



# PACIFIC SALMON FOUNDATION

**DIRECTOR, DEVELOPMENT AND CAMPAIGN**

**APRIL 2024**



CANDIDATE BRIEF

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

The Pacific Salmon Foundation (PSF) harnesses the passion and power of people to save and restore wild Pacific salmon in British Columbia and the Yukon. Working with Indigenous partners, thousands of streamkeepers, government, academic institutions, and a coalition of People for Salmon, we are on a mission to conserve salmon for the benefit of generations to come.

Salmon are essential to BC, both culturally and environmentally. As a keystone species, they are a food source for more than 130 other species and vital to healthy ecosystems; yet, they are increasingly under threat from the escalating impacts of climate change. And given the critical importance of wild Pacific Salmon to Indigenous culture, salmon recovery and resilience are inextricably linked to reconciliation.

PSF is the credible voice, champion, defender, and biggest fan of Pacific salmon. We are the respectful catalysts, conveners, and scientists with a 37-year history of success and an exciting future.

To advance this work, we have created the new role of **Director of Development and Campaign** to lead our fundraising efforts, including the launch and execution of the largest and most important fundraising campaign in our history. The Director will provide critical leadership to a dedicated staff team of five and be PSF's subject matter expert for fundraising. The Director will collaborate closely with executive leadership, team members, campaign cabinet, and other key partners to drive philanthropic support for PSF's mission and programs.

This is an exciting opportunity for an experienced major gift fundraiser to:

- Join the Foundation and execute its biggest campaign;
- Assist in the recruitment of, and be the point person for, an influential and active Campaign Cabinet;
- Lead all work related to the most important campaign solicitations, in close partnership with the CEO, Cabinet, and VP, Development, Marketing and Communications;
- Take the next step in their career where they can have tremendous impact in an organization with a wealth of untapped potential;
- Join a nimble and keen organization focused on impact and making a difference; and,
- Work in a fun and human environment, with a culture focused on family and personal and professional growth.



## INFORMATION FOR CANDIDATES

To apply or learn more, please contact PSF's search partner, Christoph Clodius at The Discovery Group, at [christoph@thediscoverygroup.ca](mailto:christoph@thediscoverygroup.ca).

Deadline: All submissions should be received by April 26, 2024. Please apply to Christoph with a cover letter/expression of interest and resume/CV, in the same document please.

The selection process will take place in May with the candidate ideally starting in late spring/early summer.

Compensation and rewards: The successful candidate can expect a salary between \$110,000 and \$130,000 depending on experience.

PSF offers a comprehensive total compensation package including extended health and dental coverage (with premiums covered fully by PSF), RRSP matching program, a generous vacation package, paid parking, and on-site gym, and a culture that recognizes and supports employees to put 'family first'.

Location and flexibility: The Foundation's offices are located in the South Granville/Fairview area of Vancouver, and we are pleased to offer flexible conditions; this role is hybrid with a minimum of two days in-office attendance per week. Some travel will be required to participate in in-person meetings, workshops, events, and staff gatherings.

Additionally, given our presence on Vancouver Island, we would be open to a candidate based in a major island city.

Mentoring and development: PSF is committed to life-long learning for all team members. Ongoing mentoring will be available to facilitate the Director's career development and appropriate training and skill-building opportunities will be provided. Educational opportunities will be encouraged.

Diversity and Inclusion: We believe diversity is key to excellence and actively encourage applications from Indigenous persons, persons of marginalized sexual orientations, gender identities, and gender expressions, and members of groups that commonly experience discrimination due to race, ancestry, colour, religion and/or spiritual beliefs, or place of origin.

## PACIFIC SALMON FOUNDATION

The Pacific Salmon Foundation, founded in 1987, is a non-profit environmental organization dedicated to the conservation and restoration of wild Pacific salmon and their habitats in B.C. and the Yukon.

For us, it's salmon first, salmon always, and we never go it alone. We work with First Nations, Government, ENGO partners, industry and all people for salmon who share the desire to save and restore these iconic species.

We work with all members of the 'salmon community' to advance our collective efforts, promote awareness of this keystone species, and guide the sustainable future of wild Pacific salmon and their habitat.

PSF has evolved in response to the state of salmon—this includes an expansion of research, climate adaptation initiatives, and applied action to support Pacific salmon conservation. Given the challenged conservation state of many Pacific salmon stocks, we are focused on where we can make the most meaningful difference for Pacific salmon.

Our shared goals:

- Watersheds, estuaries, and nearshore marine areas are managed to:
  - anticipate climate change effects.
  - be resistant to future degradation or decline.
  - support natural diversity and future sustainability of wild salmon.
- Fisheries, enhancement, and factors affecting salmon health are optimized to support the natural diversity and future sustainability of wild salmon.
- Collaborative governance and management by Canada, B.C. and Indigenous governments prioritizes coordinated salmon recovery.
- Broad public awareness of, and support for, the need for urgent action to support salmon resilience and recovery.
- Watersheds, estuaries, and nearshore marine habitat is restored and the factors that contribute to habitat degradation are addressed.
- Salmon populations are restored to best possible condition and the factors that contribute to population decline are addressed.

We do this through our annual grant-making program, supporting thousands of community-led projects, and our major research and restoration projects, in partnership with First Nations, fellow NGO's, stewards and Government. As a vocal advocate for salmon, we activate priorities that support the conservation of this vital ecological resource.

A few representative program successes over the past years have included:

- Genetic adaptability: PSF and partners successfully used advanced techniques to investigate genetic differences within Upper Fraser salmon populations and developed tools to improve genetic stock identification.
- Flood mitigation: PSF worked with First Nations, government agencies, and partners to assess impacts, identify sites in need of restoration, and secure funding to support flood recovery efforts. In the Coldwater River, we helped identify thousands of adult coho salmon blocked from ideal spawning habitat by a log jam. A team of experts created a bypass channel around the log jam which enabled fish passage and access to spawning areas upriver.
- In 2022, PSF and FNFC co-hosted four Dialogue sessions – convening leaders across First Nations, Crown governments, and salmon experts working from the shared belief that salmon

are in crisis. Through the initial Dialogues, unwavering support emerged for the notion that we need a collaborative framework to drive action for salmon, which led to the emergence of a draft declaration and three scale framework for collaborative salmon recovery developed from participant input.

- Climate change is causing juvenile salmon to become stranded by seasonal water flow problems at Lynn Creek, the North Shore's third-largest salmon bearing river. To address this, streamkeepers are working on an engineered log jam that will improve water flow conditions, reduce sediment deposition, and result in improved habitat conditions for salmon during warmer and drier periods.

- AI-assisted salmon monitoring: In-season management of salmon fisheries and the recovery of at-risk salmon populations is hindered by a lack of timely information on the number of returning adult salmon. Conducting routine monitoring to guide sustainable fisheries and salmon recovery can be costly, particularly in remote salmon



watersheds. Machine learning provides a novel and innovative solution. This pilot project focuses on developing, testing, and applying computer vision models to empower local and Indigenous-led monitoring and management by supporting expedited in-season processing of salmon counting using videos and sonar cameras.

- Hatcheries were developed with the aim of enhancing salmon populations and conserving species at risk. While they can support healthy salmon populations, they can also lead to consequences for wild salmon. To evaluate hatchery effectiveness, PSF launched the Hatchery Effectiveness Review. The scope of the review includes investigations into hatchery release strategies, interactions between wild and hatchery salmon, and the effectiveness of hatcheries at meeting their objectives. Results include recommendations and advice for improved hatchery management and production.

## PSF'S STRATEGIC FRAMEWORK

PSF's Strategic Framework confirms our vision and goals for our future activities. Highlights include:

Our Vision: Healthy, sustainable, and naturally diverse populations of Pacific salmon for the benefit of ecosystems and Canadians for generations to come. Effective stewardship of natural resources in B.C. and the Yukon that involves communities in decisions affecting Pacific salmon.

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

Our Collective Impacts:

- Salmon Resilience. Supporting salmon populations and habitats to be resistant to future degradation or decline
- Systems Transformation. Acting as a transformative force to redefine the landscape for Pacific salmon recovery and resilience.
- Salmon Recovery. Restoring habitat and populations and addressing factors that have led to their decline or degradation.

Our Guiding Principles: The Foundation...

- Provides objective and nonpartisan advice to foster progressive and positive attitudes toward the future of Pacific salmon.
- Policies, programs, and decisions are guided by the best available knowledge: scientific, experiential, and traditional.
- Ensures transparent and accountable use of funds, promotes fairness and objectivity in decision making, and supports integrity and mutual respect in our partnerships.
- 'Never goes it alone' and works with diverse governments, groups, and interests to recover and sustain wild Pacific salmon as a shared responsibility. We aim to bring out the best in others as a catalyst and engage in shared work.
- Respects the rights and title of Indigenous Nations and the indelible relationship between Indigenous communities and salmon and seeks opportunities to work with Indigenous people in support of their inherent decision-making, governance, and management of Pacific salmon and their habitat in their lands or territories.
- Supports effective communication and promotes education for the conservation of Pacific salmon and the realization of their full value to Canadians and our ecosystems.
- Cultivates a culture of innovation by seeking novel approaches to address the challenges and opportunities faced by Pacific salmon.
- Initiatives embrace a holistic approach that addresses the diverse needs of salmon at each stage in their life.

How? We:

- Convene: PSF acts as a neutral convenor to create constructive spaces and brings together players to embolden big ideas and support long-term transformational change for salmon.
- Educate, Influence & Advocate: PSF acts at the nexus of science and action. We leverage data and science to: raise public awareness about the state of salmon, build political will for salmon, and support evidence-based decision-making.
- Science, Data & Innovation: PSF conducts applied science and research in marine and freshwater areas, supports Indigenous knowledge, and provides open public access to the best



data collected, organized, and translated to support sustainable management of salmon and their habitats.

- Mobilize & Invest: PSF activates its partners and resources to catalyze community- led salmon conservation initiatives and respond to real- time issues today (i.e., climate emergencies) and to plan for and act on longer- term actions for tomorrow.
- Fundraise: PSF works with diverse partners to raise funds needed to address the growing demands for salmon recovery and resilience in the face of climate change.
- Build capacity: PSF invests to enhance organizational skills, knowledge, and capacities and accomplish its goals.

For more information on PSF, go to <https://psf.ca/>

## FUNDRAISING AT PSF

PSF has a wide array of partnerships and supporters that help provide our overall budget of over \$14 million. PSF currently raises \$2- \$3 million in philanthropic and donor support every year, from NGO's, individuals, and corporations.

Looking ahead, PSF is preparing to launch its next philanthropic fundraising campaign, which will be the most ambitious in the organization's history. A campaign of this magnitude will be an opportunity for PSF to establish itself as a place where significant philanthropy happens and significantly grow its roster of major donors.

The suggested target is \$20 - \$30 million over 5-6 years, with a goal to leverage the campaign to create a long-term sustainable fundraising program raising to \$5 - \$6 million annually. Market surveys, case development, and other campaign planning is currently underway to ensure its success and rationale.

While specific campaign priorities and cases are being established under the broad themes of Response, Resilience, and Recovery, specific project priorities may relate to Marine Science; Disease & Contaminants/Salmon Health; Habitat Game Changers; Recovery Planning from trees to seas; State of Salmon – Data & Technology; Climate Emergency Response.

The campaign is an opportunity to lead with clear priorities, share an urgent call to action, and provide donors with a direct line of sight to how they can make meaningful change with their gift to PSF. A new Strategic Plan has been approved, and this campaign is a powerful opportunity to mobilize the resources needed to accelerate the new Strategic Plan's implementation.

PSF is well-positioned to achieve these goals because:

- From 2017 – 2022, the number of active donors grew by 300%, and we have an active donor base with great potential for more engagement.

- Overall philanthropic revenue from all sources has grown by 26% since 2017, and in that time, revenue from individual donors has grown by 35%.
- PSF is highly respected, with a reputation for independence and exceptional science.
- The Board is influential, and leadership has strong connections in the sector and community.
- Donors believe their money is spent wisely:

*“Everything about salmon is inspiring. Their resilience. The story of their journey. There’s something in them I identify with that I hope others can recognize.”* PSF Donor

## DIRECTOR, DEVELOPMENT AND CAMPAIGN

The Director of Development and Campaign plays a critical leadership role in PSF, responsible for designing, implementing, and overseeing comprehensive fundraising strategies and campaigns.

The Director reports to the Vice President, Development, Marketing & Communications (DMC) and works collaboratively with the CEO, peers on the DMC team, Program Directors, and Campaign Cabinet to drive philanthropic support for PSF’s mission and programs.

### Roles and Responsibilities

The Director, Development and Campaign will:

#### Fundraising & Campaign Leadership

- Develop and execute a comprehensive fundraising plan to support PSF’s mission and revenue goals.
- Oversee the finalization and approval of the campaign plan, cases, and resource needs.
- Identify, cultivate, and solicit major gifts from individuals and corporations and help grow PSF’s donor base.
- Steward and inspire prospective and current donors at the \$25,000+ level to assure fundraising goals are achieved.
- Develop personalized giving strategies for major donors, corporate partners, and prospects designed to grow revenue and sponsorships.
- Develop a prospect pool of donors and lead strategies and tactics to build relationships.
- Lead the planning of major donor stewardship activity; prepare and ensure campaign-specific stewardship and recognition programs are in place and effective.
- Prepare custom fundraising documents: proposals and stewardship reports for individual and corporate donors.
- Partner with the CEO, VP, and Cabinet, and Board members on their campaign asks.
- Monitor campaign results and activity.

#### Team leadership & collaboration

- Lead PSF’s fundraising team with strategic support to successfully achieve donor cultivation and revenue targets.



- Supervise and mentor the development team, providing guidance and support to achieve fundraising goals.
- Help recruit a campaign cabinet; partner with the CEO, VP DMC, and Board members to identify, engage, and recruit influential and passionate fundraising leaders.
- Collaborate with internal PSF teams and leadership to ensure fundraising is aligned with programmatic goals.
- Collaborate with Marketing & Communications to implement communications strategies that support fundraising efforts.
- Provide leadership to development team to implement exceptional donor records for an optimal donor database, and accurate campaign tracking.
- Oversee the development of grant proposals, ensuring alignment with organizational priorities.
- Foster a collaborative and high-performance culture within the development team.

#### Reporting and administration

- Develop and manage the annual development budget.
- Prepare reports for leadership to share with the Board of Directors on portfolio metrics and key activities as required.

### CANDIDATE PROFILE

To succeed in this role, PSF believes that the new Director should ideally possess some combination of the following attributes:

- Action-oriented. Excited to initiate donor engagement, meeting people, and setting up calls. Motivated to get 'out the door'. A visible member of the PSF community.
- A true relationship builder. Curiosity and interest in others. A desire to work with a very passionate community. Collaborative by nature.
- Strategic and visionary. Can help elevate the sights of our donor community to see the incredible impact they can have.
- Adaptable and communicative. Exceptional translational abilities to work between and across our myriad scientific, technical, and non- scientific, nontechnical communities. Represents PSF well. A strong writer and precise communicator.
- Brave and humble. Thrives and creates a safe environment for all to try and fail, rather than not try at all.
- Ambition and goal-oriented. Ready to lead in a nimble and professional organization. Takes ownership, suggests solutions, and works to figure things out.



## DESIRED QUALIFICATIONS & EXPERIENCE

- Tangible success in progressively more significant fundraising roles, including significant major gift solicitation successes.
- Deep understanding and experience in a comprehensive campaign.
- A strong mission alignment, which may include a background or passion in science, conservation, environmental studies, or biology.
- Proven success in leading a team to success, performing all aspects of people management.
- Demonstrated excellence in donor engagement and stewardship with a particular focus on initiating and maintaining relationships with donors, partners, and other key stakeholders.
- Excellent interpersonal and communication skills, both in person and in writing.
- Experience researching, writing, and developing fundraising collateral.
- Ability to interpret, leverage and communicate relevant fundraising and donor data.
- A strong customer service attitude.
- Competency in relevant office and customer relationship management tools, such as Microsoft Office and Canada Helps platforms.
- Knowledge and critical thinking typically developed through an undergraduate degree in a relevant field, or through an equivalent combination of education and experience.

### LEADERSHIP BIO: Allison Colina, Vice President of Development, Marketing and Communications



Allison Colina joined the Pacific Salmon Foundation in May 2021 as Vice President of Development, Marketing and Communications. Since joining PSF, Allison has led the organization through a brand re-fresh and has launched marketing and donor acquisition strategies that have helped grow the organization's fundraising program and public awareness.

Allison previously worked as a member of senior leadership at one of B.C.'s largest charities – BC Cancer Foundation. At BC Cancer Foundation, Allison led marketing and communications in support of organization strategy and annual revenue growth. She also led the organization through a re-brand and advanced digital marketing in support of events and annual fundraising strategies. Allison

worked with medical and scientific leadership and major donors managing media announcements for scientific and medical advancements.

While Allison's career had primarily focused on health prior to joining PSF, salmon are a meaningful topic, as Allison grew up on Vancouver Island where many memories were formed boating in the Salish Sea with family.