

# **Wild Salmon Review Final Work Plan July 15, 2011**

## **1. Approach**

The approach set out in the consultant's proposal was confirmed during the initial meeting between DFO and the consultant. The approach is summarized in the Evaluation Framework, which relates Strategies and Action Steps to performance measures, data requirements and sources. It is contained in Annex 1.

## **2. Questions and interview guide**

The key questions have been developed and reviewed with the DFO review coordinator. They are set out in Annex 2.

## **3. Interviewees**

The initial list of interviewees consists of 28 internal DFO staff and 37 external participants (First Nations, stakeholders and NGOs). Additional interviewees may be added as the review proceeds, though this depends on schedule and resources. The initial list is contained in Annex 3.

## **4. Documents for review**

DFO has provided an extensive list of documents for review. This includes communication plans, consultation plans, background documents for Strategies 1-4, and annual work plans. Additional documents will be compiled as interviews are conducted and the review proceeds. A complete list of documents used for the review will be included in the final report.

## **5. Review process**

All those included on the initial interviewee list will be consulted. The interviews will be conducted in person to the extent possible, given schedule and resources. Those not interviewed in person will be contacted by telephone. We are trying to arrange focus group sessions for the Barkley Sound and Fraser River initiatives. The in-person interviews are being scheduled for July 26-August 10, and will be conducted by Michael Gardner and Tom Pinfold.

## **6. Schedule**

Interviews and document review are expected to continue through August, with a draft report submitted by September 20 and a final report by September 30.

## ANNEX 1

### Proposed Evaluation Framework: Performance Measures, Data Requirements and Sources

Strategies/Action Steps	Performance Measures	Data/Information Required	Data/Information Sources
<b>Strategy 1: Standardized monitoring of wild salmon status</b>  1.1 Identify Conservation Units  1.2 Develop criteria to assess CUs and identify benchmarks  1.3 Monitor and assess CUs	<ul style="list-style-type: none"> <li>Methodology is developed to define CU boundaries to improve understanding of genetic diversity</li> <li>Tools and methodology are developed to identify benchmarks and assess status in order to improve understanding of salmon status</li> <li>% of CUs that have been assessed</li> <li>Methods put into place for stakeholder/ partners' engagement on CU assessments</li> </ul>	<ul style="list-style-type: none"> <li>Report(s) specifying CU methodology and defining CUs</li> <li>CUs by species/characteristics</li> <li>Specified criteria</li> <li>Quantitative status indicators &amp; benchmarks</li> <li>Method to assess/report status</li> <li>Number of CUs assessed</li> <li>Results of assessment against benchmarks</li> <li>Monitoring program &amp; results</li> <li>Stakeholder engagement process</li> </ul>	<ul style="list-style-type: none"> <li>DFO/CSAS</li> <li>PSARC</li> <li>Stakeholders</li> <li>DFO/CSAS</li> <li>PSARC</li> <li>Stakeholders/partners</li> <li>DFO/CSAS</li> <li>Stakeholders/partners</li> <li>ENGOS</li> </ul>
<b>Strategy 2: Assessment of habitat status</b>  2.1 Document habitat characteristics  2.2 Select indicators and develop benchmarks for habitat  2.3 Monitor and assess habitat status  2.4 Linkages to develop integrated data system for watershed management	<ul style="list-style-type: none"> <li>Tools are produced to improve understanding of habitat status</li> <li>List of indicators, corresponding benchmarks &amp; data sources</li> <li>Approaches for prioritizing areas for Strategy 2 status reporting and monitoring are established</li> <li>Partnership arrangements are fostered to support monitoring</li> <li>Tools for sharing and displaying CU spatial information including habitat status reports are developed</li> </ul>	<ul style="list-style-type: none"> <li>CU habitat characteristics reports documenting status</li> <li>Documents reporting on indicators, benchmarks &amp; data sources</li> <li>Monitoring system protocol and status reports for priority CUs</li> <li>Documentation on partnerships and nature &amp; scope of involvement</li> <li>Reporting systems for CU habitat status information</li> <li>Stakeholder use of reporting systems</li> </ul>	<ul style="list-style-type: none"> <li>DFO/CSAS</li> <li>Stakeholders/partners</li> <li>ENGOS</li> </ul>

Strategies/Action Steps	Performance Measures	Data/Information Required	Data/Information Sources
<b>Strategy 3: Inclusion of ecosystem values and objectives</b>  3.1 Identify indicators to monitor status of freshwater ecosystems  3.2 Integrate climate & ocean info into annual salmon management	<ul style="list-style-type: none"> <li>• Tools have been developed to improve understanding of environmental factors affecting salmon</li> <li>• # of reports produced with integrated climate and ocean information to inform salmon management</li> <li>• Stakeholder/ partners' satisfaction in ecosystem monitoring engagement</li> </ul>	<ul style="list-style-type: none"> <li>• Methodology to identify ecosystem values and objectives and indicators, Ecosystem monitoring framework, Ecosystem reports</li> <li>• Evidence that ecosystem information is incorporated into annual salmon management processes</li> <li>• Evidence of stakeholder engagement (participation in planning/execution of monitoring and salmon management</li> </ul>	<ul style="list-style-type: none"> <li>• DFO/CSAS</li> <li>• Stakeholders/partners</li> <li>• ENGOs</li> <li>• Monitoring reports</li> <li>• Management plans</li> </ul>
<b>Strategy 4: Integrated strategic planning</b>  4.1 Implement an interim process for integrated management of priority CUs  4.2 Design & implement integrated strategic planning process	<ul style="list-style-type: none"> <li>• % of priority CUs captured in pilots</li> <li>• Stakeholder satisfaction in pilot engagement</li> <li>• # of strategic plans initiated</li> <li>• Mechanisms developed to implement strategic plans</li> <li>• DFO engagement on other integrated planning processes</li> </ul>	<ul style="list-style-type: none"> <li>• Documentation/commentary on pilot integrated management of priority CUs (e.g., Barkley Sound/ FRSSI/Skeena)</li> <li>• Strategic plans initiated/completed</li> <li>• Reports on plan implementation process &amp; experience</li> <li>• Evidence of links to other planning processes</li> </ul>	<ul style="list-style-type: none"> <li>• DFO</li> <li>• Stakeholders/partners</li> <li>• ENGOs</li> <li>• Integrated planning reports</li> <li>• Integrated planning process reports</li> </ul>

Strategies/Action Steps	Performance Measures	Data/Information Required	Data/Information Sources
<b>Strategy 5: Annual program delivery</b>			
5.1 Assess the status of CUs	<ul style="list-style-type: none"> <li>• # &amp; priority of CUs that have been assessed</li> </ul>	<ul style="list-style-type: none"> <li>• CU assessment reports</li> <li>• Process materials</li> </ul>	<ul style="list-style-type: none"> <li>• DFO</li> <li>• Stakeholders/partners</li> <li>• CU assessment process managers/staff</li> <li>• Habitat management process managers/staff</li> <li>• IFMP process managers/staff</li> </ul>
5.2 Plan and implement annual fisheries management activities	<ul style="list-style-type: none"> <li>• Annual fisheries management measures are identified and documented in IFMPs</li> <li>• Decision rules are developed in collaboration with First Nations, partners and stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>• Copies of IFMPs</li> <li>• IFMP process materials</li> <li>• Copies of decision rules</li> <li>• Consultation process materials/reports</li> </ul>	
5.3 Plan and implement annual habitat management activities	<ul style="list-style-type: none"> <li>• Priorities for habitat rehabilitation or restoration are identified</li> <li>• Annual reports on regulatory functions related to key habitats, restoration and rehabilitation are prepared</li> <li>• Habitat assessment and monitoring inform the Habitat Management Program</li> </ul>	<ul style="list-style-type: none"> <li>• Documentation on priorities</li> <li>• Annual reports and supporting materials/documents</li> <li>• Documentary evidence of linkages between assessment/monitoring and Habitat Management Program</li> </ul>	
5.4. Plan and implement annual enhancement activities	<ul style="list-style-type: none"> <li>• Annual production targets and strategies are documented in IFMPs</li> <li>• Priorities are identified where enhancement can contribute to CUs in the red or amber zone</li> </ul>	<ul style="list-style-type: none"> <li>• Enhancement program/activity reports</li> <li>• Copies of IFMPs</li> <li>• CU assessment reports and linkages with enhancement activities</li> </ul>	

## ANNEX 2

### **Fisheries and Oceans Canada Wild Salmon Policy Review DFO/Stakeholder Interview Guide**

Good Day

The Wild Salmon Policy contains a commitment to conduct a review within five years of its start. Fisheries and Oceans Canada (also known as DFO) have asked Gardner Pinfold to conduct this review.

The review is meant to provide DFO with an independent assessment of progress in achieving the goal and objectives, and also provide guidance on actions that may be taken to improve the implementation process and enhance the WSO effectiveness.

Name: \_\_\_\_\_

Position: \_\_\_\_\_

Please describe your connection with, or participation in, the WSP.

---

---

---

---

1. Thinking about the WSP from broad, overall perspective, please give your assessment of how well the Policy was designed and what have been its major accomplishments to date. (You may want to frame your comments in terms of the top two or three design features, and the top two or three accomplishments, in your view.)
2. How well are the WSP and DFO operations/initiatives integrated? What are areas of strength and weakness in this respect? What do you think needs to be done to address areas of weakness? Please provide specific examples.
3. In what ways and to what extent would you say that the WSP has contributed, or is contributing, to meeting the long-term goal of restoring and maintaining healthy and diverse wild Pacific salmon populations? (Specifically, safeguarding genetic diversity, maintaining ecosystem integrity.) What indicators can you identify to support your views?
4. If you were to concentrate on weaknesses of the WSP, (and these could be design issues, rate of implementation issues, communication issues, budget/capacity issues), what are the most important in your view? What actions do you think DFO, First Nations and stakeholders need to take to improve the situation?
5. In what ways has WSP implementation contributed to managing fisheries for sustainable benefits?

### **Strategy 1 – Conservation Units**

6. Are you familiar with the Conservation Unit concept that has been adopted under the WSP? If yes, please discuss the value and importance of the CU approach from your perspective.
7. What are the most important benefits of adopting the CU approach? In the Short run? In the Long run? Which of these benefits evident now based on work done?
8. Under the WSP, some 437 CUs have been identified using a methodology developed specifically to further the WSP goal and objectives. How many CUs have been assessed to determine status against benchmarks? What criteria should be used to select priority CUs?
9. What challenges does DFO face in assessing the status of each CU? What challenges does DFO face in integrating this information into fisheries management through the development of integrated strategic plans?
10. What tools need to be in place to support regular monitoring of CUs? What role will stakeholders play in the conduct of these assessments? When do you expect this monitoring to begin? How will results be compiled and disseminated to stakeholders? What is the process for engaging First Nations and stakeholders in the discussion of results?

### **Strategy 2 – Assessment of Habitat Status**

11. In your view has the implementation of the WSP led to the creation of tools that will improve understanding of habitat status? Please provide examples?
12. Have approaches for prioritizing areas for Strategy 2 status reporting and monitoring been established? What criteria are used to establish priorities? What is the process for applying criteria and selecting priority areas? Please provide examples.
13. Strategy 2 envisioned the creation of partnership arrangements to support monitoring. To what extent has this happened? Please provide specifics.
14. Can you give examples of tools that have been developed for sharing and displaying CU spatial information including habitat status reports? Is there evidence that stakeholders are accessing and using status reports?
15. In your view, is this strategic initiative as far advanced as you expected it would be at this point? What are the main challenges in conducting habitat assessments under WSP? What steps are being taken to overcome these challenges?

### **Strategy 3 - Inclusion of ecosystem values and objectives**

16. Could you please describe the tools (indicators and their application) that have been developed under WSP to improve the understanding of how salmon affects the ecosystem and how the ecosystem affects salmon? Please provide copies of reports.
17. Have any of these tools been applied in any monitoring initiatives? Please provide examples with protocols and results.

18. Has activity under Strategy 3 progressed to the point that integrated climate and ocean information has been used to inform salmon management? If yes, please provide examples of the types of information and how it has been used. How has any such information affected management decisions?
19. What steps have been taken so far to engage First Nations/stakeholders in planning and implementing ecosystem monitoring under Strategy 3? What indication is there that First Nations and stakeholders are satisfied with their Strategy 3 participation?

#### **Strategy 4 - Integrated strategic planning**

The three pilot projects: Barkley Sound; Skeena River system; and Fraser River Sockeye Spawning Initiative are meant to be examples of integrated strategic planning.

20. Which ones are you familiar with?
21. Can you describe the types of mechanisms that have been developed to design and implement strategic plans, specifically, the role First Nations and stakeholders have played in design and implementation?
22. Let's discuss the extent to which the XX pilot includes priority CUs? Overall, has the pilot process managed to capture a significant % of the priority CUs?
23. Have any of the ISP initiatives resulted in the production of a strategic plan? Or are they still in progress? What have been the main challenges in developing strategic plans? How are these challenges being addressed?
24. Have any of the strategic plans been implemented? What are the challenges in carrying plans through to implementation? How are these challenges being addressed?
25. Generally, in your view, what indication is there that stakeholders are satisfied with roll-out of the pilots and their participation in it? Please provide details.
26. Aside from the three pilot projects, can you give any examples of other DFO activity on integrated planning processes?

#### **Strategy 5 –Annual Program Delivery**

27. The overall plan has been to integrate elements of the WSP into the everyday operations of DFO. One would expect success in this regard to be evident in the details of the annual fisheries management activities, annual habitat management activities and the annual enhancement activities. Have you observed impacts of the WSP on everyday DFO operations, including the Integrated Fisheries Management Plans over the past five years? Please discuss some examples briefly. Note: the type of performance indicators we would expect to be referenced here include:
  - a. IFMPs document annual fisheries management measures that incorporate results of WSP initiatives;
  - b. Collaboration with First Nations, partners and stakeholders to develop decision rules;

- c. Identification of priorities for habitat rehabilitation or restoration;
  - d. Annual reports on regulatory functions related to key habitats, restoration and rehabilitation;
  - e. Habitat assessment and monitoring contributing to the Habitat Management Program;
  - f. IFMPs identify annual production targets and strategies and Priorities are identified where enhancement can contribute to CUs in the red or amber zone.
28. Has the WSP been successful in engaging First Nations and stakeholders in salmon development?
29. Implementation of the WSP was meant to involve close collaboration with other federal agencies, with provincial agencies, local municipalities, First Nations, and stakeholders. To what extent has it been successful in this regard in your view? How does the nature and extent of such collaboration differ from the pre-WSP experience?

**Fisheries and Oceans Canada**  
**Wild Salmon Policy Review**  
**First Nations Interview Guide**

Good Day

The Wild Salmon Policy contains a commitment to conduct a review within five years of its start. Fisheries and Oceans Canada (also known as DFO) have asked Gardner Pinfold to conduct this review.

The review is meant to provide DFO with an independent assessment of progress in achieving the goal and objectives, and also provide guidance on actions that may be taken to improve the implementation process and enhance the WSO effectiveness.

Name: \_\_\_\_\_

Position: \_\_\_\_\_

Please describe your connection with, or participation in, the WSP.

---

---

---

---

1. The WSP, including its strategies, was designed on the basis of several years of consultation with First Nations and stakeholders. Six years have elapsed since the WSP was announced and implementation began. Please give your assessment of how well the Policy was designed – principles, objectives, strategies and action steps. With the benefit of hindsight, can you think of ways the WSP could have been improved?
2. WSP implementation requires the collaboration of First Nations and stakeholder communities. Has the form and level of participation met your expectations? If not, what factors account for this? What actions are needed and by whom to remedy the situation?
3. In what ways and to what extent would you say that the WSP has contributed, or is contributing, to meeting the long-term goal of restoring and maintaining healthy and diverse wild Pacific salmon populations?
4. If you were to concentrate on weaknesses of the WSP, (and these could concern design and scope, First Nation/stakeholder resources for collaboration, effectiveness of communication, DFO budget/capacity, federal/provincial jurisdiction), which are most likely to hamper its implementation and impair its ability to meet objectives? What actions do you think DFO and First Nations/stakeholders need to take to improve the situation?

5. What role do First Nations play in identifying and assessing CUs? How are your contributions used? What is the process for engaging First Nations in the discussion of results and their implications?
6. What challenges does DFO face in assessing the status of CUs and monitoring change? How are First Nations participating in this work? How is ATK being incorporated into assessment work?
7. What role have First Nations played in documenting habitat characteristics under Strategy 2? Have FN participated in selection of indicators and determining benchmarks? Have FN participated in on-going habitat monitoring? How is ATK being incorporated into habitat work? Are you satisfied with the role FN are playing? If not, what kind of adjustments do you think are required?
8. What role have First Nations played in identifying ecosystem indicators under Strategy 3? Have FN participated in on-going monitoring? Is there a process for incorporating ATK into ecosystem/habitat management work? Are you satisfied with the role FN are playing? If not, what kind of adjustments do you think are required?
9. The four pilot projects: Barkley Sound; Skeena River system; Fraser River Sockeye Spawning Initiative; and Cowichan Valley, are meant to be examples of integrated strategic planning. Which ones are you familiar with?
10. Can you describe the role First Nations have played in the implementation of these pilot projects? Are you satisfied with the role FN are playing? If not, what kind of adjustments do you think are required?
11. Do you have any general comments you would like to make about the WSP, either its design or the way it is being implemented?

**ANNEX 3****DFO Internal Contacts**

<b>Name</b>	<b>Position</b>
<u>Management</u>	
Susan Farlinger	Regional Director General
Paul Macgillivray	Associate Regional Director on assignment as Team Lead for the Cohen Team
Laura Richards	Regional Director, Science
Rebecca Reid	Regional Director, Fisheries Management
Bonnie Antcliffe	Regional Director, Ecosystems Management
Jennifer Nener	A/ Regional Director, Policy
Sarah Murdoch	A/ Regional Director Treaty and Aboriginal Policy
Don Radford	Area Director, South Coast
Barry Rosenberger	Area Director, BC Interior
Mel Kotyk	Area Director, North Coast
Kaarina McGivney	A/Director, Salmoind Enhancement Program
<u>WSP Team Members</u>	
Amy Mar	Manager, Strategic Policy and Planning
Mark Saunders	Head, Stock Assessment and Freshwater Ecosystem Division, former Strategy 1 lead
Neil Schubert	Section Head, Freshwater Ecosystems Section, Science Branch
Melody Farrell	Team Leader, Strategic Initiatives, Ecosystem Management
Kim Hyatt	Ecosystem Research Scientist, Science Branch
Jim Irvine	Research Scientist, Science Branch
Corey Jackson	Senior Advisor, Co-Management, Fisheries Management
Wilf Luedke	Stock Assessment, South Coast
Deborah Phelan	Manager, Consultation Secretariat,
Ann-Marie Huang	Salmon Biologist, Fisheries Management
Shaun Davies	Salmon Biologist, Stock Assessment
<u>Other DFO Experts</u>	
Paul Ryall	Lead, Salmon Team, Fisheries Management
Heather Stalberg	Senior Habitat Biologist
Jeff Grout	Resource Manager, Salmon, Fisheries Management
Les Jantz	Area Chief, Fisheries Management, BC Interior
Dave Peacock	Stock Assessment Chief, North Coast, Science
Ron Kadowaki	Cohen Team Member

## DFO External Contacts

Name	Position
<u>Provincial/Territorial/Local Government</u>	
Kate Miller	Manager, Regional Environmental Policy, Cowichan Valley Regional District
Nathan Millar	Senior Fisheries Biologist, Yukon Government
<u>Province of BC</u>	
Kristy Ciruna	Manager, Ecosystems Sustainability, BC Ministry of Environment
Barron Carswell	Senior Manager, Fisheries and Seafood Policy, BC Ministry of Agriculture
Ted Down	Manager, Aquatic Conservation Science Section, BC Ministry of Environment
Lynn Kriwoken	Director, Water Protection & Sustainability, BC Ministry of Environment
<u>Academia/Consultants</u>	
Dr. Carl Walters	Professor, University of British Columbia Fisheries Centre
Dr. Randall Peterman	Professor, Simon Fraser University Fisheries Science and Management
<u>First Nation Consultants</u>	
Mike Staley	Consultant to Fraser River First Nations, IAS Ltd.
Dr. Don Hall	Fisheries Program Manager, Uu-a-thluk / Nuu-chah-nulth Tribal Council Fisheries
<u>First Nations</u>	
Jordan Point	Executive Director, First Nations Fisheries Council
Chief Doug Kelly	Tribal Chief of the Sto:lo Tribal Council
Chief Harry Nyce Sr.	Director of the Fish and Wildlife Program for the Nisga'a Lisims Government
Chief Ken Malloway	Chairperson, Fraser River Aboriginal Fisheries Secretariat
Chief Russ Jones	Chief, Council of Haida Nation, Commissioner, Pacific Salmon Commission
Cliff Atleo	President, Nuu-chah-nulth Tribal Council
Marcel Shepert	Chairperson and Facilitator, Upper Fraser Fisheries Alliance, Pacific Fisheries Resource Conservation Council Board Member
Howie Wright	Manager/Senior Fisheries Biologist, Okanagan Nation Alliance Fisheries Department
Larry George	Land and Governance Manager, Cowichan Tribal Council
Les Sam	Chief Councillor, Tseshah First Nation
Teresa Ryan	Tsimshian First Nation Stewardship Council, First Nations Marine Society
TBD	Rivers Smith Salmon Ecosystem Planning Society
<u>Non-governmental Organization</u>	
Dr. Brian Riddell	President & CEO, Pacific Salmon Foundation, Commissioner, Pacific Salmon Commission
Mark Duiven	Deputy Commissioner, Skeena Fisheries Commission
Jack Minard	Salmonid Enhancement and Habitat Advisory Board member
Jeff Marliave	Chair, Pacific Fisheries Resource Conservation Council
<u>Marine Conservation Caucus Members</u>	
Craig Orr	Executive Director, Watershed Watch Salmon Society, Co-chair, Marine Conservation Caucus
Greg Knox	Executive Director, Skeena Wild Conservation Trust
Zoanne Morton	Executive Director, Pacific Streamkeepers Federation, Salmonid Enhancement and Habitat Advisory Board Member
Jeffrey Young	Aquatic Biologist, David Suzuki Foundation, Marine Conservation Caucus Member
<u>Commercial Sector - Commercial Salmon Advisory Board Members</u>	
Chris Cue	Co-chair, Commercial Salmon Advisory Board, Pacific Salmon Commission Northern Panel Member
Peter Sakich	Co-chair, Commercial Salmon Advisory Board, Pacific Salmon Commission Southern Panel Member
Rob Morley	Vice President, Canadian Fishing Company; Director, BC Salmon Marketing Council; Chairman, Fisheries Council of Canada; Member, Fraser River Panel
Joy Thorkelson	United Fisherman and Allied Workers Union
<u>Recreational Sector</u>	
Wolf Reidl	Yukon Fish and Game Yukon River Panel Salmon Subcommittee member
<u>Sports Fishery Advisory Board Members</u>	
Gerry Kristianson	Chair, Sports Fishing Advisory Board, Commissioner, Pacific Salmon Commission
Jeremy Maynard	Sports Fishing Advisory Board Member, Pacific Salmon Commission Southern Panel Member
Tom Prothro	Sports Fishing Advisory Board Member, Pacific Salmon Commission Northern Panel Member