

# **Wild Salmon Policy Implementation Workplan**

## **Results-based Management and Accountability Framework**

**DRAFT**

Fisheries & Oceans Canada

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Version 1.0

1. Introduction.....	3
1.1. Background.....	3
1.2. Level of Integration.....	3
1.3. Overall Risk Assessment .....	4
2. Policy Profile .....	5
2.1. Context-Origin/Need.....	5
2.2. Objective and Delivery Approach .....	6
2.3. Target Population - Stakeholders and beneficiaries.....	8
2.4. Resources .....	9
2.5. Expected Results.....	10
2.6. Logic Model.....	13
2.7. Accountabilities .....	15
3. Risk Assessment and Management Summary .....	15
3.1. Key Risks.....	15
3.2. Existing Mitigating Measures .....	15
3.3. Incremental Strategies.....	15
4. Monitoring, Evaluation and Auditing.....	15
4.1. Monitoring Plan .....	15
4.2. Evaluation Plan .....	15
4.3. Internal and Recipient Auditing.....	15
4.4. Reporting Commitments.....	16
Appendix 1. WSP Admin Proposal .....	17
Appendix 2. Strategy 1 Proposal .....	23
Appendix 3. Strategy 2 Proposal .....	32
Appendix 4. Strategy 3 Proposal .....	42
Appendix 5. Strategy 4 Proposal .....	47

# 1. Introduction

## 1.1. Background

The Wild Salmon Policy (WSP) was released on June 24, 2005. At that time the Minister of Fisheries & Oceans Canada announced \$1.1M in funding of which 400K is to assist with salmon research on the Fraser River and 700K is to implement the Wild Salmon Policy. This document describes a Results-based Management and Accountability Framework (RMAF) that will be used to implement the policy.

The WSP is a complex policy that outlines a process of integrated management that calls for coordinated changes across DFO Branches and in the way we communicate and partner with a very large body of individuals and organizations including, First Nations, provincial, municipal and territorial governments, commercial and recreational fishers, stream-keepers, processors and members of the general public.

The RMAF provides a road map to manage this complexity for DFO manager and Staff and the many groups that will be directly involved or interested in the implementation of the WSP. Some of the benefits of this approach include:

- A logical design that ties resources and activities to expected results
- Clear roles and responsibilities for the main partners involved
- A basis for improving performance
- Demonstrated accountability
- Timely information available to managers and partners

The RMAF that follows has three core components:

**Program Profile** – includes a brief description of the policy, context, stakeholders and beneficiaries and resource allocations.

**Expected Results**- a description and illustration (logic model) of how the activities are expected to lead to successful implementation of the policy and achievement of its goal and objectives.

**Monitoring and Evaluation**- description of how ongoing performance will be measured and evaluation activities that will support effective program management and accountability.

## 1.2. Level of Integration

The WSP provides an impetus for integration not just within the Department but also across federal departments, First Nations, the Province of BC, the Yukon Territory and municipalities. The policy is nested within an a broader initiative of Fisheries Reform and complementary to major Departmental initiatives including the Oceans Action Plan, Habitat Modernization, AAROM, and the Species at Risk Act (SARA) implementation.

### 1.3. Overall Risk Assessment

The most significant challenges to implementation and the success of the policy will be attitude and resources.

**Attitude** – The WSP is a process that represents a fundamental change in the way DFO conducts its business in the Pacific Region. In addition to internal change it also calls on DFO to provide leadership in influencing other governments and interests to take steps in areas outside DFO control that are necessary to sustain wild salmon. Its success will depend on the willingness of:

- DFO managers and staff to work in an integrated fashion across sectors and departments.
- First Nations, other Departments and other levels of government to work collaboratively and in partnership.
- Canadians to place a high enough value on fish and their habitat to support steps that will ensure their continuance.

**Resources** – The Department has assigned resources that will be used to address one-time costs associated with start-up such as the identification of Conservation Units (CUs) and the development of a Strategic Planning process. Once operational there will be an ongoing challenge to secure resources to ensure all components of the process are adequately funded.

The process outlined in the WSP and expanded upon in this document provide a framework for managing these risks. In the case of declining CUs or populations early identification of problems will give the Department and salmon interests time to react and explore means to address the issue. In cases where resources are limited precaution will be applied. In the area of habitat, a modernized approach that includes education, standardized best practices and increased monitoring will work as much to change attitudes as to enforce regulations.

## 2. Policy Profile

### 2.1. Context-Origin/Need

DFO has responsibility under the Fisheries Act for conservation of fisheries resources and their habitat. Within the last decade, various measures have been implemented to advance the conservation of Pacific salmon. For example, the commercial fishing fleet was reduced, Canada and the United States renewed the Pacific Salmon Treaty, and selective harvesting practices have been developed and adopted. There is now a greater recognition of the role of wild salmon in Pacific Northwest ecosystems. Each of these actions, in turn, has contributed to the growth of a more informed conservation ethic for Pacific salmon, one that recognizes the inherent value of salmon, the importance of diversity among and within populations, and the obvious and enduring cultural, social, and economic benefits.

Although progress has been made in salmon conservation, there are continuing challenges for some wild populations, their ecosystems, and the people that rely on them. For example, four distinct groups – Interior Fraser River coho, Cultus Lake sockeye in the Lower Fraser, Sakinaw Lake sockeye in the Strait of Georgia and Okanagan Lake chinook – were designated as Endangered by COSEWIC. There has been an increasing awareness that past management of large fisheries and “stocks” has failed to adequately protect or recognize the value of diversity in Pacific salmon. A new approach to managing salmon production and diversity is needed to conserve salmon and protect and restore the full array of benefits they provide to Canadians.

The impetus for a new management approach also comes from the evolution in public attitudes, science, laws and decision-making over the past twenty years. Thousands of volunteer streamkeepers and many local watershed groups now actively protect and restore Pacific salmon and habitat. Biologists are learning more about the genetic diversity of wild salmon, the impact of climate on survival, and the relationship of salmon to their habitat and surrounding ecosystems. The *Species at Risk Act* mandates the protection of geographically or genetically distinct populations with a high probability of extinction, while the *Oceans Act* calls for integrated resource management and an ecosystem perspective. First Nations governments and non-governmental organizations are demanding more involvement in decisions about wild salmon.

Expectations for the management of Pacific salmon today require a more proactive, forward looking approach that sets clear conservation goals and acknowledges the importance of protecting biodiversity for sustaining diverse healthy wild salmon populations, their habitats, and associated benefits. Together with the enjoyment wild salmon provide, their place in our cultural identity, and the expectations of Canadians for responsible stewardship, these factors make a compelling case for a new policy approach. The WSP will guide future decisions to conserve wild salmon and their habitat in BC and the Yukon. It neither amends nor overrides existing legislation or regulations, but will serve as the blueprint that will govern how these statutory authorities will be implemented.

The WSP will facilitate an adaptive approach to salmon conservation in BC and the Yukon. The policy defines objectives and describes conservation outcomes, but it does not prescribe decision rules that would restrict its application. This approach is well-suited to dealing with the circumstances that pertain to salmon. Choices about conservation will be made openly, with input from First Nations, and local and region wide stakeholder groups, to ensure that decisions reflect societal values. Management of wild salmon and their habitat is complex, and the problems encountered are diverse. It is not feasible to design rules that anticipate and adequately address all eventualities that will be encountered. A deterministic approach is inflexible, can eliminate the exercise of judgement, and may result in the wrong solution, or impose significant unnecessary costs. The approach adopted in this policy avoids these problems, and offers increased opportunities for the consideration of alternatives, such as habitat initiatives, to assist in addressing protection and rebuilding of salmon. Finally, the approach selected is compatible with the *Fisheries Act*, and consistent with the principle of Ministerial discretion.

## **2.2. Objective and Delivery Approach**

The goal of the Wild Salmon Policy is *"to restore and maintain healthy and diverse salmon populations and their habitats for the benefit and enjoyment of the people of Canada in perpetuity"*. This goal is to be achieved by meeting three objectives specifically:

1. Safeguard genetic diversity of salmon
2. Maintain habitat and ecosystems and
3. Manage fisheries for sustainable benefits.

The outcomes will be:

1. Healthy and diverse, abundance wild salmon populations for future generations
2. Sustainable fisheries to meet the needs of First Nations and contribute to the current and future prosperity of Canadians and
3. Improved accounting for ecosystem values in salmon and habitat management decisions.

The approach to achieving the overall goal and objectives is through six implementation strategies described in the policy. The first three strategies provide information on the status of the salmon resource, its habitat and associated ecosystems. Strategic plans (Strategy 4) are then developed that specify long term biological objectives to achieve conservation and sustainable use. The plans will include specific management measures to protect or restore Pacific salmon, their habitats and ecosystems in a specified time frame. The plans inform annual workplans (Strategy 5) the results of which are reviewed annually to ensure progress and continuous learning through performance assessment (Strategy 6).

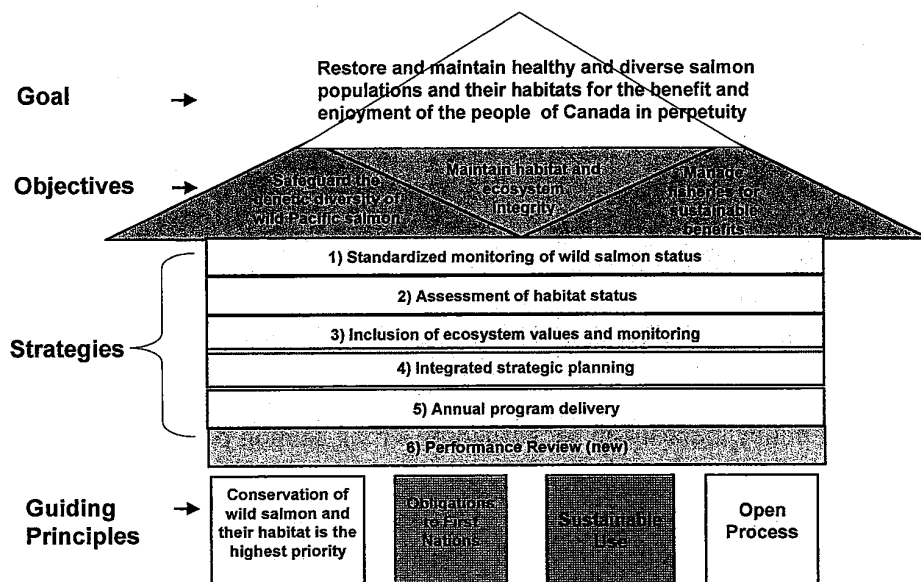


Figure . Wild Salmon Policy Overview

This approach is consistent with Departmental direction provided in National and Regional Strategic plans and the Sustainable Development Strategic Plan. It also complements initiatives such as Pacific Fisheries Reform, the Oceans Action Plan, Science Renewal, AAROM and Habitat Modernization.

Regarding DFO's Departmental Strategic Plan for 2005-2010, the vision is "Excellence in service to Canadians to ensure the sustainable development and safe use of Canadian waters". Sustainable Development is defined as "development that meets the needs of the present without compromising the ability of future generations to meet their own needs". The WSP Principle 3 – Sustainable Use ensures its application and a Strategy 4 – Integrated Strategic Planning describes a decision-making process that considers inter-generational needs and involves all affected in considering biological, social and economic impacts.

In order to achieve the vision, the National Strategic plan provides objectives with related priority items that will ultimately lead to 1) Safe and Accessible Waterways, 2) Healthy and Productive Aquatic Ecosystems and 3) Sustainable Fisheries and Aquaculture. The two main objectives are 1) Deliver programs that reflect the priorities of Canadians and are part of a fully integrated policy approach and 2) Support DFO's dedicated professional workforce by equipping it with the tools it needs. The WSP is a key component of the Fisheries Renewal Priority under Objective 1. It also has strong links with the following Priorities listed under each objective:

<b>Objective 1- Deliver Programs that reflect the priorities of Canadians and are part of a fully integrated policy approach</b>	<b>Objective 2 - Support DFO's dedicated professional workforce by equipping it with the tools it needs</b>
Oceans Action Plan	Management Accountability Framework

Environmental Process Modernization	Integrated Planning and Reporting
Science Renewal	Integrated Risk Management

The Minister, as part of the Fisheries Renewal Priority, announced a program of Fisheries Reform for Pacific Fisheries on April 14, 2005. The four themes identified for Pacific Fisheries Reform are

- Sustaining strong salmon populations
- Strengthening DFO programs
- Making progress on increasing First Nation's access to economic fisheries
- Improving the economic performance of fisheries

The WSP is the central policy mechanism for sustaining strong salmon populations.

DFO's Sustainable Development Action Plan for 2005/06 has three key goals. The WSP supports the Goal of Sustainable Programs, which reflects DFO effort toward the protection of aquatic resources while supporting the development of economic and social benefits. DFO has specified three targeted activities in support of this goal and the WSP addresses all three:

- 1) Developing policies, frameworks, regulations and responses to ensure the integration and sustainability of fisheries and aquaculture.
- 2) Promoting an ecosystem based approach for Canada's three oceans
- 3) Examining issues pertaining to climate change.

### 2.3. Target Population - Stakeholders and beneficiaries

Those with an interest in salmon are numerous, see below. All of those listed will be have an opportunity to affect or partner in the implementation of the Wild Salmon Policy through the consultative process. The largest stakeholder is the general public who will ultimately play the largest role in its success. It is too early in the process to know which one will be engaged as partners. It is however safe to say that First Nations will be heavily involved.

First Nations	Government
Individual First Nations (250)	Regional Districts
Skeena Fisheries Commission	Union of BC Municipalities
Native Brotherhood of BC	Indian and Northern Affairs Canada (INAC)
Aboriginal Aquaculture Association	Nisga'a Lisims Government
Secwepemc Fisheries Commission	Individual First Nations (250)
BC Aboriginal Fisheries Commission	Province of BC
Haïda Fisheries Commission	BC Hydro
Gitksan Watershed Authorities (Skeena)	Environment Canada
Native Fishing Association	Parks Canada
Aboriginal Fishing Vessel Owner's Association	



Coastal First Nations Turning Point Initiative	
Union of BC Indian Chiefs	
Lower Fraser Aboriginal Resource Management	
First Nations Marine Society	
Upper Fraser Fisheries Conservation Alliance	
<b>DFO Advisory Bodies</b>	<b>Academic</b>
Yukon Salmon Committee	UVIC School of Public Administration
Sport Fish Advisory Board (SFAB)	University of Northern BC
Salmon Enhancement and Habitat Advisory Board (SEHAB)	SFU School of Resource Management
WCVI Aquatic Management Board	SFU Centre for
Pacific Fisheries Resource Conservation Council (PFRCC)	BCIT, Fish, Wildlife and Recreation Program
Commercial Salmon Advisory Board (CSAB)	UBC Fisheries Centre
Yukon/ Transboundary	
<b>NGO's</b>	
Sierra Club of BC	Yukon Conservation Society
SFU Centre for Coastal Studies	T. Buck Suzuki
Fraser Basin Council	BC Salmon Farmer's Association
Georgia Strait Alliance	BC Cattlemen's Association
BC Wildlife Federation	Council of Forest Industries
	BC Agricultural Council
David Suzuki Foundation	Coastal Community Network
Steelhead Society of BC	Raincoast Conservation Society
Pacific Salmon Foundation	BC Seafood Alliance
Federation of BC Streamkeepers	Marine Conservation Caucus
UFAWU	Vancouver Aquarium
Watershed Watch	

#### 2.4. Resources

The following resources below have been allocated to the following Branches within Pacific Region for WSP implementation in FY 2005/06. Many aspects of implementation will straddle several years but resources have not been approved for 2006/07.

Table. WSP Implementation Resources by Organization and Year

<b>DFO Branch/Organization</b>	<b>FY 2005/06</b>	<b>FY 2006/07</b>
DFO-Science	400K	
DFO-Fisheries Mgmt	200K	
DFO-Oceans and Habitat Mgmt	100K	
<b>DFO-Total</b>	<b>700K</b>	
PFRCC	50K	
<b>Grand Total</b>	<b>750K</b>	

## Planned Results

### 2.5. Expected Results

The WSP describes a process that will take time to implement. Over the 2005/06 and 2006/07 Fiscal years a phased approach to implementation will see the majority of the process up and running. The following table describes the timeline for the tasks required to complete the action steps outlined in the policy for each of the six implementation strategies. Detailed project proposals for each strategy and implementation administration are provided in Appendices 1-5.

Strategy	Action Step	Task	FY 2005/06												FY 2006/07											
			S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M					
WSP - Admin																										
	Completion and release of WSP																									
	Coordination of WSP Implementation																									
	Development of WSP Implementation Plan	Drafting of WSP Workplan																								
		WSP FN and Multi-interest Fora to review draft implementation plan																								
		Finalize Implementation plan																								
		Finalize communication plan																								
Strategy 1- Standardized monitoring of wild salmon status																										
	1.1 Identification and assessment of CU status	1.1.1 Preliminary identification and assessment of CU status																								
		1.1.2 Develop multi-attribute approach to CU identification																								
		1.1.3 Develop georeference database linking CU status and habitat info																								
		1.1.4 Genetic analyses to ID Cus																								
		1.1.5 Finalization of CUs																								
	1.2 Develop criteria to assess CUs and ID benchmarks	1.2.1 Study northern coastal sockeye CUs																								
		1.2.2 PSF/Core																								
		1.2.3 Develop assessment criteria and ID benchmarks																								
		1.2.4 Complete Northern coastal sockeye Cus																								

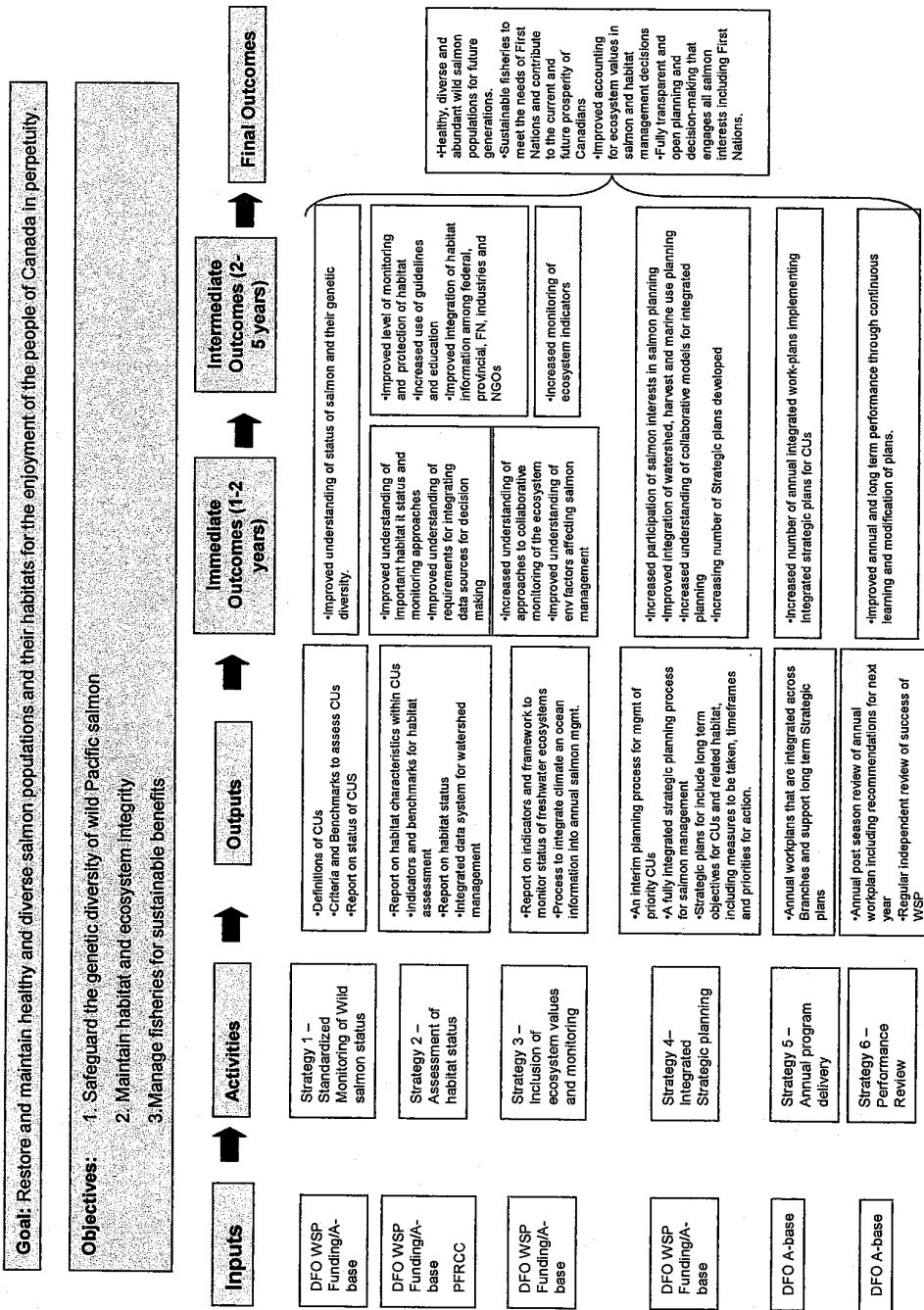
Strategy	Action Step	Task	FY 2005/06												FY 2006/07																		
			S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M
		1.2.5 Complete multi-attribute study																															
	1.3 Monitor and assess status of Cus	1.3.1 Templates of CU status to WSP website																															
		1.3.2 Complete operational frameworks																															
		1.3.3 Web development and maintenance																															
Strategy 2- Assessment of habitat status	2.1 Document habitat characteristics for CUs	2.1.1 Overview of habitat characteristics and issues for each																															
		2.1.2 Complete and refine habitat characteristics and confirm templates																															
	2.2 Select indicators and develop benchmarks for habitat assessments	2.2.1 Review literature and conduct workshop on habitat indicators																															
		2.2.2 Finalize Selection of Indicators																															
		2.2.3 Develop benchmarks for individual Cus																															
	2.3 Monitor and assess habitat status	2.3.1 Pilot monitoring study of habitat restoration																															
		2.3.2 Begin development of ongoing operational frameworks																															
	2.4 Establish linkages to develop an integrated data system for watershed management	2.4.1 Initiate or review existing data sharing with partners espec. Prov of BC																															
		2.4.2 Review of data availability																															
		2.4.3 Develop linkage between OHEB GIS and CU status data from 1.1																															
		2.4.4 Link OHEB GIS systems with With CU status templates																															
		2.4.5 Continue development of data sharing linkage with partners																															
Strategy 3 - Inclusion of ecosystem values and	3.1 Identify indicators to monitor status of freshwater ecosystems	3.1.1 Small workshop with ecosystem experts participating																															

Strategy	Action Step	Task	FY 2005/06												FY 2006/07																	
			S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M											
monitoring																																
		3.1.2 Expert Panel assisted by consultation facilitator to ID public and professional expectations and determine appropriate ecosystem indicators.																														
		3.1.3 DFO to formulate operational framework and consult																														
	3.2 Integrate climate and ocean information into annual salmon management processes																															
	4.1 Implement and interim process for management of priority Cus	4.1.1 Pilot 5-step planning procedure																														
		4.1.2 Convene response teams for priority Cus																														
		4.1.3 Develop Strategic plans for priority Cus																														
	4.2 Design and implement a fully integrated strategic planning process for salmon conservation	4.2.1 Establish a DFO integrated Planning Team																														
		4.2.2 DFO workshop to draft integrated planning structure																														
		4.2.3 Review of Strategy 4 Implementation plan with WSP Advisory For a																														
		4.2.4 Development of a FN advisory structure																														
		4.2.5 Development of Draft planning structure																														
		4.2.6 Hold 2 advisory for a develop planning structure																														
		4.2.7 Implement final planning process																														
Strategy 5 - Annual program delivery	TBD																															

Strategy	Action Step	Task	FY 2005/06												FY 2006/07											
			S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M					
Strategy 6 - Performance Review	6.1 Conduct post season review of annual workplans	6.1.1 Develop process for integrated review of annual workplans																								
	6.2 Conduct regular reviews of the success of the WSP	6.2.1 Determine process of regular independent review																								

## 2.6. Logic Model

## WSP Logic Model



## **2.7. Accountabilities**

At this point in time DFO has responsibility for most of the implementation workplan. The PFRCC however has agreed to support two critical components of Strategy 2-Action Item 2.2, the selection of habitat indicators. It is anticipated that as the Workplan is developed further with interested parties that additional tasks and resources may be added.

## **3. Risk Assessment and Management Summary**

Risks associated with each project and task are noted in the detailed proposals included in Appendices 1-5. The key risks still need to be determined and reported below.

- 3.1. Key Risks**
- 3.2. Existing Mitigating Measures**
- 3.3. Incremental Strategies**

## **4. Monitoring, Evaluation and Auditing**

### **4.1. Monitoring Plan**

The timeline and receipt of deliverables for each task will be monitored to ensure that WSP implementation is on track. As we approach the end of FY 06/07 the performance measurement of annual progress towards achievement of objectives set out in Strategic plans for CUs will begin. The annual and long term performance measurement systems will be developed during FY 05/06 (see Admin proposal).

### **4.2. Evaluation Plan**

Action step 6.2 commits to regular reviews of the success of the WSP. An independent review of the success of the WSP in achieving its broad goal and objectives will be conducted within 5 years. The form of the review will be developed during FY 06/07 through consultation with FN and stakeholders.

### **4.3. Internal and Recipient Auditing**

A DFO New Initiatives Steering Committee will meet regularly with the WSP Implementation team to review the progress of WSP implementation.

#### **4.4. Reporting Commitments**

The Department has committed to an open and transparent process of implementation and subsequent reporting. Strategic plans and related information on the status of CUs, related habitat and ecosystems as well as performance indicators will be made available on the web.



Appendix 1. WSP Admin Proposal

## **PROJECT PROPOSAL**

**DFO Wild Salmon Policy  
FY 2005-06/FY 2006/07**

**PROJECT TITLE:** Administration of WSP Implementation

**DESCRIPTION AND LINK TO WSP STRATEGY / ACTION STEP:**

*Attach separate sheets as necessary*

The Wild Salmon Policy has costs associated with completion of the policy in FY05/06. Co-ordination of WSP implementation is required for the first two years during start-up.

**TIMEFRAME:** (1 yr/multi-year)

Multi-year

2005/06 – Completion of the Wild Salmon Policy and coordination of implementation

2006/07 – Coordination of implementation

**PARTICIPANTS:**

Wild Salmon Policy Coordinator

Multi-Branch WSP Implementation Team including representatives from Science, Fisheries Management, OHEB, Treaty and Areas.

**RESOURCES SOUGHT & RATIONALE:**

*Detailed breakdown of budget: for salaries, O&M, equipment, ship time, proposed contracts, etc*

Year	FTE	Salary (K \$)	O & M (K \$)	Total (K\$)
2005/06			228	228
2006/07			126K	126K

# PROPOSAL DETAILS:

FY 2005/06

Task	Deliverable(s)	Outcomes	Completion Date	FTE	Salary \$	O&M	Budget	Accountable Manager(s)	Notes
Completion of Wild Salmon Policy by the WSP Working Group	Meeting of WSP FN and Multi Interest FORA to review penultimate WSP Draft	Advice from salmon interests necessary to complete draft	May 2005			Travel 45K Facilitator 8K Facility	53K	Saunders	
	Final WSP Document	Final document to be used to implement WSP	June 2005			Desktopping 9K Translation 13K Printing 27K Phones 4K Misc 1K	54K	Saunders	107K total for completion of policy
Coordination of WSP Implementation	WSP Start-up projects for 06/07					Travel 15K Phones 2K Equipment 2K Consultation admin assistance	44K	Saunders	Consultation admin assistance for consultation for all 4 strategies. Could be

Task	Deliverable(s)	Outcomes	Completion Date	FTE	Salary \$	O&M	Budget	Accountable Manager(s)	Notes
						25K			6mo assignment PM2-4 level
Development of WSP Implementation Plan	Meeting of WSP Implementation Team to review Workplan and discuss Implementation Plan		Sept 13, 2005				2K	Saunders	
	Draft Implementation Plan		Early October					Saunders WSP Implementation Team	
	Meeting of WSP FN and Multi-interest Fora to review draft Implementation Plan		Late October			Travel 30K Facilitator 10K	40K	Saunders/Hartling	
	WSP Implementation Plan		Late November						
Develop and implement a WSP	Communication Plan	Well informed and engaged First	Late October			Website 15K Fall	35K	Saunders/Mishima	

Task	Deliverable(s)	Outcomes	Completion Date	FTE	Salary \$	O&M	Budget	Accountable Manager(s)	Notes
Communication Plan		Nations, Public and salmon interests				information sessions 20K			
Development of performance management strategies Action steps 6.1 and 6.2	Performance measurement plans	Improved performance measurement of biological, social and economic objectives	March 2006					Saunders WSP Implementation Team	
<b>Total for F/Y 2005/06</b>						228	228		
<b>F/Y 2006/07</b>									
Coordination of WSP Implementation	WSP Start-up projects for 06/07					Travel 15K Phones 2K Equipment 2K Training 2K Website 15K Consultation 50K	86K	Saunders	
	Meeting of WSP FN and Multi-interest Fora to review progress of		October 2006			Travel 30K Facilitator 10K	40K	Saunders/Hartling	

Task	Deliverable(s)	Outcomes	Completion Date	FTE	Salary \$	O&M	Budget	Accountable Manager(s)	Notes
	Implementation Plan								
Total for 2006/07						126K	126K		

# PROJECT PROPOSAL<sup>1</sup>

DFO Wild Salmon Policy  
FY 2005-06/FY 2006/07

**PROJECT TITLE:** Standardized Monitoring of Wild Salmon Status (i.e. WSP Strategy 1)

**DESCRIPTION, OBJECTIVES & LINK TO WSP STRATEGY / ACTION STEP:**

*(See attached table)*

***Action Step 1.1 Identify Conservation Units***

***Action Step 1.2 Develop criteria to assess Conservation Units and identify benchmarks to represent biological status***

***Action Step 1.3 Monitor and assess status of Conservation Units***

It is necessary to monitor and assess the status of Conservation Units (CUs)<sup>2</sup> to know if the Wild Salmon Policy (WSP) is successfully restoring and maintaining healthy and diverse salmon populations. A combination of initiatives will allow us to identify CUs and their components in BC and the Yukon (see attached table). WSP teams coordinated by a new/re-assigned biologist will work cooperatively and suggest CUs along with their constituent populations and local spawning groups. This will require additional analysis of genetic and other relevant information. Area representatives will be responsible for meeting with, and assembling information from First Nations and stakeholders. Status (red, amber, green) and other relevant information will be documented in CU-specific status templates that will incorporate habitat information (Appendix 1). This information will be documented on a WSP Web site established through Strategy 4.

A separate initiative will apply a multi-attribute approach to identify probable CUs and status, producing a geo-referenced database. A paucity of information on northern coastal sockeye lakes and their tributaries necessitates separate work to refine and document methods to assess and monitor their habitat and productive capacity. This

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<sup>1</sup> 16 Sept 05

<sup>2</sup> A Conservation Unit is a group of wild salmon sufficiently isolated from other groups that, if extirpated, is very unlikely to recolonize naturally within an acceptable timeframe.

project, relevant to Strategy 2, will help us determine how many of these separate lakes constitute CUs, and develop criteria and benchmarks to assess their status (WSP Action Steps 1.1 and 1.2 respectively). Each of these projects will produce peer reviewed reports.

In 06/07, additional genetic analyses will assist in the identification of CUs (Action Step 1.1). WSP teams, whose activities will continue to be coordinated by a biologist, will carry on with work, resulting in status designations and benchmarks for each CU (Action Step 1.2). Completing operational frameworks that will identify annual monitoring tasks (Action Step 1.3) will require much of the time of one person focusing on this task for the second entire year. Frameworks will be summarised in a PSARC Working Paper(s), along with PSARC Working Papers and/or other publications that apply the multi-attribute approach and describe methods to assess and monitor the habitat and productive capacity of sockeye CUs. Interim progress reports and templates will be updated on the WSP Web site.

**TIMEFRAME: multi-year**

2005/06 – Preliminary identification of Conservation Units and constituent components, establish regional teams, develop status templates and geo-referenced database and provide input to WSP website.

2006/07 – Finalise identification of Conservation Units, update status templates, PSARC papers evaluating multi-attribute approach to describe CUs, method to assess + monitor habitat and productive capacity of sockeye CUs, and operational frameworks with annual monitoring tasks plus input to website.

**PARTICIPANTS:**

Multi-area team including Jim Irvine, term or seconded bio, participants from each of Core, Yukon, LFR, BCI, NC, and SC.

**RESOURCES SOUGHT & RATIONALE:**

(See attached table for detailed breakdown of budget)

~200 K/year for 2 years.

**PROPOSED DELIVERABLES:**



- Identification of CUs and benchmarks.
- Status templates for each CU that will include preliminary status benchmarks and designations.
- Comprehensive geo-referenced database.
- PSARC or DFO MS Report plus primary manuscript refining and documenting methods to assess and monitor the habitat and productivity capacity of sockeye CUs.
- PSARC paper applying the multi-attribute approach to describe probable BC CUs and DUs and status.
- PSARC paper(s) describing operational frameworks with annual monitoring tasks necessary to assess CU status.
- Input to WSP website.

**RISKS COMPROMISING SUCCESS:**

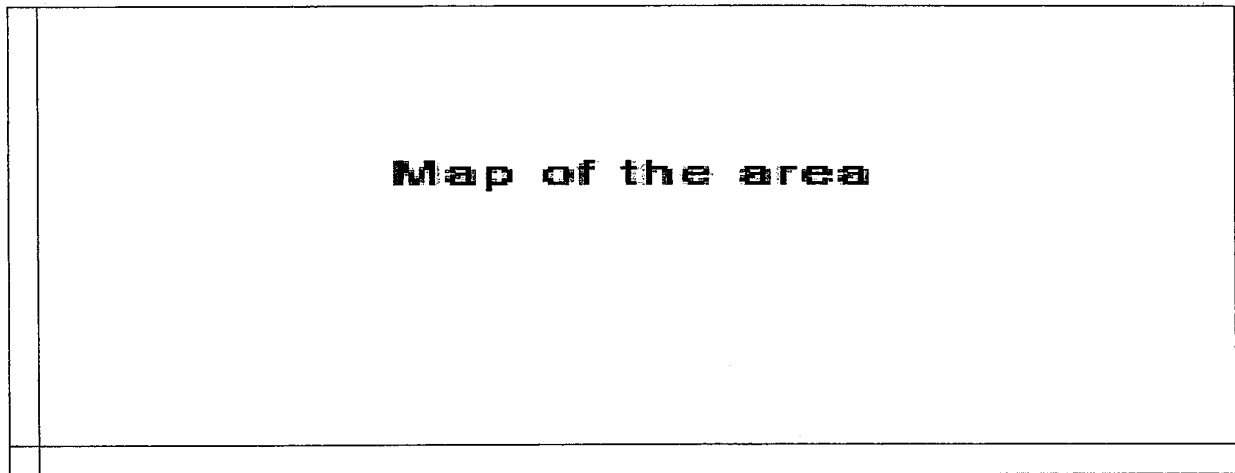
The successful completion of this project in the proposed time frame hinges primarily on our ability to identify suitable staff from StAD Core and the areas. Some work is already underway but a biologist will need to be hired or re-assigned to provide overall coordination for the workplan. Area staff will also need to devote time to provision and review of CU information. The most suitable approach will vary among areas, in some cases CU information will be most effectively gathered by staff while in other areas contract dollars is more cost effective. The major risk to completion within the proposed time frame is availability of staff and resources in the face of competing priorities.

Action Item	Task	Deliverable(s)	Outcomes	Completion Date	FTE	Salary (\$)	O&M	Budget (K)	Acc.Mgr(s)	Notes
1.1 Identify Conservation Units	1.1.1 Preliminary Identification and assessment status of Conservation Units, and associated habitats	<ul style="list-style-type: none"> <li>Preliminary CU template</li> <li>WSP Strategy 1 teams with area and core participants</li> <li>Revised CU template</li> <li>Preliminary CU list</li> <li>Analysis of genetic and other information</li> <li>List of populations and demes for each CU</li> <li>Information from First Nations and stakeholders</li> <li>List of major information sources and deficiencies by CU</li> <li>Partial completion of CU templates including preliminary CU and habitat status</li> </ul>	<ul style="list-style-type: none"> <li>Consistent approach</li> <li>Improved understanding of CU structure</li> <li>First Nations/stakeholder consultation</li> <li>Linkages with Habitat Action Step 1.1 Draft templates for most CUs</li> </ul>	March 31_2006	0.4	29	Travel 30K Phone 2K Contract/area staff costs 50K Equipment 4K  Total 86K	115	Irvine	Requires 1 PBS-based bio full time for remainder of year plus part-time commitment of biologists from each area and/or contract support. PBS bio will coordinate many of tasks on this workplan
	1.1.2 Develop multi-attribute approach to CU identification	Preliminary status assessments of CUs, report	Input to templates	Dec 2005			Contract 22K	25	Irvine/Holtby	

Action Item	Task	Deliverable(s)	Outcomes	Completion Date	FTE	Salary (\$)	O&M	Budget (K)	Acc.Mgr(s)	Notes
	1.1.3 Develop geo-referenced database; linkages to Habitat Action	Access database	Improved access to integrated CU status and habitat information	Mar-06			Travel, office expenses 3K			
1.2 Develop criteria to assess CUs and identify benchmarks to represent biological status	1.2.1 Study northern coastal sockeye CUs (Action Steps 1.2, 1.3)	Draft report	Refine/document how to assess/monitor habitat/prod capac	Mar-06			Travel 4K, contract 28K	32	Irvine/Hume	
	1.2.2 PSF/Core (Action Step 1.1)							10	Riddell	
1.3 Monitor and assess status of CUs	1.3.1 WSP Web Development	Contributions to WSP web page	Input of templates and CU lists to website	Mar-06			Contract 10K	10	Irvine	
		<b>Total Budget 05/06</b>			<b>0.4</b>			<b>192</b>		
1.1 Identify Conservation Units	1.1.4 Genetic analyses to help ID CUs (Action Step 1.1)	Genetic structuring of CUs	Improved understanding of CUs	Aug-06			Lab analysis	10	Irvine	
	1.1.5 Finalisation of CUs (Action Step 1.1)	Near final list of CUs, populations, and demes	Completion of Action Step 1.1.	Dec-06			Travel, office expenses 3K	3	Irvine	

Action Item	Task	Deliverable(s)	Outcomes	Completion Date	FTE	Salary (\$)	O&M	Budget (K)	Acc.Mgr(s)	Notes
1.2 Develop criteria to assess CUs and identify benchmarks to represent biological status	1.2.3 Develop assmt criteria and id benchmarks	Benchmarks for each CU; updated status templates	Near completion of Action Step 1.2	Mar-07	0.4	29	Travel 30K, software 5K,	125	Irvine/bio	Part-time commitment
	(Action Step 1.2)	Updated/expanded Info from 1st Nations + stakeholders	Updated info for public dist'n				Phone 3K			
			First Nations/stakeholder consultations				Contract/area staff costs 56K			
							Equipment 7K			
	1.2.4 Study northern coastal sockeye CUs (Action Steps 1.2, 1.3)	PSARC or DFO MS Report and journal manuscript	Improved understanding of sockeye CUs	Oct-06			Travel, office expenses 2K	2	Irvine/Hume	contract support
	1.2.5 Complete multi-attribute study (Action Steps 1.2, 1.3)	PSARC Report	Preliminary status designations for BC units	Apr-06			Travel, office expenses 1K	1	Irvine/Holtby	
1.3 Monitor and assess status of CUs	1.3.2 Operational frameworks (Action Step 1.3)	PSARC Report	Operational frameworks with annual monitoring tasks	Mar-07	0.6	43		43	Irvine/Bio	Major responsibility of new bio who w coordinate most tasks on this workplan
	1.3.3 Web Development + maintenance (Action Steps 1.1, 1.2, 1.3)	Contributions to WSP web page	Updated input of templates and other info to website	Mar-07			Contract 15K	15	Irvine	
Total Budget 06/07				1.0				199		
Total Budget 05/06				1.4				391		
				plus 06/07						

**Name of Conservation Unit (including species name), e.g.  
CULTUS LAKE SOCKEYE SALMON (*Oncorhynchus nerka*)**



**Figure 1: Map showing freshwater area of occupancy and location within DFO area.**

*Completion of CU templates will be an iterative process with information quality and quantity varying among CUs:*

**SUMMARY**

**CONSERVATION UNIT STRUCTURE**

- (listing of CU components, i.e. populations and demes)

**DISTRIBUTION**

- (freshwater and marine; identify trends and fragmentation concerns)

**BIOLOGY**

- (life history, sex and age composition, migration/dispersal patterns, survival information)

#### **CU SIZE AND TRENDS IN ABUNDANCE**

- (i.e. number of mature individuals by population)
- (i.e. declining, stable, increasing, or unknown; if declining, % decline over last 10yrs/ 3 generations, whichever is greater)

#### **BIOLOGICAL STATUS (red, amber, green, or unknown)**

#### **HABITAT**

- (status, concerns, and trends)

**TEK (including ATK)** (Traditional Ecological Knowledge includes all historical knowledge while Aboriginal Traditional Knowledge is originates only from aboriginal peoples).

#### **LIMITING FACTORS AND THREATS (actual or imminent)**

#### **OTHER CUs WITH COMMON THREATS**

**MANAGEMENT OBJECTIVE** (e.g. maximize catch, minimize bycatch, maximize economic gain, minimize prob. of extirpation, escapement goal)

#### **STAKEHOLDER PERSPECTIVES**

## **BENCHMARKS**

## **CU OUTLOOK**

## **SOURCES OF INFORMATION**

**NAME(S) OF INDIVIDUALS WHO COMPLETE/ UPDATE TEMPLATE,  
COMPLETE MAILING ADDRESSES AND DATES**

## Appendix 3. Strategy 2 Proposal

**PROJECT PROPOSAL****DFO Wild Salmon Policy****FY 2005-06/FY 2006/07****PROJECT TITLE:** Assessment of Habitat Status (Strategy 2)**DESCRIPTION AND LINK TO WSP STRATEGY / ACTION STEP:**

(see attached table)

*Action Step 2.1 - Document habitat characteristics within CUs**Action Step 2.2 - Select indicators and develop benchmarks for habitat assessment**Action Step 2.3 - Monitor and assess habitat status**Action Step 2.4 - Establish linkages to develop an integrated data system for watershed management.*

Habitat management, protection, and restoration require identification of habitats necessary for the conservation of wild salmon and monitoring indicators to assess changes in status over time relative to benchmarks. Identification of habitats will begin with documentation of major habitat characteristics in each CU using the CU specific status templates. (2.1) This is most efficiently done by pooling resources with StAD and using a common process to complete respective components of the templates. It will include a combination of literature review and area input.

A separate related task has been undertaken by the Pacific Fisheries Resource Conservation Council (PFRCC). The Council has initiated a contract to review literature on habitat indicators for applicability and availability and conduct a workshop. The workshop and the literature review will refine the set of potential indicators and establish important linkages with academic institutions, other agencies, and bodies such as the Salmonid Enhancement and Habitat Advisory Board (SEHAB) and stakeholders. The PFRCC report and other applicable indicator work will be distilled to develop the final set of habitat indicators (2.2). Benchmarks will be proposed for CU's based on a review of previous relevant monitoring works and habitat science research (both undertaken internally and externally to DFO).



Monitoring (2.3) initiatives will include monitoring of compliance and effectiveness of habitat restoration and development projects. There will be initial work on establishment of reference sites and indicators based on habitat restoration and development projects. (2.2). Based on the outcomes of this work and Action steps 2.1 and 2.2, an ongoing operational framework will be developed to identify annual monitoring requirements and responsibilities(2.3). The operational framework will identify where external participation in monitoring by First Nations, community, and stewardship groups may be applicable.

Data availability and management will be identified for indicators as part of the PFRCC contract and when the final set of indicators is developed, data management linkages will be explored (2.4). Data sharing with partners such as the province and stewardship groups already occurs but connections will be reviewed and strengthened particularly as applicable to selected indicators and benchmarks. Linkages between OHEB databases and the geo-referenced database identified in Action Step 1.1 will be made and OHEB GIS systems will be utilized for development of CU maps and ultimately linked with CU status and habitat information.

**TIMEFRAME: (1 yr/multi-year)**

Multi-year

2005/06 –Initial habitat characteristic documentation on templates, baseline work on potential references sites, indicators and benchmarks based on restoration and development projects, and improved database linkages with the province and other partners

2006/07 – Finalize habitat characteristic documentation, review and finalize indicator selection, begin benchmark development for CUs, develop operational frameworks for monitoring,

**PARTICIPANTS:**

Cross area team consisting of lead habitat WSP contact, area habitat staff, WSP StAD coordinator

PFRCC

FN's, Province, SEHAB, stewardship groups,

**RESOURCES SOUGHT & RATIONALE:**

See attached table

Year	FTE	Salary (K \$)	O & M (K \$)	Total (K\$)
05/06	0.5	40	100	140
06/07	1.0	80	100	180

**PROPOSED DELIVERABLES**

- Overview of major habitat characteristics for each CU as part of CU status template
- Final set of habitat indicators
- Initial establishment of reference sites and indicators for habitat restoration and development projects
- Operational monitoring plan identifying annual monitoring and resource requirements and monitoring partners
- Linkage of CU status templates with OHEB GIS systems

**RISKS COMPROMISING SUCCESS**

The successful completion of this project in the proposed time frame depends on the ability to identify and make available suitable staff. A habitat FTE will need to be re-assigned to provide overall coordination for the workplan and area staff will need to devote time to provision and review of CU habitat information. Habitat template information is most effectively gathered jointly with StAD but contract dollars or FTE support for the StAD process are required. The major risk to completion within the proposed time frame is availability of staff and resources in the face of competing priorities and pressures to downsize the Habitat program.

# PROPOSAL DETAILS:

05/06

Action Item	Task	Deliverables	Outcomes	Date Complete	FTE	Salary\$	O&M	Total	Accountable Manager(s)/Participants	Notes
2.1 Document habitat characteristics for CUs	2.1.1 Prepare brief narrative description of major habitat characteristics and issues for each CU using published material, area input and information from external sources e.g. FNs, stewardship groups	Overview of habitat characteristics and issues for each CU included on CU status template.	Involvement of area staff, cross branch working linkages Screening and identification of CU's with priority habitat issues.	31-March-06	0.5 (re-assigned)	40K	\$40K for contract or FTE support to StAD	80K	Habitat WSP lead/contractor / area staff/area FN and stewardship groups	- One habitat biologist to be re-assigned to coordinate WSP tasks for the balance of the fiscal and will coordinate all tasks identified on this workplan - Habitat Documentation (40K O&M) work to be done with core StAD as part of status template completion process- either by contract \$ or FTE support to position reporting through StAD but overall guidance for requirements to be provided by WSP habitat lead
2.2 Select indicators and develop benchmarks for habitat assessment	2.2.1 PFRCC contract to review literature on habitat indicators for applicability and availability and conduct	Workshop to review indicator candidates and data availability Summary report on best indicator	Workshop report Linkages with academic and other resource management agencies such as	31-March-06					PFRCC/ Saunders, habitat lead	Funded from PFRCC budget - habitat rep and some members of implementation team to provide input as applicable and participate in workshop.

Action Item	Task	Deliverables	Outcomes	Date Complete	FTE	Salary\$	O&M	Total	Accountable Manager(s)/Participants	Notes
	workshop	candidates	forestry							
2.3 Monitor and assess habitat status	2.3.1 Pilot monitoring study of habitat restoration and development projects - Conduct a review of Environment Canada's Canadian Aquatic Biomonitoring Network (CABIN) database and the Reference Condition Approach with respect to restoration and development projects to develop reference sites and refine an approach to establishment of habitat indicators and	- Report on an overview and refinement of Environment Canada's Reference Condition Approach methodologies and indicators for use in WSP performance tracking. - recommendation and selection of restoration project reference sites in key CU's using EC's database to benchmark habitat quantity and quality to track performance - Report on compliance and	Improved habitat restoration and development practices - refined methodologies and indicators for tracking of Habitat Man. and performance tracking	31-March-06			60K (contract)	60K	Ed Woo/Ryan Galbraith, area staff	

Action Item	Task	Deliverables	Outcomes	Date Complete	FT E	Salary \$	O&M	Total	Accountable Manager(s)/Participants	Notes
	benchmarks. - Publish report on compliance and effectiveness of interior BC restoration and development projects in partnership with BCIA and UBC.	effectiveness, and recommendations for improvement of practices for interior BC restoration and development projects in partnership with BCIA and UBC.								
2.4 Establish linkages to develop an integrated data system for watershed management	2.4.1 Initiate or review existing data sharing with partners espec. Province,	Improved data linkages	More effective data management, reporting and analytical capacity. Participation of external partners will improve data quality and departmental capacity.	31-March-06					Karen Calla/OHEB IM group, province	Will be done as part of the Can-BC MOU.
	2.4.2 Review of data availability As part of PPRCC contract, there will be a review of data availability for	A report detailing data availability for the indicators reviewed and where and how data are held and managed.	- selection of habitat indicators with functional data availability	31-March-06					PPRCC/ WSP implementation team	Part of PPRCC contract identified in 2.2

Action Item	Task	Deliverables	Outcomes	Date Complete	FT E	Salary\$	O&M	Total	Accountable Manager(s)/Participants	Notes
	potential indicators.									
	2.4.3 Develop linkage between OHEB GIS Review geo-referenced database and GIS and determine approach to link database and geo-referenced databases in 1.1	Linked data systems	More useful data system for analysis and reporting	31-March-06					OHEB IM and GIS staff –	Broader IM strategy needed for all WSP components.

**PROPOSAL DETAILS:**

06/07

Action Item	Task	Deliverables	Outcomes	Date Complete	FTE	Salary\$	O&M	Total	Accountable Manager(s)/Participants	Notes
2.1 Document Habitat characteristics for CUs	2.1.2 Complete and refine habitat characteristic definition Review and confirm habitat characteristic templates	Overview report for each CU that provides sufficient information on key habitat to identify initial priorities for protection rehabilitation and restoration. Also identifies information gaps and factors.	Information will contribute to improved watershed planning, both within DFO and external stakeholders. Also, serve as a guide for habitat protection and planning in Strategies 4 and 5.	31-October-2007	1.0 (re-assigned)	80K	20K contract 10K travel FTE 30K	110K	WSP Habitat lead/area staff, external area experts (FN etc.)	- One habitat biologist to be re-assigned to coordinate WSP tasks for the fiscal to will coordinate all tasks identified on this workplan  - Contract to review and refine habitat characteristics with appropriate internal and external participants.
2.2 Select indicators and develop benchmarks for habitat assessment	2.2.2 Finalize selection of indicators Integrate PFRCC outcome and indicator work from other sources to develop final set of indicators 2.2.3 Develop benchmarks For individual CUs, assess	Final set of habitat indicators  Benchmarks for individual CUs	Improved capacity to assess habitat	31-October-07					WSP habitat lead/PFRCC, habitat staff, SEHAB	To be coordinated by WSP habitat lead
				31-March-07			25K contract	25K	Habitat WSP lead/Habitat Science/StAD lead	Funds will be used for contract to support benchmark development

Action Item	Task	Deliverables	Outcomes	Date Complete	FT E	Salary\$	O&M	Total	Accountable Manager(s)/Participants	Notes
	data quality and availability for defining benchmarks for each CU		status relative to a standard.							
2.3 Monitor and assess habitat status	2.3.2 Begin development of ongoing operational frameworks with annual monitoring tasks Identify monitoring requirements for each CU based on pilot studies, and indicators. Identify responsibility and capacity for monitoring by external parties	A finalized monitoring plan identifying monitoring and resource requirements and delivery approach	Appropriately monitored habitat Participation of external partners will improve commitment to the resource and departmental capacity.	31-March-07			25K contract	25K	Habitat WSP lead/area staff, stewardship groups, SEHAB	To be coordinated by WSP habitat lead Contract funds to be used for assistance in preparing monitoring plan
2.4 Establish linkages to develop an integrated data system for watershed management	2.4.4 Link OHEB GIS systems with CU status templates Develop method to link existing and developing OHEB GIS systems with status templates	Linked systems	More effective data management, reporting and analytical capacity	31-March-07			20K contract	20K	OHEB IM and GIS staff	Broader IM strategy needed for all WSP components.



Action Item	Task	Deliverables	Outcomes	Date Complete	FT E	Salary\$	O&M	Total	Accountable Manager(s)/Participants	Notes
	2.4.5 Continue development of data sharing linkages with partners Continue review of existing data sharing with partners espec. Province,	Linked systems	More effective data management, reporting and analytical capacity Participation of external partners will improve data quality and departmental capacity.	31-March-07					Karen Calla/OHEB IM group, province	Will be done as part of CAN – BC MOU

## PROJECT PROPOSAL

### WILD SALMON POLICY

FY 2005/06 & FY 2006/07

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**PROJECT TITLE:** Identification of Ecosystem Values and Integration into Management of Pacific Salmon (Strategies 3.1 and 3.2; July 2005 WSP)

“The Department’s intent is to *progressively consider ecosystem values in salmon management*, but it acknowledges a limited ability to do so at the present time. The following steps will provide the scientific understanding and technical capacity to include ecosystem values over time.

#### **Action Step 3.1. Identify indicators to monitor status of freshwater ecosystems**

The Department will use existing data and expert advice to *identify key indicators* (biological, physical, and chemical) of the current and potential state of lake and stream ecosystems (diversity of organisms, rates of biological production, etc.). *Within two years, an ecosystem monitoring and assessment approach will be developed and integrated with ongoing assessments and reporting on the status of wild salmon.* Implementation of this approach will be coordinated with the monitoring of CU status (Action Step 1.3), their habitats (Action Step 2.3), and marine conditions (Action Step 3.2). *In the process, knowledge gaps and areas requiring further research will also be identified.*

#### **Action Step 3.2. Integrate climate and ocean information into annual salmon management processes.**

To understand changes in climate and oceans and their consequences for salmon production, the freshwater monitoring programs identified in *Step 3.1 will be integrated with programs investigating variability in climate and ocean conditions.* Canada is developing programs to monitor and study these conditions. To relate variations in freshwater and marine ecosystems, networks of freshwater indicator systems (see Action Step 1.3) are being discussed internationally to assess the magnitude and spatial scale of changes in climate and ocean conditions. Linking variations in salmon returns to changes in the marine ecosystems requires large-scale monitoring programs, extensive planning, and collaboration with domestic and international organizations. “

**Tasks:** The major tasks associated with implementing Strategy 3 involve:

- a. Identifying the public and professional expectations of incorporating “ecosystem values” into salmon management;

- b. Identification of the ecosystem indicators recommended by experts for monitoring;
- c. Consult with First Nations, academics, ENGO's, local industry and government, and public (e.g. Stream Keeper volunteers) ... a public dialogue seeking consensus on an agreed set of indicators;
- d. Use an external Expert Panel to conduct the dialogue and recommend the basis of an adequate assessment framework (recognizing a realistic limitation of what we can assess and afford to assess; and identifying linkages with other organizations); and
- e. DFO to review Expert Panel report and recommend the Assessment Framework to WSP consultation groups and government.

While Action Step 3.2 of this strategy will require work within DFO, the major task expected under this strategy pertains to Action Step 3.1.

**Proposed Project Steps:**

- 1) Fall, 2005 regional workshop to outline our proposal for ecosystem consultations and use of an external Expert Panel. A small contract would be let to co-ordinate and facilitate a workshop (participants similar to WSP consultations, likely a two day session). The objective to this workshop would be to inform clients of our proposal and timeframes, and to seek recommendations on suggested membership of the Expert Panel (a list of suitable members, assuming this option is accepted).
- 2) Contract individuals to participate on Expert Panel (minimum number of participants would likely be five (3 academics, a FN member, and an ENGO) plus two ex-officio members for the Federal and Provincial governments. Contract duration anticipated up to one year (consultations and final report), and would be limited to \$15-20K per external member). Report date by December, 2006.
- 3) Contract for a consultation/facilitation team to co-ordinate organizations of meetings, logistics for Expert Panel, and maintaining summary minutes of consultations. Expected duration of this contract would be slightly longer than the Expert Panel. Costs of this contract would vary depending on the consultation option chosen.
- 4) DFO would receive the recommendations of the Expert Panel, formulate an Assessment Framework, and conduct final consultations with a select group of clients before a final recommendation to government (completed by April 2007).
- 5) DFO Science should assign a lead contact to represent this Department during the development of this Assessment Framework. The tasks involved would involve developing an expertise in ecosystem indicators, participating fully in the

consultations and with the Expert Panel but only as an advisor during their deliberations, and then finally to draft Departmental recommendations following from the Panel report and consultations.

**Time frame and Resources Sought:**

1. Fall 2005, small workshop with recommended list of Experts; \$25K
2. Contract for consultation/facilitator to work with Expert Panel; likely 12-13 months and up to \$100K for contractors and reporting.
3. Individual service contracts for approximately 5 Experts; maximum duration 12 months; costs for labor and direct costs up to \$20K.
4. Costs for individuals attending each consultation (under Option 2, 3), rough approximation of \$100K (for 25-40 persons over a few consultations).
5. Direct costs to support DFO/WSP staff participation, \$25K.

Total costs, September 2005 through March 2007 estimated to be \$350K (over 2 years).

Fiscal year 2005/06 would include \$25K (item 1) plus maximum of costs for 3 months on items 2,3,4,5. Assuming proportional split over 12 months would estimated  $(0.25 * \$325K) = \$81.25K$ ; total in first fiscal year = 106.25K (it would be possible to forward load costs for two consultations if desired).

Cost for balance of activities in fiscal 2006/07 = \$243.75

**Proposed Deliverables:**

- Definition of public expectations of “ecosystem values” for salmon management
- Identification of indicators useful in monitoring “ecosystem values”
- Report of an Expert Panel on a suitable (and agreed) set of ecosystem indicators to be incorporated into an Assessment Framework
- Fulfillment of the WSP obligation to consult and within two years to develop an Assessment Framework incorporating ecosystem values into salmon management.
- A constructive consultation forum should enable DFO to receive advice on public expectations of incorporating ecosystem attributes into salmon management, while effectively limiting the additional costs inherent in a new monitoring program.

**Risks Compromising Success:**

The critical elements of this proposal are: a) an effective external Expert Panel and (b) the consultation option selected. The primary concern is how effective the consultations are in identifying the “ecosystem values” and in achieving some consensus on a set of indicators to applying within a monitoring program (i.e., an Assessment Framework). A concern for the Expert Panel suggestion is that 5 members may be too small group to incorporate all the client groups that may insist on participating. However, the Expert Panel should be limited to true experts working in this topic. Other interested participants would be included in the consultation forums.

### **Consultation Options:**

- a. **Traditional Departmental process** ... Expert panel and facilitator travel to several geographic centers in British Columbia and the Yukon (multiple meetings but likely only one meeting per site).

While this is likely the model expected following the Departmental commitment to consult on Strategy 3; there are some limitations of this topic that may make this option expensive and at risk of being ineffective. The topic of ecosystems will be value laden and technical. We anticipate the need for extensive dialogue to achieve any measure of understanding and consensus. For this to be successful there is an expected need for several meetings and desirability for consistency in people participating in these consultations.

- b. **BC Electoral Reform process** ... selected representatives of interested client groups attend a series of consultations hosted by the Expert Panel and the facilitator (costs would vary with number of representatives required).

This option would involve a set of representatives (across client groups) attending a series of consultations (likely 3-5) so that the representatives can consider advice from the Expert Panel (and visa versa), consider the dialogue between consultations, and discuss this topic with their client groups as the dialogue continues through the year.

Since we expect many differences of opinion about what ecosystem values are important to salmon management and limited consideration of what to measure as indicators, these consultations will involve much “give and take” between participants. We expect peoples understanding and expectations will evolve over the

year and would have much greater opportunity to achieve some consensus through a series of meetings with a common set of representatives.

A concern for this latter model is that we may not be able to accommodate the number of representatives that client groups wanting to attend. This may be a particular problem in meeting consultation requirements with First Nations. Also, we would have to limit the number of sessions and their duration.

- c. **Combination of Options A and B:** Depending on the expectations of First Nations, Option B may not be considered an adequate effort by the Department to involve the numerous First Nations.

A combined option could involve Option B for non-Native to develop the technical basis for the assessment framework. Plus, Option A to involve First Nations in consideration of Traditional Aboriginal Knowledge and to ensure their understanding of why specific indicators were recommended for the assessment framework. Option C would likely require more involvement of DFO staff and increased funding.

## Appendix 5. Strategy 4 Proposal

**PROJECT PROPOSAL****DFO Wild Salmon Policy  
FY 2005-06/FY 2006/07**

**PROJECT TITLE:** Development and implementation of a Strategic Planning Process for Salmon Conservation

**DESCRIPTION AND LINK TO WSP STRATEGY / ACTION STEP:**

*Attach separate sheets as necessary*

***Strategy 4***

*Action Step 4.1* Implement an interim process for management of priority CUs

*Action Step 4.2* Design and implement a fully integrated strategic planning process for salmon conservation.

The Department has agreed to consult with First Nations, Provincial and Territorial governments, communities, and stakeholders to design an effective integrated planning process for salmon conservation (WSP Strategy 4, Action Step 4.2). The new planning process will be tasked with developing long-term strategic plans for CUs that will guide fisheries and habitat activities in specific geographic areas affecting the CUs. These plans will need to determine long term biological targets for CUs and for habitat and ecosystem status and address significant conservation concerns by ensuring that all CUs will remain above their established lower benchmarks with an acceptable degree of certainty. The planning process will ultimately consist of a new planning structure that will develop the plans through an organized procedure that respects people's interests in Pacific salmon, land and water uses, watersheds, fisheries, and marine areas. The planning process must utilize as much as possible existing structures and connect with processes already in place where other levels of government have jurisdiction (ie FN, LRMP/SRMP, LUP, MUP, Community Plans).

Recognizing that it will take time to develop the full process an interim process will be implemented through regional response teams formed to address CUs identified through Strategy 1 as a priority concern (WSP Strategy 4, Action Step 4.1). Priority CUs will be

those in the Red Zone and those that could significantly limit fishing or other activities. The Response Teams will engage First Nations and other salmon interests to assist DFO in the development of plans that will inform regional integrated operational planning for fisheries and habitat. The Response Teams and ultimately the new planning structure will use the 5-step planning procedure outlined in Appendix 2 of the Wild Salmon Policy to develop the plans.

**TIMEFRAME: (1 yr/multi-year)**

Multi-year

2005/06 – Complete institution of Interim Planning Process

2006/07 – Complete fully Integrated Planning Process



**PARTICIPANTS:**

Multi-Branch Planning Team including planning representatives from Policy-Consultation Secretariat, Science, Fisheries Management, Oceans, Habitat, and Treaty.

WSP Advisory Forum – as required

First Nations WSP Advisory Forum and Bi-lateral meetings as required.

**RESOURCES SOUGHT & RATIONALE:**

*Detailed breakdown of budget: for salaries, O&M, equipment, ship time, proposed contracts, etc*

Year	FTE	Salary (K \$)	O & M (K \$)	Total (K\$)
2005/06			160	160
2006/07			113	133

**PROPOSAL DETAILS:**

FY 2005/06

Action Item	Task	Output/ Deliverable(s)	Outcomes	Date Comple	FTE	Salary \$	O&M	Total	Accountable Manager(s) /Participant	Notes
4.1. Implement an interim process for management of priority CUs	4.1.1 Pilot 5 step planning procedure (WSP Appendix 2) for developing long term strategic plans including objectives with two response teams	1. Report documenting experience with 5 step process. Recommendation regarding subsequent procedure.	Staff, FN and stakeholders will have ownership of a procedure for strategic planning that will provide buy-in and effectiveness of the final process.	March 31, 2006			50K Modelling contract 30K- 2wks 10K Travel 20K CyclicDo in Wkshp 20K Socio- econ modelling	130	Saunders/Ryall/ Fraser WSP Implementation Team	May utilize existing SARA recovery teams or address emerging conservation issue. Will establish a linkage with Fraser Spawning Escapement Initiative.
4.2 Design and implement a fully integrated strategic planning process for salmon conservation	4.2.1-Establish a DFO Integrated Planning Team  4.2.2- Hold a workshop with staff and invited academics to begin development of a draft model for an Integrated planning structure and Response teams	1. Team List  1. Workshop 2. Staff recommendations for development of a draft model.		Late- September 2005					Hobbs/Hartling/ Saunders Lead	
			Staff input and buy-in on process for developing an integrated Planning solution that is integrated across Branches. Staff Planning Team	October 2005			Contracts to experts Facilitator	10	Hobbs/Hartling/ Saunders Lead Integrated Planning Team	
	4.2.3 Review of Strategy 4 Implementation Plan	Meeting of WSP Implementation Advisory Fora	Buy-in and advice from Frand salmon interests	November 2005					Saunders/Hartling g WSP	

	with WSP Implementation Advisory Fora (see Admin Proposal)	(FN and Multi) Advice from Fora on participants in developing planning structure and planning procedure	Improved consultation of FN in salmon management decision making	March 31- 2007					Contract 20K	20K	TBD	Implementation Team	
	4.2.4 Development of FN structure	First Nation consultation structure interim report	Improved consultation of FN in salmon management decision making	March 31- 2007					Contract 20K	20K	TBD		
		Total FY 2005/06											
		FY 2006/2007											
4.1. Implement an interim process for management of priority CUs	4.1.2 Convene response teams for priority CUs identified in Strategy 1 Action Item 1.1 – Response teams formation to begin when CU status report available March 31, 2006 4.1.3 Develop strategic plans for priority CUs	1. Response teams formed  Strategic Plans for priority CUs	Structures formed that bring together FN and stakeholders that can collaborate to develop plans that they can support  Long term plans that will guide annual DFO programs	May 2006  January 2007					30K Travel 30K Admin support	60K	WSP Implementation Team Response Teams	Saunders WSP Implementation Team	Based on six response teams
4.2 Design and implement a fully integrated strategic planning process for salmon conservation	4.2.4 Development of FN structure (Cont'd)  4.2.5 – DFO Planning Team to develop a Draft planning structure with assistance from FN and stakeholders recommended by	First Nation consultation structure interim report  1. Draft planning structure that will be assessed by WSP Advisory Fora. 2. Final Report	Improved consultation of FN in salmon management decision making  A draft planning structure with stakeholder ownership	March 31- 2007  March 31, 2007					Contract 30K  Travel 3K Contracts 20K	30K  23K	TBD	Saunders Lead DFO Planning Team and Forum Advisors	

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