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Mission

To be the leader in conservation and restoration of wild Pacific salmon and their ecosystems.

Bring salmon back, stream by stream... embracing strategic partnerships and volunteerism to leverage resources and benefit Pacific salmon.

Vision

Healthy, sustainable and naturally diverse populations of wild Pacific salmon benefiting Canadians for generations to come.

Principles

I. The Foundation provides objective and non-partisan advice to foster progressive and positive attitudes toward the future of wild Pacific salmon.

II. The Foundation policies, programs and decisions are guided by the best available knowledge: scientific, experiential and traditional.

III. 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.

IV. The Foundation is inclusive and works with diverse groups and interests recognizing their unique contributions to the sustainability of Pacific salmon.

V. 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.

Pacific Salmon Foundation (the Foundation), founded in 1987, is a federally incorporated non-profit charitable organization dedicated to the conservation and restoration of wild Pacific salmon and their natural habitats in British Columbia and the Yukon Territory. Operating independently from government, the Foundation facilitates dialogue, seeks science-based solutions, and undertakes positive initiatives in support of Pacific salmon amongst all levels of government and with industry, universities, and communities.
In 2015 the Pacific Salmon Foundation updated its Strategic Plan with a set of exciting new initiatives that will help guide us through the next three years (2016-2018).

One of the first is First Nations engagement. We have always had successful working relationships with British Columbia’s First Nations. Expanding this engagement further has the potential to provide significant benefits to First Nations, Pacific salmon and the Foundation. First Nations clearly have strong ties to Pacific salmon, which makes them a natural partner for us on projects and in communities across British Columbia.

The Foundation has already begun acting on this new priority with the appointment of our newest Board member, Brenda Gaertner, who as a lawyer has successfully acted for First Nations for many years.

Another key element of our new Strategic Plan is increased outreach by the Foundation in the Yukon Territory. Pacific salmon are as important there as in British Columbia, and they face similar challenges when it comes to conservation. The state of Yukon River Chinook salmon is likely one of Canada’s most important conservation concerns. First Nations along the river have been particularly affected as they have had to cease fishing for several years due to poor Chinook returns. As a result, the Foundation will be looking to increase community involvement in the restoration of salmon stocks and salmon habitat, with a focus on Chinook salmon.

Pacific salmon science remains a strong component of the Strategic Plan, and the Salish Sea Marine Survival Project will continue to be our main focus during the next three years. We got off to a roaring start last year, working with 30 partners on a total of 33 different projects.

A key part of the Project is the Citizen Science program, which has nine boats operating throughout the Strait of Georgia, all of which are collecting information that will be key to gaining a better understanding of what has been happening to Pacific salmon.

The Foundation also plans to remain actively engaged in public policy initiatives, with a specific emphasis in the coming years on the provincial government’s new Water Sustainability Act. How this Act will be implemented will be critically important to Pacific salmon, particularly with respect to minimum ecological flows of water, groundwater management, and the potential development of local watershed advisory councils.

Finally, our new Strategic Plan will continue to include what has been our feature initiative throughout our history - the Community Salmon Program. We reached a milestone in 2015, as total investment from community groups and their salmon-related projects exceeded the $100 million mark! We are proud that the Community Salmon Program is a catalyst for this work. The majority of funds for the Community Salmon Program are generated through sales of the federal Salmon Conservation Stamp, a decal purchased annually by anglers if they wish to keep Pacific salmon caught in saltwater off of Canada’s West Coast.

Currently all proceeds from the $6 dollar stamp are returned to British Columbia through the Foundation, generating more than $1.5 million for community grants annually.

But, with project applications continuing to increase every year, the Foundation needs the ability to do even more for Pacific salmon in communities across the Province. That’s why we are developing a proposal for the federal government that would see the cost of the stamp indexed to inflation. That would result in the Foundation receiving the increased funding needed to expand the Community Salmon Program and respond to increasing grant requests from communities.

To conclude, I want to emphasize that the Foundation is all about partnerships, and leveraging the contributions we receive from you. As we look back on three decades of work, I want to thank the many donors, partners and volunteers who contribute their time to rehabilitate and enhance Pacific salmon habitat. Without this support, our success would not be possible.
CONSERVATION

The Pacific Salmon Foundation’s Conservation goal focuses on continuing support, increasing profile, and improving outcomes through practical evaluation and monitoring regimes for the Foundation’s flagship Community Salmon Program. As well, the Foundation will provide ongoing support to local groups and communities through both grant making and strategic partnerships. The Foundation will expand our work with First Nations to identify shared objectives and collaborate on projects of mutual interest.

PROGRAMS

ACTIVITIES

INDICATORS & MEASURES

Grant Making

Adjudicate the annual Community Salmon Project (CSP) selection process. Outreach to Yukon communities to increase community involvement in Chinook salmon restoration.

Number and type of projects funded, as well as how much our contributions are leveraged.

Number of Yukon Chinook targeted projects that are funded, as well as how much our contributions are leveraged.

First Nations Engagement

Establish overall linkages with B.C. First Nations. Specifically expand the CSP to allow funding for applications that involve traditional ecological knowledge.

Number of First Nations projects that are funded; and how much our contributions are leveraged.

Government Relations

Regular communication of government-funded project activities to government representatives (elected and staff). Participate in pre-budget processes to support increased funding for salmon.

Number of meetings/communications with government representatives (elected and staff). Inclusion of salmon-related projects and/or funding in government budgets.

Communications & Development

Update and continue implementing the Foundation’s communications & development plan.

Regular communication of project activities and values via the Salmon Steward magazine, website, social media and donor stewardship. Annual news media releases and social media for CSP grants and major Foundation project announcements in coordination with DFO and corporate/foundation partners.

Number of meetings/communications (general and specific to fundraising). Foundation donation statistics.

Donor engagement activities and fundraising results.

Volume of communications (general and specific to fundraising). Foundation donation statistics.

Donor engagement activities and fundraising results.

Number of people exposed to Foundation content as a result of media outreach - traditional, electronic and social media metrics. Positive feedback from Foundation partners as a result of coordinated outreach.

Renewals of lodge/guide partnerships, new participants, and total dollars raised year over year.
SCIENCE

The Pacific Salmon Foundation’s Science goal involves collaboration with other institutions and communities to develop strategic science projects that help improve our understanding of the factors limiting the abundance of wild Pacific salmon. Key examples will continue to be the Salish Sea Marine Survival Project and Skeena Salmon Program, both of which are improving the collection of baseline data to better manage and support healthy Pacific salmon populations. The Foundation will also work with key partners on a focused, integrated scientific approach to the implementation of the new B.C. Water Sustainability Act.

COMMUNICATIONS & DEVELOPMENT

Update and continue implementing the Foundation’s communications & development plan. Regular communication of project activities and values via the Salmon Steward magazine, website, social media and donor stewardship.

Annual media releases/social media for Science-related grants and major Foundation project announcements in coordination with DFO/corporate/foundation partners.

Volume of communications (general and specific to fundraising). Foundation donation statistics. Donor engagement activities and results.

Number of readers exposed to Foundation content. Traditional, electronic and social media metrics. Feedback of Foundation partners from coordinated outreach.

First Nations Engagement

Encourage incorporation of stock assessment and habitat monitoring into local First Nations programs. Play a support role monitoring local populations/habitats.

Provide scientific support for implementation of Wild Salmon Policy in B.C. and the Yukon.

Coordinated communications with Genome B.C. and DFO regarding the Foundation’s Strategic Salmon Health Initiative.

Meetings of feedback from Strategic Salmon Health Initiative’s Public Interest Panel; engagement with project stakeholders; media coverage of results.

Support community groups that are providing science-contributions to the implementation of the B.C. Water Sustainability Act.

Participation in B.C. Water Funder Collaborative.

Programs

ACtivities

Grant Making

Incorporate project effectiveness monitoring into select projects.

Explore potential for proactive grant making opportunities (e.g. CSP-type).

Outreach and capacity building in the Yukon to support Chinook recovery.

Undertake limited habitat assessment/monitoring projects on the North Coast.

Support community groups that are providing science-contributions to the implementation of the B.C. Water Sustainability Act.

Provide assistance with meetings, capacity and projects on key elements (such as watershed management).

Co-fund pilot projects and/or research (e.g., B.C.’s temperature sensitive streams, climate models, etc.).

Programs

Indicators & measures

Coordinated communications with Genome B.C. and DFO regarding the Foundation’s Strategic Salmon Health Initiative.

Meetings of feedback from Strategic Salmon Health Initiative’s Public Interest Panel; engagement with project stakeholders; media coverage of results.

Support community groups that are providing science-contributions to the implementation of the B.C. Water Sustainability Act.

Participation in B.C. Water Funder Collaborative.

Programs

Indicators & measures

Effective coordination and completion of projects. International collaboration. Quarterly reports (more frequently if required) that include potential issues.

Complete agreement with U.B.C. Institute of Oceans and Fisheries to facilitate long-term support for SSMSP activities. Produce final publications.

Programs

Indicators & measures

Effective coordination and completion of projects. International collaboration. Quarterly reports (more frequently if required) that include potential issues.

Complete agreement with U.B.C. Institute of Oceans and Fisheries to facilitate long-term support for SSMSP activities. Produce final publications.

Programs

Indicators & measures

Effective coordination and completion of projects. International collaboration. Quarterly reports (more frequently if required) that include potential issues.

Complete agreement with U.B.C. Institute of Oceans and Fisheries to facilitate long-term support for SSMSP activities. Produce final publications.
The Foundation will provide leadership for the successful conservation of Pacific salmon through identifying present and future pressures, establishing networks of partners, and developing effective government relations and communication. The Foundation will ensure effective organizational structure, including succession planning, skills, knowledge and capacity of staff, as well as supporting an effective, experienced and diverse Board of Directors. The Foundation will be a voice for Pacific salmon.

<table>
<thead>
<tr>
<th>LEADERSHIP</th>
<th>ACTIVITIES</th>
<th>INDICATORS &amp; MEASURES</th>
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<tbody>
<tr>
<td><strong>LEADERSHIP GOAL</strong>: Grant Making</td>
<td><strong>ACTIVITIES</strong>: Engage and collaborate with other potential co-funders. Design and implement an effectiveness monitoring program for Community Salmon Program grants. Increase the value of the Federal Salmon Conservation Stamp. Outreach and fund raising to support Chinook recovery in the Yukon River.</td>
<td><strong>INDICATORS &amp; MEASURES</strong>: Number of partners engaged; funds raised and leverage provided. Development of a suitable suite of protocols, methodologies, indicators and benchmarks. Obtain increased funds from the Salmon Conservation Stamp by April 2017. Engagement of Chinook-specific communities and potential donors.</td>
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<tr>
<td><strong>LEADERSHIP GOAL</strong>: First Nations Engagement</td>
<td><strong>ACTIVITIES</strong>: Develop a program supporting First Nation community projects that is similar to the Community Salmon Program. Build a network of partnerships with First Nations.</td>
<td><strong>INDICATORS &amp; MEASURES</strong>: Assess First Nations program opportunities, identify funding sources, and develop indicators of success (e.g. number of projects/leverage). Number of collaborations with First Nations.</td>
</tr>
<tr>
<td><strong>LEADERSHIP GOAL</strong>: Communications &amp; Development</td>
<td><strong>ACTIVITIES</strong>: Update and continue implementing the Foundation’s communications &amp; development plan. Regular communication of project activities and values via Salmon Steward magazine, the external website, social media and donor relations. Financial oversight, evaluation, and reporting of fund raising projects, events, and communication costs.</td>
<td><strong>INDICATORS &amp; MEASURES</strong>: Volume of communications (general and specific to fundraising). Foundation donation statistics. Donor engagement activities and results. Maintain effective communications and reporting to relevant Foundation Board Committees (Development and Communication, Accountability).</td>
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<tr>
<td><strong>LEADERSHIP GOAL</strong>: Water Management in B.C.</td>
<td><strong>ACTIVITIES</strong>: Promote the implementation of B.C.’s Water Sustainability Act in such key areas as minimum ecological flows and better groundwater management. Provide leadership to help build the label recognition and acceptance for Salmon-Safe eco-label. Participation in B.C. Water Funder Collaborative.</td>
<td><strong>INDICATORS &amp; MEASURES</strong>: Work with “water leaders” such as POLIS and others to promote effective science based technical sessions and projects that help develop environmental flows. Establish an advisory committee to build label recognition and acceptance for Salmon-Safe. Co-fund pilot projects and/or research (e.g. B.C.’s temperature sensitive streams, climate models, etc.).</td>
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<tr>
<td><strong>LEADERSHIP GOAL</strong>: Salish Sea Marine Survival Project (SSMSP)</td>
<td><strong>ACTIVITIES</strong>: Discuss with the federal and provincial governments the mitigation and/or policy options that flow from the SSMSP (2017, 2018).</td>
<td><strong>INDICATORS &amp; MEASURES</strong>: Engagement with federal and provincial agencies. Effective communication of the SSMSP results to communities through media and written materials.</td>
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Leadership Goal, Activities & Results Cont’d

**Skeena Salmon Program**

Assess local habitat pressures and identify opportunities for mitigating key pressures. Address critical information gaps and develop strategic monitoring priorities.

Methodologies developed for undertaking fine-scale habitat assessments. Identify habitat protection, restoration, mitigation or monitoring priorities.

PUBLIC AWARENESS

The Pacific Salmon Foundation’s Public Awareness goal focuses on providing effective public engagement and expanded communication opportunities. Both will emphasize the beneficial role the Foundation plays, which will help foster support for increasing revenue sources. A fundamental role of the Foundation is to communicate widely and share knowledge about salmon and their circumstances.

**Grant Making**

- Annually engage communities in B.C. and the Yukon about the Foundation, Pacific salmon, and local interests.
- Establish educational granting programs to build public understanding of the value of Pacific salmon to B.C. and the Yukon.
- Promote opportunities that can be realized through an increase in the Salmon Conservation Stamp fee.
- Develop Yukon communication plan.

**First Nations Engagement**

- Establish outreach initiative to First Nations to increase awareness of Foundation First Nations programs and initiatives.

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<th>Government Relations</th>
<th>Public Awareness Goal, Activities &amp; Results Cont’d</th>
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<tr>
<td><strong>Programs</strong></td>
<td><strong>Activities</strong></td>
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<td>Participate in planning for National Fish and Wildlife Congress in 2017 as part of the federal government’s “Canada 150” program and World Recreational Fishing Conference (July 2017). Communicate the development of a Yukon Chinook recovery program. Annual communication of the Foundation’s project activities and values. Effective inter-governmental relationships and communications with Federal, Provincial, and First Nations’ governments.</td>
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<td><strong>Communications &amp; Development</strong></td>
<td><strong>Update and continue implementing the Foundation’s communications &amp; development plan. Regular communication of project activities and values via Salmon Steward magazine, the external website, social media and donor relations. Develop effective communications with B.C. First Nations. Annually engage communities in B.C. and Yukon in public dialogues about the Foundation, Pacific salmon and local interests. Maintain our annual events program in B.C., Alberta, and Ottawa. Grant and sponsorship support for communities and other organizations in projects that effectively build awareness of Pacific salmon in B.C. and Canada. Participation in select and targeted public events such as festivals, hunting/angling shows and derbies.</strong></td>
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<tr>
<td><strong>Water Management in B.C.</strong></td>
<td><strong>Continue the Salmon Safe Program, emphasizing value of Salmon Safe label. Assess:</strong></td>
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<td></td>
<td>+ value of Pacific salmon to B.C./Canada + concerns about water/climate change + and role of public advisory processes in advising government</td>
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<td><strong>Salish Sea Marine Survival Project (SSMSP)</strong></td>
<td><strong>Execute communications plan. Manage communications related to the Strategic Salmon Health Initiative, including the Public Input Panel.</strong></td>
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<td><strong>Skeena Salmon Program</strong></td>
<td><strong>Complete and launch the Foundation’s Pacific Salmon Explorer. salmonexplorer.ca</strong></td>
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<tr>
<td><strong>Learn about our Skeena Salmon Program</strong></td>
<td><strong>Learn about our Salish Sea Marine Survival Project:</strong> marinesurvivalproject.com</td>
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<td><strong>Explore the Strait of Georgia Data Centre:</strong> sogdatacentre.ca</td>
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