



## Strategic Plan 2023-2027

**Mission:** To maximize the value of the Bristol Bay fishery for our members.

**PROGRAM: Sustainability**  
**GOAL: Protect and Preserve Our Fishery**

Strategy	Objectives
Promote the sustainability of a biologically and economically healthy fishery.	❖ Protect the watershed's critical fish habitat.
	❖ Collaborate with management and stakeholders on issues affecting sustainability.
	❖ Promote research that supports the goal of a sustainable fishery.
	❖ Maximize sustained yield and minimize foregone harvest.
	❖ Support reduction of adverse environmental impacts.

**PROGRAM: Marketing**  
**GOAL: Increase Demand**

Strategy	Objectives
Increase demand and awareness of Bristol Bay sockeye by expanding markets.	❖ Increase awareness and value of the Bristol Bay brand at consumer, retail, direct marketer, distributor and processor level.
	❖ Communicate results of program activities.
	❖ Collaborate and partner with industry stakeholders, retailers, and processors to leverage reach and build brand buy-in.
	❖ Market the pristine salmon habitat of Bristol Bay.
	❖ Continue to expand reach to international markets.

**PROGRAM: Quality**  
**GOAL: Maximize Quality and Value**

Strategy	Objectives
Promote best practices and technologies in fish handling to maximize value.	❖ Encourage fleet-wide adoption of handling practices that result in high quality salmon at the point of harvest through the point of off-load.
	❖ Collaborate with processors, distributors and retailers to address quality issues throughout the chain of custody.
	❖ Support innovation and research to improve quality and value.

**PROGRAM: Outreach**

**GOAL: Connect, Engage, and Inform**

Strategy	Objectives
Communicate with the fleet, industry, the public, and other stakeholders to support the mission.	❖ Provide market information and insights.
	❖ Keep our members informed on current issues.
	❖ Maintain policies of transparency, accessibility, and inclusion in organization activities.
	❖ Provide educational and training opportunities to our members.
	❖ Collaborate with the fleet to tell the Bristol Bay story.
	❖ Encourage member and crew engagement through activities such as public meetings, newsletters, social media, PME, surveys, etc.
	❖ Promote improvements to the Bristol Bay commercial fishing industry and infrastructure.

**PROGRAM: Governance & Finance**

**GOAL: Provide Responsible Oversight & Financial Management**

Strategy	Objectives
Continuously improve processes and policies. Invest resources to maximize benefits for our members.	❖ Improve board effectiveness through orientation of new board members and ongoing board training, recruitment, and education.
	❖ Leverage organizational resources to increase funding from external sources.
	❖ Support strategies to retain employees and provide for professional development.
	❖ Maintain effective and efficient systems for administrative and financial management.
	❖ Maintain an appropriate budget reserve. Periodically evaluate whether conditions warrant amending target reserve amount.
	❖ Foster a culture of efficiency.

**Background**

The board and staff of the Bristol Bay Regional Seafood Development Association (BBRSDA) participated in a two-day strategic planning session in February 2023 facilitated by McKinley Research Group. The goals and objectives stated above are presented in no particular order. This document adheres to the organization’s statutory purposes and by-laws. For questions or more information regarding this document, please contact Executive Director Andy Wink at [andy@bbrsda.com](mailto:andy@bbrsda.com).