



**PACIFIC SALMON
FOUNDATION**

STRATEGIC PLAN 2024 -2028

**LEADING SALMON RECOVERY AND RESILIENCE IN AN AGE OF
CLIMATE CHANGE AND RECONCILIATION**



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INTRODUCTION

THE PACIFIC SALMON FOUNDATION

The Pacific Salmon Foundation (PSF) is the independent thoughtful leader and catalyst in conversation, restoration, and enhancement of Pacific salmon and their ecosystems. With nearly forty years of experience, we have been at the forefront of salmon leadership.

As our climate and governance context changes, so does our course of action. This document outlines our Strategic Plan for the next five to ten years, serving as a guide for PSF to Lead Salmon Recovery and Resilience in an Age of Climate Change and Reconciliation.

OUR WHY

Pacific salmon are an a keystone species that support rich, diverse ecosystems along the coast and inland. Indigenous peoples throughout BC and the Yukon have relied on the abundance and annual return of Pacific salmon for millennia and continue to rely on them as a vital food source and a foundation of their culture.

Historically, Pacific salmon were the backbone of economies along BC's coast.

Across the province, recent public polling has shown that declines in Pacific salmon are a top environmental issue for British Columbians.

But we know the state of many wild Pacific salmon populations is in decline. Many populations are a fraction of their historical abundance, and continue to decline in the face of climate change, habitat degradation, pollutants, disease, and fishing pressures. For Pacific salmon, it's death by a thousand cuts.

The systems that govern salmon management were developed in times of abundance and stability and no longer fit today's context. We are living in an age where climate change is massively shifting the conditions for salmon. At the same time, First Nations are increasingly asserting their rights in the governance of natural resources, underscored by the United Nations Declaration on the Rights of Indigenous People (UNDRIP), and are involved and leading salmon recovery efforts.

At PSF, we seek opportunities to work with Indigenous peoples in support of their inherent decision-making, governance, and management of Pacific salmon and their habitat in their territories.

The situation facing Pacific salmon is complicated, for some stocks potentially dire, which is why we always face our work with a sense of urgency. Pacific salmon are also resilient and we know that the work of PSF and many Indigenous and community partners have made a difference.

The PSF team are problem solvers, we do the research and let data, evidence and Traditional Knowledge guide our actions. While there are many working hard to support salmon, there is much more to be done. This Strategic Plan is PSF's guide to making transformational change for the benefit of Pacific salmon.





INTRODUCTION

CHALLENGES AND OPPORTUNITIES FOR THE SALMON COMMUNITY

We are energized by the public support for salmon, humbled by the deep history and commitment of Indigenous communities, and grateful for the dedication of our partner organizations. While we celebrate our collective successes, we recognize there is more work to be done if we are to achieve salmon resilience and recovery in the face of climate change and many other challenges.

The Strategic Plan was developed with the support and input from the PSF board of directors and staff as well as external experts and partners. This engagement has focused on understanding the current state of salmon and the salmon system, PSF's strengths and weaknesses, and where there are gaps and opportunities to make a transformational impact on salmon resilience and recovery.

Some of the **key challenges** identified and which we aim to address include:

- The 'salmon system' is not suited to current need: The overall system of salmon management and decision-making is not effective in managing salmon in the 21st century. The system of decision-making around harvest allocation, habitat management, salmon health, among others, was established during a time of relative salmon abundance, a stable environmental climate, and relatively predictable returns. The system needs to evolve to meet the needs and demands of the current context – and this should start with "what the salmon need."
- Lack of coordination: It is difficult to get all the key players rowing together in the same direction and there is no entity pulling it all together. There is a gap in work at the migratory scale. There are no established conservation priorities across governments. We need a province-wide plan and system for collaboration on salmon recovery that all key players can get behind with plans at regional and watershed scales.

Our greatest strength, as seen by our Board, staff and external experts clearly articulated the value of a 'neutral broker' focused on salmon.

Acting independently and wholly focused on Pacific salmon keeps us unbiased and allows us to balance our research, programs, and influence. We look holistically at the needs of restoring at risk salmon stocks and future-proofing the ones doing well. We know salmon impact people and places around BC. We know everything is intertwined, and do our best to connect the dots and leverage partnerships.

The system challenges come with opportunities for collaborative and coordinated action.

This Strategic Plan describes the unique role of PSF and what we are excited to focus on over the next five years to drive a greater positive impact on the future of Pacific salmon.

We used an approach called "Theory of Change" to guide the development of our strategic plan.








The theory of change is supported by a strong 'foundation' which includes our mission and vision, as well as our assets, guiding principles and criteria for prioritization. The theory of change is summarized in a conceptual diagram to illustrate the relationship between the parts (see pg. 6).

The pages following explain each of the components that support our Theory of Change in more detail and guided by our desire to Lead Salmon Recovery and Resilience in an Age of Climate Change and Reconciliation.

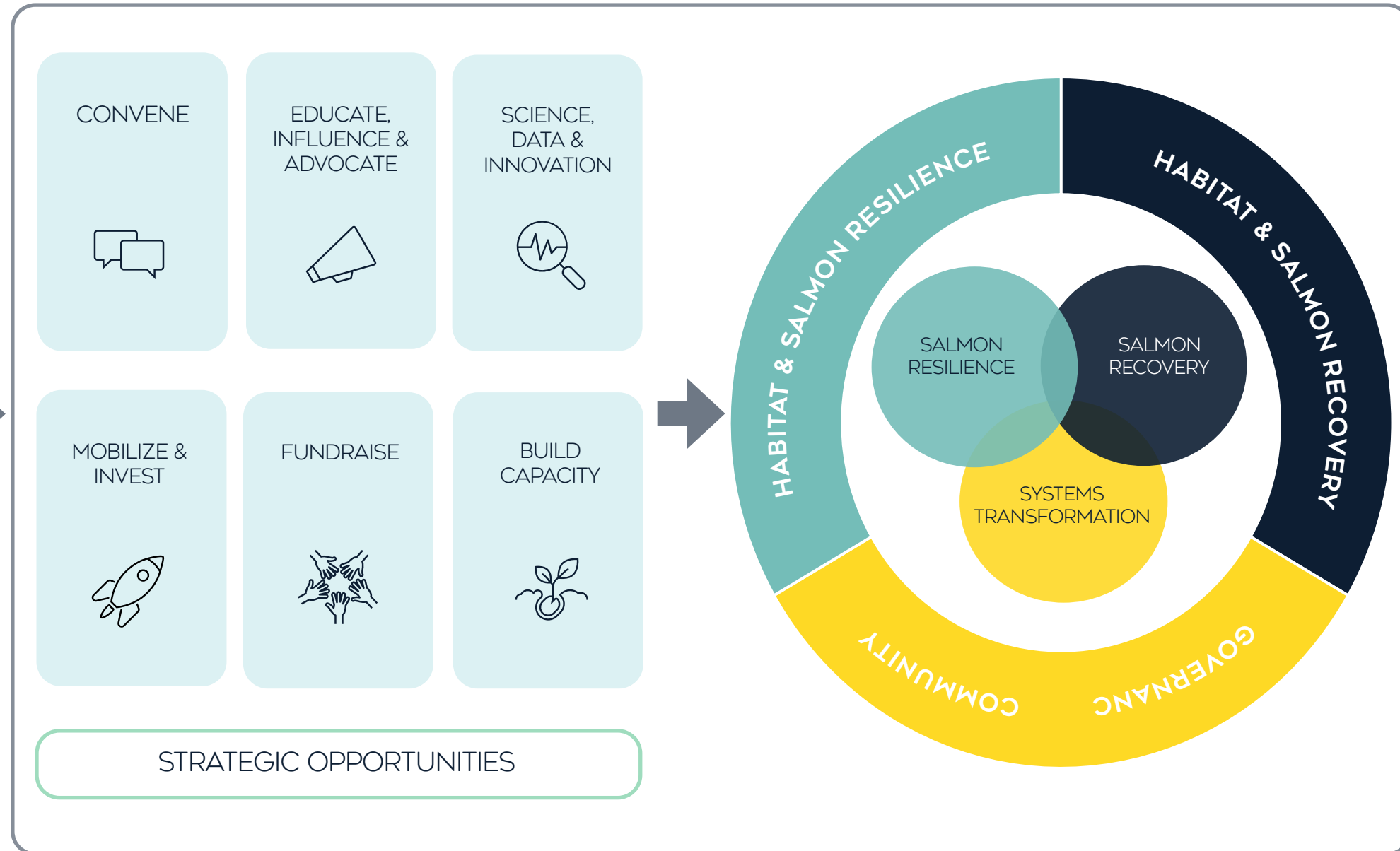
PSF THEORY OF CHANGE

LEADING SALMON RECOVERY AND RESILIENCE IN THE AGE OF CLIMATE CHANGE AND RECONCILIATION

WE APPLY
OUR ASSETS...

-  Team
-  Partnerships
-  Reputation
-  Independence
-  Donor base and funding
-  Work at different scales
-  Datasets and studies

TO CARRY OUT OUR ACTIVITIES...



THAT SUPPORT OUR SHARED GOALS & OBJECTIVES...

AND REALIZE OUR VISION...

Healthy, sustainable and naturally diverse populations of Pacific salmon for the benefit of ecosystems and people for generations to come. Effective stewardship of natural resources in BC and the Yukon that involve communities in decisions affecting Pacific salmon.

COLLECTIVE IMPACT AREAS

WHO WE ARE

OUR MISSION:

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

OUR VISION:

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

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

OUR IMPACT

Leading salmon recovery and resilience in the age of climate change and reconciliation

SALMON RESILIENCE

Supporting salmon populations and habitats to be resistant to future degradation or decline.

SALMON RECOVERY

Restoring habitat and populations and addressing factors that have led to their decline or degradation.

SYSTEMS TRANSFORMATION

Acting as a transformative force to redefine the landscape for Pacific salmon recovery and resilience.



OUR FOUNDATION

OUR ASSETS & RESOURCES

Our strength lies in **Our Assets and Resources** which include:

- Talented and dedicated team
- Trusted partnerships and networks
- Credible reputation
- Independent and non-partisan
- Growing donor base and stable funding
- Ability to work at different scales
- Robust datasets and studies

GUIDING PRINCIPLES

Our work is guided by **Our Guiding Principles**:

- **Objectivity** - The Foundation provides objective and non-partisan advice to foster progressive and positive attitudes toward the future of Pacific salmon.
- **Credibility** - The Foundation policies, programs and decisions are guided by the best available knowledge: scientific, experiential, and traditional.
- **Transparency and fairness** - The Foundation ensures transparent and accountable use of funds, promotes fairness and objectivity in decision making, and supports integrity and mutual respect in our partnerships.
- **Inclusion** - The Foundation is inclusive and works with diverse governments, groups, and interests recognizing their unique contributions to the sustainability of Pacific salmon.
- **Reconciliation** - The Foundation respects the rights and title of Indigenous Nations and the indelible relationship between Indigenous communities and salmon, and seeks opportunities to work with Indigenous people in support of their inherent decision-making, governance, and management of Pacific salmon and their habitat in their lands or territories.
- **Education** - The Foundation supports effective communication and promotes education as essential activities for the conservation and use of Pacific salmon and the realization of their full value to the people of Canada.
- **Innovation** - The Foundation cultivates a culture of innovation by seeking novel approaches to address the challenges and opportunities faced by Pacific salmon. We contribute to cutting-edge science and information-sharing about Pacific salmon that embraces new technologies while moving the needle on salmon governance.
- **Lifecycle approach** - The Foundation's initiatives embrace a holistic approach that addresses the diverse needs of salmon at each stage in their life.

HOW WE PRIORITIZE

There is no shortage in the work to be done for salmon. To filter potential opportunities, we use the following criteria to prioritize our efforts:

1. **Will the benefits for salmon be significant?** PSF prioritizes issues and opportunities that benefit salmon at a population, watershed, or ecosystem scale. We focus effort and energy on identifying and activating opportunities that have the potential to be game-changers for salmon.
2. **Is it an issue we can do something about within a reasonable timeline?** PSF aims to address issues and opportunities for salmon that are within our reach to effect change. Our work follows through on applied action to address issues that are important for salmon recovery and/or resilience.
3. **Is it an issue that no one else is working on, and where PSF can contribute to an outcome that is significant for salmon?** This includes convening, science & data, planning and applied actions.
4. **Is the idea, approach, or project innovative?** PSF advances new ideas that can then be taken up or leveraged by others. We prioritize opportunities where PSF can be innovators, enablers, and catalysts.
5. **Is there support from potential collaborators?** PSF never goes it alone - we prioritize opportunities that have strong support and involvement from others.

GOALS AND OBJECTIVES: SALMON RESILIENCE

SALMON RESILIENCE

COLLECTIVE
IMPACT:

Supporting salmon populations and habitats to be resistant to future degradation or decline.

SHARED
GOALS:

HABITAT

Watersheds, estuaries and nearshore marine areas are managed to: anticipate climate change effects, be resistant to future degradation or decline, and to support natural diversity and future sustainability of wild salmon.

SALMON

Fisheries, enhancement and factors affecting salmon health are optimized to support the natural diversity and future sustainability of wild salmon.

OBJECTIVES:

- Enable planning and policy that will lead to salmon habitat to be managed so that it supports the future sustainability of wild salmon.
- Identify new threats that have the potential to impact habitat and enable opportunities to address them.
- Enable management of watershed and ecosystem (nearshore marine & estuary) conditions to avoid degradation or impacts to salmon habitat.

- Enable planning and policy that will lead to salmon management measures that align with future sustainability of wild salmon and sustainable fisheries.
- Identify and support others to enable new approaches and methods that provide access to fishing while minimizing or avoiding undesired impacts.
- Improve understanding of and address environmental stressors within human control that are leading to declines in salmon health and survival.

2024
PRIORITIES:

- Activate a Climate Emergency Fund
- Expand influence and education activities to encourage government and private sector to reduce impacts of 6PPD tire contaminants and log booming
- Communicate science and advocate for 2025 federal transition plan for open-net pen fish farms
- Bottlenecks to survival to identify limiting factors and opportunities for action

GOALS AND OBJECTIVES: SALMON RECOVERY

COLLECTIVE
IMPACT:

SALMON RECOVERY

Restoring habitat and populations and addressing factors that have led to their decline or degradation.

SHARED
GOALS:

HABITAT

Watersheds, estuaries and nearshore marine habitat is restored and the factors that contribute to habitat degradation are addressed.

SALMON

Salmon populations are restored to best possible condition and the factors that contribute to population decline are addressed.

OBJECTIVES:

- Identify and enable opportunities to restore habitat that has been degraded.
- Identify and support others to ensure development activity is managed to avoid and/or fully mitigate impacts to salmon habitat.

- Identify and enable opportunities to improve enhancement and hatchery effectiveness.
- Identify and support others to enable new opportunities to rebuild or help to sustain salmon populations.
- Identify and support others to enable opportunities and improve fishing practices to reduce and prevent negative impacts on salmon survival.

2024
PRIORITIES:

- Enhance CSP and evolve projects toward new, strategic and innovative ideas within salmon recovery and resilience
- Support DFO's update of hatchery modernization to promote salmon recovery
- Advance salmon health science and applied tools, FIT-chips/e-DNA, to identify impacts of human activity on fish health and identify opportunities for influence
- Catalyze innovative habitat interventions - enable new ideas that have not been tried before

GOALS AND OBJECTIVES: SYSTEMS TRANSFORMATION

COLLECTIVE
IMPACT:

SYSTEMS TRANSFORMATION

Acting as a transformative force to redefine the landscape for Pacific salmon recovery and resilience.

SHARED
GOALS:

GOVERNANCE

Collaborative governance and management by Canada, B.C. and Indigenous governments prioritizes coordinated salmon recovery.

COMMUNITY

Broad public awareness of, and support for, the need for urgent action to support salmon resilience and recovery.

OBJECTIVES:

- Support Indigenous leadership in salmon recovery and related implementation of the Declaration on the Rights of Indigenous Peoples, including BC's Declaration on the Rights of Indigenous People Act and Canada's United Nations Declaration on the Rights of Indigenous People Act.
- Catalyze a shift to collaborative salmon recovery planning at the provincial, regional, watershed, and international transboundary scales.
- Enable and support coordinated action for salmon recovery.

- Increase public awareness, education, and engagement that enables more support for salmon recovery.
- Harness public support for better policies that enables salmon recovery and protection..
- Broaden and scale up PSF's supporter base and fundraising to advance salmon recovery.

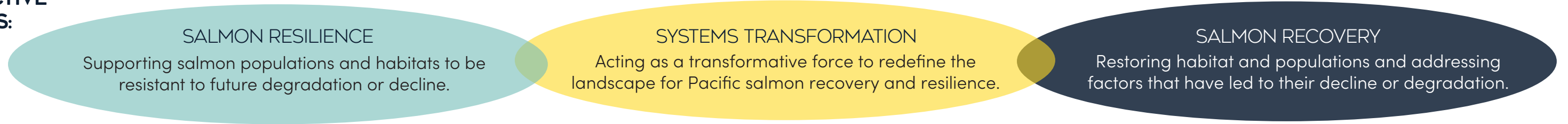
2024
PRIORITIES:

- Plan a BC Salmon Recovery & Resilience Conference for 2024 aimed to advance coordination, knowledge exchange and systems transformation
- Work with FNFC on Made in BC Recovery Model and related convenings that support coordinated recovery
- Invest PSF capacity that supports salmon recovery and systems transformation - to implement the Made in BC Model
- Seek opportunities to collaborate with and support Indigenous entities to advance salmon recovery planning and actions
- Amplify public communications about the state of salmon
- Launch a major fundraising campaign to advance PSF's impact on salmon recovery, resilience and systems transformation

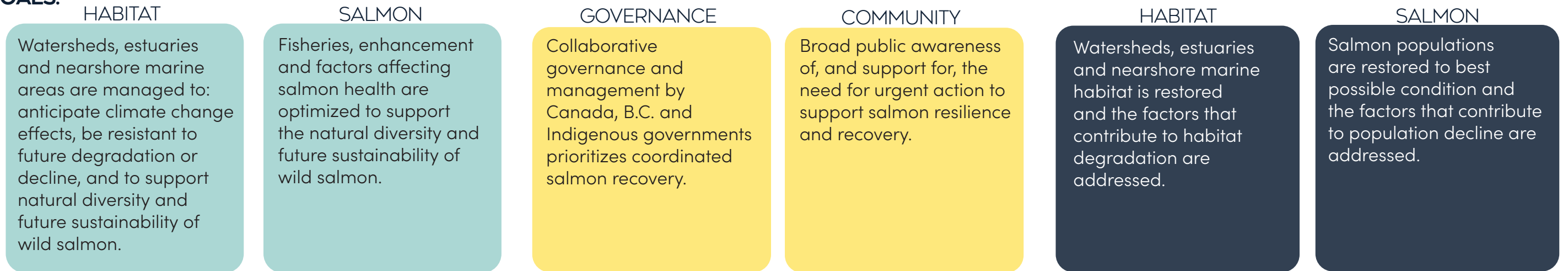


HOW IT ALL FITS TOGETHER: STRATEGIC FRAMEWORK

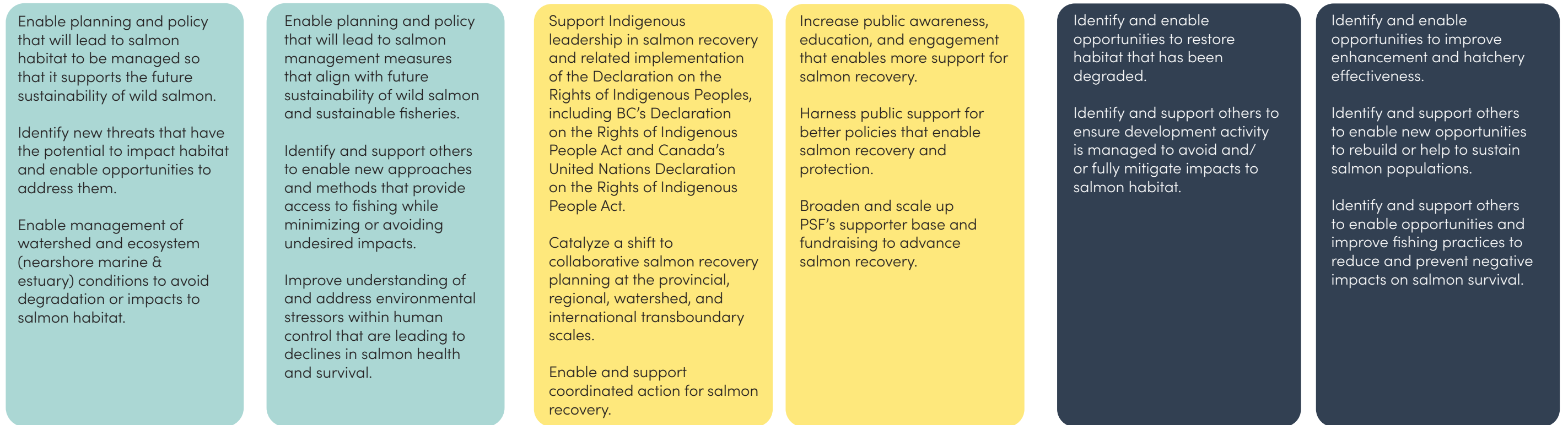
COLLECTIVE IMPACTS:



SHARED GOALS:



ACTIONS:



PSF STRATEGIC APPROACH

HOW WE WORK TO ACHIEVE OUR GOALS

As an independent, not-for-profit foundation, we play several roles. We are best positioned to apply the following tools and approaches to make progress toward our shared goals and objectives:

CONVENE

PSF acts as a neutral broker to create constructive spaces and brings together players to embolden big ideas and support long-term transformational change for salmon.

EDUCATE, INFLUENCE & ADVOCATE

PSF acts at the nexus of science and action. We leverage data and science to: raise public awareness about the state of salmon, build political will for salmon, and support evidence-based decision-making.

SCIENCE, DATA & INNOVATION

PSF conducts applied science and research, supports Indigenous knowledge, and provides open public access to the best data collected, organized, and translated to support sustainable management of Pacific salmon and their habitats.

MOBILIZE & INVEST

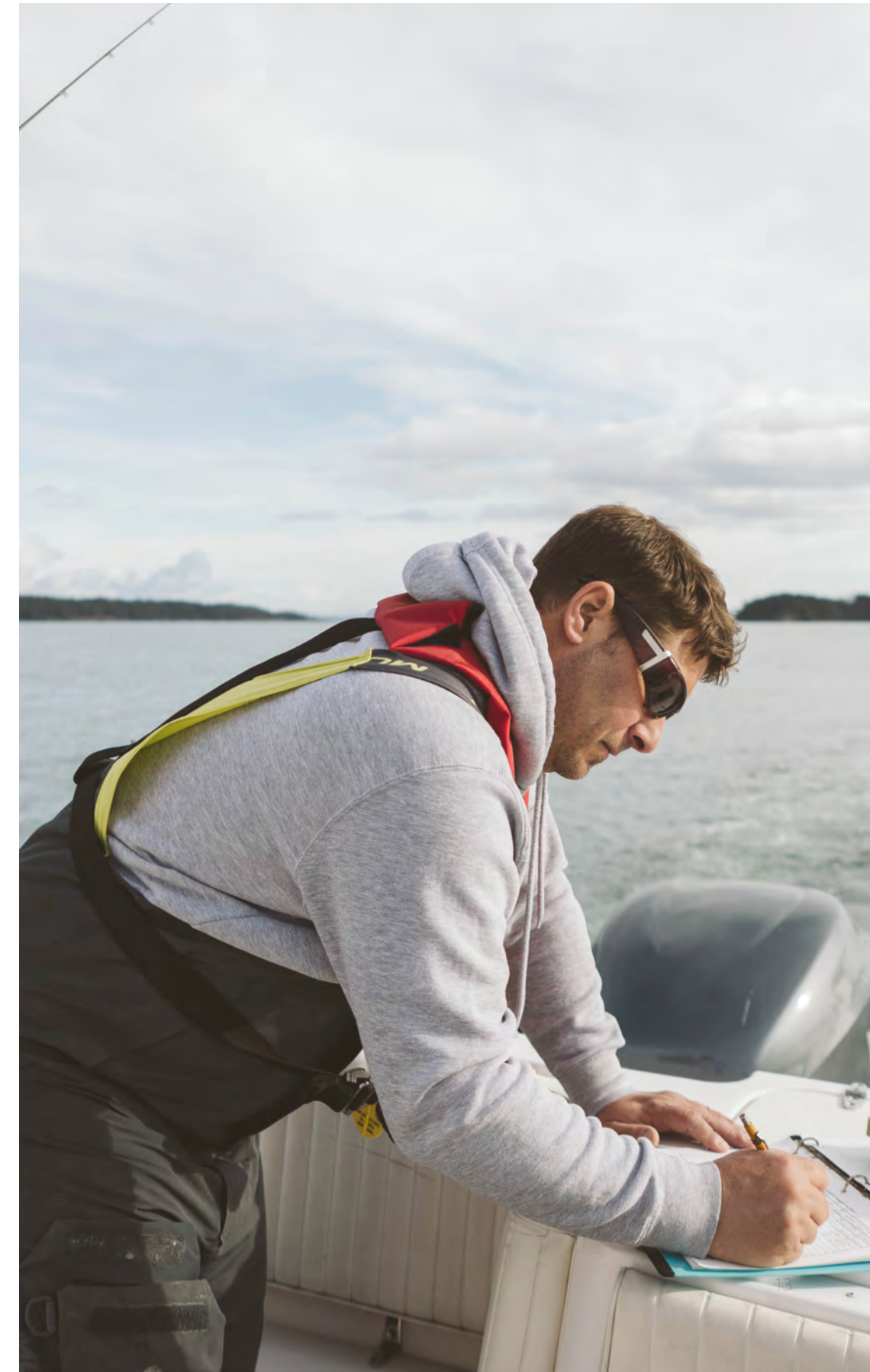
PSF activates its partners and resources to catalyze community-led salmon conservation initiatives, and respond to real-time issues today (i.e., climate emergencies) and to plan for and act on longer-term actions for tomorrow.

FUNDRAISE

PSF works with diverse partners to raise funds needed to address the growing demands for salmon recovery and resilience in the face of climate change.

BUILD CAPACITY

PSF invests to enhance organizational skills, knowledge, and capacities and to accomplish its goals.





LOOKING FORWARD

THE FUTURE OF PACIFIC SALMON

Despite the immense challenges that Pacific salmon face, we are heartened by the resilience these fish have shown over millennia. At PSF, we are dedicated to working with Indigenous peoples, industry and government partners, research institutions, non-profit organizations and local communities to continue the critical work of improving conditions for salmon up and down the West Coast. This plan is our internal guidebook for *Leading Salmon Recovery and Resilience in an Age of Climate Change and Reconciliation*.





**PACIFIC SALMON
FOUNDATION**