

# Fraser Salmon & Watersheds Program



Fraser Basin Council



## **Report of the Fifth Meeting of the Fraser Assembly**

*"Inspiring changes in human behaviour  
for the benefit of salmonids and the watersheds on which we all depend"*

June 9<sup>th</sup> & 10<sup>th</sup> 2009  
Inn at Westminster Quay  
New Westminster, BC

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*"Opportunities for Collaboration"*

# The Fraser Salmon and Watersheds Program

## Origin of Fraser Salmon and Watersheds Program

In July 2005, the Living Rivers Trust Fund Advisory Group invited the Pacific Salmon Foundation (PSF) and the Fraser Basin Council (FBC) to lead development of a business plan to address salmon and watershed sustainability issues in the Fraser Basin. The two organizations engaged a wide range of stakeholders in a series of workshops where key priorities were identified and a strategic platform was developed. The resulting plan, *Living Rivers Business Plan for Salmonids and Watersheds in the Fraser Basin*<sup>1</sup> identified several key considerations and strategic priorities, thereby providing the foundation for the Fraser Salmon and Watersheds Program (FSWP).

Upon approval of the *Business Plan*, the FSWP received its founding funds from the provincial Living Rivers Trust Fund<sup>2</sup>. In February 2007, Fisheries and Oceans Canada announced the Fraser Basin Initiative, which also contributes funding to the Program in the form of cash, technical expertise, and human resources over a five-year period<sup>3</sup>.

## Strategic Context of the Fraser Salmon and Watersheds Program

The *Business Plan* articulated a Mission Statement for the FSWP, guiding the actions of the Program: *Inspiring changes in human behaviour for the benefit of salmonids and the watersheds on which we all depend*. As a source of inspiration, a Vision Statement also expresses an idealized state of the Fraser Basin to work towards: *Healthy salmon populations in functioning watersheds co-existing with thriving communities in the Fraser Basin*.

The mission and vision are pursued through ongoing collaboration to identify, scope, and annually fund priority activities in the FSWP's four Program areas: Education and Engagement, Planning and Governance, Sustainable Integrated Fisheries Management, and Habitat and Water Restoration and Stewardship. These four Program areas also incorporate the objectives of the Fraser Basin Initiative contributions.

## Collecting Feedback and Setting Priorities

Operating in an annual cycle, the FSWP funds proponent-led projects that address Basin priorities. It also develops and delivers program-led projects to fill strategic gaps and leverage capacity. Applications for funding are evaluated based on the ability of a project to meet FSWP priorities that (1) are consistent with the *Business Plan* and (2) develop annually with input from many sources. Indeed, since its inception, the FSWP has received input from its project proponents, technical review and advisory committee members, and the numerous individuals involved in the annual Fraser Assembly. The annual cycle facilitates input from these many sources and involves (1) hosting the Fraser Assembly for collecting input and

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<sup>1</sup> To view the *Business Plan* document, visit <http://www.fraserbasin.bc.ca/programs/documents/lrbp.pdf>

<sup>2</sup> Visit [www.livingrivers.ca](http://www.livingrivers.ca) for more information on the Living Rivers Trust Fund

<sup>3</sup> Following the announcement of the Fraser Basin Initiative, the Business Plan was re-named the *Fraser Salmon and Watersheds Program Business Plan for Salmonids in the Watershed*

sharing Program results, (2) incorporating input into the establishment of priorities, and communicating them in an annual Request for Proposals, (3) receiving project proposals and selecting a suite of projects to fund, (4) project implementation, and finally (5) evaluation of results and progress towards the Program's goals and stakeholders' needs. The entire cycle allows the Program to communicate with many individuals and organizations, receive feedback from stakeholders in the Basin, and as a result, adapt its strategic focus.

### The Fraser Assembly

The Fraser Assembly was established in 2006 as a key component of the *Business Plan*, and continues to be an important venue for collaboration and delivery of the FSWP. The purpose of the Assembly is to promote information sharing and coordinated delivery of the FSWP among interested parties to enhance watershed and salmonid sustainability in the Fraser Basin.

The Fraser Assembly is a collaborative meeting ground with four main goals, as set out in the *Business Plan*:

1. Provide annual guidance and input to the implementation of the *Fraser Salmon and Watersheds Program Business Plan for Salmonids in the Watershed*
2. Promote leveraging of technical, human, and financial resources for implementing the *Business Plan*
3. Facilitate communication and information sharing on relevant initiatives
4. Encourage, where appropriate, coordinated or integrated delivery of relevant initiatives

The Fraser Assembly is comprised of individuals and organizations in the Fraser Basin that have an interest in the implementation of the *Business Plan*. Participants of the Assembly include representatives from all orders of government (federal, provincial, First Nations, and municipal), non-profit organizations, stewardship groups, academia, industry, and the private sector. The FSWP seeks the continued participation of the people who were involved in its inception, as well contributions from new, interested parties in the ongoing development of the Program. To this end, the Fraser Assembly gladly welcomes new participants.

The theme for the fifth meeting of the Fraser Assembly, "*Opportunities for Collaboration*", reflects the nature of the FSWP and the goals of the Assembly. It is an especially relevant theme in 2009 in light of the economic downturn, which has reinforced the importance of collaboration to leverage financial, technical, and human capacities as well as creating synergies and eliminating redundancies.

The sessions of the 2009 Fraser Assembly were designed to reflect the original strategic direction outlined in the *Business Plan* combined with feedback that the FSWP has received through its annual cycle.

## What's New in 2009?

The FSWP continues to develop and refine its strategic approach to program delivery, while funding meaningful projects across the Basin. An additional financial review was added to the detailed proposal review process in 2009 to support fiscal prudence. As well, lessons learned from past projects inform the staff and proponents of the Program and lead toward the creation and delivery of more successful projects, as well as help the FSWP work towards achieving its Mission.

Development of a Logic Model, an outcome-based management and evaluation framework, has progressed. Desired outcomes with supporting strategies have been developed for each of the four FSWP Program areas. These outcomes and strategies provided a lens for FSWP staff to consider during the 2009 selection of projects. A description of the outcome statements and supporting strategies, along with the 2009 project selection process, is provided in Appendices IV and V. Further development of performance measures for the logic model will refine the Program's ability to assess its effectiveness and adapt for greater success.

Recognizing that enduring and effective change is often initiated and sustained at the local community level, FSWP continues to develop and support tools to synergize the efforts of communities and local organizations. 2009 was the first year of "Work Fraser", a web-based platform where multiple agencies and communities can form groups to plan, learn, share information and contribute to sustainability efforts.

For further information regarding the Fraser Salmon and Watersheds Program, FSWP projects, or the Fraser Assembly, please visit [www.thinksalmon.com](http://www.thinksalmon.com) or contact:

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## Introduction

This report summarizes presentations and results of the fifth meeting of the Fraser Assembly, held June 9<sup>th</sup> and 10<sup>th</sup> 2009 in New Westminster, BC. In addition to the four main goals, content of the 2009 Assembly was structured to address three additional objectives identified through the Program's annual cycle:

- Gain participatory input from the Assembly in a meaningful yet unstructured fashion
- Provide networking opportunities
- Provide added value to the Assembly in the form of capacity-building educational training

The theme of the 2009 Assembly was "*Opportunities for Collaboration*". With this in mind, the agenda was designed to provide an atmosphere where new collaborative partnerships could be struck, to reinforce the benefits and potential drawbacks of working collaboratively, and to provide examples of successful collaborative relationships and highlight their successes. Over two days, the agenda included a mix of informative and interactive concurrent sessions, panel discussions, plenary sessions, and project updates, as well as a paddlewheel tour of the Lower Fraser.

Day 1 of the Assembly focussed on program updates, followed by concurrent sessions that addressed each of the four Program areas: (1) Education and Engagement, (2) Planning and Governance, (3) Sustainable Integrated Fisheries Management, and (4) Habitat and Watershed Restoration and Stewardship. Following the concurrent sessions, the Assembly boarded the *M.V. Native*, operated by the Vancouver Paddlewheeler Riverboat Tours, and enjoyed a three-hour tour of the Lower Fraser with historian Terry Slack providing historical commentary en route. The tour was very well received and provided a forum for networking that may not have occurred over the course of a more conventional meeting. Those who opted out of the tour had the opportunity to partake in a Narrative Station and share their stories of inspiration, motivation, successes and challenges related to their work.

A memorable highlight of Day 1 included the presentation of the Salmon Hero Award to a person who has been instrumental in catalyzing collaborative partnerships for the benefit of salmon and the Fraser watershed. The FSWP and sponsor Rocky Mountaineer Vacations were very pleased to honour and award Mark Johnson, Community Advisor for Fisheries and Oceans Canada, with the second annual presentation of the Salmon Hero Award. At Mark's request, the award will be distributed among several volunteer organizations that Mark works with.

Day 2 of the Assembly had a stronger focus on the theme of collaboration, as there were two panel presentations that spoke to the theme from different points of view. The first panel discussion highlighted a range of Aboriginal experiences and perspective in building meaningful relationships between diverse groups. The second panel discussion highlighted case studies of municipal partnerships and the opportunities and benefits that can be reaped by non-government organizations and municipalities when projects and programs are delivered collaboratively. The final agenda item for Day 2 was a panel presentation featuring

recent research on the importance of groundwater for salmon, a Groundwater Bylaws Toolkit, and the goals and implementation of the provincial water plan, *Living Water Smart*.

Detailed notes of all sessions at the Fraser Assembly form the main body of this report. Concurrent and plenary session summaries are formatted to succinctly present the strategic context, session objectives, and key messages of each presentation. The FSWP intends to carry these messages forward and inform its future deliberations. Supplementary handouts, including the agenda and a listing of Assembly participants can be found in the Appendices. Presentations shared at the Assembly may be viewed online at:  
[http://www.thinksalmon.com/fswp\\_notice/item/fraser\\_assembly\\_2009/](http://www.thinksalmon.com/fswp_notice/item/fraser_assembly_2009/)

The fifth meeting of the Fraser Assembly brought out the highest turnout of participants, with over 120 people in attendance. This is indicative of the growing reach of the FSWP but also speaks to the benefit of hosting the event in a central location, thereby facilitating easier and less costly attendance. It was noted that representation from the Province of BC, Regional Districts and Municipalities has improved from past Assemblies, while representation from First Nations and the stewardship/non-government organization sectors remain strong. Stronger representation from the commercial and recreational fishing sectors continues to be an area for growth in the Fraser Assembly.

The next Fraser Assembly is tentatively planned to take place in spring of 2010, most likely in the Interior region of the Fraser watershed.



## **Summary of Concurrent Sessions**

### **Concurrent Session I: Partnerships and Leveraging Training Session**

Presented by Kylie Hutchinson, Community Solutions Planning & Evaluation

#### Strategic Context

Since FSWP's inception in 2005, the ability of proponents to partner and leverage their efforts has always been a focal point of the project selection process. This emphasis has been reflected in the annual Request for Proposals, through the roles of Advisory and Project Review Committees, and by the Board of Directors to identify potential partners and leveraging opportunities on local and -wide scales. Practitioners know that partnering increases one's ability to leverage skills, resources, and expertise – all of which increase a project's resiliency and sustainability over time. Since 2005, many of the Program's successful projects have been delivered through partnerships, and the degree of success is related to the strength of these partnerships. In such a union, the ability of any one group to communicate and foster community support for their project increases substantially. In addition to the benefits of partnering, there is a clear need for organizations to partner more now than ever due to the current economic climate. Everyone needs to do more with less, and rely more than ever on social capital and innovation for project delivery. This session provides stakeholders with one of many sets of tools to partner.

For more details on this session, please refer to Appendix VIII, which contains a summary of the materials handed out at the session.

#### Session Objectives

Participants will be able to:

- state the benefits of partnering in general
- list six partnership models
- explain the benefits and possible pitfalls of each partnership model
- state three keys to successful partnering
- explain the role of organizational culture in forming successful collaborations

#### Key Messages

##### *Effective Partnership Behaviours*

While most session participants understood and could articulate the benefits of partnering, of interest were suggestions of behaviours that foster effective partnerships:

- partners put individual goals on hold
- partners do not injure their partners
- partners are not 'people you just meet with'

- partnership building is a slow and ongoing process, and more effective if initiated with those who share common interests (not necessarily common values or common approaches)

Good examples of partnering are often seen in the social services sector. They have had funding constraints for many years, under which their infrastructure has evolved to support effective models of partnerships.

### *Spectrum of Partnership Models*

Partnership models lay along a spectrum. At one end is a great degree of integration with other organizations, and at the other end is a great degree of group autonomy. A 'merger' is a partnership example of full integration, whereas 'co-location' allows both groups absolute autonomy. A brief survey of session participants revealed that most rely on partnership arrangements that maintain their autonomy more intact compared to full integration. This is not surprising given that partnerships most often fail due to a clash in organizational culture. Full integration often reflects the degree to which groups are willing to check their egos at the door, and work towards common goals.

Participants were particularly interested in knowing where 'collaborative management' fits into the partnership model continuum. The discussion did not address this issue. As resources become scarcer, and interests numerous, future discussions about collaborative management are warranted as they involve common interests. Another issue raised was how governments could better support, facilitate, and encourage partnerships. Financial support and policy are two methods that were identified.

### *Needs and Resource Mapping*

The group participated in a real exercise that identified current resources and current needs. The participants stood in a circle, and individuals were invited to step into the centre of the circle and express a need (for example, volunteer labour). Other members of the circle had the opportunity to respond to the need by stepping forward and addressing the need by providing the resource. It was a practical exercise that actually networked organizations right there on the spot. This was a valuable component of the session as it enabled tangible connections to be made between participants.

## **Concurrent Session II: Roundtables and Regional Planning Groups: Transitioning from Planning to Implementation**

Facilitated by Dr. Anna Warwick Sears, Okanagan Basin Water Board

### Strategic Context

The *Fraser Salmon and Watersheds Program Business Plan* highlights the importance of empowering effective local processes. As noted in the plan, collaborative decision-making

provides a path towards government, communities and businesses being stewards of salmonids and watersheds, rebuilding trust and achieving desired outcomes. The FSWP has annually committed a portion of its funding towards such processes, most often in the form of watershed roundtables which, as stated by the Horsefly River Watershed Roundtable, are groups that “engage local citizens in watershed issues that usually affect the watershed residents more than any other users of a watershed”. Other examples of roundtables partially funded by the FSWP include the Salmon River Watershed Roundtable and the Nicola Watershed Community Roundtable.

An effective roundtable brings together a wide range of participants to collaboratively determine a vision and recommend actions for their watershed based on information that has been gathered and analyzed. These processes, and their results, are often then formalized into a document. For example, the Nicola roundtable has recently released a draft of their Nicola Water Use Management Plan, available on their website. The value of these processes is evident. A sustained commitment from multiple stakeholders to the process builds understanding, trust and partnerships. In addition, collaboratively determined visions create a sense of ownership from communities, increasing their dedication to plans and strategies to make their local watersheds more sustainable. Once plans are created however, many groups run into distinct barriers when moving from a planning phase to actual implementation. This Fraser Assembly session brought together participants to identify some of these barriers and suggest some potential solutions. The results of these discussions are summarized below, complemented by a case study provided by the Okanagan Basin Water Board.

### Session Objective

To generate ideas on how place-based watershed roundtables can have their decisions supported and implemented under a regulatory framework.

### Key Messages

#### *Proactive planning*

Being proactive in the planning phase helps avoid potential barriers when transitioning to implementation. Two key themes emerged in discussion: (1) the importance of getting the right people around the table, and (2) creating a place where information is freely shared.

A wide range of stakeholder representation is crucial for roundtables, especially from all levels of government as they hold jurisdictional authority and are key to implementation. To achieve this goal, it is important to provide incentives for people to participate. This may include identifying your objectives and deliverables clearly and involving all interests throughout. In addition, clear communication that reminds all parties of the final goal fosters consistent participation. While it is likely that passionate community groups and members will participate, regulatory agencies may approach such processes with caution due to potential expectations of policy change or funding contributions, neither of which they may be able to provide. A potential solution raised is to view and treat these participants as individuals instead of as a government official. By engaging the person, they will take a personal interest

in the resource. This may be done, for example, by taking the time to individually show them around the watershed.

A second important theme of proactive planning is to set up a framework for sharing information freely. A significant barrier often exists when organizations around the same table are not willing to share information because it is proprietary. A potential solution is to discuss these issues as early as possible and get clarity on what information may be unavailable and why. It will help to ensure that participants understand their role in the roundtable. Clearly identifying roles and ensuring the final goals of the process are understood and accepted will provide additional incentives for everyone to openly share information.

### *Government Cycles*

Because of election cycles, governments at all levels change. At times, high-level priorities and policy also change as a result. These cycles often create unofficial two or four year timelines to accomplish tasks; these timelines are not conducive to solving problems or creating programs in the long-term. This is especially the case around issues of sustainability and conservation. A potential solution identified within the session was to have groups outside of government, with no disruptive cycles, set priorities and programs that promote solutions. Unfortunately this is not always possible and highlights the importance of getting a wide range of engagement for roundtables to help build resilience. Should some member(s) have to leave due to issues surrounding government cycles or other unforeseen circumstances, there are other participants for a roundtable's work to fall back on.

### *Champions and Leaders*

Because the goals of roundtables often require a great deal of organization, motivation and perseverance, a key theme to overcoming barriers of all kinds is identifying and empowering champions and leaders. This could mean allocating financial resources to champions within a community or using some sort of a mentoring or apprentice model. In addition, champions will remain engaged when the proposed actions and strategies of a roundtable are at the appropriate scale; usually locally focused and relevant. Furthermore, champions can be engaged using novel approaches such as 'green lottery' or 'sustainability tax' funding mechanisms. The case study of the Okanagan Basin Water Board highlighted the value of leadership for that group. At a certain point in the Board's history the mandate was reframed to be more strategic; to provide leadership and work towards sustainability by actively getting the message out to the politicians and community. The example demonstrated the value of engaging champions and leaders in the community. By getting these people onside early, the roundtable then had those champions and leaders helping them overcome future barriers to implementation.

### *Closing Remarks*

Dr. Anna Warwick Sears of the Okanagan Basin Water Board closed the session with some lessons and words of wisdom. Dr. Sears drew upon the Okanagan experience, emphasizing the importance of clearly articulating your vision and getting agreement on the common

problem. In addition, she highlighted the importance of building alliances across interests and political boundaries. As Dr. Sears mentioned, the environment is non-partisan; we all want a healthy place for our grandkids. She noted that when moving forward in your roundtables it is important to see the world from multiple perspectives. It is important that we are all able to think like a politician, like a salesman, like a rancher, and like a salmon. Finally, Dr. Sears ended by emphasizing how everything we do counts. We can make changes, as she points out, "People make change every day."

### **Concurrent Session III: Finding Common Ground: Harmonizing Sockeye Stock Assessment Programs in the Fraser Basin**

Presented by Karl English, LGL Limited, and Brian Riddell, Pacific Salmon Foundation

#### Strategic Context

Three important strategies of the FSWP, as derived from the *Business Plan* are: (1) engagement of First Nations, (2) development of more sustainable fisheries, and (3) improved information for fisheries management. The harmonized stock assessment program addresses each of these strategies and is part of a multi-year initiative to address concerns related to the in-season abundance estimates, in-river survival, migration behaviour and species composition of Fraser salmon.

The need for four independent reviews of Fraser River salmon management since 1994 has eroded public and stakeholder confidence in the current stock assessment system. Lack of confidence has also led to defensive and positional stakeholder behavior that is evidenced by the numerous 'missing fish scandals', perennial disagreements about allocations of fisheries between First Nations, recreational, and commercial sectors, and international treaty obligations.

The crucial problem that each review has identified is a lack of confidence in the estimates of salmon escapement in the lower Fraser River. Inaccurate estimates of salmon cause a misunderstanding of the magnitude of in-river mortality, and negatively influence the accuracy of in-river catch reporting. The problem of accurately counting passing salmon has been compounded by "...a progressive decline in total abundance since 1993. In 2007, the Fraser Sockeye returns were the lowest on the cycle since 1947" (Labelle<sup>4</sup>, 2009 p.8).

#### Session Objectives

To present the results to-date of the Legacy Project and introduce the 2009 work plan.

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<sup>4</sup> PFRCC report: Status of Pacific Salmon Resources in Southern British Columbia and the Fraser River Basin July 2009  
<http://www.fish.bc.ca/status-pacific-salmon-resources-southern-british-columbia-and-fraser-river-basin>

## Key Messages

The Legacy Project<sup>5</sup> will integrate the information from numerous stock assessment systems, including the Crescent Island fish-wheels, Whonnock gillnet test fishery, in-river catch monitoring, and the Mission and Qualark hydroacoustic data to derive reliable estimates of the abundance of Sockeye, Chinook and Pink salmon passing Mission, BC. Information from the radio-telemetry studies will be combined with the catch and escapement monitoring data to build the in-river fisheries management models that Fraser River First Nations, recreational, commercial fisheries and non-government organizations have been calling for to implement the Wild Salmon Policy and address the long-term fisheries management challenges associated with Fraser River salmon fisheries. The project is funded by the FSWP, Pacific Salmon Foundation, Pacific Salmon Commission and Pacific Salmon Endowment Fund Society.

Successful implementation of the Legacy Project will provide significant benefits for public accountability of resource management and restoration of public confidence. Information, data and results generated by the Legacy Project will provide improved information useful for implementing the Wild Salmon Policy, Marine Stewardship Certification, and Pacific Salmon Treaty. It will also be useful for the achievement of First Nations' agreements and ultimately for sustainability of Fraser Salmon.

Information from this Legacy project will be integrated with other existing stock assessment and harvest management activities including in-river First Nation fisheries, and has the potential to significantly improve the estimation of salmon stocks migrating through the Fraser Basin and to improve the way Fraser salmon are managed in-river.

### *Results of the Legacy Project to-date*

The 2008 data indicate that the DIDSON hydroacoustic gear, drift gillnet test fishing and radio-telemetry arrays were effective methods for assessing Sockeye passage at the Qualark site. The combination of the data from these three programs (Qualark, Whonnock and Crescent Island) with the Mission hydroacoustic site can be used to derive reliable specific estimates of salmon escapement past Mission.

### *2009 Workplan*

The Crescent Island fish-wheels will operate from July to September. 2009 will also be a feasibility year for Pink salmon while continuing to collect data for near-shore species composition. Cooperation with DFO on the Qualark enumeration will continue including a design for a lower Fraser River catch monitoring and tag recovery system in collaboration with DFO and First Nations. The Legacy project will also apply 350 - 400 radio-tags to summer-run sockeye below Mission using fish-wheels and tangle nets to assess migration rates, in-river survival rates and fishery impacts. In the spring, the project will apply radio-tags to 100 - 150 spring-run Chinook between Hope and Yale to assess migration rates and in-river survival. Finally, the Legacy project will also provide a full network of shore-based radio-tag receivers.

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<sup>5</sup> At the time of printing, the Legacy Project is now referred to as 'Count on Salmon'

## **Concurrent Session IV: Making Habitat Work: Linking People and Linking Action**

Facilitated by Stephen Geiger, S4S Solutions

Panelists: Mark Angelo, BC Institute of Technology Rivers Institute; Tracy Bond, Baker Creek Enhancement Society; Andrew Day, BC Aquatic Information Partnership; Lee Hesketh, BC Cattlemen's Association; Tracy Sampson, Nicola Watershed Stewardship and Fisheries Authority

### Strategic Context

FSWP has had the privilege of partnering with diverse organizations that work in habitat restoration, stewardship, management and research. A key program goal is to support salmon habitat integrity and healthy, resilient ecosystems by promoting sustainable activities, engaging and empowering communities and promoting informed decision-making.

Through our collaboration with groups who work on a wide range of activities and scales, and in exploring FSWP's opportunities to support our these initiatives, we have identified some key questions related to the theme of connection. *How can habitat works be more effectively integrated into a larger, ecosystem approach? How can valuable individual actions be linked to those larger ideas, and thereby connect to other processes, momentum and resources?*

Some successful projects have distinguished themselves with both an emphasis on long-term relationship-building in the community, and an ecosystem approach to habitat works. This session therefore explores the theme of connection, and the interactions between collaborative processes and habitat works.

### Session Objectives

To explore how collaboration and collaborative networks can support the implementation of ecosystem-based approaches and to explore what insights can be drawn from these experiences regarding effective watershed governance.

### Key Messages

#### *Community Connections*

A cross-cutting theme from all panelists is the importance of building relationships between different groups for the success of a project. Panel members described a range of community relationships that have played (or continue to play) a critical role in project implementation.

**Mark Angelo** described "Heart of the Fraser", an initiative that aims to protect and conserve a critical stretch of the Fraser River, primarily through the acquisition of key private lands. A central component of this initiative is an integrated, inclusive approach that considers

environmental, cultural and spiritual perspectives, and aims to bring together as many groups as possible to the table.

**Tracy Sampson** compared the results of two in-stream habitat restoration projects conducted by her organization in 2008/09. She demonstrated how relationships with landowners are a key factor in achieving project success. In the Coldwater project, she described how the project benefited from the long-term relationship that the Nicola Watershed Stewardship and Fisheries Authority (NWSFA) had with a rancher, who had known their work for years. The rancher was both supportive and keen to have the work done, and his support was instrumental in the successful implementation of the project. For a different project, the NWSFA had no contact with the landowner. The landowner, whose permanent residence was away from the project site, was not able to understand the habitat values that the project was addressing. Tracy concluded that a key component of a successful project was to contact the landowner before securing the project, and create and maintain relationships with the landowner.

### *Local Empowerment*

Panelists emphasized the importance of supporting local community members to be valuable land stewards and agents of change.

**Lee Hesketh** spoke at the Fraser Assembly as a representative of the family farm, and as a rancher. He said, "As a rancher, you can make mess, or be an incredible land steward". While some ranchers may say, "We have land owner rights", his parents have always said, "*We have responsibilities*".

He described his own land management approaches. They have resulted in high biodiversity values on his property, both on land and in water. "It is all about management...good grass for cattle is also good for ungulates".

He discussed approaches that empower people to make the right decision. "*How do we make riparian corridors valuable?*" One idea is an ecological goods and services tax that would provide tax breaks to ranchers who protect valuable riparian corridors, and therefore reward effective stewards.

BCCA's initiative, the Farmland Riparian Interface Stewardship Program (FRISP), is an enabler that supports landowners to be stewards of their own land. Sometimes this involves throwing around ideas, thinking outside the box, and hosting demonstrations, dialogue and community meetings. It doesn't always require significant investment.

**Tracy Bond** discussed two grassroots community projects: a riparian logic model project that aims to enable behaviour change through the logic model process, and a one-year sustainability coordinator position that aims to link five environmental non-government organizations. Tracy reflected on the strengths and risks of local and regional initiatives, and emphasized the importance of supporting local initiatives.



Funders sometimes emphasize regional-scale action over small scale. Regional initiatives have a range of benefits: the ability to communicate across jurisdictions and governments, to raise the profile and recognition of smaller organizations, and sometimes to increase access to resources and decision makers. However, regional initiatives have their drawbacks. Competition for funding may result in conflicts between regional and local initiatives. Further, there is an issue of balance of power. Those present at the table are sometimes are not the ones who have the power. Initiatives can be vulnerable to being hijacked in different directions. Compared to local initiatives, regional initiatives can be more transient, with less enduring visions and goals. These processes can end, and the only consistent element is the people in the community. Grassroots movements and local initiatives are the building blocks, and while higher-level processes can disappear, these local people need the support to be able to do their work in the community.

### *Technology, Information and Social Networks*

**Andrew Day** discussed how social networks, information and technology can be the basis for innovation and social change. He explained how technology can provide information and communication tools that can mobilize people around common interests and passions.

We are currently shifting the way we think about and act on collaboration. Governments do not lead – change comes from volunteers, business, non-government organizations, and academia. We are moving away from organizations and communities being the primary structure. We have had the agricultural revolution, the industrial revolution, and we are in a digital revolution. We can now connect with anyone with common interests, and have access to new ideas and information. We see examples of how the creative use of media and entertainment has been used to make change. Through a combination of technology, social networking and access to ideas, people can be mobilized. We can now focus on what we are passionate about, and connect with people who care about the same things.

## Summary of Plenary Sessions

### **Living Rivers Georgia Basin – Vancouver Island: Program Overview and Update**

Presented by Al Lill

The Living Rivers Georgia Basin – Vancouver Island (GBVI) Program is funded by a contribution of \$5.9 million from the Living Rivers Trust Fund and leveraged an additional \$9.1 million from partners for a total program value of \$15 million for the period spanning 2006/07 to 2009/10. Partners of the GBVI include four levels of government, government agencies, non-government organizations, and numerous stewardship groups.

The vision of the GBVI is, “Healthy watersheds and sustainable fish populations through shared responsibility, stewardship, and wise use of water.” The objectives of the Program are three-fold: (1) restore watershed ecological processes for long term sustainability, (2) restore salmon, steelhead, and resident stocks and freshwater habitats to self-sustaining levels on a watershed scale, and, (3) in the process, help to maintain and diversify fishing opportunities for all sectors. Projects of the GBVI include water management plans, integrated production and harvest plans, stream flow and temperature improvement projects, river and estuary restoration, nutrient enrichments, community involvement, and a First Nations legacy pilot. The GBVI delivers a suite of projects that are focussed on climate change mitigation for the benefit of salmon and steelhead stocks.

### **Bridging Cultures: Moving Toward Inclusive Communities of Practices through the Identification of Challenges, Opportunities, and Successes**

Facilitated by Wenona Victor, Simon Fraser University

Panelists: Brenda Ireland, First Light Initiatives; Anita Large, Theytus Publications; Rick Quipp, Cheam Indian Band; Ernie Victor, Fraser Basin Council

#### Strategic Context

The *Business Plan* identifies enhancing First Nations knowledge, resources and influence as a high priority, in addition to articulating the many issues facing First Nations in relation to Title and Rights and salmon and watershed sustainability in the Fraser Basin. The *Business Plan* also lists possible approaches to enable increased First Nations knowledge, resources and influence. They include, but are not limited to:

- Identifying Aboriginal and non-Aboriginal champions and begin relationship building
- Documenting and sharing success stories
- Convening cross-cultural forums
- Producing a publication on the cultural importance and significance of First Nations’ fisheries

- Improving the perceptions, understandings, and Aboriginal/non-Aboriginal relationships in relation to fish, fisheries, and watersheds
- Promoting and communicating successful Aboriginal/non-Aboriginal relationships
- Enhancing First Nations' capacity
- Developing mentoring opportunities to increase First Nations' involvement in initiatives (especially youth and community members)

Unfortunately, fewer proposals than desired are submitted to FSWP reflecting First Nations led and partnered projects. Every year during proposal review, feedback received from the Advisory and Technical Review Committees and the Board of Directors highlights this reality. There is a Basin-wide deficit in the ability of stakeholders to meaningfully engage First Nations. The abundance and strength of relationships between Aboriginal and non-Aboriginal communities could stand to improve.

### Session Objective

To draw on the first-hand experiences and lessons of the panel members to provide insight on how to actively develop meaningful cross-cultural relationships.

*"All we can do is walk in the right direction.  
It can seem like such a daunting task to rebuild relationships.  
We need to understand that if we walk in a good way,  
leading with our heart, having an open mind, there will be people who we will touch.  
The Circle will grow. Walk your path, be true to who you are, live your life,  
things will happen."  
– B. Ireland*

### Key Messages

#### *Reconciliation, Process and Humanity*

- Before we can move forward in building meaningful relationships across cultures, we all must consider the difficult, overwhelming and uncomfortable truths found in our history and in the need for reconciliation
- The process and intent by which we all approach building meaningful relationships is more important than the output of the relationship itself. Honouring the process, in the end enables forward movement towards a culture of respect and inclusion.
- Time, patience, commitment and acknowledging humanity first are key elements to bridging cultures and creating relationships

*"Take the time"*

#### Wenona Victor

Given the damaging impacts of colonialism, how do we move forward and respect differences? Empower indigenous voices and recognize that there are different ways of knowing.

*"You must know your own history. For Sto:lo people, those who don't know their own history are less than"*

Brenda Ireland

- Before we move forward with reconciliation, we must acknowledge unresolved grievances that exist as a result of our shared and conflicting history
- Story is a tool to access these deeper truths and to embrace the challenge in understanding history
- Respect, recognition and responsibility are key elements in moving towards decolonization and transformative change
- Confronting colonization involves personal change and political action, and is often about small personal acts done in the mundane that exemplify the values that lead us all to reconciliation

*"Reconciliation is an act of wild, radical, living hope"*

*"Moving from our heads to our hearts"*

Anita Large

- Creating connections with people begins with relating to them on a personal level, such as a warm greeting, a kind word, and a joke
- The success of any endeavor is a reflection of the success of the relationships behind it
- Trust and relationships are built over time and require dedication, patience, inclusion and open lines of communication

*"A joke will get you a long way"*

*"Treat everyone as people first"*

Rick Quipp

- Rick described a means to address conflict on the Fraser River between First Nations, the RCMP, and DFO by striking a safety protocol agreement among the three parties
- The agreement has been in place for ten years
- He approached it with patience, inclusion and respect for all parties involved and as a result the three parties have trust and faith in the agreement
- To foster the embodiment of this living document – common understanding and respect – all three parties meet weekly to maintain open lines of communication and trust by discussing the week's events and issues on the River
- Invitations are a rich means of inclusion

*"Safety for everyone"*

*"We all live up to it"*

Ernie Victor

- Sharing your unique point of view exposes elements of your worldview in a new light and is a way to reach common understandings. For example, Indigenous peoples identify deeply with land, and this point of view needs space to be discussed. Currently, non-Indigenous peoples are influenced to view Indigenous people through the lens of the Indian Act.
- It is very important to honour the traditions of other cultures as a symbolic means of saying, 'I honour your existence'
- Implementing organizational policies and organizational cultures that support indigenous Title and Rights and engagement can help the work of recognition and reconciliation
- There is incredible value in simply trying to reach out to others - share food, learn language, replace what you have taken while providing space for understanding

*"Responsibility comes with your name"*

*"Value in trying"*

*"One heart, one mind, one spirit"*

## **Working With Your Municipality: Insights from Successful Partnerships**

Facilitated by Margaret Birch, City of Coquitlam

Panelists: Nichole Marples, Langley Environmental Partners Society; Ryan Schmidt, Township of Langley; Marnie Watson, City of Burnaby; Stephen Godwin, City of Surrey; Paul Cipywnyk, Stream of Dreams Mural Society

### **Strategic Context**

The Fraser Assembly supports ongoing dialogue, collaboration and integration among key organizations and provides the 'hows' and 'whats' for implementing the *Business Plan*. This particular session was designed to help answer the question of 'how' to synergize local governments and non-government organizations. '*Empowering effective local processes*' is a strategy in support of the Planning and Governance Program area. This session was intended to help leverage and increase engagement opportunities for this particular arena. The Union of BC Municipalities (UBCM) is one key stakeholder that has been identified for the Program to engage. Efforts to do so have taken place, however FSWP has yet to present at the annual UBCM Convention, which would help greatly in making connections.

Sharing partnership successes is also a way the FSWP can address a lack of proactive planning, at all levels. For example, municipal and non-government organization partnerships

have been successful at incorporating fish values into Official Community Plans. Comments from FSWP's technical review and Board project review committees are always encouraging of increasing local government and community participation and partnerships. Back casting of 2008 projects within the Education and Engagement Program area revealed that the most successful and stable outreach organizations have partnerships with institutions like municipalities and regional districts. However, all past Fraser Assemblies have had poor municipal representation. Creating this panel session at the Assembly was a Program response to engage this sector, learn from their experiences and understand their perspective.

### Session Objective

To share insights from municipal partnerships with the aim of leveraging common interests and resources within community.

### Key Messages

- The best delivery of services relies on organizational strengths: talents, capacity and connection to community
- Municipal strengths support higher-level corporate objectives, such as sustainability charters, while non-government organizations are effective due to their connection to place, community and local issues. Partnerships here have a synergistic effect at both levels by implementing the grassroots lens into government policies for change.
- Acknowledging common humanity creates bonds
- Planning exercises and crises are often the catalyst to developing community relationships with the municipality
- Long lasting change and commitment can be achieved by implementing policies and standards that foster accountability, transparency and sustainability
- Often what you work on together is not of most concern (it's all needed and good work). It's the process and the output of building meaningful and mutually beneficial relationships that is most valuable.
- Find common interests and common values among groups whose structure, capacity, and resources give them different frames of reference and organizational knowledge. This synergizes efforts towards change.
- Community engagement with municipalities is often issue-based, timely and relevant
- A paradigm shift in organizational culture is currently underway: from reactive, non-communicative silos, to integrated, proactive and holistic approaches
- Many municipalities are currently developing sustainability charters. These charters are influencing change in the planning processes, standards and policies.

### *Langley Environmental Partners Society (LEPS) and the Township of Langley*

- The spark for this partnership occurred when the Township engaged LEPS to do outreach for their water management strategy
- LEPS holds a Contract for Services with the Township, and receives free office space and overhead costs are assumed by the Township
- LEPS is able to leverage Township contributions for more funds

- With overhead costs paid for by the Township, LEPS is more resilient into the future and has a greater ability to deliver programming
- The Township's ability to fundraise and deliver more programming has increased because their partnership with a non-government organization has made them a suitable candidate for a wider range of funds
- The Township has direct and affordable access to species and habitat inventories and mapping
- The partnership has improved public perception for both parties

#### *Stream of Dreams, Burns Creek Streamkeepers and the City of Burnaby*

- Effective relationships are fostered by recognizing people as human beings, not arms of institutions or simply affiliations
- Acknowledging similar values, interests and vision strengthens relationships through mutual understanding and support
- Crises often mobilize change, forward movement on an issue and create the platform for new relationships
- There is a natural and common fit between non-government organizations and local governments as the scale and scope of their common interests is mutually reinforcing and beneficial – especially in terms of program delivery and organizational resilience
- The development and amendments of Official Community Plans often spark a relationship between community and local government
- Official Community Plan working groups are opportunities for community to inform and influence municipal staff and politics
- The bureaucratic process can be slow and may require long periods of engagement from volunteers. Burnout can result.

#### *City of Surrey*

- Partnerships will increase access to different funds and improve the ability to administer those monies
- Flexibility and adaptability are key to directing projects towards moving targets with increasingly available funds
- Different limiting factors can decrease synergy amongst non-government organizations and municipalities to conserve fish and nature in the city: for non-government organizations the limiting factor is funding; and for municipalities it's human resources, knowledge of local issues, and community buy-in

### **Groundwater, Salmon, and Living Water Smart: Initiatives and Opportunities Toward Sustainable Groundwater Management**

Facilitated by Craig Orr, Watershed Watch Salmon Society

Panelists: Neil Todd, Nicola Watershed Stewardship and Fisheries Authority; Anna Warwick Sears, Okanagan Basin Water Board; Donna Caddie, Ministry of Environment

## Strategic Context

Water is a critical to supporting healthy communities; it is also a critical resource for supporting BC's economy related to tourism, recreation, agriculture, and fisheries. Yet, British Columbia is one of the few jurisdictions in North America where there is no legislation for groundwater management, and this policy vacuum has led to its unregulated and increasing use. More and more, BC residents and industry sectors are tapping into the groundwater resource with little understanding of the possible social, environmental and economic consequences of their unrestricted groundwater use.

As such, groundwater has emerged as one of the key issues within the FSWP Habitat and Water Restoration and Stewardship (HWRS) Program area. A number of organizations are working on groundwater assessment and research projects, and concerned individuals, communities and organizations have identified the urgent need for effective groundwater management. With the recent release of the Provincial water plan, *Living Water Smart*, and its references to the future of groundwater management, the Fraser Assembly was an opportunity to bring together a diverse community of salmon and watershed practitioners to learn more about groundwater research, ecosystem functions and interactions, and sustainable governance and management opportunities.

## Session Objectives

To host a dialogue on the involvement of First Nations', local governments' and the Provincial Government's involvement in groundwater research and management activities; to highlight current groundwater initiatives; and to identify opportunities for supporting and engaging in sustainable groundwater management.

## Key Messages

### *Science and Information*

Water is the fundamental basis for salmon habitat. Without adequate water flows salmon will cease to exist. What isn't fully understood is the role that groundwater plays in contributing to in-stream flows, especially during critical spawning and incubation periods. In his presentation, Neil Todd stressed that, "Groundwater is critical for salmon and salmon are critical to First Nations".

The Nicola Watershed Stewardship and Fisheries Authority and their project partners have been studying the influence of groundwater on providing in-stream flows and cold water refugia for adult salmon during their spawning periods in Interior rivers which often reach lethal summer temperatures. Aerial flights and FLIR (forward looking infrared) technology can identify areas of the river where there is a temperature differential, which may indicate that cooler groundwater is entering the warmer surface water. Fisheries technicians then snorkel these areas to record the presence and observe the behaviour of adult and juvenile salmon in the cool water upwelling areas.



The study was initiated three years ago as a partnership between four First Nations (Okanagan, Nlaka'pamux, Secwepemc and Northern Secwepemc) on salmon bearing streams that frequently record high summer surface water temperatures. In coordination with Fisheries and Oceans Canada, the survey sites were selected and project methodologies were developed. The study is now entering its third year, and pending the results, it may provide valuable information important for protecting groundwater sources if it is demonstrated that groundwater provides critical habitat for adult and juvenile salmon. This may influence how Fisheries and Oceans Canada implements the Wild Salmon Policy for sustainable fisheries management and especially important for implementing the recovery plans for Interior Fraser Coho populations. It may also influence the implementation of *Living Water Smart*.

### *Management and Governance*

Like other areas in the province, surface water in the Okanagan is fully licensed and over-subscribed. This situation has led to some conflicts over water use for recreation, agriculture, domestic water use, and fisheries management purposes. It has also led to increased use of groundwater, which is largely unreported and not monitored. In the absence of specific groundwater legislation, local governments can play an important role in groundwater management. The Okanagan Basin Water Board (OBWB) was formed by three regional districts in the mid-1970s, and provides a mechanism for local governments to develop collaborative and strategic approaches to water governance and management in the Okanagan Basin. Dr. Anna Warwick Sears, Executive Director of the OBWB, provided an overview of the Board's structure and mandate, and shared with the Assembly some of the OBWB's key programs and initiatives.

The OBWB has recognized the importance of using science and information to support responsible decision-making and resource management. It has been leading the Okanagan Supply and Demand Study and has been participating in the Groundwater Assessment in the Okanagan Basin partnership in an effort to gain a deeper understanding of the hydrology and water supply in the Okanagan and to more accurately estimate current and future water use and needs. Dr. Sears also stressed that accurate and timely reporting and monitoring of water supply and use is critical for responsible water management, but noted that currently, monitoring and reporting are not standardized and are not uniformly applied throughout the province.

In many cases, local governments are able to respond more quickly to emerging issues than the federal or provincial governments. In the absence of groundwater legislation, the OBWB has developed a Groundwater Bylaws Toolkit that is now available to all local governments in BC. The Toolkit suggests best practices and bylaws that local governments can use to protect groundwater.

### *Policy and Legislation*

BC's Water Act was created over 100 years ago and it does not adequately address water resource uses, needs and management in today's social, environmental and economic conditions. In 2008, the provincial government released *Living Water Smart*, the Provincial

Government's water plan for secure and healthy water. Donna Caddie, Project Manger for *Living Water Smart*, provided an overview of the plan and outlined the government's three-year workplan for implementing *Living Water Smart*.

It is the government's strategy to respond to these conditions, and to address shifts from government to governance, from management to stewardship, and from end of pipe management to source protection. It states that the government alone cannot achieve water stewardship, and so it also encourages active participation and leadership from citizens, industries and local governments to apply responsible water stewardship practices.

A key action of *Living Water Smart* is recognizing that we need to "do business differently", and as such the Provincial Government will be initiating the process for Water Act Modernization in 2009 and 2010, and anticipates new or revised legislation by 2012. An important component of the new Act will be Groundwater Protection Regulations to protect the quality, quantity and use of our groundwater resources. Another critical issue that may be addressed in the Water Act Modernization is the way that water rights are defined which could have serious implications for water use and licensing.

## Fraser Assembly Summary

This year the Fraser Assembly brought together a diverse range of voices around the theme of collaboration. During the two days, a broad community shared experiences, stories, and lessons that resulted both in practical advice and inspiration on how we can work together with meaning and thoughtfulness. Whether through planning, fisheries management, stewardship or education, we all agree that working towards salmon and watershed sustainability is a critical endeavor. In a number of sessions two key messages were reiterated: how we go about achieving states of sustainability could be just as important as the product of our work, and that these approaches to collaboration are upheld by embracing certain values when we work.

A diversity of valuable experiences was shared during the Assembly and through those, critical elements to successful collaboration were articulated across the board. Municipalities, non-profit organizations, stewardship groups, First Nations and planning tables all said, in one form or another, that one aspect of successfully coming together is to build meaningful relationships around common interests. Stakeholders acknowledged that relationships are fostered by many important elements: understanding, acknowledgement of our common humanity, trust, openness and communication; this acknowledgement was bolstered by a presentation on partnerships and leveraging at the Assembly. For example, those working hard to restore riparian habitat throughout the Fraser Basin shared with the Assembly that communication before, during and after their works augmented their relationship with project landowners. Both habitat specialists and those working on governance issues emphasized through their experiences that support for any process is important, especially at the local level. They also emphasized that while regional, provincial and federal initiatives tend to be ephemeral, the local community has a long-term and enduring commitment to watershed sustainability. In addition, local roundtables articulated the lesson that all stakeholders need to be engaged in the beginning of a process to help shape the structure of any type of collaboration or partnership. Partnerships between local governments and stewardship groups also shared the same lesson and reasoned that this approach allows for equity, representation and all voices to be heard. The panel session on cultural bridging echoed these values when approaching work and life as well. Almost all who shared during the Assembly, in one form or another, said that effectiveness can be relative to the amount of information available and shared freely.

Fraser Basin stakeholders conveyed that a lasting way to ensure successful partnerships is to support and value local champions. Municipalities acknowledged that it is often inspired and committed staff that promote dialogue on sustainability and bridge out to committed stewardship groups. Municipalities, governance tables, First Nations and stewardship groups told us success stories that involved putting people first and using the strengths, talents and capacity of those around the table. The Basin community, especially those in habitat and planning, shared that the degree of connection that individuals and groups have to a place or a process can be relative to its success. "If you believe in it and are sincerely invested in it, the process will likely thrive."

Taking the time to reach out and communicate what you do, how you do it, and why you do it are really valuable opportunities to share, exchange, learn and bridge gaps with other practitioners. The essence of this statement was evident in the Assembly evaluations. Most who participated on the paddlewheel tour explained the value of being able to talk with others to learn and share. Such simple yet necessary elements can lead to sustainable activities and resilient and beneficial relationships.

The invited speakers and Fraser Assembly participants provided concrete experiences and examples of how partnerships and collaboration have provided benefits to their projects and activities. The range of these benefits varied: the Partnerships and Leveraging Training Session emphasized the utility of being able to leverage skills and resources; the Making Habitat Work panel said that communicating their intentions provided trust, buy-in and success to their projects, especially with the local community; some municipality and First Nations perspectives emphasized that true collaboration can be fortified when an organization develops and implements policies to uphold their intent to work towards norms and values that facilitate change; the Roundtables and Regional Planning Groups presentation reminded us that leadership and proactive vision promote change and the opportunity to influence decision making; and in the Finding Common Ground session, fisheries management practitioners shared the need to communicate across boundaries to engage and solidify commitment to sometimes complex and diverse management needs.

The many experiences, stories and lessons shared by people have provided us with more building blocks with which to instill our vision and recognize the opportunities the Fraser Salmon and Watershed Program has to facilitate and support change, as it is led by its stakeholders. Many stakeholders, through their learning, told us:

*"Everything we do is an opportunity to do things meaningfully and to change.  
The rich key to change is to be flexible, adaptable and hopeful.  
People make change every day."*

# Appendix I: Fraser Assembly Agenda

## FRASER ASSEMBLY 2009 "OPPORTUNITIES FOR COLLABORATION"

JUNE 9<sup>TH</sup> & 10<sup>TH</sup>

THE INN AT WESTMINSTER QUAY

### DAY 1: JUNE 9<sup>TH</sup>, 2009

HYACK ROOM, INN AT WESTMINSTER QUAY

8:30 **Registration**

*Coffee and light refreshments provided*

9:00 **Welcome and Introductions**

9:15 **Keynote Address**

*Brian Riddell, Executive Director & CEO, Pacific Salmon Foundation*

9:40 **Fraser Salmon & Watersheds Program: 2008/09 Overview and 2009/10 Direction**

*Cam West, Director, Fraser Salmon & Watersheds Program*

10:15 **Coffee Break**

10:35 **Concurrent Sessions**

***Hyack Room:***

**Training Session: Partnerships and Leveraging**

There is a myriad of partnership models that can help leverage your organization's resources into the future – but what does it mean for the environmental community? Using hands-on activities, this workshop will explore the spectrum of partnership models, what makes them work, where they often fail, and what steps you can take to ensure they are successful.

*Facilitated by Kylie Hutchinson, Community Solutions Planning & Evaluation*

***Fraserview Room:***

**Roundtables and Regional Planning Groups: Transitioning from Planning to Implementation**

Many roundtables and planning groups form with the mission to develop local solutions to watershed issues on a watershed basis. The challenge that remains is how to implement these solutions within a broader regulatory framework. This session will generate ideas on how groups in the basin are meeting these challenges.

*Facilitated by Anna Warwick Sears, Okanagan Basin Water Board*

12:00 **Lunch**

12:45 **Concurrent Sessions**

***Hyack Room:***

**Finding Common Ground: Harmonizing Sockeye Stock Assessment Programs in the Fraser Basin**

By integrating five Sockeye stock assessment programs in the reaches of the Lower Fraser River, the Legacy Program is intended to build confidence in reliable enumeration and stock composition. This presentation will show how the various stock assessment programs work together to provide a critical information basis for sustainable fisheries management.

*Facilitated by Karl English, LGL Ltd. and Brian Riddell, Pacific Salmon Foundation*

**Fraserview Room:**

**Making Habitat Work: Linking People & Linking Action**

This session will highlight several case studies demonstrating a range of collaborative processes, and explore how increased collaboration and collaborative networks can support the implementation of ecosystem-based approaches. This session will also explore what insights can be drawn from these experiences regarding effective watershed governance.

*Panelists: Mark Angelo, Rivers Institute at BCIT; Tracy Bond, Baker Creek Enhancement Society; Tracy Sampson, Nicola Tribal Association; Andrew Day, BC Aquatic Information Partnership*

*Facilitated by Stephen Geiger, S4S Solutions*

2:15 **Paddlewheel Tour of the Lower Fraser River**

Join us to learn more about the history and importance of the lower Fraser River and take the opportunity to meet and network with colleagues from throughout the Fraser Basin. Afternoon coffee, tea, and light refreshments will be served on board.

*Boarding at 2:30 pm, departure at 2:45 pm, and return at 5:45 pm.*

*Departs from the foot of the Inn at Westminster Quay (west end of Westminster Quay Market)*

2:30 **Story Station: What is your story?**

**Hyack Room:**

Participants at the Fraser Assembly are invited to submit project stories, and to indicate whether a story could be posted on ThinkSalmon.com, used for outreach, or simply kept as information for program planning. A story station will be set up in the Hyack Room until 5:30 pm.

6:15 **Dinner served in the Hyack Room**

*Presentation of Salmon Hero Award*

**DAY 2: JUNE 10<sup>TH</sup>, 2009**

**HYACK ROOM, INN AT WESTMINSTER QUAY**

7:45 **Breakfast**

8:45 **Welcome & Rapporteur**

*Marcel Shepert, Upper Fraser Fisheries Conservation Alliance*

9:00 **Living Rivers Georgia Basin: Program Overview**

*Al Lill, Living Rivers – Georgia Basin Vancouver Island*

9:15 **Bridging Cultures: Moving Toward Inclusive Communities of Practice through the Identification of Challenges, Opportunities and Successes**

This panel discussion will highlight a range of First Nation experiences and perspectives in building meaningful relationships between diverse groups.

*Panelists: Brenda Ireland, First Light Initiatives; Anita Large, Theytus Publications; Denise Williams, En'owkin Centre; Ernie Victor, Fraser Basin Council*

*Facilitated by Wenona Victor, PhD candidate, Simon Fraser University*

10:45 **Coffee Break**

11:00 **Working with your Municipality: Insights from Successful Partnerships**

This session will highlight case studies that explore the opportunities and benefits that can be gained by engaging in municipal partnerships.

*Panelists: Nichole Marples, Langley Environmental Partnership Society; Ryan Schmidt, Township of Langley; Marnie Watson, City of Burnaby; Stephen Godwin, City of Surrey; Paul Cipywnyk, Stream of Dreams Mural Society*

*Facilitated by Margaret Birch, City of Coquitlam*

12:15 **Lunch**

1:15 **Groundwater, Salmon, and Living Water Smart: Initiatives and Opportunities Toward Sustainable Groundwater Management**

This panel discussion will highlight some initiatives in groundwater-salmon interactions, and explore opportunities to influence groundwater management and support the goals of the provincial water plan, Living Water Smart.

*Panelists: Lynn Kriwoken, Ministry of Environment; Anna Warwick Sears, Okanagan Basin Water Board; Neil Todd, Nicola Watershed Stewardship and Fisheries Authority  
Facilitated by Craig Orr, Watershed Watch Salmon Society*

2:45 **Wrap-up & Closing Remarks**

*Terry Tebb, Vice President of Operations, Pacific Salmon Foundation*

3:15 **Adjourn**

## Appendix II: List of Fraser Assembly Attendees

Akenhead, Scott	S4S Solutions
Angelo, Mark	Rivers Institute at BCIT
Argue, Roy	Fisheries and Oceans Canada
Assonitis, Katrina	Pacific Salmon Foundation
Atchison, Jennifer	Stoney Creek Environment Committee
Baker, Sharolise	Stellat'en First Nation
Balcke, Amanda	Alouette River Management Society
Bennie, Dave	Port Moody Ecological Society
Birch, Margaret	City of Coquitlam
Bond, Tracy	Baker Creek Enhancement Society; Horsefly River Roundtable
Borstad, Gary	ASL Environmental Sciences Inc
Bourgeois, Bill	New Direction Resource Management Ltd
Bowler, Bev	Fisheries and Oceans Canada
Brandes, Oliver	University of Victoria
Braun, Doug	Simon Fraser University
Brown, Leslie	ASL Environmental Sciences Inc
Caddie, Donna	Ministry of Environment
Cadieux, Tom	Fisheries and Oceans Canada
Campbell, Clayton	BC Cattlemen's Association
Carlson, Glen	A Rocha Canada
Cipywnyk, Paul	Stream of Dreams Mural Society
Coulter Boisvert, Maurice	Fisheries and Oceans Canada
Day, Andrew	BC Aquatic Information Partnership
Day, Joanne	Fisheries and Oceans Canada
Donnelly, Fin	Rivershed Society of BC
Dorr, Caroline	Burrard Inlet Environmental Action Program – Fraser River Estuary Management Program
Douglas, Tanis	Watershed Watch Salmon Society
English, Karl	LGL Limited
Fowler, Michael	BC Wildlife Federation
Gagne, Alex	BC Assembly of First Nations
Gallagher, Patricia	Simon Fraser University
Gaudry, Michelle	Burrard Inlet Environmental Action Program – Fraser River Estuary Management Program
Geiger, Stephen	S4S Solutions
George, Albert	Saik Uz First Nation
Godwin, Stephen	City of Surrey
Greenwood, Kim	Langley Environmental Partners Society
Greenwood, Amy	Fraser Basin Council
Hall, Trish	Watershed Watch Salmon Society
Hamilton, Wellsley	Fisheries and Oceans Canada
Hayashi, Mayo	Pacific Salmon Foundation
Hebron, Tanya	Fraser Basin Council
Herunter, Herb	Fisheries and Oceans Canada
Hesketh, Lee	BC Cattlemen's Association
Holmes, Richard	UNBC
Hutchinson, Kylie	Community Solutions Planning & Evaluation
Ireland, Brenda	First Light Initiatives
Joe, Glen	Kwikwetlem First Nation
Johansson, Todd	Fisheries and Oceans Canada
Johnson, Mark	Fisheries and Oceans Canada
Joseph-Bruce, Maxine	Lil'wat Nation



Kennedy, Meredith  
Knight, Rob  
Kono, Go  
Kwak, Frank  
Large, Anita  
Laulainen, David  
Leon, Mike  
Lill, Alan  
Machin, Deana  
Mann, Tracey  
Marples, Nichole  
Mason, Brad  
Massier, John  
Maxwell, Marla  
McMillan, Dora  
Meneer, Michael  
Milne, Saul  
Moore, David  
Morten, ZoAnn  
Moser, Megan  
Nickin, Pete  
Orr, Craig  
Park, Elan  
Paul, Lesley  
Pither, Tiffany  
Purton, Laura  
Quipp, Rick  
Ramage, Dianne  
Reynolds, John  
Richardson, Tessa  
Richardson, Ted  
Riddell, Erin  
Riddell, Brian  
Robinson, Marion  
Robinson, Sarah  
Ross, Fraser  
Salomon-de-Friedberg, Elizabeth  
Sampson, Tracy  
Schmidt, Ryan  
Scholz, Peter  
Schubert, Neil  
Scroggie, Jamie  
Shinkewski, Jim  
Slack, Terry  
Sparrow, Debra  
Staley, Mike  
Stegemann, Andrew  
Sterritt, Gord  
Stubbs, Tascha  
Tabata, Naomi  
Tautz, Art  
Tebb, Terry  
Todd, Neil  
Towell, Louise  
Trager, Diana  
Tung, Michelle

S4S Solutions  
Ministry of Environment  
Student  
Fraser Valley Salmon Society  
Theytus Books  
Junxion Strategy Inc  
Katzie First Nation  
BC Conservation Foundation  
Fraser Basin Council  
Georgia Strait Alliance  
Langley Environmental Partners Society  
Fisheries and Oceans Canada; Community Mapping Network  
Cariboo Regional District  
Fisheries and Oceans Canada  
Baker Creek Enhancement Society  
Pacific Salmon Foundation  
Fraser Basin Council  
Fraser River Salmon Table Society  
Pacific Streamkeepers Federation  
Pacific Salmon Foundation  
Fraser River Aboriginal Fisheries Secretariat  
Watershed Watch Salmon Society  
Fisheries and Oceans Canada  
Canim Lake Band  
Pacific Salmon Foundation  
Fisheries and Oceans Canada  
Cheam Indian Band  
Pacific Salmon Foundation  
Simon Fraser University  
Nova Pacific Environmental  
Community Resource Centre for the North Thompson  
Corporation of Delta  
Pacific Salmon Foundation  
Fraser Basin Council  
BC Assembly of First Nations  
Nova Pacific Environmental  
Nicola Watershed Community Round Table  
Nicola Tribal Association  
Township of Langley  
Nova Pacific Environmental  
Fisheries and Oceans Canada  
Fisheries and Oceans Canada  
Pacific Salmon Foundation  
Fraser River Historian  
Musqueam First Nation  
Fraser River Aboriginal Fisheries Secretariat  
Pacific Salmon Foundation  
Northern Shuswap Tribal Council  
Pacific Salmon Foundation  
Stewardship Centre for BC  
Ministry of Environment  
Pacific Salmon Foundation  
Nicola Watershed Stewardship and Fisheries Authority  
Stream of Dreams Mural Society  
Fisheries and Oceans Canada  
Pacific Salmon Foundation

Vanderwal, Jim  
Victor, Wenona  
Victor, Ernie  
Vieira, Erin  
Warwick Sears, Anna  
Watson, Marnie  
Wells, Morgan  
Werring, John  
West, Cam  
William, Noella  
Wood, Laurie  
Wright, Bruce  
Zevit, Pamela

Fraser Basin Council  
Simon Fraser University  
Fraser Basin Council  
Fraser Basin Council  
Okanagan Basin Water Board  
City of Burnaby  
Lil'wat Nation  
David Suzuki Foundation  
Pacific Salmon Foundation  
Soda Creek Band  
Simon Fraser University  
Nova Pacific Environmental  
Adamah Consultants

## **Appendix III: Fraser Salmon & Watersheds Program 2009/10 Key Dates**

### 2009

August 31	2010 Request for Proposals issued
September 15	Deadline for 2009/10 interim reports
October 2	Deadline for concept proposal submission
November 2	Notification of concept proposal evaluations
December 11	Deadline for detailed proposal submission

### 2010

March 2	Notification of detailed proposal evaluations
March 15	Deadline for 2009/10 final reports

## Appendix IV: Fraser Salmon & Watersheds Program Desired Outcomes and Strategies

In 2008, the FSWP initiated an outcome-based management and evaluation framework, referred to as the Logic Model. This tool will guide: (1) strategic development of the Program, (2) tracking and monitoring progress within the Program, and, (3) measuring the results or outcomes of the Program. The Logic Model clearly articulates the desired outcomes of the Program, and associated strategies to achieve the outcomes. This makes it a useful tool for project selection because it provides a benchmark against which to evaluate proposals. It may also be used by Program proponents to draft thoughtful, effective project proposals that will contribute to the success of the Program and be part of a strategic suite of projects.

As mentioned in the Introduction to this report, the Logic Model is still in development. In particular, performance measures will be developed and will greatly enhance the Program's ability to assess its effectiveness and further adapt for greater success.

To date, desired outcomes and strategies<sup>6</sup> for each of the four Program areas have been established<sup>7</sup>:

### Education and Engagement

*Outcome 1:* Education practitioners in the Basin have the capacity to enable human behaviour change

*Outcome 2:* Citizens in the Basin have a variety of opportunities to remain actively engaged in salmon and watershed conservation

Two strategies have been developed to support the outcomes:

- i. **"Do it"** promotes specific and discreet human behaviour change
- ii. **"Do it, learn more, do more"** promotes action to spark awareness, leading to escalating engagement and more action

### Habitat and Water Restoration and Stewardship

*Outcome 1:* Habitat integrity works and ecosystem management are efficient and effective through coordinated, integrated and informed processes

*Outcome 2:* Habitat integrity works and ecosystem management contributes to resilient and resistant ecosystems

*Outcome 3:* Diverse and representative sectors and levels of society are engaged in habitat integrity works and ecosystem management, contributing to participatory and integrated ecosystem management processes

Three strategies have been developed to support the outcomes:

- i. **Habitat:** to improve salmon habitat and ecosystem resiliency through protection, restoration, mitigation and enhancement activities
- ii. **Stewardship:** to support and escalate the engagement of representative groups in habitat and ecosystem management initiatives through direct stewardship activities, capacity building, education, and awareness
- iii. **Research and Tools:** to support the dissemination of knowledge and tools required for decision-making and best management practices for aquatic resources

### Planning and Governance

*Outcome 1:* People convene in collaborative processes and develop common visions of sustainable governance in both salmon and watershed management. These processes occur among First Nations (Tier I), between First Nations and other governments (Tier II), and among all interested parties (Tier III)

---

<sup>6</sup> The strategies are intended to apply to any or all of the outcomes; strategy #1 does not necessarily apply exclusively to outcome #1, and so forth

<sup>7</sup> These are the outcomes and strategies as they were in the early part of 2009; please refer to the *2010 Request for Proposals* for further updated and refined outcomes and strategies

*Outcome 2:* Planning and governance tools and techniques support regionally specific and province wide collaborative decision-making processes

Two strategies have been developed to support the outcomes:

- i. **Roundtable Processes** that are reliable and mutually supportive, with agreement by industry leaders, NGOs and all levels of government on a common vision for sustainable watershed governance
- ii. **Information and Support** is available to multi-stakeholder groups

#### Sustainable Integrated Fisheries Management

Outcome 1: diverse and representative sectors and levels of society are engaged in collaborative science initiatives addressing threats to salmon and watershed sustainability

Outcome 2: tools and information necessary to support a common understanding of science that address threats to salmon and watershed sustainability exist

Two strategies have been developed to support the outcomes:

- i. **Collaborative Science Initiatives**, inclusive of all interests, address threats to salmon and watershed sustainability
- ii. **Tools and Information** necessary to support a common understanding of science needed to address threats to salmon and watershed sustainability are created and disseminated

# Appendix V: Fraser Salmon & Watersheds Program Project Approval Process

## Request for Proposals

FSWP's project approval process begins with a Request for Proposals (RFP). The RFP outlines the desired outcomes and associated strategies of the Program and provides strategic direction for applicants. The RFP will be released on August 31, 2009.

## Concept Proposal Phase

The concept proposal phase is the first of a two-phase application process. Applicants are invited to submit a concept proposal, which is relatively short and is intended to provide an outline, or concept, of their proposed project. The concept proposal is evaluated against (1) consistency of the proposal with the desired outcomes and strategies of the Program, and (2) benefits of the project relative to the costs. It is also reviewed by external government staff (Ministry of Environment and Fisheries and Oceans Canada) to assess the proposal's alignment with government strategic priorities.

Upon review of concept proposals, FSWP staff may provide strategic feedback to applicants on how to strengthen the strategic direction of their projects to better align with those of the Program. Staff may also offer advice on partnership opportunities.

FSWP received 102 concept proposals for the 2009/10 year on September 14, 2008. At that point, Program funds were oversubscribed by a ratio of 2:1.

## Detailed Proposal Phase

Applicants who are successful at the concept proposal phase are invited to submit a detailed proposal. As the name implies, the proposal is much more detailed than the concept proposal and information pertaining to deliverables, methodologies, and milestone dates is required. Review of the detailed proposal is much more rigorous and involves a few stages.

FSWP received 78 detailed proposals for the 2009/10 year in December 2008. At that point, Program funds were oversubscribed by a ratio of approximately 1.5:1.

## *Technical Review*

Technical review committees, consisting of experts external to the FSWP, review the proposed methodologies of the detailed proposal and provide feedback to FSWP staff.

## *Financial Review*

The Director of Accounting for the Pacific Salmon Foundation screens the budgets against a rate schedule and provides feedback to FSWP staff.

## *Strategic Review*

FSWP staff and management incorporate the results of the technical and financial reviews and embark on a rigorous strategic review of the suite of proposed projects. This process concludes in the development of a detailed work plan of approved projects. The workplan is presented to the Pacific Salmon Foundation Board Project Review Committee for final approval.

## Appendix VI: List of Project Proponents for 2009/10

In light of the theme of the fifth meeting of the Fraser Assembly, "*Opportunities for Collaboration*", we have provided a list of projects and project managers here. This may be a useful tool for current and potential proponents as they seek out others doing similar work. Please visit [www.thinksalmon.com](http://www.thinksalmon.com) to view descriptions of the projects.

<u>Project Title</u>	<u>Program Area<sup>8</sup></u>	<u>Proponent's Name</u>
Stewardship Works!	EE	Stewardship Centre for BC Society
A Business Plan for Supporting Stewardship in BC	EE	Stewardship Centre for BC Society
Langley Thinks Salmon	EE	Langley Environmental Partners Society
Coldwater River Habitat Education and Awareness	EE	Nicola Tribal Association
Conversations with a Dreamfish	EE	Stream of Dreams Mural Society
Culturally Inclusive Watershed Education and Engagement Pilot Project	EE	Fraser Basin Council Society
Salmonids in and out of the Classroom	EE	Kamloops/Thompson School District
Three Rivers join One River Discovery Project	EE	Lillooet Naturalists Society
Up your Watershed Tour! – with Voices of Nature	EE	Artist Response Team
Water Wise: Water Conservation and Watershed Health Education	EE	Cariboo Chilcotin Conservation Society
Stop the Spread of Spiny-ray Invasive Fish Species	EE	Kingfisher Interpretive Centre Society
2009 Riversheds Forum	EE	Rivershed Society of British Columbia
Community Salmon Education Program	EE	Stewardship Pemberton Society
Stream of Dreams Watershed Education	EE	Stream of Dreams Mural Society
Youth Leadership and Engagement Program	EE	Fraser Basin Council Society
Powerhouse Foreshore Restoration Project – Visioning Sessions	EE	Lillooet Naturalists Society & Cayoose Creek Indian Band
White Sturgeon Community Outreach Support	EE	Nechako White Sturgeon Recovery Initiative
Land Stewardship Actions and Protecting Habitat for Salmon	EE	Fraser Valley Conservancy
Spawning Stories, Hatching Change	EE	Williams Lake Field Naturalists / Scout Island Nature Centre
Salmon Points Reward Program	EE	Langley Environmental Partners Society
Bonaparte Watershed Streambank Restoration	HWRS	Bonaparte Watershed Stewardship Society
Fish Habitat and Flood Protection Improvements for the Hatzic Lake/Dewdney Area	HWRS	Dewdney Area Improvement District
Protecting Salmon and Habitat from Aliens!	HWRS	Invasive Plant Council of BC
Salmon River Watershed Restoration and Monitoring	HWRS	Salmon River Watershed Society
Evaluation of restoration activities on the Horsefly River Riparian Conservation Area	HWRS	The Land Conservancy of BC
Fish Habitat Rehabilitation Effectiveness Monitoring	HWRS	BC Conservation Foundation
Ladner Creek Habitat Restoration Project	HWRS	BC Conservation Foundation
Fortune Creek Watershed Project: Surface water and Groundwater Integration: Implications for Fish Protection	HWRS	University of British Columbia
Salmon Habitat Restoration Program (SHARP)	HWRS	City of Surrey
Survival Study Development at Wilsey Dam	HWRS	Okanagan Nation Alliance
Control and Inventory of Invasive Smallmouth Bass	HWRS	Ministry of Environment

<sup>8</sup> The four Program areas are Education and Engagement (EE); Habitat and Watershed Stewardship and Restoration (HWRS); Planning and Governance (PG); and Sustainable Integrated Fisheries Management (SIFM)

Fraser Basin Salmon Ecosystem Project	HWRS	Simon Fraser University
Corbold Creek Spawning Habitat Improvement	HWRS	Fraser Valley Regional Watersheds Coalition
Groundwater Habitat Interactions for Interior Fraser Coho	HWRS	Nicola Tribal Association
Farmland Riparian Interface Stewardship Program (FRISP)	HWRS	BC Cattlemen's Association
Gates Creek Spawning Habitat Improvement	HWRS	Lillooet Tribal Council
Evaluating the Vulnerability of Pacific Salmon to Effects and Climate Change in the Central Interior	HWRS	ESSA Technologies Ltd.
Hydrological Assessment of the Musqueam/Cutthroat Creek Watershed	HWRS	Musqueam Ecosystem Conservation Society
North Thompson Sustainable Watershed Atlas	HWRS	Community Resource Centre for the North Thompson
Bonaparte Watershed Water Management	PG	Bonaparte Watershed Stewardship Society
Roberts and Sturgeon Banks Reach Overview	PG	Fraser River Estuary Management Program
Shuswap Lake Integrated Planning Process (SLIPP)	PG	Fraser Basin Council Society
Continuing to Build a River Community	PG	Fraser River Salmon Table Society
Xeni Gwet'in Chilko Roundtable Watershed Plan	PG	Xeni Gwet'in First Nations Government
Inter-Tribal Fishing Treaty between Indian Nations: a Treaty of Mutual Purpose and Support	PG	Inter-Tribal Fishing Treaty
Integrated Salmon Dialogue Forum	PG	Fraser Basin Council Society
Nicola Water Use Management Plan – Plan Evaluation and Approval	PG	Nicola Watershed Community Roundtable
Coquitlam River Watershed Project	PG	City of Coquitlam & Kwikwetlem First Nation
In-season Salmon Abundance and Health Indicator Program	SIFM	Northern Shuswap Tribal Council
Feasibility of system-wide DIDSON estimation of Sockeye escapement in the Quesnel River system	SIFM	Upper Fraser Fisheries Conservation Alliance
Beyond the Mixed Stock Fishery: Better Salmon Management through Participant-based Salmon Fisheries Planning	SIFM	Chehalis Indian Band
Fraser Sockeye Fisheries Model Integration, Coordination, and Communication	SIFM	International Analytic Science Ltd.
Assessment of a Live Capture, Mark-recapture and Biosampling Program for Fraser Salmon and Steelhead	SIFM	LGL Limited
First Nations Database Project	SIFM	A-Tlegay Fisheries Society
Remote Sensing of Large Watershed Change for Ecosystem Management	SIFM	G.A Borstad Associates Ltd. & ALS Environmental Services



## Appendix VII: Workshop Evaluation Results

The following comments are compiled from the 22 Workshop Evaluation Forms that were submitted to FSWP staff at the end of the Assembly. Thank you for taking the time to share your comments and suggestions with us!

### 1. How would you rate this meeting of the Fraser Assembly overall?

Circle one:	(poor)	1	2	3	4	5	(excellent)
-------------	--------	---	---	---	---	---	-------------

Average rating: 4.5/5

### 2. What specifically did you like most about this Assembly meeting?

- The program (7)
- Direct relevance of info shared to assist funded recipients
- The venue
- Bridging Cultures (4); Making Habitat Work (2); Partnerships and Leveraging; Roundtables and Regional Planning Groups
- Networking and the Paddlewheel Tour (15)
- Inspirational, knowledgeable speakers
- Ability to hear from government, NGOs and variety of stakeholders (2)

### 3. What specifically did you like least about the Assembly meeting?

- Water Smart presentation - lack of senior government officials in attendance to answer hard questions
- Groundwater session was good but a bit dry
- Partnerships and Leveraging session
- Displays far away from action, not enough space (3)
- Small space, room was awkward for sound and visibility (3)
- Very little science
- Breakout session on Day 1 seemed rushed, possibly due to room change (3)
- Need more Interior folks
- Frasersview Room was not conducive break-out group format
- Poor directions to Frasersview Room, difficult to get to (2)
- Most presenters lacked good public speaking skills
- No opportunity to comment on future FSWP priorities
- Frasersview Room was too small and hot
- Loss of participation during the evening event
- Not impressed by the 'Bridging Cultures' group
- The realization that only 11% of the funding went to the mid and upper Fraser River where most of the salmon are from

### 4. What suggestions for improvement do you have for future Assemblies?

#### Venue/Catering

- Hold meeting in location isolated from other distractions so people are forced together

#### Program

- Breakout sessions must be well facilitated & efficient
- Less promotional material for PSF
- Provide greater opportunities for non-government organizations to network and be heard; at the beginning have a facilitator lead some ice-breakers for everyone to get to greater familiarity with the attendees (2)
- Ask all presenters to practice in advance

- Ask speakers to make presentations more interactive if possible
- Emphasis be placed on getting higher attendance from recreational sector
- More funding announcements for the mid and upper Fraser River
- Have provocative speakers or speakers with a different perspective
- One session where a topic can be explored in some detail with audience participation

**5. How would you rate the discussion and relevancy of the concurrent session(s) that you attended on June 9?**

Circle one:	(poor)	1	2	3	4	5	(excellent)
-------------	--------	---	---	---	---	---	-------------

Concurrent Session	Rating	Suggestions for Improvement
Partnerships & Leveraging (8 responses)	3.25/5	<ul style="list-style-type: none"> <li>• Didn't keep time as well as they could have</li> </ul>
Roundtables and Regional Planning (9 responses)	3.9/5	<ul style="list-style-type: none"> <li>• FN salmon issues far more complex than much of the discussion encompassed by the Roundtable scope</li> <li>• Not enough time to hear from every break-out group</li> </ul>
Finding Common Ground: Harmonizing Sockeye Stock Assessment Programs in the Fraser Basin (4 responses)	4/5	
Making Habitat Work (9 responses)	4.2/5	<ul style="list-style-type: none"> <li>• Have greater time for questions and audience interaction</li> <li>• Allow more time for discussion, would have liked to have a longer presentation from Andrew Day</li> </ul>

**General comments for concurrent sessions:**

- More definitive conclusions, re-cap at plenary
- Have a 3rd option to provide more choices & to make the groups smaller
- Would like to see some more science

**6. How would you rate the discussion and relevancy of the panel discussions on June 10?**

Circle one:	(poor)	1	2	3	4	5	(excellent)
-------------	--------	---	---	---	---	---	-------------

Panel Discussion	Rating	Comments and Suggestions
Bridging Cultures: Moving Toward Inclusive Communities of Practice (20)	4.15/5	<ul style="list-style-type: none"> <li>• Would have been much more balanced to have a non-FN perspective on the panel</li> </ul>
Working with your Municipality: Insights from Successful Partnerships (20)	3.6/5	<ul style="list-style-type: none"> <li>• Not enough variety / different points of view</li> </ul>
Groundwater, Salmon, and Living Water Smart: Initiatives and Opportunities for Sustainable Groundwater Management (19)	4/5	<ul style="list-style-type: none"> <li>• The Living Water Smart presentation provided little information on a critical topic. The province must become more engaged in salmon issues as they manage the water in this province.</li> <li>• Donna Caddie's presentation; although very well done, was a big disappointment. She talked about the policy (what) but nothing about how.</li> </ul>

**General comments for panel discussions:**

- Ensure that detailed background info from panelists is available as take home package

- Shorten the presentations, it is likely this will increase the number of questions for the panelists
- Perhaps less panelists so there would be more time for panel interactions as well as audience participation
- Presenters lack dynamic speaking skills, and read PowerPoint slides (sleep inducing); take too long to say too little, speaking personally and from the heart is best

**7. To assist planning future Fraser Assemblies, please let us know what should be the most important goals of the Fraser Assembly sessions (please rank 1 – 6, with 1 being most important)**

Average rating	
2.6	Discuss cross-cutting issues (18 responses)
3.1	Informal networking (19 responses)
3.6	Share updates with other organizations (19 responses)
4	Suggest future direction for the FSWP (20 responses)
4	Receive updates on and discuss the FSWP (18 responses)
4.3	Discuss specific projects (16 responses)
2	Other: (1 response) <ul style="list-style-type: none"> <li>• Future issues and potential opportunities</li> </ul>

**8. How would you rate the facility that hosted this Assembly (*Inn at Westminster Quay*)?**

Circle one:	(poor)	1	2	3	4	5	(excellent)
-------------	--------	---	---	---	---	---	-------------

Average rating: 3.95/5

**9. Do you have any other additional comments for the Fraser Basin Council and the Pacific Salmon Foundation as we continue to deliver the Fraser Salmon & Watersheds Program?**

- Continue to bridge gaps and facilitate collaboration as an integral part of the programs & funding criteria
- Regional equity is needed in funding distribution. We all have watershed and salmon issues to deal with.
- Would like to see continued effort to spread out projects throughout the basin and regions, and to work with groups who don't receive funding to improve their proposals for other years
- Keep in mind that funding is important for action - so thank you for not blowing the budget on facilities
- Continue to make your presence known with the Provincial, Federal, and Municipal Governments.
- Provide an overview of your evaluation of the program, results from which will inform and support your efforts to keep it going with a stable funding base

## **Appendix VIII: Building Successful Partnerships**

The following information is sourced from a hand-out at the *Partnerships and Leveraging Training Session* on June 9<sup>th</sup>. Thank you to Kylie Hutchinson of Community Solutions Planning and Evaluation for providing the material.

### Reasons to Partner

- Increased financial and organizational stability
- Improved service delivery
  - Reduced duplication of services
  - Increased ability to respond and act on a larger scale
- Potential cost and time-savings through shared administration and program delivery
- Greater accountability of limited resources
- Enhanced resource development capacity
  - New ideas and energy
  - Funders favour collaborative proposals
  - Decreased competition
- Increased information sharing
- Access to a larger knowledge and skill base
- Better connections and networks
- Greater visibility and credibility in the community
- Reduced isolation for smaller organizations
- Access to a greater number of resources among organizations

### What makes a “real” Partnership or Collaboration?

- It endures over a period of years
- It shares resources; new partners contribute toward a common resource tool
- It has formalized structures; it becomes transparent and rules-based rather than ad-hoc
- Partners demonstrate a willingness to put their individual objectives on hold to achieve the goals of the partnership
- Partners demonstrate an understanding that injuring the other partners is not in their best interest

### Beware of Potential Obstacles!

- Confusion around vision or goals
- Lack of clear roles for partners
- Loss of direction or focus
- Clash of different organizational cultures
- Resource inequities among member organizations
- Lack or change of leadership
- Unequal involvement of partners
- Erratic attendance at meetings
- Failure of planned projects
- Negative publicity
- Partner burn-out
- Excessive bureaucracy

- 'Turf battles'
- Diversion of too many resources from regular programming
- Losing touch with the community
- Inadequate or loss of funding
- Concerns over risks and liability
- Rushing the process

### Helpful Hints for Starting Out

- Define a clear vision and stay focussed on it
- Establish common understandings and ground rules
- Develop clear roles for members and leaders
- Establish a formal decision-making process and mechanism for resolving disputes before they arise
- Be open with each other and use mutual disclosure to build trust
- Deal with difficult issues head on
- Focus on long term results versus short term rescue plans
- Keep staff informed of the process throughout
- Involve those stakeholders who will be affected by the process
- Strive for win-win scenarios
- Test out the alliance early with small, simple projects that build trust, commitment, and credibility with stakeholders
- Divide up tasks based on who has the most expertise in an area
- Keep good documentation of the process
- Involve a neutral third party for negotiations when appropriate
- Spend time getting to know others
- Develop goals and objectives with timelines
- Be persistent and patient
- Take the time to do it well
- Celebrate milestones

### Keys to Success

- High levels of communication, trust, and commitment among partners
- Strong leadership
- Strong managerial will and employee support
- Similar organizational mandates
- Comparable organizational sizes
- Stable organizations
- Small number of partners
- Equitable commitment of resources from partners
- History of working relationships among participants

### Internal Collaboration Issues

- Commitment to a common vision and mission
- Quality and competence of leadership
- Dedication of staff time to collaboration
- Degree of mutual trust
- Changes in leadership or in the roster of participating agencies
- Control over and expenditures of resources

- Succession plan for the endeavour's vision
- Appropriate division of labour and clear expectations for sharing work
- Agreed upon internal structure and process
- Providing continuing benefits to the participating agencies

#### External collaboration issues

- Public perception of the project
- Importance of the project to the community
- Adequacy of preparation and accuracy of community assessment
- Expectation of funders
- Sustainability
- Community history with joint endeavours and the community climate
- Presence of competing joint endeavours
- Reputations of participating agencies within the community

#### Partnership Models

Joint Program: the joint management and delivery of individual programs and services that mutually further the mission of participating organizations

Online Collaboration: the use of information technology to build online partnerships

Coalition: the temporary alliance of distinct organizations who have united for a special purpose or common cause, usually to effect policy change around a particular issue

Co-operative: a legally incorporated business owned and controlled by its members. Each organization pays a one-time membership share set by an elected board of directors. Co-operatives that do not pay a dividend to members may be incorporated as a non-profit and do not pay tax on accumulated surplus provided the surplus is returned to the activities of the co-operative.

Alliance/Consortium: an association between two or more autonomous agencies having common interests who partner in a number of areas beyond Joint Programs, depending on their particular needs, and is governed by a joint agreement

Co-location: two or more autonomous agencies sharing office space and common administrative functions

Merger: a process whereby one or more societies dissolve and become part of another society, or when two or more societies dissolve and together form a new society

#### For more Information:

Visit [www.communitysolutions.ca](http://www.communitysolutions.ca), where you can read several short articles on the subject of collaboration.

## Appendix IX: Glossary of Terms

**Capacity** – the ability or power of a person or organization to do, experience, or understand something

**Escapement** – the number of mature salmon that pass through (or ‘escape’) fisheries and return to fresh water to spawn

**Fraser Assembly** – a collaborative, multi-interest forum of the FSWP, which meets on an annual basis. The purpose of the Assembly is to promote information sharing and coordinated delivery of the FSWP among interested parties to enhance watershed and salmonid sustainability in the Fraser Basin in a way that is consistent with the *Fraser Salmon and Watersheds Program Business Plan for Salmonids in the Watershed*.

**Fraser Basin Initiative (FBI)** – a commitment by Fisheries and Oceans Canada to provide funding (\$5M) and in-kind contributions (equal to \$5M) to the FSWP. It is governed by a contribution agreement with Pacific Salmon Foundation.

**Fraser Salmon and Watersheds Program (FSWP) Management Committee** – consists of all FSWP staff, and includes the PSF and FBC Executive Directors, who meet regularly to plan and manage the Program.

**Living Water Smart** – the Provincial government’s water plan for secure and healthy water, released in 2008

**Living Rivers Trust Fund** – an endowment fund created by the Government of BC, which is managed by the Vancouver Foundation. The access to these resources is through the management and approval of the Living Rivers Trust Fund Advisory Group. This fund provides financial support to both the FSWP and the Georgia Basin Initiative.

**Living Rivers Trust Fund Advisory Group** – provides overall review and approval of strategic direction, annual program work plans and funding levels for the Living Rivers Trust Fund

**Logic Model** – an outcome-based management and evaluation framework that guides the strategic direction of the FSWP

**Marine Stewardship Certification** – a marine certification and eco-labelling program, managed by the Marine Stewardship Council (MSC), that is premised on working with all stakeholders to ensure environmentally well-managed and sustainable fisheries are recognized and rewarded in the market place. The MSC works to ensure consumers are empowered to make the best environmental choices when buying seafood.

**Outcome** – as they relate to the Logic Model, an Outcome is the desired consequence of the Program’s actions

**Pacific Salmon Foundation (PSF) and Fraser Basin Council (FBC)** – two organizations that have signed a Memorandum of Understanding to collectively manage the FSWP

**Pacific Salmon Foundation Board of Directors** – provides overall management, project approval and financial accountability to the FSWP. Final project and funding approval authority for both Living Rivers Trust Fund and Fraser Basin Initiative funding envelopes rests with the Board.

**Pacific Salmon Foundation Board of Directors Project Review Committee** – a committee of the PSF Board of Directors who provide analysis of all projects and technical information. This committee makes funding recommendations to the PSF Board of Directors for final approval.

**Pacific Salmon Treaty** – signed in 1985 between Canada and the United States, the Treaty requires the conduct of fisheries so as to provide for optimum production and equitable exploitation of salmon stocks. Under the Treaty, each party is to receive benefits equivalent to the production of salmon originating in its waters, and each is to avoid undue disruption to the other’s fisheries.

**Reconciliation** – a process of restoring relationships and harmonizing conflicts; it often connotes a component of healing

**Stakeholder** – a person or organization with an interest in an aspect of the Fraser watershed; it also refers to a person or organization funded by the FSWP

**Stock Assessment** - evaluation of the productivity of a stock as a basis for deciding escapement goals and sustainable exploitation rates. These analyses provide the basis for conservation, management, and restoration strategies.

**Strategy** – as they relate to the Logic Model, a Strategy describes a path to achieve the Outcomes

**Technical Review Committee** – a committee of informed individuals/experts who evaluate and rank the technical feasibility and probable success of each proposal. This committee does not participate in final project approval decision making.

**UBCM** – the Union of BC Municipalities; an organization representing the interests of local governments in BC

**Wild Salmon Policy** – Canada’s Policy for the conservation of Wild Pacific Salmon. The full *Wild Salmon Policy* can be found at:

[http://www-comm.pac.dfo-mpo.gc.ca/publications/wsp/wsp\\_e.pdf](http://www-comm.pac.dfo-mpo.gc.ca/publications/wsp/wsp_e.pdf)



## Appendix X: FSWP Tools and Resources

### Program Resources

eNews – the electronic news of the FSWP, sent directly to your email inbox. It features program announcements, relevant media announcements, reminders, and other information pertinent to the Program

FSWP Annual Report – to increase public understanding of FSWP’s mission, strategies, and to highlight key successes

[www.thinksalmon.com](http://www.thinksalmon.com) - the communications and public engagement tool of the FSWP. This website supports public awareness of FSWP projects and social marketing efforts. It features a database of projects, project profiles, integrated Google maps, public events calendar, news archives, and more.

[www.workfraser.ca](http://www.workfraser.ca) - a web-based platform to support collaboration among FSWP staff, proponents, and advisors. Access to content on the website is based on site and group membership.

### Partner Resources

Community Solutions Planning & Evaluation – visit [www.communitysolutions.ca](http://www.communitysolutions.ca) to read and learn about collaboration

Green Bylaws Toolkit – this document, prepared for the Wetland Stewardship Partnership, is a resource for understanding what policy tools are available to governments and developers for conserving ecosystems and environmental values from a regional to a site level. Visit [www.greenbylaws.ca](http://www.greenbylaws.ca) to learn more.

Groundwater Bylaws Toolkit – this document was prepared by the Okanagan Basin Water Board as an appendix to the Green Bylaws Toolkit. Its purpose is to give local government planners practical tools to protect groundwater resources. Visit [www.obwb.ca/groundwater\\_bylaws\\_toolkit/](http://www.obwb.ca/groundwater_bylaws_toolkit/) to learn more.

Living Rivers Georgia Basin and Vancouver Island – visit [www.livingrivers.ca/gbvi/index.html](http://www.livingrivers.ca/gbvi/index.html) to learn about the Program

Nicola Valley Community Roundtable – this community group based in Merritt has recently released a draft Water Use Management Plan. Visit [www.nicolawump.ca](http://www.nicolawump.ca) to learn more.

Salmon River Watershed Roundtable – this community group based in Salmon Arm is engaged in watershed planning, restoration, and monitoring activities. Visit [www.srwr.ca](http://www.srwr.ca) to learn more.