic Approach for NASCO's 'Next Steps'. To mark NASCO'S Twentieth

Anniversary the Council had established a Working Group *inter alia* to identify the challenges facing NASCO in the management and conservation of wild Atlantic salmon, to identify ways to address these challenges and to consider the relationship between NASCO and its stakeholders. As part of its review the Working Group had held stakeholder consultation meetings and three main themes had emerged. First, while NASCO had developed good agreements, there is a need for more progress with regard to their implementation and reporting on the measures taken. Second, NASCO's work is not well enough known to stakeholders and resources should, therefore, be allocated to public relations. In this regard it had been noted that NASCO is seen as an "honest broker" in that the information it disseminates is seen as credible. It is important to protect this reputation. Third, there is a need to increase stakeholder involvement in NASCO's work so as to draw on their expertise and improve transparency.

- 4.2 In the light of the Working Group's recommendations, the Council of NASCO had adopted a Strategic Approach for NASCO's 'Next Steps', CNL(06)49. NASCO had moved quickly to implement the decisions in this document concerning implementation of agreements and reporting on progress in a challenging environment and to increase transparency through enhanced stakeholder involvement in its work. The remaining action required under this Strategic Approach is to formulate a Public Relations Strategy to ensure NASCO's work is effectively publicised with a view to increasing public and political support for salmon conservation, bearing in mind that NASCO is an inter-governmental body.
- 4.3 The Group discussed the definition of 'stakeholders' and recognised that it is a very broad term that includes anyone with an interest in, or depending on, the Atlantic salmon. It was recognised that it would be useful to identify the various stakeholder groups concerned with salmon since different approaches might be required to increase awareness of NASCO's work within these different groups. The Group recognised that there are both internal (e.g. other departments within government or the EU Commission whose activities are relevant to salmon conservation; the membership of accredited NGOs) and external (e.g. the public, politicians) stakeholders. A public relations strategy targeting the former would focus on enhanced communications while, for the latter, use of the media and communications would be appropriate.

5. Reports on the Pilot Public Relations Project

(a) Report by the Secretary

- 5.1 The Group reviewed document PR(06)4, which outlined the results of a pilot study to raise NASCO's profile that had been conducted in late 2005 and early 2006. The pilot study had been co-ordinated by Porter Novelli, a public relations firm, with the objectives of stimulating media interest in NASCO and its work using a range of publications, and advising on a longer-term strategy to raise NASCO's profile.
- 5.2 During late 2005 and early 2006, a number of meetings/interviews were set up with media correspondents by Porter Novelli and through contacts with NASCO's NGOs. The contacts were all with newspapers and trade journals rather than TV or radio. In the case of trade journals it is possible to submit articles which appear unaltered or subject only to minor editorial changes. In the case of newspaper articles there is little control over how the article will appear after providing the journalists with

information. The experience from newspaper articles was that while they undoubtedly increased public awareness of NASCO's work, some were inaccurate (despite a large amount of factual information being made available to the journalists concerned) and could damage NASCO's reputation as an 'honest broker'. Furthermore, the journalists tended to focus on particular aspects where there might be conflict such as impacts of aquaculture and not the bigger picture of the wide range of threats to the resource that NASCO is addressing. At the same time as the pilot project was being undertaken, the publication "Twenty-Year Milestones and Next Steps – A Vision for the Future" had been printed in English, French and Russian and widely circulated. This document provides much information on NASCO's work and the challenges it faces.

- 5.3 The Group welcomed the results of the pilot project and recognised that the challenge would be to build on this work and extend its scope throughout the North Atlantic area. In this regard, it was noted that media relations is a constant and cumulative process. The Group also noted that while the pilot project had concentrated on articles in publications, other media (such as television, radio and the internet) have much larger audiences. The Group recognised that it would be important to ensure that messages such as press releases and other information provided to the media are supported by material on the Organization's website so as to protect NASCO's status as an 'honest broker' in the event that media articles are inaccurate or misleading.

(b) Report from Porter Novelli

- 5.4 A report from Porter Novelli, PR(06)5, was tabled, which contained recommendations for a future PR strategy. This report had summarised the outcomes of the pilot project and had noted that, in future, speed of response is crucial, as is developing outcomes from NASCO's meetings, symposia and other activities. Porter Novelli had concluded that there is undoubtedly scope to build on the groundwork conducted during the pilot project in the UK by extending it internationally. However Porter Novelli had recommended that, to achieve this, NASCO should establish a PR Group to develop a public relations strategy and employ a dedicated resource to implement this strategy, either through employment of a PR expert or appointment of an external public relations agency. The Group welcomed the report by Porter Novelli.

6. Development of a Public Relations Strategy for NASCO

- 6.1 The Group reviewed document PR(06)6 which outlined some possible elements for inclusion in a public relations strategy for NASCO. The Group developed the following recommendations for a strategy to enhance NASCO's profile and increase publicity for its work.

(a) Identification of NASCO's messages

- 6.2 Key messages are vital for communicating with the media. They must immediately grab the attention, they must be succinct and they should provide leads for more detailed questions and discussion. They are the basis for all communications activity but may need to be adapted depending on the nature of the communications activity. In inter-governmental organizations such as NASCO the language used is often cautious and hedged with conditions in order to ensure balance and accuracy. Such language structure will not work for the media. The Group identified a number of key messages and topics for NASCO in developing its public relations strategy. The

following are good examples of key messages but the wording may need to be adapted.

Key Messages

- Of the around 24,000 species of fish in the world the wild Atlantic salmon is one of the few global travellers - it is born in fresh water and travels up to 2,500 miles through the North Atlantic before returning to its birth place to spawn.
- The wild salmon has been important to people for thousands of years – first depicted 25,000 years ago in cave art, the salmon still remains important to people today for its economic benefits and its cultural impact through recreation, food value, tourism and its iconic status as the King of Fish. Abundant salmon stocks would constitute a valuable resource for rural economies.
- Because wild salmon live in a wide range of environments across the North Atlantic they are also an important indicator species - healthy salmon stocks signify healthy aquatic environments. Disappearing salmon can indicate over-fishing, poaching, the impacts of climate change, adverse impacts from aquaculture, other industries and agriculture, and habitat degradation.
- The estimated abundance of salmon in the North Atlantic prior to exploitation in salmon fisheries has halved in the last thirty years although severe controls on exploitation have helped to conserve spawning populations. Some southern populations are critically endangered.
- As an international animal, the wild salmon needs international effort and an international body to promote its conservation and rational management. The North Atlantic Salmon Conservation Organization (NASCO) fulfils this role. The challenge is to promote the abundance and diversity of salmon throughout the North Atlantic.
- While enormous effort has gone into protecting this King of Fish by restricting harvests, protecting and restoring freshwater habitat, promoting live release, and developing educational measures, salmon populations have not recovered. These initiatives have involved enormous sacrifices and cost many tens of millions of dollars. Mortality of salmon at sea is undermining these conservation initiatives and while exploitation in marine fisheries has been greatly reduced or eliminated, other at-sea mortality remains a mystery.
- NASCO, as the only international body responsible for protecting wild salmon, is promoting a major new research initiative to unlock the mystery of where salmon go at sea and how to protect them.
- Salmon conservation is everyone's business and NASCO is working with its partners to implement measures to protect and restore the resource.

6.3 The Group also recommends that it would be valuable for NASCO to develop a media factsheet to support its PR activities, building on that developed by the Secretariat in conjunction with Porter Novelli. The factsheet should include key facts about the

resource, describe what NASCO is and identify priority topics. The Group started this process in the paragraphs below but did not complete the details, which it recommends be further developed by the Secretariat.

Key facts

- How many salmon – trends.
- How many salmon rivers, how many lost, how many restored?
- Life-cycle (e.g. how long they live, how big they grow, what they eat, migration routes and distances, predators).
- Socio-economic benefit, e.g. conservation and restoration of wild salmon benefits communities, often remote communities, which depend on the salmon for their survival as well (decline in rural population or economic activity).
- Any other hard facts on threats to the resource and management challenges – anything that would tell a media story.

What is NASCO?

The North Atlantic Salmon Conservation Organization (NASCO) is an inter-governmental organization established in 1984 under the Convention for the Conservation of Salmon in the North Atlantic Ocean. Its Headquarters are in Edinburgh, Scotland.

The objective of the Organization is to conserve, restore, enhance and rationally manage salmon stocks through international cooperation, taking into account the best available scientific information. The Convention applies to salmon stocks throughout their North Atlantic migratory range.

NASCO's Member Parties are: Canada; Denmark (in respect of the Faroe Islands and Greenland); European Union; Iceland; Norway; Russian Federation and the USA. Twenty-seven Non-Government Organizations are accredited to NASCO and contribute to its work.

Over the past 20 years, NASCO has made significant progress in the following areas:

- Through the Convention, creating a large protected zone, a sanctuary free of fisheries for Atlantic salmon;
- Successfully addressing and monitoring the problem of 'pirate' fishing for salmon in international waters by vessels registered to non-NASCO countries;
- Reducing the interception by a country of salmon originating in the rivers of other countries from around 30% prior to 1984 to less than 1% in 2005 to conserve stocks. This process has also stimulated strict management measures by States of Origin;
- Basing management decisions on the best available scientific information and stimulating scientific research and improvements in the advice;

- Introducing the concepts of the Precautionary Approach to its work and developing Precautionary Approach Agreements in relation to: management of salmon fisheries; habitat protection and restoration; salmon aquaculture, introductions and transfers and transgenics; stock rebuilding programmes;
- Introducing a transparent and independent review process for assessing compliance with these agreements;
- Identifying the wide range of social and economic values of wild Atlantic salmon and developing guidelines for incorporating them into management decisions. The Atlantic salmon is an extremely valuable economic and cultural resource;
- Developing recommendations designed to prevent the further spread of the parasite *Gyrodactylus salaris*;
- Developing a comprehensive and innovative programme of research on salmon at sea (SALSEA) and seeking private partnerships to implement it.

Priority topics

These topics may vary from time to time and below are those currently of interest. The specific message in each case would need to be tailored in terms of length and content to the target audience. In each case, the content should cover why this is important, why the audience should care, what NASCO will do, how it will do it and what other organizations and countries are involved. In each case there should be facts, figures and case studies. The current topics might be:

- Mortality at Sea (SALSEA);
- Initiatives for Endangered Populations;
- Habitat Protection and Restoration;
- Managing Salmon Fisheries;
- Interactions between wild and farmed salmon (e.g. disease, genetic transfers, parasites);
- Social and economic values.

(b) Identification of target audiences

6.4 The Group discussed potential target audiences for a public relations strategy. It was recognised that there is a very wide range of stakeholders involved with Atlantic salmon, that there are different reasons for communicating with them and that they have different levels of understanding of NASCO's work. Furthermore, for some organizations it would be appropriate to communicate information directly while for others the use of the media would be appropriate. The responsibility for such communication will remain with the Secretary and his staff and the President.

However, the Group believes that additional expertise to support the Secretary and President will be required in developing a media programme.

Target audience	Why?	Current understanding of NASCO	Media or Comms
Inter-governmental organizations e.g. UN, FAO, NEAFC, NAFO, OSPAR	Essential co-operation	Medium	Comms
Other Government Departments within Parties	Essential communication and support	Low	Comms
Government department representing NASCO Parties	Managing the resource and threats	High	Comms
NASCO NGOs	Partnership with Parties' "critical friends"	High	Comms
Other conservation NGOs	Need their support for NASCO work	Low	Media & Comms
Other angling NGOs	Socio-economic base, need their support, minimizing impacts on spawning escapement	Low/Medium	Media & Comms
Commercial/subsistence salmon fisheries	Socio-economics, subsistence and native fisheries, minimizing impacts on spawning escapement	Low/Medium	Media & Comms
Industry - fish farming	Minimizing impacts on wild fish, e.g. those caused by escapes, sea lice	Medium	Media & Comms
Industry- commercial fishing for other marine species	Minimizing impacts on wild fish, e.g. by-catch	Low	Media & Comms
Industry (e.g. hydropower, water abstraction, etc.), agriculture and forestry	Minimizing impacts on salmon and its habitats	Low	Media & Comms
General Public	Public support	Low	Media
Politicians	Influence decision makers	Low	Media & Comms
Media general	Raising the profile and general influence	Low	Media & Comms
Media specialized, i.e. angling, conservation	Raising the profile and specific influence	Low	Media & Comms
Potential sponsors	Fund-raising for SALSEA and other projects	Low	Comms

(c) Identification of products and methods for delivering the message

6.5 The Group believes that there are two main products that would be used for enhancing NASCO's profile and awareness of its work. These are the development of an annual 'state of salmon populations' report and a major enhancement of the Organization's website. The idea of a status report had been discussed during the 'Next Steps' process. Such a report might replace the present biennial report of the Organization (but not the annual report to the Parties required under the Convention). The report should summarise in a clear and succinct manner the scientific advice concerning status of stocks provided in the ICES advice to NASCO, provide details of any

existing, new or emerging threats to the resource, highlight the measures being taken by NASCO, its Parties and their relevant jurisdictions and accredited NGOs to conserve salmon, and provide details of any new research initiatives. The report might be developed in consultation with the Parties by the Secretariat supported by the information officer (see below). This annual report should be well presented (including information presented in a pictorial and graphical form) and should be made available on the website for downloading. The launch of this report should be newsworthy and attract considerable media interest. Indeed, it should be the centrepiece of the PR strategy. The Group believes that it would be cost-effective to make this annual report available on the website although it recognises that some hard copies will be needed for media packs which would include the factsheet referred to above.

- 6.6 The Group believes that the focus should move away from printed publications towards increased use of the website to promote NASCO's activities. This will require a major re-design and enhancement of the NASCO website to make it more attractive to users, more informative and useful to stakeholders, with improved links to other organizations and education programmes relevant to salmon conservation, and increase its visibility by registering it with search engines. It is recognised that this work has commenced by inclusion of the rivers database on the site.
- 6.7 The Group recognised that there had been very positive feedback from the stakeholder consultation meetings held in 2005 and recommends that the Council consider further consultation meetings at four- or five-year intervals. The Group also believes that NASCO's policy of meeting in communities close to salmon rivers is beneficial in promoting salmon conservation and raising NASCO's profile with stakeholders. The media effort associated with the Tag Return Incentive Scheme should be reviewed. The Group further recommends that media approaches should be developed when newsworthy events occur other than at the time of the NASCO Annual Meeting.

(d) Identification of educational programmes

- 6.8 Whilst educational programmes have an important role in communicating with the public, NASCO does not have the resources to develop and deliver educational programmes around the North Atlantic. Nevertheless, the Group is aware that there are some excellent educational programmes for Atlantic salmon around the North Atlantic and that there might be benefits from enhanced cooperation and information exchange among these programmes. NASCO might also wish to consider providing information, for example in relation to the SALSEA programme, that could be incorporated into such programmes. The Group recommends that, as a first step, the Parties, their relevant jurisdictions and the accredited NGOs be requested to provide information to the Secretariat on these educational programmes so that a database of information can be developed and made available on the NASCO website and links to these programmes established. NASCO might also be able to benefit from media opportunities associated with such programmes, e.g. if there was twinning of programmes in different countries.

(e) The need for professional advice

- 6.9 Since its inception NASCO has not paid particular attention to public relations nor has it had a budget for such work until the pilot PR study in 2005/2006. In order to promote the most effective publicity and support for salmon conservation and the

work of NASCO and its Parties, the 'Next Steps' process clearly identified the need to develop a PR strategy. In order to achieve this NASCO will need access to the necessary skills and expertise and this will require budgetary provision.

- 6.10 The Group considers that the most effective way to achieve this is not primarily through the use of an external agency because such agencies are expensive and the salmon issues will be only a small part of their work. It is clearly not possible or desirable for NASCO to develop its own media contacts in every North Atlantic country. It is preferable to set up a network using contacts within the Parties and NGOs who already have such relationships. Therefore, the Group believes that NASCO should contract, on a part-time and flexible basis, an information officer with good public relations skills whose mission would be to use this network to promote the messages to the target audiences identified in this report using the products proposed. There is a need to clearly define the role of this position since many of the communications with the target audiences would continue to be handled by the Secretary and President. An example of the objectives for such a post, provided by one participant at the meeting, is contained in Annex 3. It is recommended that this person, reporting to the Secretary, would build up the network of PR contacts within each NASCO Party and relevant jurisdiction and among the accredited NGOs and others. Then at Annual Meetings, and as events unfold within the NASCO forum, the information would be relayed through that network to ensure wide and consistent coverage around the North Atlantic. Equally, where an issue of international relevance arose in a NASCO Party or relevant jurisdiction or for an NGO, NASCO could be contacted to seek relevant information and support. To illustrate how this might work, when a major meeting such as the Bergen symposium was planned and particularly when concluded, the information officer could develop a press release for issuing to all those on the network who could use it with their media contacts as they felt appropriate. Equally, if an issue, about habitat for example, arose in the media in a particular country and the contact on the network required support and information about the NASCO agreement and the approaches adopted by other NASCO Parties, as reported in the implementation plans, this could be succinctly transmitted in a media-friendly manner with input from the information officer.

(f) Co-operation with stakeholders on PR

- 6.11 NASCO has completely changed its relationship with its accredited NGOs so as to become much more inclusive and transparent. One of the benefits of this should be that since all the Parties to the Convention and all the accredited NGOs share a common goal, i.e. conservation of wild salmon, it should be possible to develop agreed messages based on the key messages identified above. The first step might be to ensure that this is the case and the NASCO vision as described in the Next Steps strategy should be the starting point. On that basis it should be readily possible to work cooperatively with stakeholders on the basic media messages, including the vision, the status of the stocks and the challenges and the threats. For example, we would imagine that all the Parties and the NGOs would be supportive of the SALSEA programme. Beyond that, however, it is likely that the NGO community, for example, may be critical of specific actions taken by the Parties and of the pace of implementation. On the other hand, some Parties might not accept as reasonable what the NGOs propose. Such conflict is healthy and without it there will be little action. Therefore, it will not be possible to have unanimity on all aspects of PR but that is to be expected. It is, however, important that there is an improved exchange of information between NASCO Parties and the NGOs about use of the media and the

new more transparent and inclusive working arrangements in NASCO should facilitate that. There will be a need to examine the opportunities for joint media initiatives on a case-by-case basis.

(g) Financial considerations

- 6.12 In order to allow for the employment by NASCO of an information officer with expertise in media relations, the Group believes that the sum of £25,000 budgeted in 2006 and 2007 should be reviewed by the Finance and Administration Committee with a view to an increased provision, perhaps to around £60,000 in 2008 and subsequent budgets. Consideration should also be given to including an element for media training of Secretariat staff. In addition, there will be additional costs involved in re-designing and maintaining the NASCO website, producing the annual status report and arranging stakeholder consultation meetings, although there will be cost savings on printing and postage in making the reports available on the website rather than producing them as hard copies. The cost of the media relations work would be expected to decline somewhat after the first year.

7. Any other business

- 7.1 There was no other business.

8. Report of the meeting

- 8.1 The Group agreed a report of its meeting.

9. Close of meeting

- 9.1 The Chairman thanked the participants for their contributions and closed the meeting.

Meeting of the NASCO Public Relations Group

12-13 December, 2006

List of Participants

Mr Arne Eggereide	Directorate for Nature Management, Trondheim, Norway
Ms Jo Fox	Head of Media, Environment Agency, London, UK
Dr Peter Hutchinson	NASCO Assistant Secretary
Mr Sigmundur Isfeld	Representation of the Faroes, London, UK
Mr Chris Poupard	Chairman of NASCO's NGOs
Ms Sue Scott	Atlantic Salmon Federation, St Andrews, Canada
Dr Malcolm Windsor	NASCO Secretary

Note: Mr Kjartan Hoydal, Secretary of NEAFC, attended part of the meeting as an observer. NEAFC is also considering its policy on Public Relations.

PR(06)8

Meeting of the NASCO Public Relations Group

Agenda

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7. Any other business	
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***Example of objectives for an Information Officer
(based on an example provided by the Environment Agency)***

OVERALL OBJECTIVES

- **Be visible** – establish and liaise closely with the network of media contacts in NASCO's Parties and NGOs. Become involved in projects at an early stage to provide guidance on media issues as early as possible. Advise on what makes a story and the tools that are needed to make one.
- **Quality control** – consult as necessary to ensure that high-quality information is made available to the network of media contacts. Poor and unclear information reflects badly on NASCO, but also generally creates more work in the long run.
- **Target specialist press** – they are an important tool to get at a range of important audiences. This means making sure releases are targeted effectively, offering stories, features, interviews and answering enquiries quickly.
- **Be creative** – think about new ways of getting coverage. When putting media plans together for areas or projects, think about what else might be done other than/as well as a press release.

SENIOR INFORMATION OFFICER 12 month objectives

- Ensure close and productive relationships are instituted with key contacts in the network of media contacts.
- Establish good working relationships with key Secretariat staff members and office bearers to facilitate both timely reactive press enquiries and to elicit information for proactive stories.
- Ensure effective implementation of the media strategy, e.g. more stories placed in broadcast and tabloid press, more innovative stories, more responsive, etc.
- Increase positive coverage of NASCO in the trade press.
- Refine a media plan for NASCO and wild salmon for the next 12 months.