

STRATEGIC FRAMEWORK (2020-2023)

MISSION

PSF is the independent, thoughtful leader and catalyst in conservation, restoration, and enhancement of Pacific salmon and their ecosystems through strategic partnerships and leveraged use of resources.

PRINCIPLES

1. The Foundation provides objective and non-partisan advice to foster progressive and positive attitudes toward the future of Pacific salmon.
2. The Foundation policies, programs and decisions are guided by the best available knowledge: scientific, experiential, and traditional.
3. The Foundation ensures transparent and accountable use of funds, promotes fairness and objectivity in decision making, and supports integrity and mutual respect in our partnerships.
4. The Foundation is inclusive and works with diverse groups and interests recognizing their unique contributions to the sustainability of Pacific salmon.
5. The Foundation works inclusively with federal, provincial and Indigenous governments, and respects the indelible relationship between Indigenous communities and salmon and offers assistance to build their capacity to effectively steward Pacific salmon.
6. The Foundation supports effective communication and promotes education as essential activities for the conservation and use of Pacific salmon and the realization of their full value to the people of Canada.



OUR CORE ASSETS

- Exceptional reputation based on a history of performance with communities, stakeholders, governments and First Nations.
- Long-standing connection to the "salmon stewardship" ethos through network of 300+ community stream keeper organizations.
- Ability to work at different scales from a local stream to watershed to entire province.
- Highly qualified, credible staff and contractors.
- Strong balance sheet and growing donor base.
- Independence from political or other affiliations.



WHAT WE DO

We identify Management, Policy and Science priorities that are important to Pacific salmon and communities that depend on salmon. We provide leadership to tackle those issues through facilitated dialogue, targeted grants and partnerships to support on the ground projects, creative programming, and direct action of PSF staff.



HOW WE PRIORITIZE /OPERATE

- **STRATEGIC:** We set strategic priorities that are achievable, measurable and focused on limiting factors that have the greatest potential to benefit Pacific salmon.
- **COLLABORATIVE:** We partner with and integrate knowledge from communities, governments, First Nations, and other conservation organizations.
- **PROACTIVE:** We seek opportunities that align with our strategic plan and we drive projects forward through meaningful investments and partnerships.
- **BALANCED:** We strive for a balanced investment portfolio across Science, Habitat, Enhancement, and Education and Stewardship.
- **EVIDENCE BASED:** The best science and data, including traditional and community knowledge, are used to inform our decisions, policy advice, investments and partnerships with defensible objectives for Pacific salmon.
- **INDEPENDENCE:** Thoughtful leadership and policy advice for the good of Pacific salmon.
- **CONTINUOUS IMPROVEMENT:** Effectiveness evaluation is incorporated in all programs to ensure PSF investments are achieving desired objectives and to guide planning.



OUR DESIRED OUTCOMES

1. Maintain existing wild Pacific salmon populations.
2. Rebuild salmon stocks of conservation concern and their habitats.
3. Salmon enhancement programs that support conservation of salmon and attain community objectives.
4. Increased public education and involvement and provision of support for ongoing community engagement.



STRATEGIC GOALS

(See attached matrix for Desired Impacts and Strategies to achieve the desired impacts)

1. To catalyze "game changer" conservation projects with the potential to increase the abundance of wild salmon stocks of conservation concern in British Columbia and the Yukon.
2. To initiate or support integrated science projects to help demonstrably improve the health and abundance of Pacific salmon amidst climate change.
3. To provide open public access to the best data collected, organized and translated to support the sustainable management of Pacific salmon in their natural habitats.
4. To conduct communications, outreach and education that galvanizes diverse community support for PSF and wild salmon.
5. To strengthen capacity for thoughtful leadership by continually cultivating PSF's expertise, systems and external networks of salmon leaders.



VISION

Healthy, sustainable and naturally diverse populations of Pacific salmon for the benefit of ecosystems and Canadians for generations to come.

Effective stewardship of natural resources in B.C. and the Yukon that involve communities in decisions affecting Pacific salmon.

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STRATEGIC GOALS — MATRIX

Goals, Impacts and Strategies

STRATEGIC GOAL 1	FRESHWATER		MARINE	
	Desired Impacts:	Strategies:	Desired Impacts:	Strategies:
1). To catalyze “game changer” conservation projects with the potential to increase the abundance of wild salmon stocks of conservation concern in British Columbia and the Yukon.	1a. Volunteer, community, and First Nations salmon stewardship grows and improves through the Community Salmon Program (CSP).	1a. Expand eligible costs (within Stamp agreement and within PSF conventions) to include wages for rural, remote and Indigenous communities that may have difficulty with volunteer requirements. Provide expanded technical assistance and strategic counsel to help community stewardship groups strengthen proposals, project effectiveness and monitoring, and improve outcomes for Pacific salmon.	1a. Targeted estuary and nearshore habitat restoration/protection in Strait of Georgia to improve juvenile salmon survival.	1a. Collaborate with conservation partners to prioritize estuaries and nearshore habitats in need of protection/restoration and develop collaborative partnerships to fund and implement. Continue support to community partners and Salish Sea Marine Survival Project science community involved in salt marsh, eelgrass and kelp research and restoration throughout the Canadian Salish Sea. Collaborate with the Stewardship Centre for BC’s Green Shores program. Collaborate with DFO regarding Aquatic Invasive Species e.g. European green crabs.
	1b. Lower Fraser River wetland conservation and restoration plan created as a pilot to guide future watershed planning and salmon habitat protection/restoration.	1b. Collaborate with Lower Fraser Fisheries Alliance, DFO and conservation partners to assess, map and prioritize salmon habitat needs in the Lower Fraser while implementing several pilot projects with First Nations.		
	1c. Launch PSF “Pacific Salmon Climate Adaptability Plan” that responds strategically to impediments to salmon migration in the context of climate change and other landscape impacts.	1c. Proactively expand work with governments and other partners to respond to key limiting factors and “shock points,” assess and monitor salmon, and develop/implement plans of action. Work with communities to identify forest-fire affected watersheds, assess recovery options, convene workshops, develop white paper(s), and begin treatments.		
	1d. Influence freshwater environmental flows and salmon habitat planning by the Province of British Columbia.	1d. Participate in joint objective setting and habitat initiatives with provincial agencies and conservation partners such as the Conservation Land Management Partnership Program, BC Water Funders and POLIS.		
	1e. A recovery plan for Chinook and chum salmon developed in the Yukon River.	1e. Continue grants to and engagement with First Nations, government and community proponents at a watershed scale in the Yukon.		
	1f. In collaboration with the Wuikinuxv First Nation (WFN) and private donors, facilitate a model community-scale conservation hatchery and assessment program in Rivers Inlet, including management of the operations of the Percy Walkus Hatchery (Rivers Inlet) to restore Chinook production in the Chuckwalla, Kilbella, and Wannock Rivers. Develop and conduct assessment programs to monitor hatchery returns and status of these Chinook populations.	1f. Annually manage the hatchery operation including marking programs for future assessments. Conduct annual escapement monitoring in these rivers for broodstock, tag recovery, and assessments. Assist the Wuikinuxv First Nation with the development of fisheries program within Rivers Inlet. Co-ordinate the fishery and hatchery programs with other science projects initiated by the WFN.		

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STRATEGIC GOALS — MATRIX

Goals, Impacts and Strategies

STRATEGIC GOAL 2	FRESHWATER		MARINE	
	Desired Impacts:	Strategies:	Desired Impacts:	Strategies:
2). To initiate or support scientific projects to help demonstrably improve the health and abundance of Pacific salmon amidst climate change.	2a. Complete reporting and consultations on results from the Salish Sea Marine Survival Program (SSMSP) and promotion of 'next steps' in salmon science.	2a. Synthesise the results of the SSMSP via scientific reports, public communications, and consultations with decision makers to apply our results and develop management actions.	2a. Work with partners to develop action plans and strategies to protect and restore production of Pacific salmon based on results of PSF Salish Sea Marine Survival Project.	2a. Establish and support a network for environmental monitoring of annual marine conditions related to the growth and survival of BC's wild Pacific salmon. Work with Washington State Salish Sea Institute to develop a "State of the Salish Sea" report on ecosystem conditions in this important transboundary body of water. Continue nearshore climate adaptation program including mitigating effects of climate change on aquatic plant habitats, kelp mapping to identify resilient stocks, and decision tool for prioritizing estuary restoration. Strategy paper with B.C. and industry for seals, log booms, non-lethal strategies. Collaborate with DFO, Ocean Wise, and Washington researchers to develop a Salish Sea Contaminants in Salmon program. Complete modelling of the Salish Sea ecosystem studies at UBC to provide an assessment tool for future decisions including climate impacts.
	2b. Implement and support a continuing SSMSP that promotes new freshwater science and fosters engagement with First Nations, governments, industry, and public in development of action plans and strategies to protect and restore production of Pacific salmon.	2b. Evaluate effectiveness of different hatchery release strategies, analyze performance of hatchery salmon versus non-hatchery salmon, and review cutting-edge research and tools with the objective of increasing the effectiveness of BC hatchery programs. Implement PIT tag arrays in a number of priority Strait of Georgia/Fraser River streams to provide information on survival bottlenecks for Coho, Chinook, and Steelhead in the freshwater and marine environments. Work with the Province to implement minimum ecological flows in key salmon bearing streams.		
	2c. Analysis of needs and options for new Chinook and Steelhead enhancement in mid-upper Fraser.	2c. Gather information on stock/habitat status, salmon trends; workshops and white paper; communicate and consult on findings		
	2d. Assessments of the conservation status of salmonids and their freshwater habitats for all of BC and the Yukon Territory are visualized in the Pacific Salmon Explorer (PSE).	2d. Complete and continually update the PSE. Complete assessments for the Fraser and Vancouver Island-Mainland Inlet regions. Initiate and complete assessments for the Okanagan, Haida Gwaii, North West BC Transboundary, and Yukon. Initiate and complete assessments for BC steelhead.	2b. Transition in B.C. from open-net-pen aquaculture to closed containment.	
	2e. The PSE is used to inform decisions regarding the conservation and management of Pacific salmon and their habitats in BC.	2e. Work with external partners to support targeted applications of the PSE that focus on using the data and assessments to inform salmon conservation and management decisions.		

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STRATEGIC GOALS — MATRIX

Goals, Impacts and Strategies

STRATEGIC GOAL 3	FRESHWATER		MARINE	
	Desired Impacts:	Strategies:	Desired Impacts:	Strategies:
3). To provide open public access to the best data collected, organized and translated to support the sustainable management of wild salmon in an ecosystem context.	3a. Pacific Salmon Explorer (PSE) completed and continually updated - the best available data for salmon and their freshwater habitats for all of BC and the Yukon are centralized and publicly accessible.	3a. Continue to collate, update and make broadly available salmon-related data in the Salmon Data Library. Work with DFO and the Province to develop protocols and processes around data sharing. Undertake annual updates to data and assessments shown in the PSE.	3a. Marine ecosystem data for the Strait of Georgia is continually updated, centralized and made publicly accessible. This includes development of a marine ecosystem map for the Strait of Georgia that will allow for marine spatial planning and decision-making.	3a. Continue support for the Strait of Georgia Data Centre as a repository for marine ecosystem information, and continue to collate, update and make available marine ecosystem data in the Strait of Georgia Data Centre. Collaborate with other conservation organizations in the development of the Strait of Georgia marine ecosystem map (MERG) Work with DFO, CPAWS, the Province etc. to provide information and data layers useful to marine spatial planning initiatives and development of marine protected areas.
	3b. Develop standardized “State of Salmon” report with analyses available to the public.	3b. “State of Salmon” template provides regular summarizing of status and trends for BC and all individual regions.	3b. Marine habitat overlay in PSE that provides salmon catches by location, gear, and species.	3b. Work with DFO to secure available data. Adapt PSE to visualize marine habitat data and harvest related information in a spatially explicit way.
	3c. Help strengthen capacity for salmon monitoring, stock assessment and science programs within First Nations and amongst community stewards. Establishment of a more robust Salmon Monitoring Network throughout British Columbia.	3c. Provide expert input to government and First Nations initiatives to improve Pacific salmon knowledge, such as prioritization of Conservation Units within the Wild Salmon Policy; input on provincial next steps from the Wild Salmon Advisory Council recommendations and UNDRIP implementation; and assistance to First Nations as they explore development of “guardian programs.”		

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STRATEGIC GOALS — MATRIX

Goals, Impacts and Strategies

STRATEGIC GOAL 4	Desired Impacts:	Strategies:
<p>4). To conduct communications, outreach and education that galvanizes diverse community support for PSF and wild salmon.</p>	<p>4a. Expanded support for volunteer, community, and First Nations salmon stewardship through the Community Salmon Program.</p>	<p>4a. Advocate with the federal government to increase the value of the Salmon Conservation Stamp to at least \$10 and renew the Salmon Stamp Contribution Agreement to provide more flexibility to support remote and First Nations projects. Host annual Wild Salmon Day at the B.C. Legislature to promote salmon stewardship. Regular communications and site visits with federal MPs from British Columbia. Regular communications with DFO Pacific Region personnel. Advocate with the Province of B.C. for the creation of a “Wild Salmon” license plate to provide provincial funds to complement funds from the Salmon Conservation Stamp.</p>
	<p>4b. Expanded awareness of the value of Pacific salmon and their habitats, and help build public involvement in conservation.</p>	<p>4b. Provide sponsorship support to community events that emphasize volunteerism that will benefit Pacific salmon watersheds. Identify new PSF office space that includes a public facing “Salmon Stewardship” interpretive centre to engage youth and the public. #SalmonRoadTrip program expanded to promote PSF engagement with schools. A new PSF website includes a web clearinghouse of salmon volunteer opportunities across British Columbia. Innovative cultural programs are incubated to leverage art and salmon, such as PSF Artist in Residence Program, Salmon mural campaign, partnerships with museums and galleries.</p>
	<p>4c. Amplified signal for PSF communications, marketing and fundraising to help PSF broaden its base of donors.</p>	<p>4c. Continue annual fundraising revenue growth of 15%. Significantly increase PSF recurring donors with a new digital-response-marketing plan. Expand the type and locations of PSF fundraising events and continue to grow the PSF sponsorship program. Continue to build membership and offerings for the PSF Major Donor Circle.</p>
	<p>4d. Constructive and collaborative relationships with salmon stakeholders.</p>	<p>4d. Regular participation in recreational sector forums such as the Sport Fishing Institute and Sport Fishing Advisory Board (SFAB). Invite an SFAB representative to participate in the Community Salmon Program grant adjudication process. Continue acknowledgment of recreational sector support through the PSF “Rec Fishing Partners Program.” Explore MOU’s with Indigenous fisheries organizations. Continue to build support of whale watchers and ecotourism businesses through point of sale fundraising.</p>
	<p>4e. Improved awareness of the Pacific Salmon Explorer as a centralized information repository and trusted source of information on the status of wild salmon and their habitats.</p>	<p>4e. Incorporate communications about the Pacific Salmon Explorer in PSF’s overall outreach and communications strategy. Host training sessions and provide direct support to partners using the tool.</p>
	<p>4f. Well informed decisions to inform PSF projects, partnerships and advice to government.</p>	<p>4f. Topical workshops hosted by PSF on key subjects such as climate action plan for salmon,</p>

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STRATEGIC GOAL 5	Desired Impacts:	Strategies:
<p>5). To strengthen capacity for thoughtful leadership by continually cultivating PSF's expertise, systems and external networks of salmon leaders.</p>	<p>5a. Improve synchronization of knowledge and activities across PSF programs.</p>	<p>5a. Utilize Pacific Salmon Explorer to help evaluate PSF funding requests (ex. CSP) and partnership opportunities. Schedule regular forums for program staff to share key programmatic learnings.</p>
	<p>5b. Improved internal communications.</p>	<p>5b. Identify shared intranet platform for posting updates on PSF activities, share successes, and flag challenges/opportunities. Consider project management software to improve internal reporting and accountability. Develop "Change Management Plan" to ensure all stakeholders (internal and external) understand changes in new strategic framework.</p>
	<p>5c. Coordinated decision making</p>	<p>5c. Make Staff Leadership Team a permanent body for regular meetings of senior management. Expand process of preparing for PSF Board meetings to include Staff Leadership Team.</p>
	<p>5d. Ongoing governance renewal driven by PSF Board of Directors</p>	<p>5d. Support the Board's commitment to focus on strategic issues, streamline governance, reduce Board size, and recruit members with needed competencies required to support the strategic plan.</p>
	<p>5e. Launch annual Salmon Summit to improve collaboration among the various players working to conserve and restore Pacific salmon, and to promote development of leadership within the "salmon community."</p>	<p>5e. Coordinating committee with DFO, Province, First Nations and conservation organizations to develop high-quality program. Broad marketing to draw a significant audience. Program focus on knowledge sharing, collaboration and leadership development.</p>