

**Southern Boundary  
Restoration & Enhancement Fund**

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**The Strategic Plan  
of the  
Southern Fund  
Committee**

**June 2008**

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## **Origin of the Southern Boundary Restoration and Enhancement Fund**

In June of 1999, the United States and Canada reached a comprehensive agreement under the 1985 Pacific Salmon Treaty (PST). The agreement established new fishery management regimes governing salmon fisheries throughout the Pacific Salmon Treaty area lasting for a period of 10-12 years. These fishery regimes are contained in Annex IV of the Treaty, and are amended from time to time as circumstances change or when they expire.

In addition to the fishing regimes, the 1999 Agreement established two bilateral endowment funds, called the Northern Boundary and Transboundary Rivers Restoration and Enhancement Fund (the Northern Fund), and the Southern Boundary Restoration and Enhancement Fund (the Southern Fund). This Strategic Plan applies only to the Southern Fund.

The two Funds were created to contribute to implementation of the Treaty by supporting three categories of activities to improve the status and management of salmon stocks and fisheries in their respective geographical areas. The three categories of activities specifically mandated by the 1999 Agreement are as follows:

- Development of improved information for resource management, including better stock assessment, data acquisition, and improved scientific understanding of limiting factors affecting salmon production in the freshwater and marine environments;
- Rehabilitation and restoration of marine and freshwater habitat, and improvement of habitat to enhance productivity and protection of Pacific Salmon; and
- Enhancement of wild stock production through low technology techniques rather than through large facilities with high operating costs.

### **The Southern Fund Committee**

The Southern Fund Committee (SFC) was established in the 1999 Agreement to administer the Southern Fund. This mandate includes overseeing investment of the Fund's assets and disbursing monies earned from those investments to support activities within the categories identified above.

Pursuant to its mandate, the SFC is obligated to administer the Southern Fund to ensure that its benefits continue to flow to both countries over the long term.

Accordingly, the SFC has adopted investment, expenditure, and operating policies to guide administration of the Southern Fund. These policies can be found in Appendix B. The membership of the SFC can be found in Appendix C.

## **Geographic Area**

The geographic area for the Southern Fund includes southern British Columbia, the States of Washington and Oregon, and the Snake River Basin in Idaho. Southern British Columbia in this context means the geographic area covered by those watersheds flowing into the Pacific Ocean south of Cape Caution, including the entire Fraser River watershed and the Columbia River watershed in British Columbia.

## **The Strategic Plan of the Southern Fund Committee**

This plan has been developed by the SFC to guide project selection over the next five years. It reflects the accumulated advice of the Pacific Salmon Commission, the Southern and Fraser River Panels, and their Technical Committees. The SFC will continue to solicit the advice of these groups and the plan will be a “living document” amended periodically in response to future input as circumstances and priorities evolve over time. The purpose of this plan is to:

- guide potential project proponents (funding recipients) and focus proposals to achieve the outcomes described in the Strategic goals identified herein; and
- help the SFC communicate with agencies, partners, proponents and the general public about its procedures and the rationale for funding decisions and to make its decisions more transparent.

## **Vision**

The Southern Fund Committee envisions a vibrant Pacific salmon resource supporting healthy fisheries in Canada and the United States, managed within a scientifically sound framework based on bilateral cooperation, efficiency, long-term sustainability, and conservation.

## **Mission**

Guided by the Pacific Salmon Treaty and priorities recommended by the Commission and its Panels and Technical Committees, the Southern Fund Committee serves both countries’ citizens by providing funds and direction to assist the protection, restoration and enhancement of salmon stocks and their habitats while providing sustainable fisheries.

## Principles

In pursuing its Mission, the SFC will be guided by the following principles:

### **Principle 1. Ensure relevance to the Pacific Salmon Treaty.**

Relevance to the PST is a measure of the degree to which an activity contributes to the fundamental purposes of the Treaty, which include conservation, optimum production, cooperation, and fair sharing of the benefits of the resource. The SFC will maintain relevance to the PST by evaluating proposals against specific criteria that will be considered in the first stage of the proposal process as described below and illustrated in the accompanying diagram.

**Conservation:** The level of conservation concern is related to the status of a stock relative to established benchmarks or based on trends in total abundance or survival rates. The level of concern may also be reflected by the extent of each country's commitment to protect and recover a stock. In general, the level of conservation concern will be categorized as low, medium, or high. The level of concern should be based on a recent average or trend (e.g. three years minimum) rather than responding to a single year. However, the SFC acknowledges that some concerns or catastrophic events (e.g. landslide, hatchery failure, etc.) will need to be addressed immediately to avoid certain decline in a stock.

**Bilateral Fishery Relevance:** For the SFC, the relevance of a project to a fishery will be considered a function of the following concepts: i) the level of impact in the other country and ii) the level to which a stock constrains or may constrain fisheries in the other country. Fishery relevance will be ranked as low, medium, or high.

**Fishery Benefits:** Projects should foster and enhance mutual and sustainable fishery benefits to either or both Parties' fisheries and, over the long term, the fund should provide equitable benefits to the Parties to the Pacific Salmon Treaty. For the SFC, the potential benefit of each proposed project will be evaluated using the following definitions: i) the potential numerical contribution to either or both Parties' fisheries or the expected level of production increase resulting from the project; ii) the amount of habitat restored or made accessible; iii) the potential for management actions to reduce impact on constraining stocks; or iv) the potential to address social or cultural values. The potential benefit will be ranked as low, medium, or high in relation to the level of conservation concern and fishery relevance.

**Collaboration:** projects should encourage collaboration between the Parties, relevant agencies, and stakeholders.

This diagram illustrates how the level of conservation concern for a stock and fishery relevance may be related in evaluating project proposals.

Conservation Concern	High	<ul style="list-style-type: none"> <li>- Snake River Chinook</li> <li>- Sakinaw sockeye</li> <li>- Ozette sockeye</li> <li>- Oregon coastal coho</li> <li>- Hood Canal chum</li> <li>- Upper Columbia Spring Chin</li> <li>- Willamette Spring Chinook</li> </ul>	<ul style="list-style-type: none"> <li>- Lower Columbia Fall Chinook</li> <li>- Early Stewart sockeye</li> <li>- Lower Georgia Strait Chinook</li> </ul>	<ul style="list-style-type: none"> <li>- North Puget Sound spring Chinook</li> <li>- North Puget Sound fall Chinook</li> <li>- Thompson Coho</li> <li>- WCVI Chinook</li> </ul>
	Med	<ul style="list-style-type: none"> <li>- Fraser spring age 0.3 Chinook</li> <li>- Far north migrating Oregon coastal Chniok</li> </ul>	<ul style="list-style-type: none"> <li>- Lewis River Fall Chinook</li> <li>- Strait of Georgia coho</li> </ul>	<ul style="list-style-type: none"> <li>- Fraser summer age 1.3 Chinook</li> <li>- Columbia Upriver Bright Chinook</li> </ul>
	Low	<ul style="list-style-type: none"> <li>- WCVI coho</li> <li>- Columbia River summer Chinook</li> <li>- Coastal Washington coho</li> </ul>	<ul style="list-style-type: none"> <li>- Skagit chum</li> <li>- Fraser late Chinook</li> <li>- FR pink</li> <li>- Coastal Washington Chinook</li> <li>- North/Central BC Chinook</li> </ul>	<ul style="list-style-type: none"> <li>- Skagit coho</li> <li>- FR summer run sockeye</li> <li>- Fraser summer age 0.3 Chinook</li> <li>- Upper Georgia Strait Chinook</li> </ul>
		Low	Med	High
		Fishery Relevance		

Placements of specific stocks within the cells are illustrations reflecting the current judgement of the SFC and will change over time based on input proactively solicited each year from the Commission process. Stocks in the red cell in the upper right corner will receive a higher ranking than stocks in the lower left hand cell. In the future, with help from the PSC Technical Committees, definitions associated with various levels of risk to stocks will be incorporated to better define the concept of conservation concern.

## Principle 2. Ensure projects are implemented to the highest standards.

**Technical Merit:** projects should be designed and conducted in accordance with sound scientific, management and administrative principles.

**Efficiency:** projects should provide the greatest long-term benefits to the resource for the dollars spent.

**Effectiveness:** projects should achieve measurable results towards their intended purposes.

**Comprehensiveness:** projects contributing to multiple objectives and addressing the full scope of causes of resource problems are encouraged.

**Partnerships:** projects that foster a broader sense of stewardship and leverage the benefits of the Southern Fund are encouraged.

**Accountability:** the SFC is committed to monitoring and evaluating the effectiveness and efficiency of the activities it supports and its overall program.

### **Principle 3. Ensure the process for considering projects is fair and transparent.**

**Fairness:** the SFC will be sensitive to the distribution of benefits within the Southern Fund area.

**Transparency:** the SFC will strive to make funding decisions in an objective and transparent manner. The SFC will report and communicate the outcomes of the activities it supports to, and will seek inputs from, the broader community in which it exists.

**Suitability:** the SFC will not provide funding to support core or ongoing activities that are normally management agency responsibilities, except under extraordinary circumstances.

### **Principle 4. Ensure processes and procedures are sufficiently adaptive to respond to critical issues as and when they arise.**

**Emerging Issues:** in addition to providing funds to support activities proposed and carried out by others, the SFC, in consultation with PSC Panels and Technical Committees, and/or on its own initiative may identify critical and emerging needs, and may facilitate the identification and implementation of projects that support meeting those needs.

## **The Strategic Goals**

The SFC has worked with the Pacific Salmon Commission Panels and Technical Committees to develop a strategic framework to guide the selection and funding of activities to improve the status of salmon stocks and the sustainability of salmon fisheries within the SFC's geographical area. This framework consists of the following strategic goals and associated objectives to achieve its vision.

***GOAL 1: Improve the Management of Fisheries Relevant to the Pacific Salmon Treaty***

***GOAL 2: Address Priority Stocks of Interest***

***GOAL 3: Improve Collaboration between the Parties, Relevant Agencies and Stakeholders.***

***GOAL 4: Gain Better Understanding and Incorporate Ecosystem Factors into Underlying Science and Management Processes***

***GOAL 5: Ensure an Open, Accountable, Efficient, and Cost Effective Program Management Process that is responsive to the needs of Treaty implementation***

### **GOAL 1: Improve the Management of Fisheries Relevant to the Pacific Salmon Treaty.**

The Pacific Salmon Treaty provides regimes for the management of salmon stocks and fisheries within the geographical scope of the Treaty. The SFC will support activities which are required for, or which assist in, the effective implementation of the regimes that are relevant to the Southern Fund's geographical scope through achievement of the following four objectives.

#### **Objective 1. Refine stock and fishery management objectives and the means to assess them.**

Managing for sustainable fisheries and stocks requires the identification and development of stock objectives; the definition and identification of clear fishery management objectives; and the means to measure them. Therefore, the SFC will support activities which:

- a) Refine or establish stock management objectives including but not limited to escapement benchmarks, abundance thresholds for determining stock status, allowable exploitation rates, individual stock definitions and management groupings, and similar stock management parameters.
- b) Develop, evaluate or refine assessment frameworks, including but not limited to indicator stock programs, escapement monitoring programs, abundance indicator programs, stock definitions, calibration of programs, trend analysis and risk assessment frameworks.

## **Objective 2. Improve stock abundance estimation**

Improved management of fisheries will result from improving the accuracy, precision, timeliness and cost effectiveness of abundance estimation. This includes a range of activities from the preseason forecast of returns, to in-season run size estimates, to post-season assessments of spawner abundance. The SFC supports the development and improvement of abundance estimates by:

- a) Improving methods of estimating abundance and understanding the timing and distribution of stocks. Potential activities include, but are not limited to, specific applications such as pre-season forecasting, in-season run size estimation and spawner abundance estimation methods.
- b) Providing funding in the amount of \$1.0 million per year beginning in 2009 to support (in cooperation with the Northern Fund Committee) the Chinook salmon Sentinel Stocks Program identified in paragraph 3(a) of Chapter 3 of Annex IV (as proposed by the Commission for adoption by the Parties for implementation beginning in 2009). The selection of indicator stocks and the specific kinds of research activities to be supported will be determined in a manner consistent with that provision, the overall purpose of which is to improve estimates of spawning escapement for a designated set of escapement indicator stocks.

## **Objective 3. Develop tools and technologies for fisheries management**

To meet the principles of the Pacific Salmon Treaty, salmon fisheries should be managed collaboratively, compatibly and comprehensively using jointly recognized and verifiable tools, methods and models. To improve existing management tools and develop new ones, as well as supporting the transfer of new technologies into the management of salmon fisheries, the SFC supports work to:

- a) Develop, deploy and improve new or existing models or analytical methods for fisheries management. Assist with the parameterization of fishery management models. Conduct studies of stocks or fisheries to increase certainty, or improve understanding of, the sensitivity of fishery management models to data uncertainties.
- b) Test, field trial and deploy new tools and equipment, or improve existing ones, that have the potential to advance the management of salmon fisheries through the use of innovative technology. Facilitate the early adoption of successful innovations by fisheries managers.
- c) Develop innovative and/or proactive means to address current problems and issues that are relevant to the Treaty.

#### **Objective 4. Improve stock identification techniques**

Increased stock resolution and the ability to manage for stock specific constraints is an important goal for salmon fisheries management. The SFC supports the development and application of stock identification methodologies and programs that contribute to improved management of stocks and fisheries relevant to the PST and which:

- a) Improve or develop genetic technologies used to address PST needs, such as lab infrastructure improvements, “tools” and/or methods that integrate Genetic Stock Identification (GSI) data into fisheries management models.
- b) Improve baseline information by, for example, obtaining samples for baselines, or making baseline data more accessible.
- c) Develop bilaterally accepted protocols and procedures for genetic data collection and analysis.
- d) Improve the usefulness and reliability of existing coast-wide Coded Wire Tag (CWT) programs and the quality of CWT data through activities such as analysis and improvements to CWT recovery and sampling programs in various fisheries. (Note, however, that the SFC does not intend to fund work that properly is the ongoing responsibility of management agencies).
- e) Facilitate the development and/or application of other mark technologies, such as thermal marking, especially to identify hatchery origin returns to indicator stocks.
- f) Develop management “tools” that integrate and synthesize data and analysis from multiple sources/technologies, eg. CWTs; genetics; thermal marking, etc.

The near term priority species under this goal is Chinook, but other species will be considered in the following order of priority: coho, sockeye, chum and pink salmon.

#### **GOAL 2: Address Priority Stocks of Interest.**

Projects that improve the ability to manage fisheries to achieve desired levels of stock-specific mortalities, particularly for constraining stocks and that provide significant benefit through collaboration will be given priority consideration for funding.

#### **Objective 5. Improve the implementation and assess the stock specific effects of selective fishing.**

Current variation in environmental conditions, inherent differences in productivity and anthropogenic effects result in varying abilities of stocks to withstand harvest. In order to maintain diversity and ensure long term sustainability of the resource, it

is important to improve the selectivity of fishing utilizing, for example, changes in regulatory policies, fishing practices and gear or by temporal and spatial shaping of fishery openings. The SFC encourages projects that:

- a) Apply stock identification methods to shape fisheries to achieve stock and fishery specific objectives.
- b) Improve estimates of incidental mortalities associated with catch and release fisheries.
- c) Develop, evaluate and/or improve methods and models to assign mortalities to specific stocks and/or fisheries.

**Objective 6. Address habitat and other non-fishing factors which limit the production of priority stocks.**

Recognizing that protection and restoration of salmon habitat; maintenance of adequate water quality and quantity and the acquisition of relevant scientific information to guide decision-making and evaluation are vital to the production of salmon; the SFC will consider projects that:

- a) Improve habitat project planning, priority setting and feasibility studies. Habitat inventory and mapping.
- b) Assist water use planning, water flow conservation, augmentation and water quality improvements.
- c) Implement modifications of in-stream habitat to improve productivity e.g. large woody debris structures, spawning gravel placement, boulder clusters and bank stabilization.
- d) Construct side channels and other off-channel habitat, including spawning and rearing channels or ponds, oxbow reconnection, dike breaching, etc.
- e) Restore salmon habitat in estuaries by re-establishing eelgrass beds, restoring or reclaiming salt water marsh benches, etc.
- f) Restore fish passage through such things as culvert removal / replacement, remediation of barriers to migration.
- g) Restoring and protecting riparian and upland habitat, through activities such as livestock exclusion fencing, riparian re-vegetation and re-planting, upland sediment source remediation, conservation easements, etc.
- h) Monitor habitat restoration projects to evaluate results.

**Objective 7. Improve the status of priority stocks through enhancement.**

Carefully designed enhancement programs can in some cases contribute significantly to the restoration of depressed natural stocks. The SFC will consider short-term projects that help develop and establish enhancement activities directed at priority stocks of interest. High cost, capital-intensive projects (e.g., traditional

hatchery facilities) will not be considered by the SFC. Examples of activities that will be considered include:

- a) Introduce small scale enhancement to address priority stocks of interest, using tools such as in-river incubation boxes or supplementation with hatchery-reared fry of appropriate stock origin.
- b) Initiate aquatic habitat nutrient enrichment, using tools such as fish carcasses, carcass analogs or other sources of nutrients. This activity could include research, product acquisition, feasibility and implementation
- c) Develop and improve gene conservation techniques and other advances in the genetic management of brood stock for hatchery-reared fish, including captive brood stock rearing programs.

### **GOAL 3: Improve Collaboration between the Parties, Relevant Agencies and Stakeholders.**

Proper management of stocks and fisheries of interest to multiple jurisdictions requires the compilation and exchange of ideas, the transfer of results of studies and other programs, and the sharing of information of known origin and veracity. The SFC supports partnering in projects which result in improved collaboration between the Parties, improved communication, and the flow of reliable information between Parties, management agencies, stakeholders and the public.

#### **Objective 8. Improve information sharing between parties, relevant agencies and stakeholders**

The bilateral usefulness of information, data and analysis depends in large part on how they are acquired and/or applied. Accordingly, the SFC supports the development of common methods, protocols and standards through activities that:

- a) Improve collaboration by developing common information management systems as well as common standards, methods and procedures for sharing information.
- b) Facilitate the exchange of methods, results, or ideas from past and ongoing activities by sponsoring workshops, communication and outreach efforts, and other information sharing initiatives.
- c) Encourage coordination and synergies with other projects and funding sources.

## **GOAL 4: Gain Better Understanding and Incorporate Ecosystem Factors into Underlying Science and Management Processes.**

The role of the ocean environment has been shown to be important to the productivity and sustainable harvest levels of wild salmon. The complex life histories of Pacific wild salmon require greater information on relationships between habitat and spatial processes which affect past and future population trajectories. Our knowledge of limiting factors and relationships is incomplete and not fully integrated into the management framework. Moving toward ecosystem-based management will require the following objective to be achieved.

### **Objective 9. Improve understanding of variation in the environment and the effect on stocks and fisheries.**

The SFC encourages activities that address the health of, and changing relationships between, the environment, the aquatic organisms and the human communities in the salmon fisheries in a holistic manner. Examples of supportable activities include:

- a) Identify and monitor **linkages** between salmon and their environment. For example, the effects of off-shore currents; the distribution of nutrients in the ocean; and the use of these in fisheries management.
  
- b) Improve the understanding of ecosystem **relationships** affecting salmon production, migration and distribution as well as the influence of the ecosystem on salmon life history.
  - Research into the status, distribution and control of salmon predators e.g. seals.
  - Research into the status, distribution and control of invasive freshwater aquatic species e.g. yellow perch, Eurasian milfoil.
  
- c) Encouraging consideration of the possible effects of ecosystem **changes** on the management of salmon fisheries.
  - Identify and monitor trends in the environment and their effects on salmon abundance and distribution; for example, ocean process modelling.
  - Identify means for sustaining the benefits of the salmon fishery in the face of climate change and its likely effects.

**GOAL 5: Ensure an Open, Accountable, Efficient, and Cost Effective Program Management Process that is responsive to the needs of Treaty implementation**

The following three Objectives concern the operations of the SFC itself. It is intended that the fulfilment of these Objectives will be accomplished internally by Fund Committee members and staff. These activities are not eligible for funding by grants from the Southern Fund to third parties responding to the annual Call for Proposals.

**Objective 10. Ensure that funding decisions of the Southern Fund Committee reflect input and priorities identified by the Commission and the Southern and Fraser River Panels and their Technical Committees.**

Given the relationship of the Southern Fund to implementation of the Treaty and the work of the Pacific Salmon Commission, the SFC will regularly seek and be responsive to priorities identified by the Commission, its Panels and Technical Committees. Toward that end, the SFC will:

- a) Annually and proactively seek advice regarding priority needs from the Commission, the Southern and Fraser River Panels, and the associated Technical Committees.
- b) Modify this strategic plan from time to time as may be necessitated by evolving shifts in major priorities recommended by the Commission, Panels and Technical Committees; and
- c) Respond to more immediate, shorter-term adjustments in priorities through targeted references to such needs in the annual Call for Proposals,

**Objective 11. Ensure that Southern Fund Committee internal operations and all funded projects are managed accountably and efficiently.**

The SFC will implement a multiple account evaluation process that will support the evaluation of all key functions of SFC operations, including project evaluation. To that end the SFC will:

- a) Use relevant benchmarks established in the Fund's formal Statement of Investment Policies and Procedures (e.g the S&P 500, Russell 3000 and the EAFE indices) to evaluate financial performance against long-term investment goals.
- b) Routinely monitor program integrity and compliance with the Strategic Plan using simple measurements and surveys, interviews, observation and the use of existing documents.
- c) Evaluate outcomes or achievements of the Fund in terms of project results by means of annual site visits by SFC members to selected projects. Also by staff assessment of interim and final reports to evaluate compliance

performance on the part of project proponents. More intensive monitoring of sample projects by members of the Southern Fund's two technical review teams will also be implemented.

- d) Continue to implement all four levels of financial audit established by the SFC concerning program and project operations and initiate on-site audits of sample projects as provided for in the terms of the Fund's Contribution Agreements.

**Objective 12. Improve the capacity of the Southern Fund Committee to openly share information and knowledge gained.**

The SFC is committed to strive for quality process improvements and ensure knowledge gained is readily accessible to all interested parties. To meet this commitment, the SFC recognizes that the development of user-friendly internet communication tools is essential. For example:

- a) Develop a project registry that will include project descriptions, expenditures and final reports.
- b) Develop a web-based information system to further share and improve access to SFC activities. Key items to be included will be the project registry, the strategic plan, application forms and guidelines for project proposals, fund balances, and other relevant information.

## **Appendix A: Project Proposal Review**

The SFC uses a two-stage submission and review process. The initial review stage is designed primarily to evaluate the proposal's relevance and significance to the Pacific Salmon Treaty and the priorities outlined in the Strategic Plan. From stage-one applications, the SFC will select those projects which appear to best respond to the Call for Proposals. The selected projects will then move to stage two, requesting more detailed information about the project. The following narrative describes the first and second stage application processes and provides the evaluation criteria that will be applied during the review of detailed proposals.

### **First Stage Process**

The SFC meets in April or May at the PSC offices in Vancouver to evaluate Fund investment performance and to be briefed on current market developments. Based on Fund investment performance in the first quarter and giving due consideration to their spending policy, the SFC will select a preliminary, target figure for project spending the following year.

Fund staff prepares the annual Call for Proposals documentation during June, conferring with SFC members during the draft stages. A target spending figure will be confirmed at this time.

The Southern Fund Call for Proposals is issued in late June or early July, posted on the PSC website and widely circulated to potential interested parties including former applicants, agencies, non-governmental organizations, academic institutions, etc.

The initial first round stage of the Call for Proposals requires interested parties to complete a two page project concept form (see Appendix A) giving a brief outline of the purpose of the proposed project, its relevance to the Pacific Salmon Treaty, its objectives and context. All Project Concepts submitted in response to the annual call will be subject to a first-round review by the SFC. In general, successful Project Concepts will be those determined by the SFC to be the most consistent with the mandate of the Fund and the Strategic Plan, and that offer the greatest benefits in relation to identified needs and costs.

First round project concepts are due at the PSC offices approximately two months after the call is issued. The average number of 2-page first round proposals received by the PSC office is about 220. These are checked for completeness by Fund staff and compiled by activity area. Staff then place electronic copies of all the project concepts and a summary spreadsheet onto CD's and will print hard copies. These materials are distributed to SFC members as well as being e-mailed to them as soon after the deadline for the first round is reached (typically within a week).

SFC members (agency or non-agency) may augment their own expertise by obtaining advice from any source that is available to them that they deem appropriate

The SFC regularly schedules a two-day meeting at the PSC offices in Vancouver in late September to discuss their reviews of the first round concepts and to select a short-list of project proponents to be invited to submit fully detailed proposals to a second round of reviewing. The number of approved proposals on average is slightly less than half the number of first round applicants. The SFC will intentionally select more projects for stage-two development than can be funded in order to ensure that only the best proposals are funded.

Fund staff will notify all the unsuccessful and successful first round applicants as promptly as possible after the first round review meeting.

## **Second Stage Process**

Successful first round applicants will then have one month (typically to the end of October) to provide Fund staff with fully detailed project proposals using the official PSC Southern Fund Detailed Proposal Form and Budget. (See Appendix A).

The detailed proposals and their accompanying maps, diagrams, letters of support, photographs, etc and the detailed budget are checked for timeliness of their arrival, accuracy and completeness by Fund staff and again compiled by activity area. Staff place copies of all the detailed proposals and a summary spreadsheet onto CD's and will print hard copies. These materials are distributed to SFC members as well as being e-mailed to them as soon after the deadline for the second round is reached (typically within a week).

SFC members (agency or non-agency) may augment their own expertise by obtaining advice from any source that is available to them that they deem appropriate

By this time, two independent, bilateral proposal review teams will have been recruited to assist the SFC by providing their expert opinions on the technical feasibility, human resources and cost effectiveness of the detailed proposals and budgets. The teams comprise 4 members each; two US members and two Canadian members. One team will review the Habitat Restoration and Enhancement projects and the other will review all the rest. Team members are proposed and agreed upon by the members of the SFC. The team members are given 3 days on their own to review all the proposals in their area of activity. Fund staff then convenes two separate two-day team meetings at which all four members of each team are brought together at the PSC offices in Vancouver to discuss their reviews and compare notes. A scoring system is employed that lists the proposals in order of technical merit. This list is provided to the SFC members with accompanying notes and observations from the technical reviewers.

The next stage in the approval process is a regularly scheduled two day meeting of the SFC in mid-December at the PSC offices in Vancouver. SFC members collectively review each detailed proposal and budget, discuss the recommendations of the Technical review teams, add input from the Panels if any has been received and ultimately select a penultimate list of approved projects for funding. Final

confirmation of the approved projects takes place at the PSC Post-season meeting in January. The SFC will meet separately and review the list developed a month earlier in December. They will also review the financial status of the Fund. Final ratification of the list is then enacted.

A critical element taken into consideration as the list of approved projects is developed is the target spending figure selected the previous May. The SFC attempts to match the list of projects to the target spending amount, but will spend less than the target amount if there are insufficient projects of suitable quality or if the Funds investments have not performed well. Alternatively, the SFC will spend more than the target sum if there are many high quality projects and if the Fund has performed well in the second, third and fourth quarters since the target figure was selected, not exceeding the limit set by their spending policy. Thus the precise amount to be spent is not known until the end of the January meeting. However, once the amount is decided upon, Fund staff will take steps to initiate the withdrawal of those monies from the Fund's Master Trust. The withdrawn funds are placed into a separate, readily accessible, interest bearing account where they will be protected from possible downward market fluctuations, thus securing their availability for project contract commitments in the coming year.

## Call for Proposals: Stage One Project Concept Form

### Southern Boundary Restoration and Enhancement Fund

### Project Concept Form 2009

**Project Title:**

**Proponents name:**

**Affiliation:**

**E-mail address:**

**Phone:**

**Identify one Goal and one Objective only that best describes the main intent of the proposal.**

**Dollar amount requested (specify currency)**

Improve management of stocks & fisheries (Goal 1)	1, 2, 3, 4,	<div style="border: 1px solid black; width: 150px; height: 30px; display: flex; align-items: center; justify-content: center;"> <span style="font-size: 24px; margin-right: 5px;">\$</span> <input style="width: 100%; height: 100%; border: none;" type="text"/> </div>
Address priority stocks of interest (Goal 2)	5, 6, 7,	
Improved collaboration (Goal 3)	8,	
Ecosystem based management (Goal 4)	9.	

**Project Location:**

**Is this proposal a continuation of a project previously funded by the Southern Fund ? Yes/No**

**If yes - this is Year # \_\_\_ of \_\_\_ years.**

**Start Date:**

**End Date:**

*Limit your responses to the following questions to a page and a half (the whole Project Concept should not exceed 2 pages in total). Minimum font size: 12 pt*

*Refer to Principle 1 of the Strategic Plan of the Southern Fund Committee for more detail.*

- 1. Overview:** Describe what is being proposed and what specific outcomes are expected to be delivered by the end of this project?
- 2. Stock:** Identify the stock or stock group being addressed (specify the unit identified e.g. population, stock grouping, ESU, CU, etc).

3. **Conservation:** Identify the level of concern for the conservation of the stock unit. Status of the stock should be assessed relative to documented stock objectives or benchmarks and be based upon the recent 3 year average status level. Please indicate Low, Medium, or High level of concern and provide a rationale. *(See Strategic Plan Principle 1)*
4. **Bilateral Fishery Relevance:** Identify the level of impact on this stock by fisheries of the other country or the extent to which this stock constrains fisheries in the other country. Please indicate one of Low, Medium, or High level of impact or constraint on fisheries in the other country. *(See Strategic Plan Principle 1)*
5. **Fishery Benefits:** Estimate the potential level of benefit. The intent is to understand the benefit, in numbers of fish or exploitation rate, in either or both Parties' fisheries. Please indicate one of Low, Medium, or High potential benefit. *(See Strategic Plan Principle 1)*
6. **Context:**  
*(For Habitat and Enhancement projects)* Justify the priority status of the project in question by describing how it fits in with local or regional plans (e.g. watershed plans; sub-basin plans; recovery plans, etc.) citing the source of any plan or prioritization scheme.

*(For all other projects)* Indicate the specific management regimes prescribed in Annex IV of the PST and/or work plans of the PSC Panels and/or Technical Committees being addressed. For example, a project to improve the FRAM model concerns the development of a joint CAN/US pre-season planning tool that increases collaboration, communication and the transferability of data as stipulated by the Southern Panel/Coho Technical Committee.

## Call for Proposals: Stage Two Detailed Proposal Form

### Southern Boundary Restoration and Enhancement Fund

### Detailed Proposal Form 2009

**Project Title:**

**Proponents name:**  
**Affiliation:**

**E-mail address:** \_\_\_\_\_ **Phone:** \_\_\_\_\_

Identify <u>one</u> Goal and <u>one</u> Objective only that best describes the main intent of the proposal.	Dollar amount requested (specify currency)
Improve management of stocks & fisheries (Goal 1)      1, 2, 3, 4,	\$ <input style="width: 80px; height: 20px;" type="text"/>
Address priority stocks of interest (Goal 2)                      5, 6, 7,	
Improved collaboration (Goal 3)    8,	
Ecosystem based management (Goal 4)    9.	

<b>Project Location:</b>	<b>Is this proposal a continuation of a project previously funded by the Southern Fund ?    Yes/No</b> <b>If yes - this is Year # ____ of ____ years.</b>
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**Start Date:**       **End Date:**

This official PSC Southern Fund 2009 Detailed Proposal Form describes the specific information that proponents must provide. Answers to the following questions will be used by the SFC and the Technical Review Teams to assess the merits of all second round proposals and to rank them against competing proposals.

*The cover page and questions 1 through 6 are the same as the project Concept Form. Please begin the Detailed Proposal Form by providing this information again.*

- 1. Overview:** Describe what is being proposed and what specific outcomes are expected to be delivered by the end of this project?

2. **Stock:** Identify the stock or stock group being addressed (specify the unit identified e.g. population, stock grouping, ESU, CU, etc).
3. **Conservation:** Identify the level of concern for the conservation of the stock unit. Status of the stock should be assessed relative to documented stock objectives or benchmarks and be based upon the recent 3 year average status level. Please indicate Low, Medium, or High level of concern and provide a rationale. *(See Strategic Plan Principle 1)*
4. **Bilateral Fishery Relevance:** Identify the level of impact on this stock by fisheries of the other country or the extent to which this stock constrains fisheries in the other country. Please indicate one of Low, Medium, or High level of impact or constraint on fisheries in the other country. *(See Strategic Plan Principle 1)*
5. **Fishery Benefits:** Estimate the potential level of benefit. The intent is to understand the benefit, in numbers of fish or exploitation rate, in either or both Parties' fisheries. Please indicate one of Low, Medium, or High potential benefit. *(See Strategic Plan Principle 1)*
6. **Context:**  
*(For Habitat and Enhancement projects)* Justify the priority status of the project in question by describing how it fits in with local or regional plans (e.g. watershed plans; sub-basin plans; recovery plans, etc.) citing the source of any plan or prioritization scheme.  
  
*(For all other projects)* Indicate the specific management regimes prescribed in Annex IV of the PST and/or work plans of the PSC Panels and/or Technical Committees being addressed. For example, a project to improve the FRAM model concerns the development of a joint CAN/US pre-season planning tool that increases collaboration, communication and the transferability of data as stipulated by the Southern Panel/Coho Technical Committee.

*For help completing the following sections please see the accompanying Guidelines to the Stage Two Detailed Proposal Form.*

## Part 2. TECHNICAL IMPLEMENTATION DETAILS

7. **Approach:** Describe in detail the techniques and methods to be employed.
8. **Schedule:** Provide a timetable of key activities for the project culminating in the delivery of a Final Report.
9. **Assumptions and Risks:** Describe any assumptions or risks which must be taken into account that might affect the timeline, budget, leadership or the ultimate success of your proposal. Describe your contingency plan for potential problems.

### Part 3. CAPACITY TO DELIVER

- 10. Key Personnel:** Identify key project personnel. If any component of the proposal will be provided by others, identify these persons, the nature of their involvement, and their relevant qualifications. *Note: submission of full-length detailed resumes is not required.*
- 11. Consultation and Partnerships:** Describe the steps taken during project planning to collaborate and consult with others where appropriate and to gain their support where needed.
- 12. Approvals:** Describe applicable regulatory requirements and how these will be addressed.

### Part 4. COST EFFECTIVENESS

- 13. Costs:** From the PSC Project Budget Form, justify the need for the main budget items listed that the Southern Fund grant will cover.
- 14. Cost sharing:** Name the contributors of any additional sources of funding or in-kind contributions and specify whether their support is confirmed or just anticipated.
- 15. Cost effectiveness:** Explain how project benefits compare to the overall cost of the project.

## Guidelines to Stage Two Detailed Proposal Form

*These are provided for the benefit of proponents and to make the rationale used for selecting among competing projects as transparent as possible.*

### Part 2. TECHNICAL IMPLEMENTATION DETAILS

The **Technical Review Team** will assess the technical quality of the proposed project including the soundness, accuracy, thoroughness and validity of the ideas and methods presented.

#### 7. Approach:

- **The answer to this question carries significant weight in the review process. It is strongly recommended that proponents provide an in-depth description.**
- If novel quantitative or statistical methods are proposed, proponents should provide a brief mathematical presentation of the proposed approach and formulas to be used. References to published methods are also acceptable.
- Be sure to provide a sound rationale that supports the methods proposed.
- Indicate the metrics or indicators of project success and who will evaluate them.
- **Location maps are strongly recommended for all field projects, especially when there are multiple field locations discussed in the proposal.**
- Diagrams, technical drawings, photographs, etc are all acceptable in so far as they support the description of the approach.

#### 8. Schedule:

- **A tabular or Gantt chart format is recommended in answering this question.**
- Provide a reasonable and realistic timetable of logical steps leading to the achievement of the projects objectives.
- Show that key activities, milestones and timelines are appropriate and achievable.

#### 9. Assumptions and Risks:

- Clearly identify any assumptions.
- Describe the contingency plan to deal with potential risks or problems.

### Part 3. CAPACITY TO DELIVER

The **Technical Review Team** will evaluate the team of people proposed to carry out the project; the extent to which the proponent has consulted and partnered with other interested parties in the field; and the steps they have taken to comply with regulations

#### 10. Key Personnel:

- **Clearly identify the Project Leader and the roles of ALL the Principal Project Participants.**

- Brief (half page) resumes are recommended for all of the project’s Principal Participants, describing the credentials of the proposed Project Leader and key staff or consultants.

**11. Consultation and Partnerships:**

- Describe the provenance of the group you are affiliated to.
- Describe your efforts to involve appropriate external partners in the project and with whom you will consult in the preparation and delivery of this project.
- **It is strongly recommended that proponents provide brief supportive letters when they are essential to confirm important claims of cooperation.**

**12. Approvals:**

- *(For Habitat and Enhancement projects)* Show that you have the appropriate permits and authorizations or describe the degree of certainty that they can be obtained in time to implement the project.
- *(For all other projects)* Show how the project coordinates with, and has the approval of, appropriate fishery management and research agencies.

**Part 4. COST EFFECTIVENESS**

The **Technical Review Team** will evaluate whether the budget requested for the work proposed is reasonable and justified.

**13. Costs:**

- **Provide adequate explanations of budget line items.**
- The cost of capital item acquisitions will be carefully scrutinized.

**14. Cost sharing:**

- Provide details of the other entities contributing to the costs of the proposal and/or supplementing it with in-kind contributions.
- **It is strongly recommended that proponents provide brief supportive letters when they are essential to confirm important claims of cost sharing.**
- If the Southern Fund the sole financial supporter of this proposal, describe why.

**15. Cost effectiveness:**

- Explain how expected project benefits compare to the costs of the project.

# Project Budget Form

Name of Project: \_\_\_\_\_

ELIGIBLE COSTS					TOTAL PROJECT BUDGET	OTHER FUNDING	PSC S. FUND GRANT AMOUNT
<b>Labour Wages &amp; Salaries</b>							
Position	# of crew	# of work days	hrs per day	rate per hour	Total (PSC + In-kind + cash)	In-Kind & Cash	
Person Days (# of crew x work days)					sub total		

**Labour - Employer Costs ( percent of wages subtotal amount )**

rate	0%	sub total		
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**Subcontractors & Consultants**

# of crew	# of work days	hrs per day	rate per hour		
Insurance if applicable			rate	0%	sub total

**Volunteer Labour**

# of crew	# of work days	hrs per day		
Skilled				
Un-skilled				
Insurance if applicable			rate	0%
			sub total	

**Total Labour Costs**  

**Site / Project Costs**

Provide details in the space below  
(use an additional page if needed )

Travel (do not include to & from work)		
Small Tools & Equipment		
Site Supplies & Materials		
Equipment Rental		
Work & Safety Gear		
Repairs & Maintenance		
Permits		
Technical Monitoring		
Other site costs		
<b>Total Site / Project Costs</b>		

**ELIGIBLE COSTS**

**BUDGET**

**OTHER FUNDING**

**CONTRIBUTION FUNDING**

<b>Training (e.g Swiftwater, bear aware, electrofishing, etc).</b>				<b>Total (PSC + In-kind + cash)</b>	<b>In-Kind &amp; Cash</b>	<b>PSC Amount</b>
<b>Name of course</b>	<b># of crew</b>	<b># of days</b>				
<b>Total Training Costs</b>						

**Administrative Costs**

Office space; including utilities, etc.				
Office supplies				
Telephone & Long Distance				
Photocopies & printing				
Insurance				
Indirect/overhead costs				
(If the PSC contribution to Indirect costs exceeds 20% of the total PSC grant you will be required to submit back-up documentation justifying the expense).				
Other overhead costs (give details)				
<b>Total Administrative Costs</b>				

**Provide details in the space below (use an additional page if needed)**

**Capital Costs / Assets**

Assets are things of value that have an initial cost of \$250 CAN or more and which can be readily misappropriated for personal use or gain or which are not, or will not be, fully consumed during the term of the project.

<b>Total Capital Costs</b>			
<b>Project Total Costs</b>			

**Budget Summary**  
(PSC + In-kind + cash)

<b>Total Labour Costs</b>	
<b>Total Site / Project Costs</b>	
<b>Total Training Costs</b>	
<b>Total Overhead Costs</b>	
<b>Total Capital Costs</b>	
<b>Project Total</b>	

## Guidelines to Stage Two Detailed Budget

Cost and cost effectiveness are critical considerations for the SFC when selecting proposals for funding. Proponents are advised to pay particular attention to detail when completing the Budget form and to provide as much information as necessary to explain line items, especially the costlier ones.

### Definitions

- **“Budget”** means the total amount the Proponent estimates it will cost to carry out and complete the project described in the “Application Form”.  
(*Budget = Contribution funding + Other Funding*)
- **“Contribution Funding”** means the total amount of money the Southern Fund will provide to the Proponent for carrying out and completing the project.
- **“Other Funding”** means cash or in-kind contributions received by the proponent from any source in addition to any Contribution Funding provided by the Southern Fund.
- **“Eligible Costs”** means the costs and expenses set out in the Budget that, in the opinion of the SFC, to be determined at its sole discretion, are necessary and properly incurred by the Proponent to carry out and complete the project.
- **“Assets”** are things of value purchased by the Proponent that have an initial cost of \$250 or more and which can be readily misappropriated for personal use or gain or which are not, or will not be, fully consumed during the term of the project.

### Purchasing Assets

- Where it is cost effective, a Proponent should lease, rent or otherwise provide the Assets needed to carry out and complete the project.
- A Proponent may use Contribution Funding to purchase Assets which are required to carry out the project provided prior approval is obtained from the Southern Fund Committee.
- The Southern Fund Committee may, at its sole discretion, refuse to approve a request by a Proponent to purchase Assets not deemed to be Eligible Costs.

### Ownership of Assets

At the end of the project, the SFC will decide which, if any, of the Assets purchased with funding from the Southern Fund it wishes to take into possession. In making a determination, the SFC will take into account the Proponents continuing need for the Asset and ability to put the Asset to good use, as well as the potential for other entities supported by the Southern Fund to utilize such equipment.

## **Appendix B. Investment and Expenditure Plans of the Southern Fund**

### **The Southern Fund Committee**

The terms of the 1999 Agreement and the US implementing legislation provide that the Southern Fund be administered by a bilateral committee, comprising three Canadian and three US members.

The SFC was formally established by the PSC in early 2000 and conforming bylaws adopted. The SFC subsequently adopted Rules of Procedure to govern their internal organization.

Because it was created as an outcome of negotiations between Canada and the United States to resolve issues relating to the Pacific Salmon Treaty, the SFC is closely associated with the Pacific Salmon Commission and its subsidiary Panels and Technical Committees. The SFC shares administrative offices, staff and services with the Commission; its mandate is intended to complement the Commission's role in implementing the Pacific Salmon Treaty. However, the SFC was established as an independent entity whose mandate, responsibilities and decisions are separate from and not legally bound by the Commission, and the Commission does not have direct control over the assets of the Southern Fund.

The SFC has two distinct areas of responsibilities:

- Overseeing the investment of the funds to produce earnings that will support approved activities, and
- Approving expenditures from the funds to support selected projects.

### **Capitalization**

Subject to Congressional appropriations and the availability of funds, the United States agreed to capitalize the Northern and Southern funds in the amounts of US\$75 million and US\$65 million, respectively, over a period of up to four years.

The 1999 Agreement stipulates that “annual expenditures shall not exceed the annual earnings from the invested principal” of the funds, a provision that essentially makes them permanent endowment funds, subject only to continuation of the Pacific Salmon Treaty and to specific fishing regimes contained in Annex IV of the Treaty.

The U.S. legislation that appropriates monies to capitalize the funds contains a similar provision and stipulates that the Funds “shall be invested in interest bearing accounts, bonds, securities, or other investments in order to achieve the highest annual yield consistent with protecting the principal of each Fund.”

The Southern Fund was capitalized by the US government in the amount of US\$65 million as shown in the accompanying table. The Canadian government contributed Cdn\$250,000 in November 2000.

Year	Capitalization by U.S.A.	Capitalization by Canada
2000	\$10M	\$0.25M
2001	\$20M	
2002	\$20M	
2003	\$15M	
Total	\$65M	\$0.25M

### **Investment Policy**

The Northern and Southern Fund Committees initially focused their attention on developing internal administrative and operational procedures. Primary emphasis was placed on responsibilities relating to investing the funds.

The Committees engaged the services of an established professional investment advisor, Hewitt Associates, to assist in developing governance structures, assessing the impact of alternative asset allocation policies, drafting an investment policy that meets the needs of the Funds and hiring professional fund managers to implement the investment policy.

One of the first issues tackled by the Fund Committees was whether to manage the Northern and Southern funds under a “master trust” arrangement, with a single manager or to administer two separate funds each with its own, independent manager. Noting the substantial degree of concurrence between their respective views on initial investment strategies, the Committees mutually decided to establish a master trust that invests the funds as if they were a single entity but tracks income and expenses as if each were a separate, independent fund. This decision does not foreclose the option of dissolving the master trust arrangement and establishing two completely separate accounts in the future if distinct spending policies or other considerations indicate the wisdom of such separation.

The Committees next turned to the question of how to distribute investments across asset classes consistent with the objectives of maximizing income over time and minimizing the risk of losses while complying with the mandate to protect the appropriated principal of the funds.

The Committees considered information on the management of endowment funds of major colleges and universities in North America, and similar endowments, and reviewed the historical performance, short and long term, of various management strategies in relation to relevant investment benchmarks (eg, the S&P 500, the Russell 3000 and the EAFE indices). They commissioned Hewitt to complete an asset-expenditure study to project the expected outcomes of alternative investment policies and spending strategies, taking into account the effects of inflation.

Based on these deliberations, the Committees adopted a long-term investment goal for the Master Trust of achieving a minimum annualized rate of return of five

percentage points in excess of the average of the Canadian and US Consumer Price Indices.

To achieve this long-term investment goal, the Committees chose an asset mix for the Master Trust with a bias to equity investments. Risk is controlled by investing in a well-diversified portfolio of asset classes with 70% of the assets in equities and 30% in bonds. In the interest of diversification, the 70% equity portion of the portfolio blends US equities (29%), Non-north American equities (18.5%) and global equities (22.5%) each actively managed by investment managers selected for those particular segments of the portfolio. The 30% bond portion of the portfolio is wholly Canadian bonds, managed passively (i.e. indexed) by a single bond fund manager.

The Fund employs a mix of active and passive management styles. By diversifying its management styles, the opportunity exists for the Fund to outperform specific investment benchmarks while minimizing risk in that returns will not be severely impacted by the possible under-performance of a particular investment style in changing market environments. The investment policy includes a formal re-balancing policy to reset the asset mix back to the long-term target periodically.

### **Expenditure Policy**

The SFC's Expenditure Policy is designed to assure protection of the principle. The SFC reviews the Expenditure Policy periodically to determine if changes are warranted.

#### Principles

- Ensure the protection of contributed principal.
- Maintain sufficient flexibility to be responsive to Fund status, resource needs and the purposes of the Fund.
- Seek long-term growth of the Fund, in real terms.

#### Spending Plan

- Project expenditures depend on Fund performance.
- No expenditures (other than administrative costs) unless accumulated earnings exceed nominal contributions by at least 1%.
- Low to moderate expenditure rates applied to actual value of the Fund until earnings have accumulated above contributions by specified amounts in order to manage risk tolerance.
- 5.5% expenditure rate (moving four year average) when Fund is fully endowed and exceeds nominal contribution by at least 10%.

### **Southern Fund Expenditures to Date**

Having initially focused their efforts and attention on Fund governance, investment policy and asset allocation, SFC members turned their attention to expenditure policy, the funding of projects and processes for soliciting proposals and identifying those worthy of funding, given the mandate of the Fund.

The SFC did not solicit proposals until 2004 by which time Fund investments had earned sufficient interest to support projects. The number of projects and amount of funding granted is provided in the following table.

Year	Improved Info Projects Funded	Habitat and Enhancement Projects Funded	Total Number Projects Funded	Funding for Improved Info Projects	Funding for Habitat and Enhancement Projects	Total Project Funding US\$
2004	30	12	42	\$1,664,633	\$373,169	\$2.040M
2005	18	28	46	\$1,568,763	\$1,656,957	\$3.226M
2006	25	29	54	\$2,278,249	\$1,688,909	\$3.967M
2007	37	29	66	\$2,575,487	\$1,290,478	\$3.866M
2008	30	25	55	\$2,599,990	\$1,544,985	\$4.145M
Total	140	123	263	\$10,687,122	\$6,554,498	\$17.244M

## Appendix C. Southern Fund Committee Membership

By June of 2000, Canada and the United States had identified their respective members of the SFC. Canada appointed one official of the Department of Fisheries and Oceans (DFO) and one Canadian member from each of the PSC's Southern and Fraser River Panels; the United States appointed the Administrator of the Northwest Region of the National Marine Fisheries Service (NMFS), one representative for Washington and Oregon, and one representative of the treaty tribes involved in the PSC.

### Southern Fund Committee members and period of service.

Canada		U.S.A.	
Ctte Member	Period of Service	Ctte Member	Period of Service
Wilf Luedke	2004 - present	Larry Rutter	2000 - present
Don Hall	2000 - present	“JP” Olney Patt Jr.	2003 - present
Mike Griswold	2005 - present	Larry Peck	2008 - present
Bill Otway	2000 - 2005	Rollie Rousseau	2000 - 2008
Ron Kadowaki	2000 - 2004	Don Sampson	2002 - 2003
		Arthur Taylor Jr.	2000 - 2002

## Appendix D. Glossary

Term	Meaning
<b>Benefits</b>	Positive impacts or results flowing from operation of the Southern Fund that accrue to the Parties, their resources or their constituents.
<b>Block Funding</b>	A specific quantity of funding earmarked or set aside to solve a specific problem and dispersed either through an RFP process or granted directly to an entity or group of entities engaged in a coordinated effort to address an identified issue.
<b>Committee Operations &amp; Support Costs (a.k.a. Operating costs; administration costs)</b>	The costs associated with staffing the SFC, SFC meetings (travel, stipends, etc.), and professional services engaged in support of SFC functions (e.g., technical review team, planning consultants, etc). These are separate from costs associated with management of the Fund's assets.
<b>Core Activities of Management Agencies</b>	Activities undertaken, normally on a continuing and routine basis, by public agencies in connection with their governmental natural resource stewardship responsibilities.
<b>Enhancement</b>	Human intervention at any stage of the salmon life cycle to increase the production of salmon
<b>Fund Management Costs</b>	The costs associated with management of the Southern Fund's monetary assets, including but not limited to costs for asset class managers, portfolio consultants, fund custodians, purchase and sale of equities, bonds and other assets. These costs are separate from SFC Operations and Support costs defined above. Because the assets are held in a pooled fund, these costs generally are shared with the Northern Fund.
<b>Stocks of Interest</b>	From the SFC perspective, interest in a stock is determined from a number of factors, including but not limited to the level of conservation concern within a country and the level of potential benefit and/or conservation constraint imposed on the other country.
<b>Projects</b>	Activities conducted for a specific period of time and intended to achieve specific results.