SKAGIT ENVIRONMENTAL ENDOWMENT COMMISSION

STRATEGIC PLAN

2019 – 2023

Photo Source: BC Parks
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BACKGROUND

The Skagit watershed is the geographic region within which the Skagit Environment Endowment Commission operates. Long before the Commission was created in 1984, and continuing through today, the Skagit watershed has been a region of great significance for Indigenous peoples. Not only is it home but it is also a gathering place and a trading place – a route where Indigenous people and nations from away travelled through and connected with others. The Commission recognizes the Skagit watershed to be part of the traditional and unceded territories of First Nations in BC and of Tribes in Washington State, from time immemorial through today.

It is with that recognition in mind that the Commission will endeavour to carry out its Treaty mandated duties with the fullest of respect and consideration of our Indigenous partners on both sides of the border.
INTRODUCTION

The Skagit Environmental Endowment Commission (SEEC) and the Skagit Endowment Fund was created in 1984 by the High Ross Treaty between the U.S. and Canada. SEEC is a non-profit entity, working across the Canada/U.S. border in the Upper Skagit watershed. Its purpose is to manage the Endowment Fund and use the investment proceeds to support research, conservation and recreation efforts in the watershed.

The Commission has developed four program areas focused on Watershed Integrity, Education, Recreation, and Ecosystem Science. It pursues goals and objectives related to these program areas through collaboration with public and private partners.

Planning retreats generally occur once every four years to review and assess strategic direction and prepare for the next 5-year plan. The intent of these meetings is twofold:

1) to create a plan that would focus investments on a clear strategy and objectives and would provide a greater measure of predictability to partners

2) to create a strategic lens over the primary program areas and prepare for elements impacting those programs and the watershed in general over course of the next five years. Elements included declining agency budgets and capacity, increased recreational pressures, climate change, and shifting government priorities, to name a few.

The 2018 Commission strategic planning retreat affirmed the Commission’s strategic direction for 2019-2023 and provided information the Commission needed to make decisions on the 2019-2023 budget.

The purpose of this 2019-2023 Strategic Plan is to identify and encompass upcoming trends and markers that allow for the development of an associated budget for 2019 and a provisional budget for future years. This Strategic Plan is a living document that will grow and evolve as lessons are learned and conditions change in the Upper Skagit.

While much of the background information about each Program Area remains unchanged from the 2014 Strategic Plan, the goals and objectives for each program area are updated to reflect new priorities for 2019-2023.
HISTORY

The Skagit Environmental Endowment Commission (SEEC) was established in 1984 by the High Ross Treaty between Canada and the U.S. It is based on an Agreement between the City of Seattle and the Province of British Columbia to resolve the controversy over the High Ross Dam expansion proposal.

In the Treaty, Seattle City Light agreed not to raise Ross Dam for 80 years, in exchange for power purchased at rates equivalent to what would have resulted from raising the dam. The High Ross Treaty also created SEEC to manage an endowment fund that has among its purposes:

- to conserve and protect wilderness and wildlife habitat.
- to enhance recreational opportunities
- to acquire mineral or timber rights
- to conduct studies in the Upper Skagit Watershed

History of Strategic Planning Efforts:

- 2003. Commission was dissatisfied with simple ‘grant-maker’ model
- 2004-05. Strategic planning process developed an ‘initiative-based’ program. Needs Assessments were commissioned and program goals developed (Key program areas: Education, Recreation, Land Management, Ecosystems). Viable long-term partners were established to achieve defined goals within these program areas
- 2008. Commission and partners confirmed that this stable funding structure was a more productive approach.
- 2010. First 5-year strategic plan was developed to help the Commission create context and vision to future activities, under this more comprehensive partnership model
- 2014. Renewed Strategic Plan was created focusing on changing trends and operational capacity challenges with the various partner organizations
- 2018. Developed the current 2019 – 2023 Strategic Plan
LOCATION AND MAP OF UPPER SKAGIT WATERSHED
VISION AND VALUES

Vision Statement
The Upper Skagit watershed, located in both Canada and the United States, is recognized and appreciated as a unique, ecologically significant North American treasure protected forever and managed as a single ecosystem. It’s natural, cultural and wilderness values are conserved and restored for their sustainable use and enjoyment of current and future generations in perpetuity.

Mission Statement
To ensure the preservation and protection of the natural environment, cultural resources and recreational opportunities of the Upper Skagit Watershed to the highest management standards through appropriate advocacy, the promotion of international cooperation, strategic partnerships and investments.
ENDOWMENT FUND

Fund Management Approach
Current fund management policies were adopted by SEEC in the mid 2000’s, and these policies continue to guide the Commission. The Commission manages the endowment fund via a subcommittee of Commissioners in tandem with a financial advisor. The fund is managed through the Canadian Imperial Bank of Commerce (CIBC Securities) and managed out of Canada. Approximately 60% of the fund is in a Canadian investment account and 40% in a U.S. investment account. The financial policies introduced a more systematic and predictable approach to the management of the fund, including a commitment to spend only 4% of the value of the fund every year. Annual “supplemental payments” of about $180,000 per year are added to the fund by BC Hydro and Seattle City Light, per specific terms of the Treaty Agreement. As a result, about US$ 620,000 is available annually for administration and project support.

In addition, $1M is budgeted annually as an ‘optional distribution’ to address specific opportunities for either land protection or grizzly bear recovery.

Modeling developed in 2012 demonstrated that this is a relatively conservative approach and will result in the fund being maintained at its current levels, keeping pace with inflation, through 2065. Nonetheless, the investment strategy does involve moderate risk tolerance and some projected growth over time. The fund and expenditures are audited annually by Manning Elliot LLP as per Treaty agreement.

Consistent with SEEC’s mission, the management approach for the fund includes a commitment to utilize socially responsible investment (SRI) for selected portions of the fund.

Annual Budgeting
Financial policies direct CIBC to invest the fund for growth and revenue at about 6% (i.e. 0.06 x the balance of the investment accounts). The intent is for the fund to keep up with inflation, while producing revenue for programs. The 6% target is distributed as follows:

1. 0.538% is for fund management
2. 2.0 % is expected average inflation
3. 4.0% is expected for program expenditure
CROSS-PROGRAM AREA GOALS

While the Commission chooses to continue to concentrate on its four key program areas, it recognizes three fundamental components that cross over all SEEC Program Areas. These are the engagement of, and collaboration with, indigenous people; diversity of current and future users; and climate change. The following goals identify 2023 outcomes SEEC desires for each.

Indigenous Engagement

The Commission expressly recognizes not only our Indigenous partners on both sides of the border but also their connection to the land and will work collaboratively with Tribes and First Nations in our stewardship of the Skagit Watershed.

Diversity

All people should have access to use and enjoyment of the Skagit Watershed. Investments in partner activities support a diverse community of students, residents, and visitors in accessing all that the Watershed has to offer.

Climate Change

SEEC and its partners’ activities assess, mitigate and/or adapt to climate change, and the threats it poses to the Skagit Watershed, through land and water use policy, education, and scientific research.
SEEC PARTNER ORGANIZATIONS

The Commission invests proceeds from the Skagit Environmental Endowment Fund in partnerships and projects that help achieve its mandate to protect the Upper Skagit watershed. SEEC’s work is accomplished through these strategic partnerships with public and non-profit entities that either manage public lands, are private landowners, or work in some capacity within the watershed.

SEEC committed to these partners because they offer skills, workplans and a specific mandate in the Upper Skagit watershed. SEEC operates in 5-year funding cycles and collaboratively plans and supports these partners’ relevant goals in the watershed. They represent SEEC’s intention of education, recreation, research and conservation in the Upper Skagit watershed.

SEEC has identified and formed partner relationships with the following agencies and organizations:

Canada Partners

Hope Mountain Centre for Outdoor Learning
BC Ministry of Environment and Climate Change – BC Parks
BC Ministry of Forests, Lands, Natural Resource Operations and Rural Development

U.S. Partners

North Cascades Institute
Student Conservation Association
U.S. National Park Service – North Cascades National Park Complex
STRATEGIC PLAN STRUCTURE
The 2019-2023 SEEC Strategic Plan outlines SEEC’s vision for the future, the mission that guides its activities, cross-program goals spanning all SEEC Program Areas, Program Area-specific goals, and investments in partner activities to achieve those goals. Figure 1 shows how these core Strategic Plan elements relate to one another.

Figure 1: SEEC Strategic Plan Structure
STRATEGIC PLAN CORE CONTENT

VISION
The Upper Skagit Watershed, located in both Canada and the United States, is recognized as a unique, ecologically significant North American treasure protected forever and managed as a single ecosystem. Its natural, cultural and wilderness values are conserved and restored for their sustainable use and enjoyment of current and future generations.

MISSION
To ensure the preservation and protection of the natural environment, cultural resources and recreational opportunities of the Upper Skagit Watershed to the highest North American management standards through advocacy, promoting international cooperation and strategic partnerships and investments.

Watershed Integrity Goal: Watershed management policies and designations are in place that protects the Upper Skagit ecosystem and watershed.

Education Goal: Environmental education opportunities in the Upper Skagit Watershed build awareness, foster appreciation and understanding of natural places; and inspire stewardship across generations and diverse cultural backgrounds.

Recreation Goal: The Skagit Watershed will be available to a diverse range of users for environmentally sustainable recreation in perpetuity.

Ecosystem Science Goal: The Upper Skagit transboundary ecosystem conditions and processes are better understood by researchers, land managers, decision makers and the general public, and lead to long-term restoration, protection and sustainable use.

Cross-Program Area Goals

Indigenous Engagement: The Commission expressly recognizes not only our Indigenous partners on both sides of the border but also their connection to the land and will work collaboratively with Tribes and First Nations in our stewardship of the Skagit watershed.

- Diversity: All people should have access to use and enjoyment of the Skagit Watershed. Investments in partner activities support a diverse community of students, residents, and visitors in accessing all that the watershed has to offer.
- Climate Change: SEEC and its partners’ activities assess, mitigate and/or adapt to climate change, and the threats it poses to the Skagit Watershed, through land and water use policy, education, and scientific research.

SEEC Strategies
1. Investment in partner activities in four program and three cross-program areas
2. Communications and administration activities
SEEC PROGRAM AREA GOALS & INVESTMENTS

- **Watershed Inteity**
- **Education**
- **Recreation**
- **Ecosystem Science**

Photo Source: Student Conservation Association
WATERSHED INTEGRITY

The Commission considers that the complex set of water systems of the Upper Skagit – its patterns of ownership, designation, and multiple uses – is fundamental to the long-term protection and enjoyment of the ecosystem. Therefore, the 5-year strategic plan begins by reviewing these features and discussing overarching patterns and trends. Within the 5-year budget, no funds are specifically allocated to this initiative; rather the principles and themes developed here help to shape the Commission’s relationship with the managing partners and a range of watershed stakeholders.

SEEC INTERESTS

SEEC’s overall desire has been, and continues to be, building positive working relationships with Upper Skagit agencies and landowners, ensuring that land management capacities and tools are in place, consistent with SEEC goals for sustainable protection and enjoyment of the watershed ecosystem.

In the U.S., virtually the entire Upper Skagit Watershed is owned and managed by two federal agencies: the National Park Service and the U.S. Forest Service. Much of the land receives a very high level of protection as a National Park, National Recreation Area or Wilderness Area. In Canada, approximately 65 percent of the watershed is protected as either a Class A Provincial Park or Ecological Reserve, while the remaining lands are recognized as crown land or private land. Both the Ministry of Forests, Lands, and Natural Resource Operations and the Ministry of Environment have key management responsibilities.

While much of the Upper Skagit Watershed ecosystem is under protected areas status, some segments have been impacted by past practices and some are vulnerable to human activities. As a relatively pristine mountain ecosystem, the Upper Skagit is important to the large urban and suburban population centers of Vancouver, BC and Seattle, WA.

Agencies involved in watershed management
- BC Ministry of Environment and Climate Change
- BC Ministry of Forests, Lands, Natural Resource Operations and Rural Development
- U.S. National Park Service
SEEC Relationship to Land Management Agencies
The CAN-US High Ross Treaty and BC-Seattle Agreement establish SEEC as a non-profit entity, with specific purposes and authorities, and with members appointed by the B.C. Premier and the Seattle Mayor. These members are appointed in four-year term cycles. As such, there is a turnover of members in both the Canada and the U.S. during the course of this Strategic Plan.

The primary reference in the Agreement to the land managing agencies is the direction to foster connections between North Cascades National Park and Manning Provincial Park.

SEEC has had a long history of working collaboratively with the various government management agencies. They remain partners in each of SEEC’s initiatives and receive significant funding each year to help accomplish the Commission’s purposes.

Mix of Uses and Watershed Users
In British Columbia, the Upper Skagit hosts a mix of human uses including:

- BC Hwy 3 which enters the watershed at the Hope Slide, descends along the Sumallo River and ascends along the Skagit River to Allison Pass. It is open year-round.
- Sunshine Valley, including Sunshine Village and associated residential communities, has about 400 homes.
- The “donut hole”, reserved from park designation and containing a very large mineral deposit and mine claims.
- The Klesilkwa, Maselpanik, and upper Sumallo watersheds are Crown land subject to forest harvest tenures.
- Mineral claims and private in-holdings, which SEEC has purchased where possible, with the most recent acquisition added to Skagit Valley Provincial Park in 2012.

In Washington, there is relatively little non-park use:

- State Route 20 traverses the southeast corner of the watershed, beginning at Ross Dam and ascending Ruby and Granite Creeks to Rainy Pass. It is closed in the winter months.
- Ross Dam, owned by Seattle City Light, created Ross Lake, which is subject to extensive draw-down during much of the year.
- Ross Lake Resort operates on floating structures just upstream from the Dam and is open during the summer months.
- A portion of the Okanogan National Forest, about 15 percent of the U.S. watershed, lies outside of the Pasayten Wilderness. It contains some mineral claims and experiences recreational scale in-stream mining activity.
GOAL

Watershed management policies and designations are in place that protect the Upper Skagit ecosystem and watershed.

OBJECTIVES

1. SEEC’s ecosystem values are maintained, and mature forests are fostered, throughout the Skagit Watershed.
2. Key land management issues affecting SEEC’s working relationships, such as mineral development, have been addressed.
3. All public lands are fully protected by land management designations within the Skagit Watershed.
4. Private land is managed or transitioned in a manner consistent with watershed goals.

2014-2018 SEEC Investments in Watershed Integrity

In 2014-2018, SEEC’s strategy was to invest in work to develop a better understanding of Watershed Integrity pressures:

- Contracts were administered in BC to focus on opportunities around mineral tenure purchase.
- Programs in the U.S. were focused on mineral/mine status within the U.S. National Forest lands.

2019-2023 SEEC Investments in Watershed Integrity

| To Be Announced | SEEC to determine upon emerging needs |

Skagit Environmental Endowment Commission | 2019-2023 Strategic Plan
EDUCATION

Education has played a key role in SEEC’s activities and has been funded since inception in 1984. The Commission views environmental education as its primary tool for building awareness, thus fostering an appreciation of natural places and development of stewardship practices. To date this has included education on the unique environmental attributes of the watershed and teaching others how to recreate responsibly in wilderness areas.

Historically, the Commission spends approximately 30% percent of its annual budget supporting environmental education and interpretation programs through various partners in both Canada and the U.S.

Several emerging trends and issues identified by both partners and the Commission, which align with education and outreach efforts for the watershed in the next 5 years, include:

- Greater collaboration with indigenous communities
- Changing demographics, new citizens
- Climate change
- Technology

SEEC INTERESTS

The Commission has interests in the following Education outcomes:

- Programs connect with indigenous youth
- Programs are offered by indigenous populations
- Programs are primarily outdoors and experiential, rather than classroom-based
**GOAL**

*Environmental education opportunities in the Upper Skagit Watershed build awareness, foster appreciation and understanding of natural places, and inspire stewardship* across generations and diverse cultural backgrounds.

*Stewardship for the Skagit Watershed can mean the following:*

- Raising awareness and advocacy
- Teaching others about responsible approaches to recreation
- Influencing decisions regarding protection and conservation

**OBJECTIVES**

1. Audiences for the Education Program Area are clearly identified and SEEC engages with them in understanding and supporting work in the watershed.

   Target groups include the following:
   - Youth and Families
     - Young adults that don’t normally recreate outside (ages 18-30)
     - Diverse and underrepresented populations
     - Recreational enthusiasts
     - New citizens
   - General Public

2. SEEC has identified partners that provide educational opportunities to key target groups consistent with the Education Goal.

3. Key decisionmakers are aware of and understand the importance of managing the Upper Skagit Watershed as a single ecosystem.

4. Indigenous youth and indigenous curriculums have been incorporated into environmental education programs offered by SEEC partners.

**2014-2018 SEEC INVESTMENTS IN PARTNER ACTIVITIES**

In 2014-2018, SEEC’s strategy was to invest in these partner activities:

- BC International Interpretive Program (Skagit Valley Provincial Park)
- Hope Mountain School
- North Cascades Institute
- NPS International Interpretive Program (Hozameen)
- Manning Interpretation Program
2019-2023 SEEC INVESTMENTS IN PARTNER ACTIVITIES: EDUCATION
In 2019-2023, SEEC's strategy is to invest in the education activities summarized in the table below.

<table>
<thead>
<tr>
<th>Organization</th>
<th>Program Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>National Park Service</td>
<td>International Interpretive Program</td>
</tr>
<tr>
<td>North Cascades Institute</td>
<td>General Program</td>
</tr>
<tr>
<td>BC Parks</td>
<td>(South Fraser) International Interpretive Program</td>
</tr>
<tr>
<td></td>
<td>(South Fraser) Amphitheatre Improvement Project</td>
</tr>
<tr>
<td>Hope Mountain Centre for Outdoor Learning</td>
<td>General Program</td>
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<tr>
<td></td>
<td>Manning Interpretive Program</td>
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</tbody>
</table>
RECREATION

Recreation activities and opportunities in the Upper Skagit Watershed are numerous and continue to gain momentum and popularity. The goal to honor the intent and spirit of the treaty in creating a “one-recreational-experience-on-both-sides-of-the-border” experience is still a key focus for SEEC, although challenges around this continue to emerge.

Interpretation of treaty language as it pertains to recreational facilities remains an unsolved element which impacts on how best to use funds in the future to support the needs of the key land managers and the increasing recreational pressures in the watershed. To date, the Commission allots approximately 19% percent of its annual budget to support recreation initiatives and programs.

Emerging trends and issues identified by both partners and the Commission that align with recreation efforts for the watershed over the next 5 years, continue to include the following:

- Disparity in mandates between countries (e.g. visitation expectations for parks)
- Declining capacity within land/recreation management agencies
- Increased use of motorized recreation on BC public lands outside of protected areas

SEEC INTERESTS

The Commission has interests in the following recreation outcomes:

- Accessibility to the Skagit Watershed includes different levels of activities depending on ability, ecosystem impacts of increased use, and enhanced accessibility.
- Enhancing trail opportunities where appropriate. (Due to the treaty language restricting the supplementation of agency responsibilities).
- SEEC also advocates for new trails where appropriate.

Current partners in Recreation:
- BC Parks
- Hope Mountain Centre for Outdoor Learning
- BC Ministry of Forests, Lands, Natural Resource Operations and Rural Development
- Student Conservation Association
- U.S. National Park Service

Photo Source: North Cascades Institute
GOAL
The Skagit Watershed will be available for environmentally sustainable recreation in perpetuity.

SEEC recognizes the following recreational pursuits actively enjoyed within the Upper Skagit Watershed:

- Boating – motorized/non-motorized
- Camping – vehicular and backcountry/wilderness
- Equestrian use
- Fishing
- Hiking/walking
- Bird Watching
- Hunting (Canada)
- Mountain biking
- Wildlife viewing/nature study

OBJECTIVES
1. Recreational opportunities in the watershed are available to all.
2. Boating and fishing are enjoyed by a diversity of users.
3. Support for trail programs which complements treaty language; the integrity of recreational infrastructure is supported.
4. The concept of a neutral border zone has been explored.

2014-2018 SEEC INVESTMENTS IN PARTNER ACTIVITIES
In 2014-2018, SEEC’s strategy was to invest in the following partner activities:

- BC Centennial Trail (BC Parks)
- BC Parks Volunteer Program Support (Manning and Skagit Valley Provincial Parks)
- NPS Volunteer Program Support
- Student Conservation Association
- Winnebago Flats Rehabilitation (NPS)
**2019-2023 SEEC Investments in Partner Activities: Recreation**

In 2019-2023, SEEC’s strategy for this program area is to invest in the activities summarized in the table below.

<table>
<thead>
<tr>
<th>National Park Service</th>
<th>Volunteer Program Support</th>
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</thead>
<tbody>
<tr>
<td></td>
<td>Hozomeen Campground Bear Box Installation</td>
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<tr>
<td>Student Conservation Association</td>
<td>General Program</td>
</tr>
<tr>
<td>BC Parks</td>
<td>Skagit Volunteer Program Support</td>
</tr>
<tr>
<td></td>
<td>(E.C. Manning) – Volunteer Program Support</td>
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<tr>
<td></td>
<td>(E.C. Manning) – Skagit Drainage Facilities</td>
</tr>
</tbody>
</table>
ECOSYSTEM SCIENCE

The High Ross Agreement directs the Commission to “conserve and protect wilderness and wildlife habitat” of the Upper Skagit Watershed. SEEC therefore operates within the construct and culture of stewardship. Considering that SEEC does not own land or operate facilities in the watershed, it has focused on providing science information about the ecosystem, both to cultivate an educated public and to support the land managing agencies in protecting the resource.

Since its inception, the endowment fund has supported a range of ecological studies including species assessment and monitoring programs, fisheries regulation, and vegetation management.

British Columbia resource agencies, specifically the Ministry of Environment and Climate Change and Ministry of Forests, Lands and Natural Resource Operations, have partnered with SEEC and the U.S. National Park Service to conduct monitoring and assessment studies in Canada. Priorities were developed under the Upper Skagit Watershed Ecosystem Management Plan, completed in 2011 and funded by SEEC. Target species during the past five years have included rainbow trout and bull trout, ungulates, and wolverines.

Current partners in Ecosystem Science:
- BC Ministry of Forests, Lands, Natural Resource Operations and Rural Development
- BC Ministry of Environment and Climate Change
- U.S. National Park Service
- Seattle City Light
- Post-Secondary Institutions (U.S. and Canada)
In 2009, an international technical team was created consisting of resource agency and academic scientists. This group meets twice per year to discuss common interests and advise SEEC about future priorities and opportunities for collaboration. Among specific interest areas addressed by or spun off from this group include the following:

- Collaborative strategy to address the exotic fish red-side shiner and its potential impacts to bull trout and rainbow trout populations.
- Comparative study of fish population assessment and creel survey methods.
- Support for water quality/benthic invertebrate sampling as a baseline for assessing future potential impacts.
- Study and advocacy group focused on terrestrial carnivores.
- Collaboration around interests in vegetation, including invasive species and sub-alpine habitat.
- Dialogue initiated with the BC Habitat Conservation Trust Foundation (HCTF) concerning mutual interests and funding capacity.

For the 2019-2023 plan, the Commission elects to continue support for vital signs monitoring, at the same time as it crafts broad-scale ecosystem goals and addresses specific opportunities.

**SEEC INTERESTS**

The Commission has interests in the following Ecosystem Science outcomes:

- SEEC has a clear justification for all modeling and assessment work in the Skagit Watershed and a clear understanding of data gaps.
- SEEC understands where it can provide data to assist with partner efforts.

SEEC also considers the following related to its Ecosystem Science program:

- Partnerships and regional forums
- Leveraging of funds
- CAN/US balance of capacity
- Role of Traditional Ecological Knowledge (TEK)
- Information management and compatibility
- Outreach and education
- Citizen science
GOAL
The Upper Skagit transboundary ecosystem conditions and processes are better understood by researchers, land managers, decision makers and the general public, and lead to long-term restoration, protection and sustainable use.

OBJECTIVES
1. Impacts of mining and forestry on natural resources in the watershed have been studied.
2. Climate change impacts have been studied and modeled.
3. Harmonization of transboundary ecosystem management is enhanced between the U.S. and BC
4. Traditional Ecological Knowledge (TEK) has been integrated into understanding and management of the watershed
5. Ecosystem integrity has been restored and conserved.

2014-2018 SEEC INVESTMENTS IN PARTNER ACTIVITIES:
In 2014-2018, SEEC’s strategy was to invest in the following partner activities:
• BC Water Quality Monitoring
• Wolverine Monitoring (MFLNRO)
• Sub-Alpine Vegetation Monitoring (NPS)
• Whitebark Pine Restoration (MOE)
• Mountain Lakes Monitoring
• Ross Lake Fish Population Assessment Report
• Ross Lake Tributaries Monitoring (NPS)
• Ross Lake Water Quality Monitoring (NPS)
• Skagit Fish and Sampling (Skagit Fisheries Program, MFLNRO)
### 2019-2023 SEEC Investments in Partner Activities: Ecosystem Integrity

In 2019-2023, SEEC’s strategy is to invest in the Ecosystem Science activities summarized in the table below.

<table>
<thead>
<tr>
<th><strong>Organization</strong></th>
<th><strong>Activities</strong></th>
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</thead>
<tbody>
<tr>
<td>National Park Service</td>
<td>Terrestrial Species and Habitat, Fisher Restoration</td>
</tr>
<tr>
<td></td>
<td>Aquatic Species and Habitat, Ross Lake Water Quality Monitoring</td>
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<tr>
<td></td>
<td>Aquatic Species and Habitat, Ross Lake Water Tributaries Monitoring</td>
</tr>
<tr>
<td></td>
<td>Aquatic Species and Habitat, Invasive Plant Management</td>
</tr>
<tr>
<td></td>
<td>Vegetation, Alpine/Subalpine Vegetation Monitoring</td>
</tr>
<tr>
<td>BC Parks</td>
<td>(E.C. Manning) – Whitebark Pine Restoration</td>
</tr>
<tr>
<td>Hope Mountain Centre</td>
<td>Water Quality Monitoring</td>
</tr>
<tr>
<td>BC Ministry of Forests, Lands, Natural Resource Operations &amp; Rural Development (FLNRORD)</td>
<td>Aquatic Species and Habitat, South Coast RM – Skagit Fisheries Program</td>
</tr>
</tbody>
</table>
COMMUNICATION & ADMINISTRATION STRATEGIES

To achieve its long-term mission and support investments in the program areas for the protection and enjoyment of the Upper Skagit Watershed, the Commission believes it is essential to use communication strategies to build awareness of the resource and to build a constituency that cares deeply for its future. Thus, for the 2019-2023 strategic plan, the Commission is undertaking a new initiative for communications and administration of the SEEC organization.

*Foster broad regional awareness of the Upper Skagit Watershed and the work of the Commission, specifically the watershed’s unique trans-boundary elements and ongoing successes in conservation research, partnerships, environmental education and international collaboration.*

The audience for this initiative is many-faceted, including youth and families in the general public; partners in SEEC education, science, and recreation initiatives; Tribal and First Nations members and organizations; and decision makers at multiple levels in the U.S. and Canada. The Commission will invest a significant amount of its resources each year in building the next generation of stewards for Upper Skagit natural and cultural resources — a suggested vehicle to help with the delivery of this investment is the establishment of a watershed-wide Youth Advisory Council.

Several elements feed into the need for broader communication activities at this time including the development of other natural resource initiatives (e.g. Landscape Conservation Cooperatives); interest in trans-boundary exchange and security; the emerging significance of outdoor recreation to community well-being, and both known and unknown implications of future resource use issues such as hydroelectric relicensing, Columbia River treaty negotiations, and potential major mineral development proposals.
2019-2023 Funding Philosophy

In order for SEEC to meet our Strategic Plan’s objectives, directives, and initiatives, the Commission commits the endowment’s annual growth proceeds to help finance the efforts of our partner’s in the delivery of programs specific to Watershed Integrity, Education, Recreation, and Ecosystems, as well as other ancillary projects aligned with our mission.

Hedging inflation throughout the five-year strategic plan, we have committed funding specific to our partners as follows:

![SEEC Budget by Workplan Element](chart.png)

Education: 35%
Ecosystem Science: 14%
Recreation: 15%
Watershed Integrity: 4%
Communications: 10%
Financial Management: 9%
Administration: 5%
Opportunity Fund: 8%
Financial Management: 9%
Opportunity Fund: 8%
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