



December 1, 2025

To whom it may concern:

Long Live the Kings, the Pacific Salmon Foundation, Salmon Defense, and our partners are uniting to launch a collaborative Resilient Salmon Initiative (RSI) to address the shared challenges facing Pacific salmon across Western United States and Canada. We are pleased to share the Strategic Plan for this initiative, which we developed over the last year with a group of salmon recovery leaders and knowledge holders from across the west.

'Resilience' is defined as an ability to recover from or adjust easily to changing conditions. It is our intention that RSI will help address salmon resilience by connecting leaders from local, Indigenous, state, provincial and federal governments, academia, NGOs, communities, and industries to share expertise and ideas, identify the most urgent needs for salmon, communicate these needs effectively, and coordinate and accelerate regional solutions. By aligning efforts on everything from communications to investments to projects, RSI will increase the rate and effectiveness of our efforts to drive improvements where they will have the greatest impact. From the Central Valley of California, through Canada, to the salmon rivers of the Arctic, we believe RSI will achieve new and synergistic benefits for salmon, sustainable fisheries, and communities.

The intended audience for this Strategic Plan is our peers in salmon recovery, but we see an urgent need to develop shared messages for the public and decision makers about the issues facing salmon and the value of acting now. This communication effort is part of the Initial Action Plan, under development, which addresses the 2-year objectives described in this Strategic Plan, including case studies of exemplary resilience actions. We invite you to join the team of people and organizations who 'endorse' the RSI and consider joining the Advisory Group to begin implementing the Strategic Plan. If you are interested, please contact Shaara Ainsley (sainsley@ltk.org) and myself (jwhite@ltk.org).

Sincerely,

Jacques White,

Chief Executive Officer, Long Live the Kings

Resilient
Salmon
INITIATIVE

Strategic Plan

NOVEMBER 2025

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ACKNOWLEDGEMENTS

We are grateful for the RSI Scoping Workshop Advisory Committee, the Workshop contributors, and numerous Listening Session participants who took time to share their extensive knowledge and experience during the scoping phase of the initiative. The Strategic Plan development process was funded by our generous partners at Boeing and Pacific Salmon Foundation.

This report was prepared by the Resilient Salmon Initiative Core Team, Strategic Plan Coordinators, and contributing experts on the Strategic Planning Committee. The guidance of the Core Team and the Committee is based on individuals' expert opinions and does not reflect the positions of their organizations.

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Call to Action

This Strategic Plan represents a collective call to action for a collaborative initiative addressing the shared habitat and water challenges facing Pacific salmon across the United States and Canada. The goals of this initiative are to improve our connections, align and strengthen our communications, and to mobilize the government and philanthropic resources needed to implement a substantially expanded agenda of resilience actions throughout the region. We see a shared responsibility to respond urgently, collectively, and adequately.

The Resilient Salmon Initiative will operate within existing authorities and governance frameworks, recognizing the essential roles of sovereign nations and other governments, co-managers, treaty signatories, and legal structures. While the initiative itself does not have regulatory authority, it seeks to harness the collective power of diverse partners across the salmon landscape to leverage existing systems and agreements, and to reinvigorate and transform how recovery efforts are coordinated. We believe that transformational change is possible if we think creatively, respect multiple ways of knowing, and strengthen our connections, communications, and alignment around shared values, knowledge, and resources.

This new approach will help identify the most critical projects, capital, and information gaps affecting salmon resilience in western North America, while highlighting opportunities for regional coordination and aligned, multi-benefit investments. The goal is to leverage and learn from what is already happening on the ground, and not to duplicate but rather grow each other's efforts. By

clarifying what is required in terms of funding, expertise, and permissions, and by highlighting local success stories, we can more effectively communicate the value of increased investment to expand those successes more broadly. Stronger support from philanthropic interests could lead to profound funding investments that meaningfully improve coordination and communication to drive actions. Coordinated, stepwise action plans will enable partners to align their efforts and achieve tangible improvements for salmon populations, sustainable fisheries, and the communities who depend on them.

Developed with input from an international group of experienced salmon management and recovery leaders, this Strategic Plan outlines goals and objectives designed to strengthen connections, share knowledge, foster innovation, communicate needs to the public and decision-makers, align efforts, and deploy greater resources across the full range of salmon habitats.

In regions where harvestable salmon populations remain, immediate action is essential before further declines make recovery more difficult and costly. In areas where productivity and harvest have diminished, and where progress has been slow, we must reassess our approaches and scale our actions to match the scope of the challenge. We also recognize the need to understand how ocean conditions affect salmon so we can take the most effective actions where we live and work. Given the extent of land and water use in much of their southern range, compounded by the environmental change impacting Pacific salmon across western North America, this initiative will support resilience in all salmon populations that support fishing communities and ecosystems, including both natural and hatchery origin fish.

Although many climate adaptation actions lie outside the immediate control of the salmon recovery commu-

nity, salmon resilience can and should be viewed as a critical component of broader societal adaptation. Efforts to restore and sustain the habitats and water systems that support salmon will also benefit the ecosystems and human communities that depend on healthy habitat and clean, abundant, and reliable water sources. There are emerging opportunities for salmon recovery to go hand-in-hand with benefits to other sectors that are often viewed as being at odds with salmon needs (e.g., transportation, forestry, agriculture, municipal water use).

It is vital to communicate clearly what is at stake if we fail to act now. Through the Resilient Salmon Initiative, we can demonstrate that increased support for salmon resilience is both achievable and necessary to sustain healthy ecosystems, economies, and communities across the Pacific region. By telling the story of how human activities and climate change are impacting salmon and what the future holds if trends continue, we can inspire stronger commitment and investment.

Background

Many Pacific salmon populations and the communities who depend on them are facing decline and crisis, exacerbated by changing climate conditions. Despite widespread concern, there is no unified strategy or shared voice to support a coordinated international response. Without collective action, the sustainability of salmon and fisheries across western North America—from California through Canada to Alaska—is at serious risk.

Salmon productivity has declined dramatically, from heavily modified systems like the Sacramento River to relatively intact habitats such as the Yukon River. These declines threaten food security, cultural traditions, and local economies. Modern societal pressures often conflict with salmon recovery needs, and current efforts have been insufficient in scale and urgency.

Climate change affects salmon at every life stage, altering growth, migration, and survival, and intensifying existing environmental stressors. Yet, there is no established platform for cross-border collaboration among salmon advocates.

Salmon are vital to subsistence, commercial and recreational fisheries, eco-tourism, and cultural heritage. Indigenous and coastal communities are losing access to salmon, eroding traditions passed down for

generations. Governance of salmon recovery spans diverse jurisdictions, laws, and funding mechanisms, but greater coordination, innovation, and investment are urgently needed.

While many resilience strategies have been identified, fragmented efforts across the range of Pacific salmon limit learning and impact. Legacy approaches to habitat recovery and water resources are no longer sufficient and investment levels remain far below what is necessary to reverse declines.

We are at a pivotal moment. Strengthening salmon resilience requires bold decisions and unified action. From each of our positions and perspectives we can see pieces of our path forward, but only together can we assemble a more complete view of what lies ahead. This initiative brings together Indigenous and other organizations, knowledge holders, experts, and advocates to chart a shared path forward—one that supports both salmon and the communities that rely on them.

The Resilient Salmon Initiative 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.



Initiative Development

In 2022, Long Live the Kings brought together a Core Team to support the development of a broader salmon initiative. An initial planning meeting was held in April 2023, followed by a scoping workshop in December 2023 that convened 70 knowledge holders, salmon recovery practitioners and leaders from across western North America.

In 2024 and early 2025, building on the information from the workshop and conversations with partners throughout western North America, the Core Team worked to develop a Strategic Plan with input from a Strategic Planning Committee. This plan is intended to provide guidance for the Resilient Salmon Initiative implementers, and current and prospective partners.

Our Vision

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

Our Values

The following values will guide our decision-making:

- Honor sovereignty
- Respect multiple ways of knowing and build on that knowledge
- Be inclusive and transparent
- Be salmon-centered and action-oriented

How We Work

Geography

The Initiative's geography spans from California through British Columbia, the Yukon Territory and Alaska, inland to Idaho, and out to nearshore ocean habitats (Figure 1). Climate change is affecting salmon and their ecosystems throughout their range. To build resilience in salmon and in all impacted ecosystems and human communities, multiple scales of thinking and acting are required. We also recognize that each individual system has a unique context that will define how to approach resilience for salmon. This joint U.S. and Canada effort will lead to better alignment and collaboration on actions across international borders. We believe that we can learn together and leverage each other's work to accelerate action across the region.

It is essential to ensure that there is a broad geographic range of partners represented. The initiative divides the region into sub-regions to assist with coordination (Table 1). There are as many approaches to dividing up this expansive region as there are watersheds, and this approach can be flexible. There are benefits to basing initiative geography on existing management boundaries, especially given the number of transboundary salmon river systems in western North America. The RSI groupings are loosely based on the Pacific Salmon Commission's (PSC) panel geography. We acknowledge that this inevitably combines systems with very different ecological and authorizing environments.

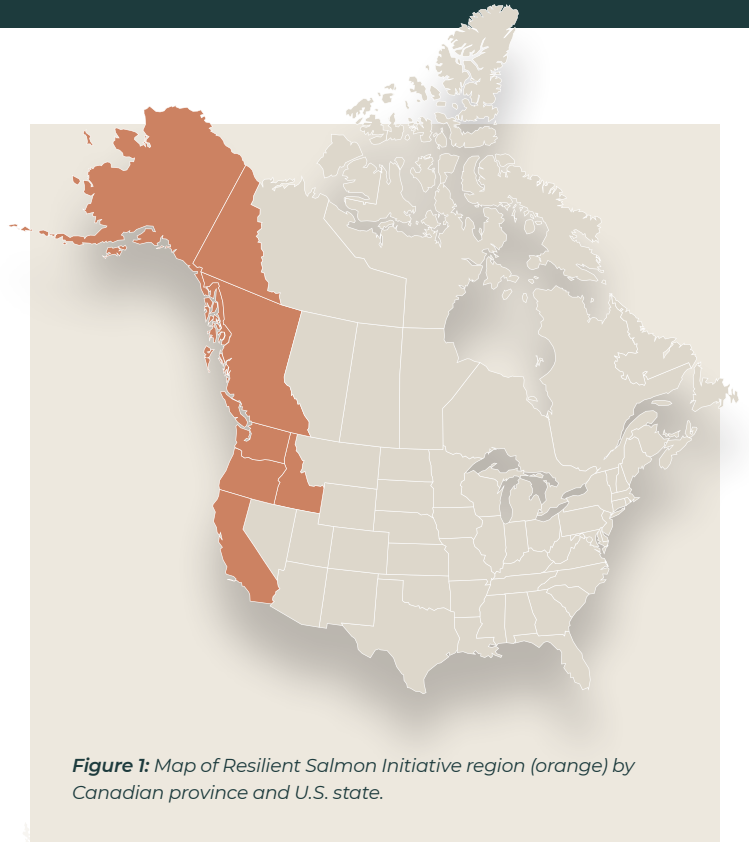


Figure 1: Map of Resilient Salmon Initiative region (orange) by Canadian province and U.S. state.

RSI Sub Region	State/Province
Arctic, Yukon, and Kuskokwim Alaska, Yukon Rivers, Westward and Central AK (including Bristol Bay)	Alaska, Yukon
PSC Transboundary Rivers and Northern Panel, Fraser River and Salish Sea River Systems	Alaska, Yukon, British Columbia, Washington
Columbia River, Snake River and Washington and Oregon Coastal Systems	Washington, Oregon, Idaho, British Columbia
Klamath River, Sacramento River, San Joaquin River, and Northern California Coastal Systems	California, Oregon



Building on Multiple Ways of Knowing

Through this initiative we seek approaches that emphasize holistic and long-term viewpoints that conscientiously braid together Western sciences and perspectives (physical, biological, social, and economic systems), local knowledge, and Indigenous knowledges, cultures, sovereignty and a seven-generations world view. The Initiative seeks to apply best practices to ensure that we respect sovereignty, avoid the pitfalls of platitudes, and that our activities build on multiple ways of knowing and are co-created to achieve mutually accepted and beneficial outcomes. This will require an openness to different perspectives, continuous learning and unlearning, honest reflection, and a willingness to challenge our existing assumptions.

Stewardship

Stewardship is a responsibility shared by everyone who is part of the salmon landscape and whose activities affect the environment. Effective stewardship of salmon can be defined as everyone working together to achieve resilient salmon populations that support thriving ecosystems, traditional rights and cultures, sustainable fisheries, and local economies. Traditional stewardship of salmon by Indigenous people has continued for millennia and included periods of both massive environmental change and relative stability.

Current rapid climate change is exacerbating development-related pressures on salmon populations and is creating unprecedented challenges to their persistence. The western North American human-salmon systems are in a state of dramatic change and crisis, and given current and future projected climate trends, the relationship between humans and salmon will not look like it did in past centuries. Difficult decisions and significant investments need to be made to address climate change impacts, commit to effective stewardship with a long-term view, and achieve the vision of this initiative.

This initiative is built on the principle that collaboration with Indigenous groups and local communities is essential. In this Strategic Plan, we are using the term “Indigenous knowledge” in its broadest sense. However, we acknowledge that there are many terms used that are preferred by different Indigenous peoples, including Traditional Ecological Knowledge, Traditional Knowledge, and Native Science. We recognize that Indigenous knowledge is inseparable from the Indigenous knowledge keepers, and that people outside of that group may not have the expertise to apply this knowledge. We use the term “local knowledge” to broadly refer to knowledge held collectively by recreational, subsistence, and commercial fishers and community members, some of whom may identify as Indigenous.

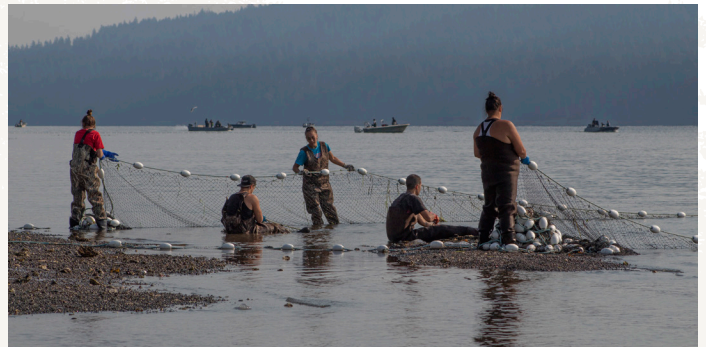


Photo by: Northwest Indian Fisheries Commission

Driving Positive Change

Our theory of change is that by leveraging our collective assets, we can align through improved connections and communication to drive increased investments toward

actions on land and in water that will achieve our vision (Figure 2). The Initiative's four "streams" bring together different concepts and define what is inside and what is beyond its scope. Much like a stream channel they may braid together and overlap, forming a network that supports the Resilient Salmon Initiative's activities.

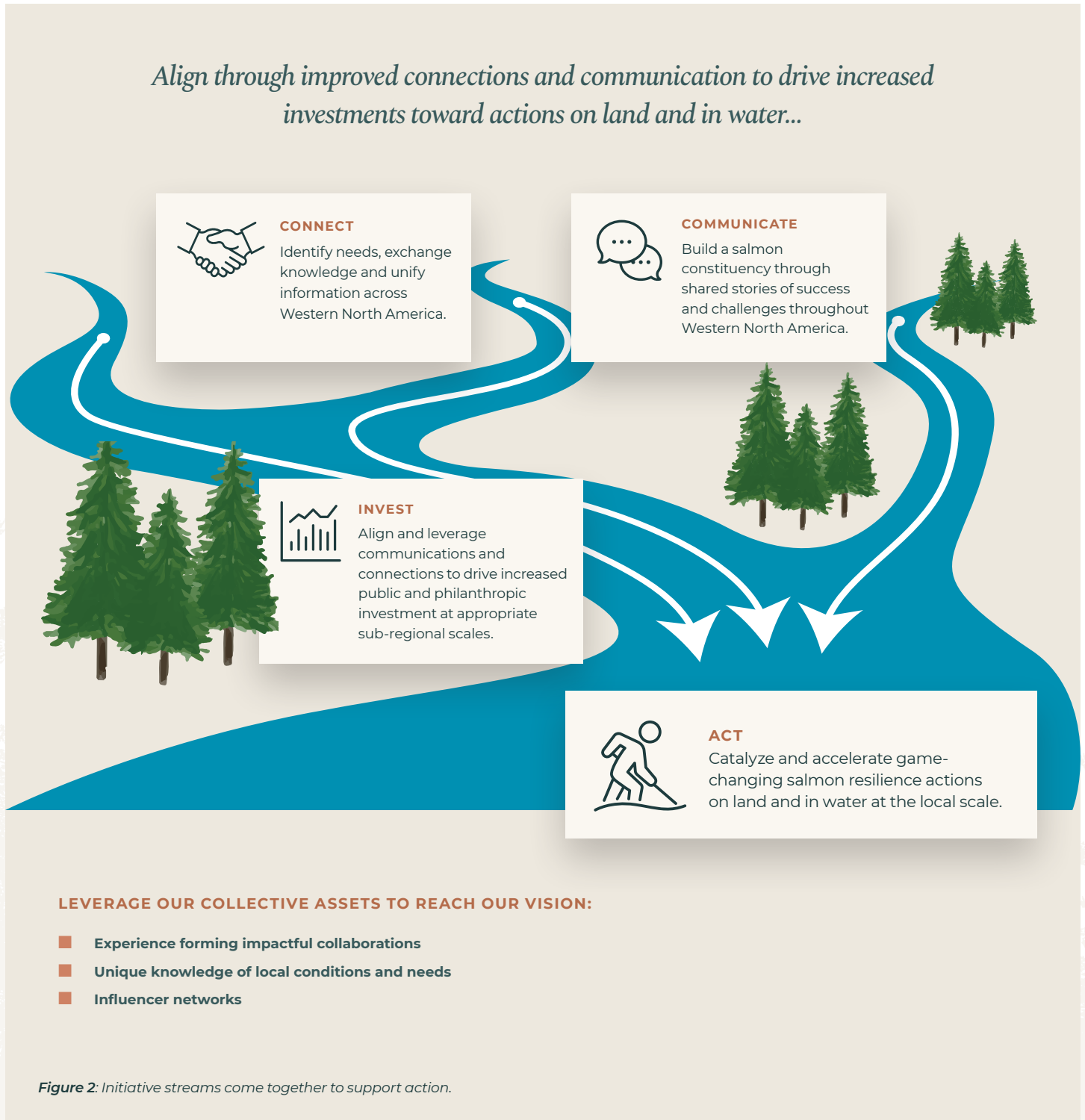


Figure 2: Initiative streams come together to support action.



Connect

- Align understanding and bridge Western science with Indigenous and local knowledge systems, across disciplines and sectors.
- Share knowledge and foster transboundary understanding among individuals, communities, and governments
- Create informed and proactive strategies across the region
- Coordinate across landscapes and disciplines to align ambitious goals, leverage support, unify data collection and management, reduce barriers, and maximize impact
- Amplify innovative and effective solutions developed at the local scale



Communicate

- Develop and share high-level, solution-focused reports and tools for decision-makers that can be launching pads for media outreach and public awareness
- Coordinate educational opportunities for decisionmakers to support resilience actions
- Lead a joint communications effort to raise awareness of risks and solutions with multiple audiences across the region
- Use storytelling and outreach to lead conversations with partner organizations and build public and political support
- Promote stories of success to build hope and garner public buy-in



Invest

- Build a regional case for major new public and private investments
- Engage philanthropic funders, policymakers, and business leaders with clear opportunities for impact.
- Connect identified needs to adequate funding



Act

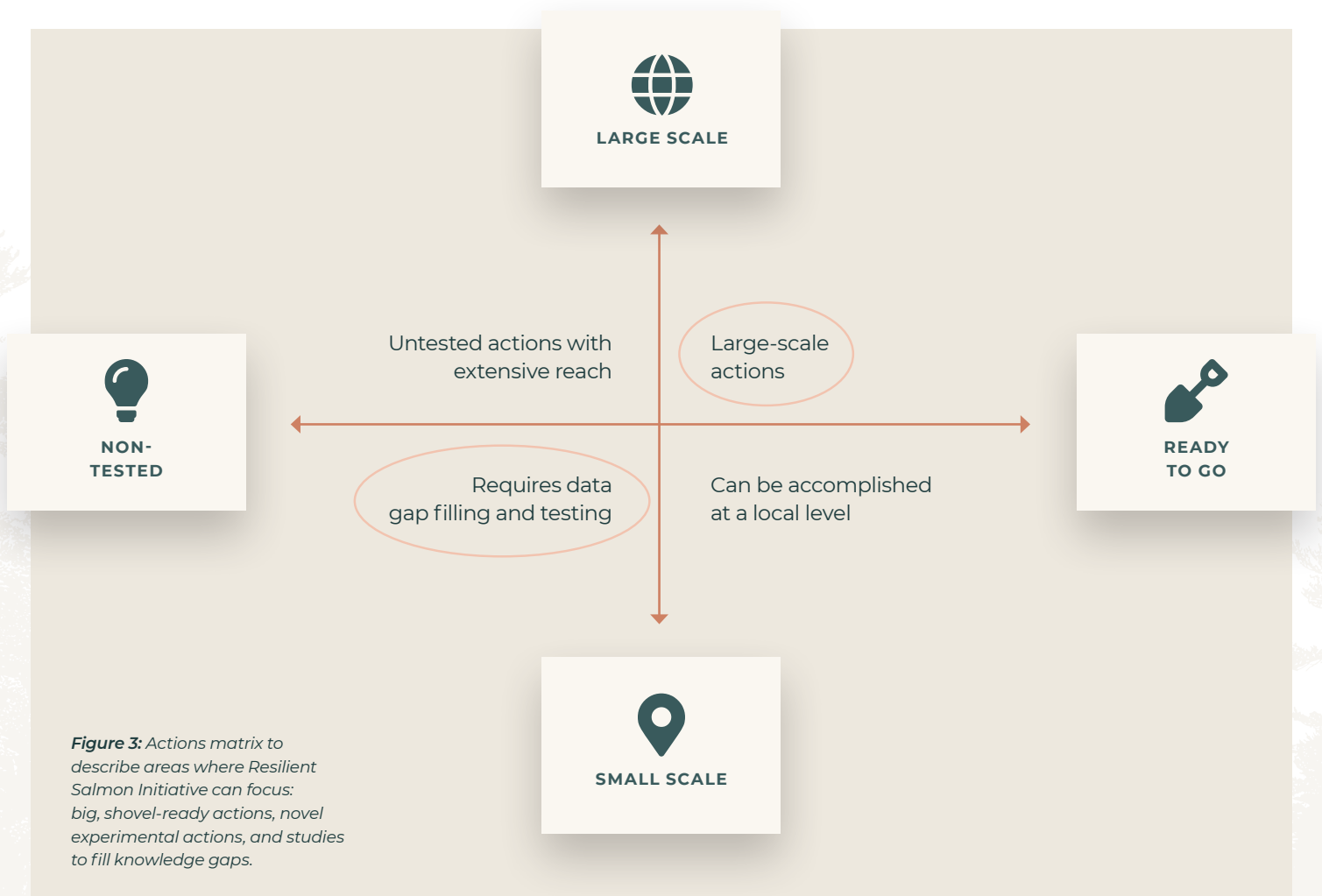
- Seek areas of alignment with local entities and jurisdictions and build on existing plans, to advance both big, shovel-ready actions and smaller, innovative, pilot projects (Figure 3).
- Scale up on local successes through broad, coordinated regional implementation
- Fill key knowledge, data, and system gaps essential to inform transformative salmon recovery

Strategic Goals & Objectives

For each stream, we identify a long-term, Strategic Goal and phased Strategic Objectives to reach these goals over time. Strategic Goals are collectively intended to offer an ambitious long-term commitment to achieve the vision of this Initiative. Strategic Objectives are the shorter-term outcomes that define measurable actions to achieve the Strategic Goals

two-to-five-year periods and will describe the strategies and actions required for achieving the long-term goals as well as the fiscal and other resources needed. Developing iterative Actions Plans that build off the accomplishments of the previous period will allow for flexibility to adjust the Strategic Objectives and actions to the outcomes and changing salmon landscape.

The Strategic Objectives will guide the development of iterative, periodic Actions Plans. Actions Plans will cover





Connect (Internal)

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

Ongoing Efforts	2-Year Objectives	5-Year Objectives	10-Year+ Objectives
<ul style="list-style-type: none"> Network formed of people who regularly gather to share results and leverage capacity (via annual workshops, group meetings) Fisheries management bodies are familiar with RSI activities through regular communications 	<ul style="list-style-type: none"> Advisory Group is assembled and active Risk Assessment for Initiative conducted List of authorizing environments and potential partners with diverse knowledge sources developed Gap analysis of connectivity among players/ jurisdictions conducted Capacity building and engagement strategy developed to describe roles of partners and support for inclusive engagement Co-developed, high-level conceptual understanding of the system and solutions space created, with common understanding of needs and value Collaborative process are established with buy in (e.g., online collaborations forum with file sharing system) 	<ul style="list-style-type: none"> Capacity exists for inclusive collaboration Participants feel a stronger sense of community, unity and connectivity through RSI (via survey) Different and innovative thinkers are actively participating from across regions Broad buy in from partners on specific desired outcomes and needed actions Innovative and effective local solutions are amplified Map or relational database of players and jurisdictions Hub supported to unify data management to inform resilience actions Existing regional meeting structures and opportunities are leveraged to advance initiative objectives and goals 	<ul style="list-style-type: none"> Evidence of value of collaboration (e.g., via survey, Most Significant Change technique) Participant numbers grown from Years Two and Five Compilation of decision support tools available to inform resource planning efforts (e.g., scenario planning and structured decision-making)



1 Authorizing environments are the different authority structures and policies that allow for achieving the vision and goals.



Communicate (External)

Strategic Goals 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.

Ongoing Efforts	2-Year Objectives	5-Year Objectives	10-Year+ Objectives
<ul style="list-style-type: none"> ■ RSI Storytelling Toolkit and other communications collateral are revised. ■ Regular comprehensive reports for decision-makers that explain climate impacts and the actions needed for management and resilience 	<ul style="list-style-type: none"> ■ Regional Communications sub-group established ■ Audiences and personas defined ■ Collaborative thought leadership advanced with big-picture Storytelling Toolkit(s) for partners (common messaging and communications assets) ■ External Communications Strategy initiated (website, traditional media outreach, social media content, etc.) ■ List of social influencers and potential partners developed ■ Baseline established for public understanding of climate change and other impacts on salmon (pre-PR campaign survey) ■ Strategy and collateral developed to influence local decision-makers 	<ul style="list-style-type: none"> ■ Stories of needs and successes are identified and advanced to support initiative goals ■ Network of influencers and social influencers established ■ Earned media and advertising PR campaign implemented across region via local partners ■ “Take Action” program initiated to activate volunteers to support RSI via local partners ■ Educational outreach events held via partners, matched with local needs (school, community, business, state/provincial and federal decision-makers) ■ Salmon Liaisons established to link between government agencies and targeted sectors 	<ul style="list-style-type: none"> ■ Survey of shift in public understanding salmon resilience and societal values around salmon (compared to pre-PR campaign survey) ■ Increased cross-platform collaboration with partners and influencers ■ Educational outreach events expanded at different levels (school, community, and sovereigns up to federal decision-makers)





Strategic Goals

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

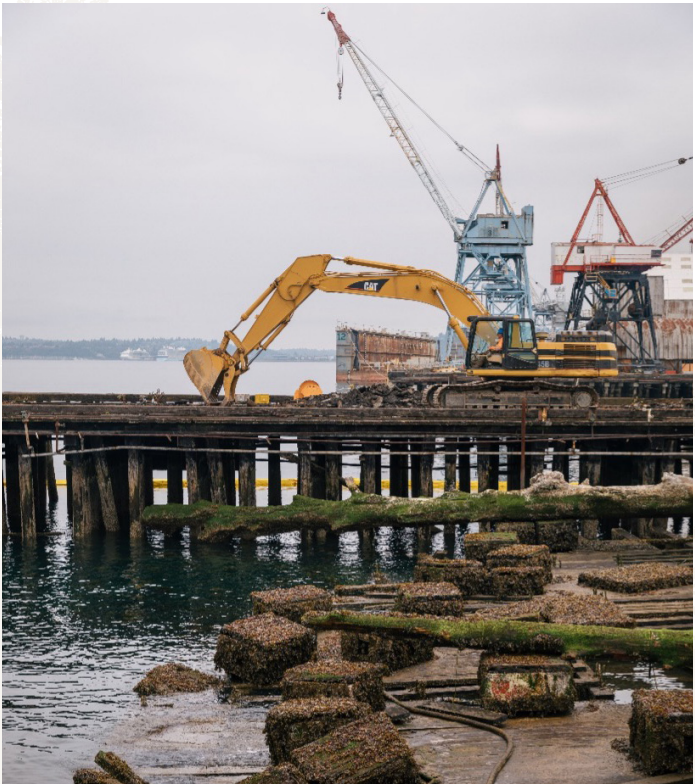
Ongoing Efforts	2-Year Objectives	5-Year Objectives	10-Year+ Objectives
<ul style="list-style-type: none"> Private funds are leveraged for public funded actions 	<ul style="list-style-type: none"> Value proposition established that is courageous, unique, cross-jurisdictional, co-beneficial and clearly articulated Actions Plan with clearly defined funding needs (see Act) Coalition of RSI Champions established to encourage support for RSI Map of current funding sources created: 1) funding for the initiative management from private funders, 2) funding for actions/tools/processes from both public and private sources Funds secured to support Years Three to Five of initiative operations 	<ul style="list-style-type: none"> Innovative funding approaches are identified (via Advisory Sub-Group) Return on Investment (ROI) metrics described for initiative Funders look to RSI Actions Plans and goals for investment guidance (trusted source and coordinator) Partners are mobilized to educate funders and appropriators and make case for increased investment New and enhanced funding sources secured for large scale and pilot actions 	<ul style="list-style-type: none"> Return on Investment (ROI) metrics provide evidence of impact of initiative and gaps Innovative funding approaches are established to support initiative management and ongoing salmon resilience actions Measurably increased flow of resources toward salmon resilience actions





Strategic Goals Transformative, coordinated actions are taken to support resilient salmon populations in a changing environment.

Ongoing Efforts	2-Year Objectives	5-Year Objectives	10-Year+ Objectives
<ul style="list-style-type: none"> Regular assessment of Actions Plans using an inclusive and adaptive approach by the Advisory Group (or a sub-group of the Advisory Group) 	<p><i>Initial Actions Plan:</i></p> <p>First action plan will have emphasis on boosting actions underway that provide the contextual and substantive basis to drive all other elements of the initiative [see objectives above under Collaborate, Communicate and Invest] and will include early “pilot” or “proof of concept” exemplary actions on the ground and in the water</p>	<p><i>Actions Plan 1:</i></p> <p>Exemplary actions identified and sequenced in respective countries, with concrete, clear funding needs (will include big on-ground and in-water actions with regional impacts, novel actions that can scale/spread, and applied research to fill essential knowledge gaps to support these actions). This will build on and leverage existing regional plans</p>	<p><i>Actions Plans 2 and 3:</i></p> <p>Previous actions reviewed, and new exemplary actions identified and sequenced with concrete, clear funding needs</p>



Convening for Action

The Initiative partners will identify action topics based on functional ecology (e.g., drought and high temperature, or life history, diversity and adaptive capacity) and/or on the initiative streams (such as communication) and hold workshops to synthesize knowledge around those themes, leverage relevant resources, identify existing exemplary actions to amplify, and build toward novel actions to address the challenges to salmon resilience.

These workshops will be guided by the value: Respect multiple ways of knowing and build on that knowledge. They will consist of people who are effective synthesizers of different knowledge sources (Indigenous, fisheries, habitat, hatcheries, adjacent industries, and urban planning) to advance on-the-ground and in-water resilience actions. This process may include a group

of Indigenous knowledge, local knowledge, and Western science advisors that supports the workshop development. The initiative will establish a process to apply best practices to ensure that the activities build on multiple ways of knowing and are co-created to achieve mutually accepted and beneficial outcomes.

Post-workshop outcomes may include a written report to summarize the synthesis of knowledge and to inform communications toolkits for the public and for decision makers. The reports may list relevant activities and exemplary actions. If additional coordination is needed, a transboundary working group may be formed with the goal of breaking down the existing sectoral/field silos and regularly convening knowledge holders.



Organizational Structure

The Resilient Salmon Initiative will work within the boundaries of existing authorizing environments to harness the shared interests and collective power from each partner's perspective and position across the salmon landscape to achieve together more than we could achieve acting on our own or even sub-regionally. In keeping with the RSI values, we will seek to be inclusive and transparent and have Indigenous partners and representatives of communities reliant on salmon well represented.

Based on feedback and discussions with our current and potential partner organizations, we have opted not to have a formalized organizational structure that would require extensive time commitments for committee participation.



Management Team

Long Live the Kings, and core partners where appropriate, will act as a management team and will have staff who play essential roles in project management, coordination, technical advising, government relations, communications, and event planning.

RESPONSIBILITIES

- Facilitating meetings and coordinating the work of the RSI Advisory Group
- Distributing complete and accurate meeting summaries, decisions and recommendations, action items, reports and other documents
- Providing principal point of contact
- Maintaining cooperation among RSI partners
- Establishing funding mechanisms and seeking and distributing funds, when relevant and available
- Leading publications deliverables and reporting
- Maintaining outreach and communications



Advisory Group

Each participating partner organization will have a seat for a representative on the joint Canadian and U.S. Advisory Group. The aim of the RSI is not to be redundant to existing organizations, but to elevate what is being done, create coherence among the groups across Western North America, and reveal where there may be gaps. Whenever possible, we seek to tap into existing processes and coalitions already taking resilience actions, and the Advisory Group will be essential in identifying those opportunities.

The Advisory Group will meet periodically. Partners can participate to the extent they have capacity and interest. While all participants have their rights, authorities, and responsibilities and are free to pursue a course of action appropriate to their interests, participants agree that the Initiatives' collaborative approach is needed to successfully develop actionable steps to address salmon resilience issues at the necessary scales across Western North America. The joint Advisory Group will focus on the “connect” and “communicate” streams. As needed, separate sub-groups can be created to focus on national-level coordination and work in the U.S. or Canada around the “Invest” (i.e., public investment) and “Act” streams.

RESPONSIBILITIES

- Offer initiative guidance
- Identify initiatives, funding and opportunities, and strategize how to advance them
- Align partnerships to bridge interests from various perspectives and positions across the border
- Track and respect authorizing environments and community-building efforts among governments
- Build critical partnerships and technical resources
- Provide two-way communication with their constituencies
- Integrate the initiative work with their respective organizational missions

