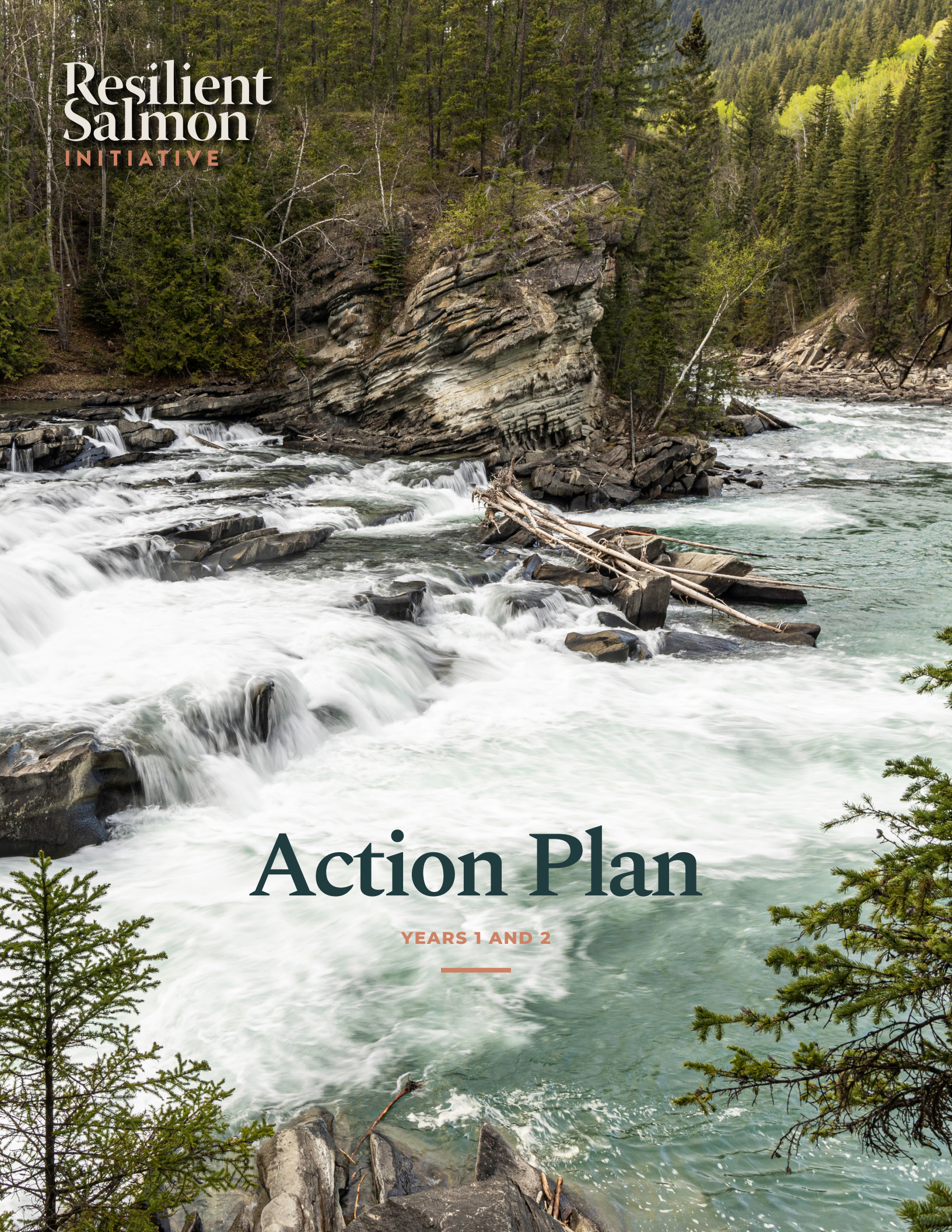




Resilient Salmon

INITIATIVE

Action Plan

YEARS 1 AND 2

Background

The Resilient Salmon Initiative (RSI) is a non-regulatory, non-partisan, public-private partnership seeking to build connections to promote, align, and advance shared actions to support effective salmon stewardship.

Pacific salmon populations and the communities that rely on them are in crisis. Habitat change, water use, and other pressures are further compounded by accelerating climate impacts, putting the future of salmon runs and fisheries from California, through Canada, to Alaska at serious risk. Immediate action at a scale and speed to match these significant challenges is essential before further declines push a future of resilient salmon out of reach. RSI offers a wide-angle lens to link efforts underway at local watershed levels to address major challenges and achieve our shared goals across Western North America. By bringing our perspectives together, we can leverage our work, identify effective actions, and achieve lasting benefits for both salmon and our future.

Regional partnerships and significant investments must be secured to address the impacts of a changing climate, commit to effective stewardship with a long-term view, and achieve the vision of this initiative. As a transboundary, multi-sector collaborative, RSI seeks alignment with local entities and jurisdictions to catalyze and accelerate big on-the-ground and in-the-water actions with regional impacts, novel actions that can replicate across the region, and applied research to fill essential knowledge gaps to support these types of actions.

This initiative is grounded in the shared understanding that increasing connections and communications among North America's Indigenous Nations, federal and subnational governments, and salmon stakeholders, we can better coordinate our collective resources to drive increased investment and actions needed to sustain resilient salmon populations for future generations.

Coordinated, phased Action Plans will enable partners to align and grow their efforts and achieve tangible improvements for salmon populations, sustainable fisheries, and the communities who depend on them. This plan captures the first two years of the Initiative's actions needed to begin implementing the goals and priorities identified in [RSI's Strategic Plan](#).



This document is arranged by our four streams: Connect, Communicate, Invest, and Act. These streams detail the essential activities needed to begin our work. In our first two years of action, the Initiative will focus on the first three streams: Connect, Communicate, and Invest, because these are the fundamental building blocks for effective actions. For each stream we have included “Case Studies” of real-world projects that exemplify the types of actions the Initiative intends to expand, learn from, or replicate on a larger scale. The actions listed under each Stream will let us meet RSI’s 2-Year Objectives and develop a foundation for the next iteration. In this way, we can track our progress toward the Initiative’s bold strategic goals that may take decades to realize. Long Live the Kings (LLTK) will provide the staff to manage the actions pending funding, with support from an Advisory Group made up of representatives from partner organizations.

Our Vision

Resilient, diverse, and sustainable salmon populations intertwined with vibrant ecosystems and human communities that rely on salmon across western North America.

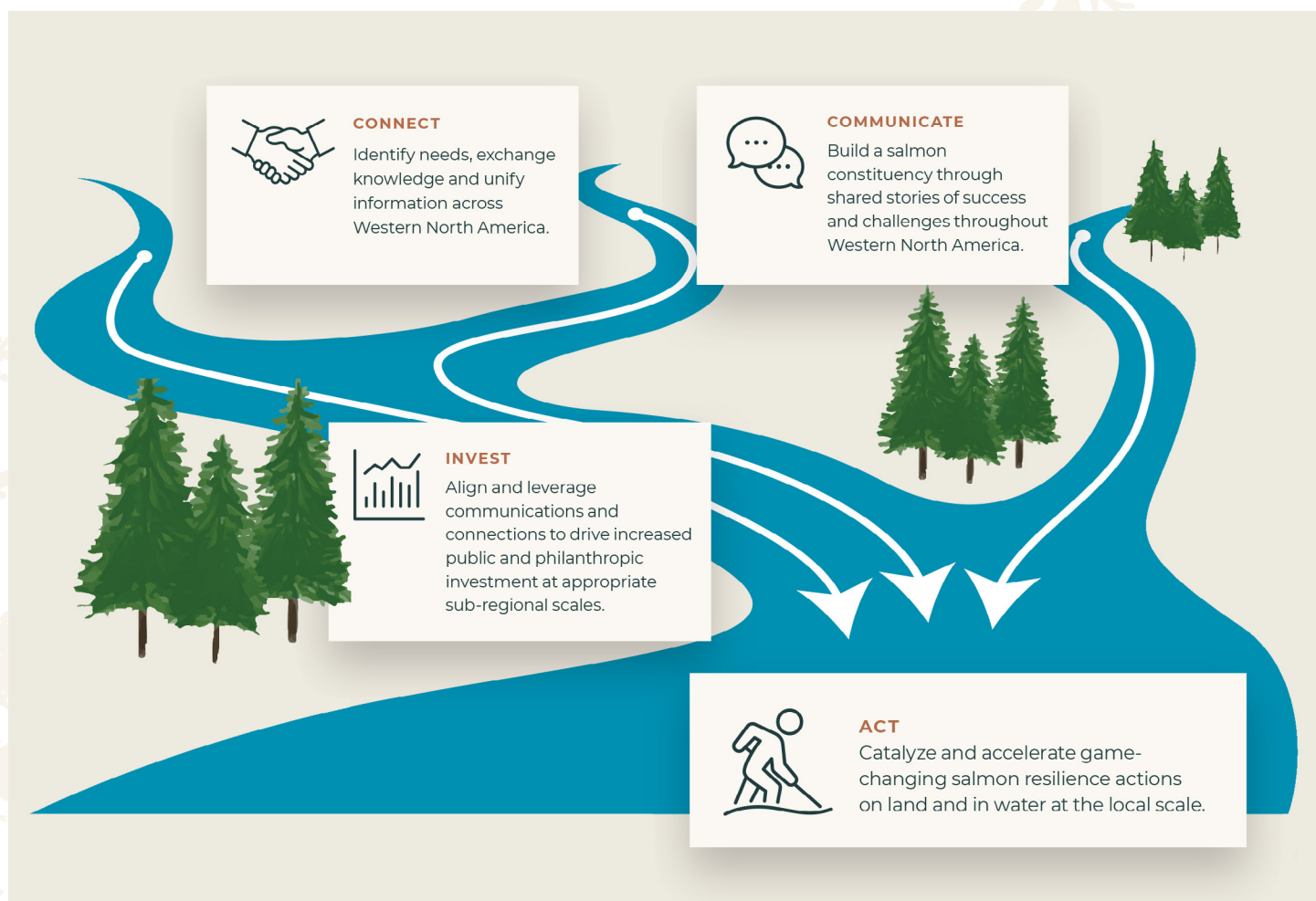


Figure 1: The Resilient Salmon Initiative theory of change.

Connect



STRATEGIC GOAL

Local entities and initiatives are connected, effectively collaborating, and fostering diverse knowledge sources to amplify local results and fund and implement collective solutions.

We will collectively pursue informed and proactive strategies throughout the region by connecting Western science and Indigenous Knowledge systems, as well as local and practitioner knowledge across disciplines and sectors. Combining our diverse perspectives, grounded in various worldviews and ways of knowing, we will create transformational changes and think outside the box to align values, knowledge, and resources. These initial actions prepare for our Convening for Action workshop series, which is the core of the Connect stream.

Actions

- Use network analysis to map the salmon resilience network across Western North America and identify opportunities to foster connection and build a collaborative of regionally effective and influential organizations who are well resourced, understand each other's challenges, and operate from a foundation of trust and shared solution.
- Gather knowledge on the state of Pacific salmon, consider future scenarios, and identify game-changing projects (see Actions Matrix) that advance salmon resilience in significant ways through a multi-day workshop.

Why these actions are needed: During the scoping of the Initiative, we identified that there is not enough coordination between entities working to

support resilience across the range of Pacific salmon. For a successful transboundary initiative, we need to know our network of partners and be on the same page about our Initiative's approach.

To build those connections, we need to first identify who is involved in salmon resilience actions, who collaborates with whom, who links different groups, and where there are silos. Understanding the way our partners are networked and how their networks function is essential to maximize the impact of fostering these connections. This will allow us to document these networks as they change over our 10-Year Objective. We will also come together to understand where we have shared values and build trust both in each other and in the process. This will allow us to develop a shared conceptual understanding of the state of Pacific salmon across western North America, broadly relevant solutions, and actionable research.

Description: Implementing transformational change and taking bold action requires a supportive infrastructure of people, funding, and processes, which can be informed by exploratory social network analysis. The network analysis will identify the gaps and opportunities to strengthen the network of relationships and interactions between organizations engaged in the salmon resilience network across Western North America. This information will be gathered through online surveys and can be visually interpreted as collaboration maps using data analysis software. This will



inform the development of a capacity building and engagement plan to overcome participation obstacles and find equitable and inclusive solutions that build on the initiative's values.

Across the region there are many National or sub-National (state, provincial, or territorial) syntheses of the State of the Salmon. These different scales can be stitched together into a clear story across Western North America.

This story will set the foundation for a state of Pacific salmon workshop, where diverse Knowledge Holders and technical experts will:

- Develop a common conceptual understanding of the future landscape for salmon populations throughout RSI's region (i.e., broad, regional scenario planning, [NOAA 2025](#))
- Discuss which actions are working in our watersheds to build resilience in salmon populations
- Identify which actions are likely to be successful to achieve our vision under these various future scenarios (e.g., habitat restoration, barrier removals, managed flows, assisted migration)

Participants will narrow the actions down and group these into themes for the Convening for Action workshop series (e.g., Life history Strategies, Resilient Habitats, or Innovative Freshwater Approaches), where Knowledge Holders will be drilling down into each theme. These outcomes, and future outcomes of

the Convening for Action workshops will inform the development and improvement of the Storytelling Toolkit, which will be used to communicate what we know and what actions will work, even as climate change accelerates and human pressures on the system continue.

Outcomes

- A visual interactive map of organizations engaged in salmon resilience
- List of gaps and recommended actions to catalyze connections among actors (bridges between silos, boosting existing connections, lessons learned from high connectivity areas)
- A capacity building and engagement plan
- Written State of Pacific Salmon knowledge summary that will: 1) inform the Storytelling Toolkit workshop with narrative future scenarios for actions planning, and 2) offer a list of sequenced themes for the upcoming Convening for Action workshop series
- List of initial actions that RSI can amplify, support, or accelerate

Timeline: Approximately 18 months for the network analysis and approximately 12 months for the knowledge workshop. The network analysis should start first, but the actions can be done concurrently. The summary of knowledge is a predecessor to developing the Storytelling Toolkit (next page).

WHERE RSI CAN ACCELERATE ACTION

This matrix describes the areas in which the Resilient Salmon Initiative can support work at the regional scale by driving resources toward bigger on-the-ground actions that people generally agree will have regional benefits to salmon resilience, or by acting as an incubator for novel, pilot projects that have the potential to be replicated in other watersheds in the region.



CASE STUDY

Bridging Floodplains

In California's Central Valley, most floodplain habitats that are essential for providing food to outmigrating Chinook salmon are behind levees that protect communities and fertile agricultural lands from floodwaters. Catalyzed by California Trout and the Northern California Water Association, a broad partnership of landowners, irrigation districts, academics, and conservation groups have come together to form the 35-member-strong [Floodplain Forward Coalition](#), which is working to reconnect fish with the Sacramento Valley's historic floodplain wetlands in innovative ways.

Working together, building trust and understanding over time, these diverse partners developed creative solutions to mimic natural floodplains' dynamics in ways that serve multiple benefits: climate resilience, endangered fish and wildlife recovery, flood protection and farming. While specific actions may be distinct to the patterns of the local ecosystem, many of the collaborative strategies employed represent ingredients common to rebuilding salmon resilience and abundance in large river valleys up and down the West Coast and beyond.

Recognizing this, the Pacific Salmon Foundation (PSF), working in the Fraser River Valley in British Columbia, arranged a series of in-person exchanges with California Trout that boosted knowledge transfer and resulted in accelerated wetland and fish conservation action in the Fraser Valley. PSF also hosted a free virtual restoration knowledge exchange with Fisheries and Oceans Canada that attracted over 1,500 people from across the world to learn about Sacramento Valley success and similar work in the Fraser River Valley.

HOW RSI CAN DRIVE INVESTMENTS IN THESE NOVEL ON-THE-GROUND ACTIONS:

- **Connect:** Secure funding and host in-person site tours across the region aligned with each Convening for Action workshop theme to accelerate targeted knowledge exchange on successful actions.
- **Connect:** Leverage PSF's established and efficient virtual workshop process through a funded annual program that invites partners to propose workshop(s) aligned with RSI goals, with PSF providing the virtual hosting infrastructure to reduce capacity demands.
- **Communicate:** Use RSI's network of communicators and storytelling toolkit to disseminate stories across the region of successful multi-benefit floodplains actions to inspire greater support with the public, appropriators, and decision-makers.
- **Invest:** Make connections between project needs and funding opportunities and build the case for project funding.

Communicate



STRATEGIC GOAL

The public, major funders, and decision-makers value salmon's role in supporting ecosystems and human communities and are willing to make difficult decisions with resilience in mind.

Compelling, consistent storytelling is at the core of behavior change. Stronger messaging can drive more investment of public and private funds into salmon resilience. When the public and decision-makers hear consistent messages from several trusted sources, the messages are reinforced and can lead to greater action. Partners across the region see an urgent need to gain public support and communicate messages on what approaches can be successful under a rapidly changing climate, and co-benefits of salmon resilience, but they are capacity limited. This Stream seeks to connect and cultivate partnerships across the region to develop unified storytelling to build support for increased investment in salmon resilience.

Actions

- Survey public perceptions to inform storytelling and communications strategies
- Create common messages and a Storytelling Toolkit to share with the public, decision makers and other salmon stakeholders through a virtual workshop
- Develop and initiate an external communications strategy

Why these actions are needed: The space where RSI can add value to the existing fragmented efforts to communicate the importance of salmon resilience is through a shared external communications strategy.

First, if we want to sell RSI's vision of resilient, diverse, and sustainable salmon populations as effectively as large companies sell their consumer products, then

we need to know our audience, their desires, and their values. We will gather essential information about which messages of salmon resilience will resonate with the public across the broad RSI geography and establish a quantitative baseline to document any changes in public understanding (10-year+ Objective).

Secondly, the Initiative will amplify communications to the public and decision-makers, by leveraging each partner's communications tools (network, social media, newsletters) to share coordinated, targeted messages in clear, concise, and compelling ways.

Description: We will implement a **public perceptions survey** to gather information on perceptions and values of Pacific salmon and resilience actions across the broad geography of the Initiative. The Pacific Salmon Foundation completed a similar [survey in 2021 and 2025](#), which found that more than four in five British Columbians support government investments in salmon recovery. We will work with a consultant to design a survey to avoid bias, use appropriate language, and test demographically representative audiences. This will identify key information to inform the Storytelling Toolkit and the communications campaign.

Communications professionals from across broadly distributed salmon resilience organizations, along with social scientists and experts in culturally relevant communication, will gather and use insights from the knowledge sharing workshop and the public perception survey to develop a toolkit. The Storytelling Toolkit will engage the public and decision-makers in ways that can be tweaked for local context.

Finally, based on the outputs of these actions, we will develop and test messages and initiate an ongoing public relations strategy to shift public awareness around the ecological, cultural, and economic value of salmon, and the resources and actions needed to build resilience in salmon and salmon reliant communities throughout western North America.

Outcomes

- Written report and short summary to inform the messages and Storytelling Toolkit
- Defined audience personas and a list of influencers
- A universal or sub-regional storytelling toolkit(s), which may include:

- One-to-two-page brochures on various topics
 - Press releases for media outlets
 - Talking points, short video clips, and infographics to be shared across platforms
 - High-level, solution-focused reports for decision-makers
- External communications strategy that includes goals, objectives, target audiences, key messages, storytelling toolkits, communications channels and tools, tone/style guides, timeline, and evaluation metrics

Timeline: Approximately 5 months for the public perceptions survey (must be completed first), approximately 14 months for the storytelling toolkit and about 6 months for the communication strategy.

CASE STUDY

Salmon Warriors

The Indigenous-led, Washington-based nonprofit, Salmon Defense, seeks to urgently raise awareness around restoring salmon populations to support the state's ecosystems, economy and culture. Working with the Billy Frank Jr. Salmon Coalition, which includes Tribal Leaders, environmental scientists, government agencies, fishers, conservation groups and local industry, Salmon Defense used personal stories of Salmon Warriors and a call to action shared through [visual storytelling](#), social media, and traditional advertising, to inspire action by the public.

Outcomes of this campaign included:

- 19.8 million video views, 1.8 million audio listens, increased social followers (~400%)
- Feature story coverage in key local media outlets
- An invitation to host a panel at South by Southwest 2025 and industry recognition from the American Advertising Federation, Public Relations Society of America, and more

HOW RSI CAN FACILITATE AND AMPLIFY COMMUNICATION ACROSS THE REGION:

- **Connect:** Host a webinar by the campaign creators to share how the campaign was developed, what resources were required, and any lessons learned.
- **Connect:** Hold a virtual symposium to share lessons learned among organizations who are initiating or have initiated similar PR campaigns around salmon resilience.
- **Communicate:** Seek funding to support shared messaging campaigns by partners across the RSI region to amplify the storytelling messages.

Invest



STRATEGIC GOAL

A new model for increased investment to advance innovative ideas to protect and support salmon, their habitats and fisheries, amidst climate change, commensurate with changing needs.

RSI will build a case for major new public and private investments that will drive resources down to implement actions at the local scale. During the first two years of the Initiative we will focus on the Connect and Communicate streams, as those are the starting points. While those two streams are focused on the broad RSI region, it is mostly at the National and Sub-national scale that RSI will seek to build a case for major new public and private investments to implement actions at the local scale (see separate U.S. plan).

Actions

- Identify innovative public and private funding approaches
- Collate the identified funding requirements of existing salmon recovery plans for populations and watersheds in western North America to scope the current need

Why these actions are needed: The urgency of salmon resilience actions requires innovative funding models that are agile, and that build on public-private, collaborative approaches developed by individuals with varied backgrounds and experiences. Funding for actions can also be limited through the way the funding is packaged, which doesn't always fit with the ideal implementation of actions on the ground. This can create gaps between the funding needs and available sources. During the initial Action

Plan, we can begin to work on identifying needs and innovative funding approaches (5-Year Objective).

Description: Long Live the Kings will facilitate an Advisory Sub-Group of interested partners to hold regular conversations and maintain a working document of ideas. LLTK will also gather information on existing restoration plans and funding needs.

Outcomes

- Produce a working document outlining the necessary scope and ideas for innovation in salmon resilience funding, and the next steps toward developing funding mechanisms
- Create connections, strategies, and communication tools for immediate fundraising efforts

Timeline: Ongoing, simultaneously with other actions



CASE STUDY

Closing the Marine Knowledge Gap

Long Live the Kings and the Pacific Salmon Foundation led the [Salish Sea Marine Survival Project](#), an ecosystem-scale, international research initiative. Two hundred scientists from more than 60 organizations in the U. S., Canada, and Indigenous Nations conducted research between 2014 and 2019. These studies established an essential foundation of knowledge about how conditions in the Salish Sea ecosystems affect juvenile salmon growth and survival.

As an outcome of this, the Tulalip Tribes, the U.S. Geological Survey, and Long Live the Kings have been conducting offshore surveys with the goal of developing marine indicators to inform salmon resilience actions. This type of indicator system has been used for years by [NOAA off the coast of Washington and Oregon](#) to inform Columbia River Basin salmon recovery and management.

In Alaska, communities are documenting dramatic shifts in salmon productivity, despite relatively intact freshwater habitats. As part of a gravel-to-gravel salmon research strategy, a recent report by the [Alaska Salmon Research Task Force](#) calls for additional research to gather foundational knowledge of salmon survival in marine waters, as well as expanded, coordinated marine juvenile salmon surveys that cover Alaska's large marine ecosystems to identify marine management actions and improve forecasts of short- and long-term prospects for decision makers.

HOW RSI CAN DRIVE INVESTMENT INTO ACTIONS TO FILL IMPORTANT KNOWLEDGE GAPS:

- **Connect:** Host a workshop to bring Knowledge Holders together from across the region to accelerate the transfer of lessons learned on developing marine indicators to inform salmon resilience actions on land and in water.
- **Connect:** Offer a hub for data and resource sharing on marine survival and indicators.
- **Connect:** Host the Salmon Ocean Ecology Meeting, which regularly brings together people studying marine survival, but has not had consistent administrative support.
- **Communicate:** Develop messaging on the value of monitoring how shifting climate and marine conditions impact the food web and condition of juvenile salmon.

Action Plan

ACTION PLAN (YEARS 1 AND 2)

CONNECT



- Network Analysis
- **WORKSHOP:** State of Salmon, Future Scenarios, and Actions
- State of Knowledge Report
- Capacity & Engagement Strategy

COMMUNICATE



- Public Perception Survey
- **WORKSHOP:** Messaging & Storytelling
- Storytelling Toolkit
- External Communication Strategy

INVEST



- Innovative Funding Approaches
- Collate Existing Recovery Funding Needs

Our first two years will focus on the Connect, Communicate, and Invest streams, as these are the building blocks for the Act stream.

THE ACTION PLAN WAS DEVELOPED WITH FUNDING PROVIDED BY BOEING

Acknowledgments: This plan was prepared by Long Live the Kings with guidance from the Resilient Salmon Initiative Core Team. The guidance of the Core Team is based on individuals' expert opinions and does not reflect the positions of their organizations. We are grateful for the input from RSI committees, workshop contributors, and listening session participants.

Plan Coordinators: Shaara Ainsley* (LLTK Associate Director of Projects), Kaelie Spencer (LLTK Project Coordinator), Jacques White (LLTK Chief Executive Officer) and Jason Hwang (PSF, Chief Program Officer and Vice President, Salmon). *For more information contact sainsley@lltk.org.



VISIT US AT:
resilientsalmon.org