

# NAVAIDS TO EFFECTIVE LEADERSHIP

*A Governance Model for the  
Salmon Enhancement and Habitat Advisory Board*



**Salmon Enhancement and Habitat  
Advisory Board**



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## **Salmon Enhancement and Habitat Advisory Board**

SEHAB Communicates, Advocates, Represents, Educates, and Supports the volunteer aquatic stewardship community, hereafter referred to as the "volunteer community". All SEHAB activities should involve at least one of these roles.

A governance model reflects how these roles are fulfilled.

SEHAB seeks to maintain a successful, egalitarian partnership between a government agency and communities; therefore, the decisions it makes are no more important than the way it makes them. The governance structure

- *Determines the services that the Board can provide to our community by defining the roles and responsibility of Board members and the Executive, and how they serve their community;*
- *Defines the decision-making process of the Board and how it sets and implements policy, and*
- *Influences the Board's morale and productivity over time.*



## **I. PARTICIPATION**

The work of SEHAB is ongoing and dynamic; therefore, participation and attendance at meetings, in telephone conferences or online discussion forums between meetings is a responsibility - to your community and to Fisheries and Oceans Canada (DFO).

### **A. Board**

#### **1. Guidelines for Board Membership** (Amended June/05, February/08)

A Board Member:

- ✓ Demonstrates an interest in Pacific salmon, their conservation, protection and restoration and the other species and habitat supported by the DFO Community Advisors in the Pacific Region;
- ✓ Brings to SEHAB a background of personal and professional achievement that will contribute to the credibility of SEHAB. A Board Member possesses a combination of ability, knowledge and drive that will ensure that SEHAB will continue to function as a viable and vital organization;
- ✓ Devotes sufficient time and attention to the Board to carry out the responsibilities of the appointment;
- ✓ Represents SEHAB as a Board ambassador outside of Board and Committee meetings;
- ✓ Demonstrates a high level of respect and understanding for other viewpoints and interests;
- ✓ Contributes to the maintenance of an inclusive, transparent, consensus-based decision-making process, and;
- ✓ Is not paid by SEHAB for time spent on SEHAB activities.

#### **2. Constituency** (Amended June/05, February/08)

- (a) Representation on the Board will be such that the majority of members will represent the volunteer community.
- (b) Volunteer community representation will be geographically oriented to reflect the Community Advisors' Regional distribution.
- (c) Nominating body
  - i) The Community Advisor (CA) shall be the nominating body for his/her constituency SEHAB member. When a nomination from the CA is not forthcoming in a timely manner, nominations shall come from the Board.

- ii) The standing member, in consultation with his/her respective CA, shall be the nominating body for alternates. When a nomination from the CA is not forthcoming in a timely manner, nominations shall come from the Board.
- (d) The Board shall ratify nominations from designated support organizations with provincial scope and jurisdiction.
- (e) Voting Members shall include:
  - i) Those ratified by the nominating body (Board and CA's) and either CA's areas or designated support organizations, and
  - ii) Past Chair.
- (f) Voting Members may include representatives from up to five designated support organizations with provincial scope and jurisdiction.
- (g) Non-voting members shall include representation from
  - i) Government of Canada, Fisheries and Oceans (Pacific Region), representing Branch with specific fishery and habitat responsibilities, and;
  - ii) Province of British Columbia, representing Ministry with specific fishery and habitat responsibilities.
- (h) The Board shall seek links or memberships to the Pacific Fisheries Resource Conservation Council, Marine Conservation Caucus, Pacific Regional Council, and other regional groups to encourage information sharing and to reduce duplication and redundancy.

### **3. Appointment Process** (Amended June/05, February/08)

- (a) Appointments from the volunteer community: The nominating body shall submit the following information to the Board's nominating committee in time for review and consideration prior to a general meeting:
  - i) A resume outlining the candidate's career and volunteer activities, and;
  - ii) A statement indicating the candidate's interest in Pacific salmon, support for the aquatic stewardship community and the DFO Community Advisor role.
- (b) Provincially-based support group membership: A nominee to represent a designated provincial group must be a member of that group, and will be accepted after the Executive:
  - i) Reviews the vision and mission statements and the terms of reference for the group;

- ii) Ensures that the group's objectives and activities fit within and encompass the values expressed in SEHAB's same named documents, and
  - iii) Reviews process of how the group selects its representative for nomination to SEHAB.
- (c) Official appointment: Upon Board approval of nomination and approval from the Board at a general meeting, the chairperson will forward the name in writing to Fisheries and Oceans Canada, Director, Oceans Habitat and Enhancement Branch for official appointment.
- (d) Appointment of Non-Voting Members
- i) When a vacancy exists for either of the non-voting memberships, the Board shall communicate this in writing to the appropriate authority for that agency, seeking its participation in SEHAB's business.
  - ii) The Board shall repeat this action until that agency delegates a representative, and that representative attends SEHAB general meetings.
- (e) Alternates: Each member, including non-voting members, will have an alternate appointed by the nominating body, subject to approval by the full Board.
- (f) The Board may, when it perceives a need, forward an "Official Appointment" to OHEB Director for approval. This official appointment must win the support of a majority of the Board members at a scheduled SEHAB meeting.

#### **4. Roles and Responsibilities (Amended February 2008)**

- (a) SEHAB coordinates activities on behalf of its members. General responsibilities include
- i) Correspondence, financial and general administration;
  - ii) Development/promotion of volunteer and training opportunities;
  - iii) Quality control;
  - iv) Recognition of our community members;
  - v) Chairing committees;
  - vi) Job descriptions, and
  - vii) Board continuity and discipline.
- (b) A Board Member in good standing:

- i) Undertakes special projects at the request of the Chair, providing guidance and advice and carrying out specific work as needed;
  - ii) Assists SEHAB in meeting its objectives;
  - iii) Participates in at least one Board Committee;
  - iv) Ensures representation of her/his area or organization at each general meeting;
  - v) Reports relevant constituency concerns to the Board according to Board protocol, and disseminates pertinent information arising from Board meetings to the community;
  - vi) Stays current with Board issues and operation, and
  - vii) Participates in Board meetings and activities in accordance with the Guidelines for Board membership (Part I.A.1).
- (c) When a member is deemed not in good standing,
- i) The executive shall discuss the issue with the member, then
  - ii) The executive shall report to the Board, then
  - iii) The Board shall determine whether or not to remove the member from the Board (Majority decision).

**5. Terms of Office** (Amended June 2005, February 2008)

- (a) All voting members representing volunteer constituencies are to be appointed for an initial three-year term, with allowance for re-appointment after review from nominating body.
- (b) The appointment tenure of all other voting and non-voting members is at the discretion of the Regional support group or government agency.
- (c) In the event of a member leaving during the term of his or her appointment, the designated alternate will serve out the balance of the term, unless the nominating body advises to the contrary.
- (d) Terms of office shall be staggered so that no more than twenty-five percent of the terms expire each year.
- (e) The Past Chair (Membership Committee Chair) shall forward a notice in writing to the nominating body prior to a member's term expiring.

## **B. Executive**

### **1. Executive Committee**

The SEHAB executive committee will consist of a total of five Board members supported by the Secretariat (Executive Assistant) - one chairperson, one vice-chairperson, treasurer, secretary, and one past chairperson - with a minimum of two elected from the salmon enhancement and aquatic stewardship volunteer communities.

In general, the Executive will

- (a) Establish, in concert with the relevant staff from agencies and SEHAB members, agendas and background material requirements prior to each general meeting;
- (b) Attend to emergency matters between meetings and such other matters as from time to time may be assigned to the executive by the Board membership;
- (c) Maintain and distribute - to the Board - minutes from executive meetings;
- (d) Interview and inform nominees of the role and responsibilities they will have as Board members;
- (e) Orient and mentor new members to build Board harmony and efficiency, and
- (f) Notify Fisheries and Oceans Canada of changes to the Executive or Board membership.

### **2. Election to Office**

- (a) Voting Board members in good standing may submit self-nominations for executive positions in writing to the Nominations Committee at least 14 days in advance of the meeting at which a new Executive will be elected.
- (b) Voting members shall elect Executive members by closed ballot at a general meeting.
- (c) The Board has elected a member to the Executive when the nominee receives 50% of the total possible votes at the general meeting.

### **3. Executive Positions – Roles and Responsibilities / Terms of Office** (Amended February 2008)

Members of the executive serve for a two-year term, and may stand for election for a second term. The past chair will remain on the executive for a further two-year term to ensure Board continuity and stability.

(a) Chair (Nominated by the Membership, elected by the Board)

The Board may delegate specific powers to the chair, such as authority to sign contracts and cheques, manage meetings, etc. The Chair

- i) Has no special authority beyond that of any other Board member;
- ii) Presides at meetings of the Board;
- iii) Serves as Chair of the Executive Committee and serves on other committees as needed;
- iv) Facilitates Board meetings to ensure that they begin and end on time;
- v) Ensures that all members have an opportunity to participate, and that all sides are heard;
- vi) Keeps an overview of Board calendar to ensure duties are completed on time;
- vii) Appoints Board members and others to committees (with Board consent) and receives their reports;
- viii) Learns the skills, strengths and interests of Board members, and appoints tasks appropriately;
- ix) Ensures that committees have clearly assigned mandates, are accountable, and complete tasks on time;
- x) Fosters a spirit of teamwork and cooperation among Board members, and
- xi) Maintains an impartial position when conflicts arise.

(b) Vice-Chair (Nominated by the Membership, elected by the Board)

- i) Presides at Board meetings in the absence of the Chair;
- ii) Serves on the Executive Committee and other committees as needed;
- iii) Plans, organizes, actuates and controls specific activities at the direction of the Chair;
- iv) Stays current on Board issues and operations and is available to assume chair's duties if required, and
- v) Plans, implements and maintains a Board development strategy.

- (c) Secretary (Nominated by the Membership, elected by the Board)
- i) Performs duties in consultation with the Secretariat. (Executive Assistant) (For details on Secretariat's Statement of Work, see Appendix for SEHAB's Terms of Reference);
  - ii) Maintains the official Board records;
  - iii) Ensures the distribution of notices of all meetings, agendas, plus preparation and distribution of minutes of general meetings;
  - iv) Initiates the agenda-building process according to the Board's criteria;
  - v) Ensures the accuracy, safekeeping, and timely distribution of the minutes per the Board's criteria;
  - vi) Oversees all Board correspondence;
  - vii) Maintains a library and archives;
  - viii) Informs membership of all Board meetings, social events and training opportunities, and
  - ix) Maintains the website.
- (d) Treasurer (Nominated by the Membership, elected by the Board)
- i) Maintains financial records per Board's criteria;
  - ii) Provides accurate and timely financial reports, including an annual budget, and interprets these reports for the Board;
  - iii) Ensures implementation of Board's financial policy, as determined from time to time;
  - iv) In consultation with other Board members, initiates fund-raising strategies as required by Board to meet its objectives, and
  - v) Chairs the finance committee.
- (e) Past Chair (Confirmed by DFO for a two year term)
- i) Provides guidance and advice, and
  - ii) Chairs Membership Committee.

### **C. Committees and Special Assignments**

1. Committees may be struck when the Board perceives a need.
2. Non-Board members may be SEHAB committee members.
3. The Board shall assign a Board member to chair the committee.
4. The Committee shall conduct its activities in accordance with SEHAB's governance statutes.
5. Standing Committees shall include:
  - (a) Finance
  - (b) Governance
  - (c) Communication
  - (d) Membership
6. The Board may create ad hoc committees as required.

## **II. ACCOUNTABILITY**

### **A. Board Accountability**

A Board member's level of accountability is directly related to his/her status as a representative of a constituency. Board members who are representatives of a constituency are expected to bring to the discussions the general views, knowledge and experience of those they represent, and bring back an awareness and understanding to their constituencies about deliberations of the consultation activity and reasons for decisions taken.

In turn, Fisheries and Oceans Canada is accountable to SEHAB as to how the Board's advice/input was used and why and how decisions are taken.

### **B. Financial Accountability** (See also Statement of Work and Procedures in Appendix to SEHAB's Terms of Reference)

*Internal Controls:* The Treasurer, together with the finance committee, shall establish and implement procedures for all expenditures to ensure full accountability and close management of all monies, including:

1. A bookkeeping system using standard accounting practices and a cash management system.
2. Documentation of all monies received and expended in the financial report and read into the minutes at each general meeting.
3. Monthly reconciliation of records.
4. Submission to the Board of a financial statement including detailed earning and expenses at each general meeting.
5. The financial record-keeping completed by the Secretariat (Executive Assistant) and audited by the Treasurer prior to each full Board meeting.
6. Year-end financial statements and reporting forwarded to DFO as per contractual agreement with copies in full distributed to all Board members.
7. Extraordinary expenses to be reviewed by the Financial Committee and Chair prior to authorization.

It is the Board's responsibility to keep accurate financial records, with full knowledge, from April 1, 2004 onward.

### **C. Indemnification, Directors Insurance and WCB**

1. *Every SEHAB member shall be indemnified and saved harmless from and against:*
  - (a) All costs, charges and expenses whatsoever that the executive, secretariat (Executive Assistant) or members sustain or incur in or about any action, suit or proceeding which is brought, commenced or prosecuted against him/her, or in respect of any act, deed, matter or thing whatsoever, made, done or permitted by him/her, in or about the execution, in good faith, of the duties of SEHAB or in respect of any such liability;
  - (b) All other costs, charges and expenses, which are sustained or incur in or about or in relation to the affairs of SEHAB, unless unauthorized or resulting from gross negligence.
2. The Board shall ensure that the Secretariat (Executive Assistant) and all contractors are covered by Workers' Compensation Board insurance.

### **D. Expenses**

1. Expenses incurred by Board members, executive committee members and members of Sub-Committees or working groups, when attending to SEHAB business approved in the minutes, shall be reimbursed under the SEHAB contract with DFO.
2. Expenses incurred by alternates will not be paid unless they are serving in the place of the member for whom they are the alternates.
3. Air travel should be booked in advance to take advantage of discount or excursion fares.
4. Mileage will be compensated based on the Federal Treasury Board Guidelines or at the rate of the excursion airfares, whichever is the lowest. (Airfare plus taxi fare)
5. All expenses shall be pre-authorized and reported in the appropriate minutes.

### **E. Resource Persons**

The Executive Committee shall invite resource persons to engage in SEHAB business, as required. Travel expenses for resource persons will be reimbursed according to SEHAB's contract with DFO.

### **III. TRANSPARENCY**

#### **A. Observers**

Observers are welcome to attend selected sessions of SEHAB meetings as invited by the Board; however, the Secretariat (Executive Assistant) should receive prior notification to ensure adequate seating arrangements. No travel expenses will be reimbursed for observers.

#### **B. Meetings**

SEHAB meetings will be held at least three times per year, with ample advance notice of meeting date and location.

#### **C. Minutes – Adoption and Distribution**

##### **1. General Meetings**

The Secretary shall facilitate a process that concludes with the effective distribution of official minutes of general meetings to a qualified list of recipients within four weeks following the last general meeting:

- (a) The Secretariat (Executive Assistant) takes minutes at each general meeting and forwards them to the Secretary.
- (b) The Secretary distributes draft minutes to members present at the meeting twice for comments within a designated timeline.
- (c) The Secretary then distributes official minutes to Board members, designated representatives of Fisheries and Oceans Canada, Community Advisors and to the SEHAB website.

##### **2. Committee Meetings**

Minutes from committee meetings will be available at each general meeting. A verbal report will be presented by a committee member at each general meeting.

## **IV. CONSENSUS / DECISION-MAKING**

### **A. The Decision-Making Process**

SEHAB will encourage the development of consensus recommendations and advice on the issues they discuss. Board members shall seek consensus as a possible and preferred outcome. When consensus is not possible, the Board will convey its recommendations and advice in a manner that communicates the points of view expressed by all its members. (See Appendix – Definition of Consensus, page 16)

Any formal positions taken by SEHAB will be developed through consultation and discussion with the Board, whether at meetings or via virtual means, and the resulting action shall be recorded in the minutes.

To maximize consensus on issues before it, the Board in session first hears a short report from each attending member. The content of each report is always relevant to SEHAB's vision and objectives, and may include a report on a specific event, an issue or a problem-solving idea. The role of other members at this time is to take notes, listen carefully and ensure that all members are heard.

This initial roundtable provides each member with the same body of information for use in subsequent decision-making processes. It is helpful to put this information on a flipchart or Board so that it is continually and visually accessible during the roundtable. The timing of the roundtable - at the beginning of the meeting - and the visual display of its content both increase the potential for the Board to reach consensus.

Immediately following the roundtable - after all members have been heard - the Board can dispense with items requiring resolution at that point when consensus is apparent, and action items can be noted. If consensus is not apparent, the item is added to the business agenda, and the issue is considered using Robert's Rules of Order.

Unresolved roundtable issues, old business, business arising since the last meeting, a review of action items, and planning the next meeting are all dealt with during the business meeting following the roundtable.

## **B. Quorum, Majority Decisions**

1. *Changes to the Governance Model* require the approval of two-thirds of all Board members.
2. *A general meeting quorum* is present when 50% of voting members are in attendance.
3. *When a vote is required for the Board to reach a decision*, the motion must receive 50% plus one of the attending votes when a quorum is present.
4. *When a vote is required to elect an Executive member*, the nominee must receive 50% of the attending votes when a quorum is present.

## **V. RESPONSIVENESS / EFFECTIVENESS / EFFICIENCY**

### **A. Project or Event Reporting**

The Board or DFO may require, because of funding agreements or for planning purposes, a report of a specific project.

### **B. Reporting Relationship**

SEHAB reports to the Department through the responsible Oceans, Habitat and Enhancement Regional Director (HEB-RD) (i.e. advisory group report to the RD, through the responsible Manager- Stewardship and Community Involvement, Regional HQ Chief).

DFO will respond to recommendations of SEHAB in a timely manner, explaining how recommendations were incorporated into decision-making process and, if applicable, the reason(s) why recommendations were not adopted or followed and how that advice might be changed to become acceptable. DFO will ensure that senior managers and other staff that are linked to these processes are kept informed of the activities of SEHAB.

### **C. Monitoring and Evaluation**

Regular monitoring and evaluation of SEHAB efficiency and effectiveness, as well as complying with their mandates/principles will be done on a bi-annual basis (once every two years) by DFO.

## **VI. APPENDIX**

### **A. Definition of Consensus**

"Consensus is a process for making decisions, in this case decisions on what recommendations to put forward, without the power of voting. Its main feature is that no action is taken unless all members of the group can support the action, or agree not to obstruct it. Consensus does not require that everyone be in complete agreement, but only that all will be willing to accept - consent to - a decision. In reaching a decision no one should feel that her/his position on the matter was misunderstood or that it wasn't given a proper hearing. When consensus is not possible, the Committee will convey its recommendations and advice in a manner that communicates the points of view expressed by all its members." (From DFO Consultation Secretariat).

### **B. Robert's Rules of Order**

Robert's Rules of Order exists to facilitate the decision-making process at meetings. They ensure that discussion is clear, and that the rights of both the majority and the minority are protected. Below are some of the basic rules within Robert's Rules that help a meeting run more smoothly and keep discussion on track. The rules, however, are not meant to disrupt or hold-up a meeting, and may be suspended if a member is using them for those purposes.

#### **1. Chairperson/Speaker**

Each meeting is facilitated or guided by a speaker or chair. S/he is responsible for ensuring that the meeting runs smoothly and fairly. The chair remains impartial during the debate and should command the respect of all those in the room. The chair is not the final arbitrator of all decisions: the assembly ultimately has the authority and the responsibility to decide how the meeting should run.

#### **2. Main Motion**

The basis for discussion is a formal motion. The motion is 'moved' by a voting member of the assembly to focus discussion. Each motion must have a mover and a seconder to show that it has at least a minimum of support from the members. Once a motion has been put 'on the floor' for discussion, debate must focus on the substance of the motion. All other discussion is out of order and not allowed. A main motion may not be introduced if there is any other motion on the floor. The mover must state the motion before speaking and motions should be written

out and handed to the chair so that everyone is clear on what is being discussed.

### 3. Order

Once a motion is introduced, the chair will maintain a protocol to allow for discussion in an orderly manner. The seconder of the motion is given the right to speak immediately after the mover. To ensure that all members of the assembly have an equal opportunity to speak, the chair will allow speakers who have not yet spoken before those who already have spoken.

### 4. Amendments

At any time, a person who has the floor can introduce an amendment to the main motion being debated. An amendment is a motion that alters, adds to, subtracts from, or completely changes the main motion. Once an amendment has been moved and seconded, debate must be on the substance of the amendment. An amendment can only be amended once. For an amendment to pass, it needs a simple majority. Once an amendment has either been passed, defeated, or withdrawn, discussion reverts back to the main motion, taking into account whether or not the amendment passed. Complex or lengthy amendments should be written out for the chairperson to be able to read back to the assembly.

A mover can accept a proposed amendment without debate. This is called a "friendly" amendment.

### 5. Point of Order

If a member feels that the rules of order are being broken, s/he can immediately raise a 'point of order', and state what rule has been broken or not enforced by the chair. A point of order can interrupt a speaker. It cannot be used as an opportunity to get around the speakers' list - it can only be used to ask the chair to enforce the rules. The chair decides if the point is valid or not, and proceeds accordingly.

### 6. Point of Privilege

A point of privilege can interrupt the speaker. A member who feels her/his right or privileges have been infringed on may bring up this point by stating their problem. Privilege refers to anything regarding the comfort of accessibility of the member (i.e. too much smoke, too

much noise, fuzzy photocopies, etc.), or to the right of the member not to be insulted, misquoted, or deliberately misinterpreted. Again, the chair decides if the point is valid or not and proceeds accordingly.

**7. Challenge the Chair**

If a member believes that a point of order or privilege has been ruled on unfairly by the chair, s/he can challenge the chair/speaker. The chair then asks for a motion to uphold the chair, and the vote is taken. The vote decides whether the action decided upon by the chair is valid, or whether the member is correct.

**8. Point of Information**

A point of information is a QUESTION. A member may interrupt the speaker to ask the question. The chair will ask the speaker if s/he wishes to entertain a question at that time, and the speaker who has the floor has the privilege to refuse the question. A point of information is not an opportunity to bring forward information, jump the speakers' list, harass another speaker, or generally disrupt the proceedings. IT CAN ONLY BE A QUESTION.

**9. Table**

Debate may end in several ways. If a member feels that a decision on a motion needs to be postponed for some reason, then s/he can move to 'table' the motion. A member may not move to table a motion at the end of a speech, only at the time they are recognized by the chair. A specified time may be put on the tabling or the motion may be left indefinite. The only debate allowed is as to the length of tabling, or the time-line involved. A motion to table requires only a simple majority.

**10. Calling the Question**

If a member feels that further debate is unproductive, s/he may 'call the question', requesting the debate be ended. If there is no objection, the meeting proceeds to the main motion. If there is objection, then the meeting must vote on whether to end debate. This vote requires a two-thirds (2/3) majority to pass, and is non-debatable. If the 'call' passes, a vote on the main motion is immediately taken, without any further debate.

### 11. Rescind

A motion to rescind another motion is in order if it refers to a motion passed at another meeting on another day. This cannot be applied to actions that cannot be reversed (i.e. things that have already been carried out). This requires a two-thirds (2/3) majority to pass.

### 12. Reconsider

A motion to reconsider is applicable to a motion that was passed at the same meeting. Such a motion must be moved by someone who voted with the prevailing majority on the previous vote. It requires a two-thirds (2/3) majority to pass.

### 13. Suspension of the Rules

A motion to suspend the rules of order (so that the assembly may do something not allowed in the rules) must receive a two-thirds (2/3) majority vote, is not debatable, cannot be amended and cannot be reconsidered at the same meeting.

### 14. Adjourn

This motion takes precedence over all others, except to 'fix the time to adjourn', to which it yields. It is not debatable, it cannot be amended, nor can a vote on it be reconsidered. A motion to adjourn cannot be made when another has the floor, nor after a question has been put and the assembly is engaged in voting.

### 15. Refer or Commit

This motion is generally used to send a pending question to a committee so that the questions may be carefully investigated. This motion must be seconded and is debatable, but the debate can only extend to the desirability of committing the main motion, not to the substance of the main motion itself.

### 16. Committee of the Whole

At some point the assembly may wish to informally consider a motion or a group of motions before having to deal with them in a 'one at a time', debate fashion. Votes may be taken in committee but are not

binding on the assembly unless ratified when the group re-enters the regular session. Motions are required to move in and out of committee of the whole.

## **C. Glossary and Bibliography**

Advocate

Appropriate

Communicate

Department

Ecological imperative

Ecological value

Ecosystem

Ecosystem driver

Extraordinary Expenses

Fish

Function

Habitat

Healthy

Icon cultural historical

Indigenous

Inform

Keystone specie

Life processes

Ministry of Fisheries and Oceans

Nominating Body

Nominating Committee

Province of British Columbia

Represent

Role

Salmon

Salmonid

+

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Sustainable

The Department

Viable

Volunteer Community





**Salmon Enhancement and Habitat  
Advisory Board**

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