

PICFI CFE BUSINESS DEVELOPMENT FORUM

Thunderbird Hall
1420 Wewaikum Road, Campbell River, BC
November 15-16, 2016

SUMMARY REPORT

SESSION OVERVIEW

On November 15th and 16th 2016, the Commercial Fishing Enterprises (CFEs) met for a workshop to exchange information and receive updates for the purposes of supporting CFE business development, expansion and sustainability. The CFEs were joined by the Business Development Team (BDT), Fisheries and Oceans Canada (DFO), and other industry and government guests. The two-day agenda was designed by the CFE Steering Committee, and included a combination of presentations with question and answer periods, in-camera Tier 1 discussions, and breakout groups designed for deeper dialogue on select topics of interest. The forum was hosted by the Wei Wai Kum First Nation and A-tlegay Fisheries Limited Partnership. Recording of the session was provided by Key West Reporting Services, and West Coast Aquatic served as the moderator.

A copy of the session agenda and all presentations can be found on the CFE Hub.

SESSION INTRODUCTION

The forum opened with a welcome and drum song from Councillor Curtis Wilson from the Wei Wai Kum First Nation. Next, the CFE Steering Committee was introduced. Tyler Collie (DFO) then provided some opening remarks to acknowledge the host territory, and thank A-tlegay and the Steering Committee. This is the 10th year of PICFI and the forum represented an opportunity to discuss both the things that have worked as well as the challenges. Moderator Tawney Lem noted that the session was a chance to celebrate CFE success and access the broad expertise represented in the room. A few meeting guidelines were suggested so participants could get the most from the session.

Each of the CFEs then introduced their team members and provided a short statement on what they hoped to gain from or discuss at the session. Participant comments have been summarized under four key themes:

Licensing and Licences – creating certainty, pooling for economies of scale, matching licences to territories and boats, increasing quota, sharing between

Nations, streamlining administration, converting to 'real' assets, accessing new licences, innovation, fairness, individual and communal.

Connecting CFEs – increasing communication, networking, developing partnerships, sharing knowledge, facilitating opportunities for procurement.

Capacity Development – getting young people on the water, building careers and increasing meaningful employment, identifying programs and assisting applications, accessing and creating First Nations' based programs.

Opportunities to Grow the Enterprise – value added and processing, sustainable aquaculture, diversification, reinvestment in vessels, business development, restoration and enhancement, moving to First Nations' ownership of the 'program', local management, acquiring assets such as vessels and gear.

These themes were posted so they could be referred to throughout the forum, particularly during the Tier 1 discussions.

PICFI PROGRAM UPDATES & RESULTS

Tyler Collie (DFO) provided an update of the PICFI program and summarized the past year's results. He referenced organizational changes with the Aboriginal Program Directorate, and efforts to increase collaboration with First Nations as related to the Federal Fisheries Minister's mandate letter. A summary of several government initiatives was provided, including: Oceans Protection Plan, Science Partnership Fund, high level engagement and consultations, and Employment Services and Development. Tyler then summarized the PICFI program, including budgets, trends (e.g. rising costs of access, increasing complexity of projects), and challenges (e.g. tighter timelines, communication, financing, and the need to expand the consultants being utilized). This is the second year of external services being provided by the BDS, and communications have been strengthened. Overall, there have been 10 years of programming, and the future is being discussed. Partnerships will be extremely important, and the value of all programs needs to be maximized. Post-PICFI contingency planning is encouraged.

Question and Answer Period

Q: Is PICFI still looking for licences?

A: This refers to the DFO relinquishment process. As contingency planning, it is to the benefit of First Nations that DFO fully utilizes all options. There is the ability to spend some money on licences.

Q: What can be done about the ongoing challenge of banks not being able to take security on PICFI assets?

A: DFO is hoping to work in the background to develop options to access capital for CFE networks (short term or long term).

Q: Can the timing of the funding be improved (sooner rather than later)? Many projects require the purchase of materials, boats, nets, or pumps, and funding usually comes in well after the projects should be in place.

A: This is always a challenge because the Treasury Board must be followed. We will look at developing options in the future, but the first step is to get the program renewed.

Q: Will access agreements continue?

A: Access agreements will run in perpetuity of CFEs, but that is ultimately the Minister's purview. Agreements are for five years. DFO will welcome feedback on what mechanisms are needed to better benefit the CFEs.

Q: Can there be an input of money into resource management?

A: DFO is working with resource management on many aspects of salmon. We can't fully speak on the ITQs and other collaborative processes. Information will have to be brought back.

Q: It would help if some of the capacity building funds could be used to buy access.

A: There is lots of flexibility on BDS and PICFDI in terms of utilization of funds. DFO will look to strengthen the application process and work more closely with CFEs in a timely manner.

Q: There was reference to a few hundred-million-dollar per year fund. Can it be used to address fish farm contamination of the Fraser River migration?

A: The program is the Oceans Protection Plan and is targeted towards marine response and water protection.

Q: How many CFEs are viable? About half? How will this look when the Treasury Board is looking at a renewal application?

A: There are many factors and various perspectives on defining success. To demonstrate a need for program continuation you must demonstrate that there is a need – this is the case with PICFI as there is a demonstration of need across the CFEs. In a perfect world we would not need PICFI, but that is not the case right now.

Q: Can you expand on the science partnership fund?

A: \$5 million/year is meant for the Science Branch to collaborate with First Nations and other stakeholders on science related projects. The application process has an intake and analysis before funding is awarded. The program requires own source equity and relates to some initiatives coming from the mandate letter.

BUSINESS DEVELOPMENT TEAM UPDATE

Jordan Point (FNFC) opened with a summary of the First Nations Fisheries Council. An action plan was developed in 2006/07 out of the need to create stronger performance in First Nations' fisheries. The task was to create an umbrella group that represented First Nations province wide and provided a stable environment in which to do work.

Funding for the BDT flows through the FNFC. In terms of the BDT, at first the concept was not well received, but the result to date is a strong BDT.

Jordan gave an overview of the complexities of the fisheries landscape, ranging from the national agenda (e.g. AFN, National Fisheries Committee meeting in Toronto, National Aquaculture Group) and provincial agenda (e.g. supporting UBCIC, FNS, BCAFN). In addition to direct fisheries issues, there are also the cumulative effects related to LNG, major infrastructure projects, and pot ash from the prairies into Port Metro Vancouver/Fraser. The goal is to work with other Councils, such as energy and mines, forestry, and emergency services, to build an integrated natural services secretariat. In the coming years, the FNFC will support First Nations through a number of initiatives, including the federal Oceans Protection Plan, training proposals (e.g. marketing of fish, spill response), and the Science Partnership Fund.

Neil Philcox (BDT) then provided a summary of the BDT, which provides service to 25 CFEs across BC. A summary of CFE participation in the commercial fishery was provided, with commercial and communal licences and quota representing about 12% of the total access. The BDT's primary activities in 2016-17 included working through business cases, developing training plans, and implementing projects. Secondary activities included CFE coordination, hub development, development of a marketing plan discussion paper, hosting regional training, approaching government re: access to resources, and advocating for PICFI program renewal. On this last point, CFEs are encouraged to write to local MPs, DFO, and various caucus members. Several challenges were identified, both internal (licence access, mixed portfolios, recruitment, limited funding, capacity) and external (long-term commitment renewal, ownership of licences, cost of access, industry domination by large players).

Question and Answer Period

Q: The aging fleet and equipment may be an opportunity, but it is also a liability.

A: Consideration is needed re: how CFEs can support access to vessels.

Q: Many First Nations want to be part of the supply chain which could result in creating an economy along the coast.

A: Focusing on the full value and supply chain is important, such as marketing and selling fish products. We need to think about the role of communities in the business sector.

SHARING CFE SUCCESSES

A-Tlegay

Kim Duncan provided an overview of their licence utilization. Licences are used by citizen owned vessels. There has been success in fishery diversification and employment in the five communities has increased. Various training has been provided including SVOP, marine emergency duties, first aid, fisheries observer, and commercial diving. A mentorship program is in place for long line, herring gill net, salmon gill net, and prawn fisheries.

Several fishers then talked about how the PICFI program has helped their advancement, created pride in the communities, and supported fishing to be passed down from generation to generation.

Tseshah and Hupacasath

Andy Olsen discussed the partnership between four Nuu-chah-nulth CFEs. Setting up a principle based partnership was important to the CFEs and its members. The partnership has included training, respect for each Nation's territory, and direct participation in the fishery – including in transportation. An important approach has been fishing and then setting the market by selling to those willing to pay the price the CFEs are asking.

Within the Tseshah and Hupacasath CFE, there is a crab licence, but it has been a difficult process with limited revenue. A boat is now being built to suit the licence. Next steps include looking at expansion into the transportation of crab and retail sales, which should yield more employment and revenue. The key message is to build an association that can represent your ideas and perspective.

Hayu Fishing Partnership Ltd.

Roy Alexander summarized that in 2008 there was a meeting of ha'wiih and leaders. The limitations of the PICFI program were discussed and a decision was made to pool their licences. The resulting partnership is guided by a Board of Directors, which helps keep the communities connected despite their dispersed geographical locations. Their vision is to build a successful fishing company and get families back out fishing. As the late Burt Mack said, "Fishing is not a living, fishing is not a business, fishing is life."

The Haya CFE is run small and lean so it can adapt to changes in the industry. Training opportunities are provided, and their business model focuses on the success of community fishers. Activities of the CFE have included marine surveys, quality control, financial planning, providing information on markets, and monitoring partnerships to ensure members are getting value.

Roy noted that limited resources are always an issue. A proper assessment of the fleet and infrastructure is needed so resource needs can be conveyed to Ottawa (in 2004, \$600M was requested from PICFI, but \$1.75M over 5 years was allocated).

Talok Fisheries LP

Talok has developed a vision for Babine Lake sockeye salmon, which the LP is marketing. One of the lake activities is the labour intensive beach seine fishery, and there is also a seine boat that fishes in the lake. Timing is key in this fishery, and the fishery needs to start as early as possible, which isn't always easy when working with DFO. In terms of sales, there have been limited local sales as well as some sales to another CFE. Social media has been a successful tool for selling to the public. This form of advertising was easy to align with their timelines compared to other media. The structure of Talok was also discussed. Five communities are represented by an eight-member board.

TIER 1 SESSION

The purpose of the Tier 1 Session is for CFEs to discuss items amongst themselves so internal action items can be developed and recommendations can be provided to DFO. This is conducted as an in-camera session. The CFE deliberations and internal action items are recorded separate from this Forum report.

The following recommendations were provided by the CFEs to DFO:

1. PICFI Renewal

Long term (10yr) renewal of PICFI is required so a transition plan for long term access and ownership can be developed. Within the renewal, program flexibility (diversification, value added, aquaculture etc.) is needed.

2. BDT

Continuation of the BDT is needed, amongst other reasons, to help with the program renewal and development of CFE capacity. Assistance from the BDT will also be needed to bring changes to the restrictive licensing scheme.

3. Aging Fleet

New funds are required for the aging fleet and capital improvements. In addition to DFO, other funding sources should be explored (e.g. Community Futures, development corporations).

Tyler Collie received the recommendations on behalf of DFO.

End of Day 1

CFE HUB AND COMMUNICATIONS INITIATIVES

James Spencer (BDT) described the recently developed online 'hub'. The WordPress based website (cfehub.com) is a secure tool for CFE collaboration and information provision. A tour of the site was given, which includes program information, member profiles, an RSS newsfeed, weather site links, resource documents, and an exchange area. One way to make the site more interactive would be to include a discussion forum for CFEs. However, other options for the discussion forum may be explored (e.g. a Facebook group).

There is a minimal public component to the site, and the balance of the site is accessible via member only login. A password has been sent to each of the CFE managers. Additional functionality is being worked on, but CFEs are encouraged to start using the site and to provide feedback to the BDT.

Question and Answer Period

There was significant discussion on whether the site should be purely for CFEs, or if it should also be used to communicate with external parties such as DFO and industry. One thought was to keep the site internal for at least 12 months. However, the merits of a larger external component were also raised (e.g. advertising job postings, advertising quota lease availability, marketing fish, educating and informing CFE communities). The CFE Steering Committee will further discuss the site scope, purpose and use.

Questions were also raised about internal access. Managers will have the responsibility of overseeing use of the logins and passwords (e.g. sharing them with staff, board members, Chiefs and Councils).

Additional suggestions included:

- Narrow the newsfeed to items relevant to the CFEs (e.g. only west coast information)
- Count user traffic and track where people are going
- Revise the CFE Exchange headings as needed based on upon request and use
- Add links to external organizations (e.g. Native Fishing Association)

- Add a place for CFEs to voluntarily share their policies and agreements
- Ensure adequate site security is in place
- Keep the site simple and be aware of potential users' level of computer literacy.

The site belongs to the CFEs. Future management will need to be determined, however the BDT will manage the site for now.

A question was asked about money that was set aside for the development of a site a few years ago. This was pre-BDT so the team was not aware of this.

INDUSTRY AND ACCESS UPDATE

Stu Nelson (Nelson Bros. Fisheries) provided a macro level perspective of the industry. Access is organized according to groupings and classes of licences (salmon, pelagic, groundfish, shellfish). F category licences are preferred by CFEs, but they have no market value because they cannot be purchased or sold. In terms of general access value, there have been some winners (e.g. geoduck) and losers. Access market trends include CFEs and Asian buyers being active in the market, and the "greying" of access holders. Access has been pursued at the expense of vessels. It is still to be seen whether access values will keep increasing, whether values are linked to the market, and whether the market is rational or irrational.

Harry Mose (Pacific Boat Brokers) then gave a broker's perspective. Harry is a broker of the sale of marine assets. There are four or five other individuals/companies doing the same thing. Harry has 14 brokers as part of his company, 4 whom are well versed in the commercial fishing industry. When looking to attain access or vessels, a broker can provide information about who is selling, who is buying, and what the market trends are. One needs to be able to act quickly (some licences are sold within an hour), so planning and advanced preparedness is necessary.

Question and Answer Period

Q: Should we talk to current (and potentially retiring) licence holders first or go straight to a broker?

A: Talk to as many people as you want/can and tell them what you are looking to buy. Some deals are established through a direct relationship between seller and buyer. However, even when a seller and buyer are already matched, a broker may be desired to ensure all of the paperwork is done right and fair.

Q: What would it cost to build a 38 to 45-foot fiberglass boat today?

A: A gillnetter type aluminum boat with engine is \$500-550k. You can get fiberglass for same price but you would need to shop around. The electronics

package will cost another \$5-10k. Boat building has grown in the United States again, and there are many being built presently. Canada will likely follow suit, but this hasn't happened yet. The only boat building in Canada right now is water taxis and crew boats.

Follow up comments: DFO needs to come up with a program to fund vessels in order to keep the resources in Canada. This will take a political effort (it won't come internally from DFO), but there must be an initiative to turn this around to rebuild communities and the fleets properly.

Stu was asked to re-do his 2008 report as soon as possible.

Q: Can/should we start lobbying for changes in the rules to how offshore buyers access quota?

A: In the 1970s the Japanese market took a down turn. All kinds of policies were developed and analyses were conducted, but later many of the Japanese companies went bankrupt so it prevented the problem from having to be dealt with. So, the issue is not new.

GOVERNANCE, BUSINESS DEVELOPMENT AND ACCESS TO CAPITAL

The following presentations provided background information for the break out sessions.

Governance

Rob Everson (A-tlegay) summarized the CFE's mandate and corporate structure. A basic limited partnership structure is used and no dividends are paid to the 5 member communities. The limited partnership is the operating entity and a general partner manages the day to day operations. Policies and procedures for financial management and licence distribution are in place. This structure protects the member communities from risk.

Marketing

Darwin Douglas presented on the Cheam Trading Post, which has been in operation for four years. Sockeye is a main component of their business, but other salmon species (chum and pinks) are gaining in economic importance. Large scale purchases are made from the fishers (e.g. during the economic opportunity fishery), and then product is sold through a small retail site and a wholesale outlet. Branding of the product is based on wild, local, and fair trade. The idea behind the business is to take fish from harvest to market. Packaging and product development will raise the value of the fish. Through the push to 'buy local', product is now expanding into neighbouring areas, small grocery stores, and some restaurants. Opportunities

include partnerships with processing facilities and learning about fresh market sales. The current market is largely domestic, with a small amount sold to the U.S. Connections in Asia are being sought for the roe fishery.

Jennifer Hooper (Ministry of International Trade) then gave a presentation on the BC agrifood and seafood industry, and international trade opportunities. 100 different seafood species are harvested and sold to local and international markets. BC has an international reputation for sustainable practices, and Asia is the target market for BC exports. There are Trade and Investment Representatives who provide trade services to BC companies looking to increase their exports, and to Asian buyers looking for BC products. Hong Kong is a priority market where \$4.4M of geoduck clams are traded annually. Sea cucumbers, sea urchin roe, shrimp and prawns are also sold to this market. China is also a significant market for BC crabs, geoduck clams, shrimp, prawns, hake, and flounder. Jennifer also provided information on the Growing Forward 2 funding programs that help facilitate participation in export market strategy, preparedness, and development activities.

Access to Capital

Neil Philcox (BDT) began by stating that access to capital is a major focus of the BDT. Opportunities include “adversarial gains” (access via rights-based opportunities), “at the margin gains” (incremental additions to access via relinquishment programs), and the “path to economic reconciliation” (large scale acquisition to realize ownership, economies of scale, integration and diversification). A key challenge is the limits to accessing commercial financing. The summary list of First Nations’ needs is access, capital expenditures, diversification, working capital, and entrepreneurship. Objectives include securing long-term leases from relinquished access, acquiring access on the open market, and transferring ownership of relinquished access to First Nations.

Don Allan (Central Coast Commercial Fisheries Association) approached the topic of access to capital from the entrepreneur point of view. The CCCFA works with entrepreneurs in the form of mentorship and helping them get financing. He reviewed the components of business planning, and outlined several challenges including the stigma of a sunset industry, credit issues, equity, fishing access, and funding shortages. Don closed with a summary of funders. All Nations Trust (central coast) does not typically fund fishing ventures. The Nuu-chah-nulth Economic Development Corporation (NEDC - Vancouver Island) has supported some deals. The First Citizens’ Fund offers a 40% forgivable loan. Aboriginal Business Canada funds up to \$99k (some of which is a grant), which can be accessed through All Nations’ Trust, NEDC and TRICORP. The Native Fishing Association has financed vessels, has some of the lowest interest rates, and will structure repayment to cash flow. Community Futures also has some money dedicated to the fishing industry. Financing costs are reasonable and the loans are life insured.

BREAK OUT SESSIONS

Two rounds of four different break out sessions were held. The four break outs were: Structure, Governance & Performance; Partnerships & Acquisitions; Marketing & Branding; and Access to Capital. The presenters from the section above served as the table facilitators for their respective topics, and Brad Setso and Stu Nelson facilitated the topic of Partnerships & Acquisitions. BDT members recorded each group's discussions. Participants self-selected which group they attended. After the first round, each group provided a short report. Participants then switched groups and built upon the discussion of the first group. A short report was also provided after the second round.

Structure, Governance & Performance

The CFE Hub was acknowledged as a good place to share governance resources, especially for CFEs just starting out. Therefore, it will be important to keep the Hub in the control of the CFEs. A-tlegay was acknowledged for sharing their information, and other CFEs have also offered to share information on the Hub.

One of the basic governance needs is a clear terms of reference with roles and responsibilities. This is particularly important where people hold dual roles, such as in small Nations/organizations where human resources are limited.

There are many different structures that CFEs use, and directors play different roles based on the structure. One recommendation made to all CFEs is to not name the limited partnership and general partnership the same thing. A 'one template fits all' approach cannot be taken for organizational structure. Instead, structure is highly dependent on the community's situation and needs.

Partnerships & Acquisitions

When engaging in partnerships, due diligence is important since the various intricacies must be well understood. A stepped approach (e.g. only putting 25% per year in to any given operation) is a safer approach than putting all of your money in to a multimillion dollar venture. Information is needed on how to develop external partnerships. There are a number of acquisition opportunities coming forward, and help is needed with the assessment and valuation of partnerships.

Vessel maintenance is one challenge to CFEs getting into boat ownerships. Partnerships for ownerships (e.g. buying ½ a boat from a captain) are one option. Lots of lessons are learned when a CFE becomes a boat owner, such as maintenance schedules and standard operating procedures.

The experience of Lax Kw'alaams was cited where they went into a partnership to buy troll boats to feed their Nation owned processing plant. The CFE formed the

partnerships with the fishers. Hul'q'umi'num asked how they could help RiverFresh with prawns, and NSDC talked about how products could flow through St. Jeans.

Hul'q'umi'num also described how they are getting commercial fishers fishing as a career. The CFE guaranteed licence availability, the fisher approached the Native Fishing Association (NFA) for funding, and the NFA set up a three-way partnership.

Marketing & Branding

Partnerships are needed to bring products to market. Funding opportunities (e.g. BC Works) and basic level marketing skills are needed to assist with packaging and sales. Once market ready, getting out to the seafood shows is one form of marketing that needs to be utilized. Fair Trade Certification is an important element, as are the concepts of shopping locally, sustainability and traceability. Products must be front and centre where they can be seen.

One challenge has been supplying enough of the proper product to major chains and processors. Look closely at what you are best positioned to sell and concentrate on that. Quality control programs are a top priority. Start at a small scale and build from there (e.g. RiverFresh started at a Farmers Market). Another challenge are the black markets that are operated in some areas.

Access to Capital

The importance of having vessels was underscored. Most boats are individually owned, but other models are used as well. Vessels owned individually or by the CFE are equally important. Fishing as a livelihood cannot be passed down generationally with derelict boats. The fishing industry is a difficult environment for young people to navigate and transition planning is weak. CFEs are limited by the high replacement costs and the inability to use assets for equity. Everyone is fighting for the same pot of money. Capital planning is needed in the CFEs and communities, as is the ability to leverage cash flows.

To increase access, First Nations need their own relinquishment process so they can buy back licences and quota. Licences with guaranteed terms are needed.

Diversification is an opportunity that helps manage risk, but access (the hole in the bucket) needs to be addressed first.

Future Topics for Discussion

In addition to the break out topics included on the agenda, participants were invited to post comments on other items that need discussion at future sessions.

Suggestions included:

- Connecting similar CFEs (e.g. size) for dialogue; and

- Organizing discussions by species (e.g. current status, outlook, emerging opportunities).

FMS 2.0 UPDATE

Leo Boychuk (Masters-Boychuk Consulting) described the Fisheries Management System (FMS). FMS allows fisheries managers and Chiefs and Councils to track both the performance of individual vessels and the entire enterprise. The system was developed 10 years ago and has to be set up in each of the 34 communities on an individual basis. The new version of the system is cloud based, and all communities have been migrated over in the last 6 months.

FMS is based upon vessels, quota and people, so you can track how much has been caught, worth of catch when landed and sold, and the costs associated with the catch (e.g. crew, overhead). The end calculation in the system is net revenue. Use of the system can inform a CFE on how well they are doing and where opportunities for improvement exist.

Leo demonstrated how to generate a variety of reports for both vessels and enterprises. There are many options for the reports, including tracking specific species. The reports can generate reminders, such as for maintenance or training certification, and can be used to make decisions about unused quota and manage stock availability.

Uptake of the system on the east coast has been strong. Leo can set up a session with any group wanting a more in-depth demonstration of the system.

Question and Answer Period

Q: When can we get it?

A: The system is available right now. For implementation, there will be follow up with each community (e.g. with data entry folks and fisheries managers) to ensure the system works for them.

CAPACITY/HR DEVELOPMENT UPDATE AND OPPORTUNITIES

Capacity

As the Training Coordinator, Chelsea Doyle (BDT) is aware of what funding is available and what trainers there are, and then supports CFE human resource (HR) planning and implementation, including the provision of regional training programs. A summary of funding opportunities was given, including the Canada-BC Jobs Grant that provides up to \$10k (2/3 cost) for certified training.

Nikki Johnson (RiverFresh) then talked about the Aboriginal Skills Employment Training Society (ASETS). ASETS program offerings include demand driven/project based, direct course purchase, labour market initiatives, targeted wage subsidy, youth initiatives, and a summer student program. Tangible benefits from accessing ASETS programs has included hiring 9 staff (at a cost of \$3/hr. each), Food Safe and marine safety training, assistance with funding applications, and youth engagement.

Chelsea then continued with information on several programs:

- The Aboriginal Community Based Training Partnerships Program can be used to form partnerships valued at \$25-300k with post-secondary institutions. Applications are due in March/April.
- The Aboriginal Fisher's Apprenticeship Program is a 3-month program valued around \$80k geared to get participants working.

Randy Bell (Mama'omas) finished the program overviews with information on Fish Safe, an organization whose mandate is to provide fishers with the "knowledge and tools to come home safely". Courses include stability, SVOP, and radio communications. The marine training can help fishers diversify their employment. The training and recertification is getting expensive though, so there is an opportunity and need for First Nations' trainers.

One of Chelsea's key messages was Start Now! Many of the funding opportunities may not have intakes until the spring, but thought should be given now on CFE needs so there is readiness as soon funds are announced. Critical mass also helps in funding application. The whole network doesn't have to be involved, but regional applications are often looked upon favourably.

HR/Business Planning

Chelsea then spoke about how people are a critical component of business planning. This means ensuring that: people are familiar with organizational goals and objectives; roles and responsibilities are clearly defined and understood; and that people have the skills to satisfactorily fulfill their roles and responsibilities. Therefore, business planning needs to address capacity (e.g. training, recruitment, growth, seasonality).

SalPac Fisheries followed with an overview their commercial and recreational licensed fish processing facility as an example of the delivery of a PICFDI program. Through the program, mentoring and capacity building was provided for:

- Plant operations training (e.g. plant licensing, customer service, certifications)
- Test fishery operations (e.g. offloading, processing, use of communications equipment);

- Local fish and crab marketing (e.g. customer service, invoicing, cash handling)
- Chum fishery operations (e.g. offloading, managing laybills and slips, certifications).

SalPac's take away message was that a lot of forethought and process, and a lot of people behind the scenes, is needed to have a successful enterprise. Training and employment should be worked directly into PICFDI and BDS applications.

Next, Chelsea covered several programs aimed at building capacity beyond harvest. These programs look at management and administration:

- An application for \$3.341M was made to the Skills and Partnerships Fund (SPF) distributed through Employment and Skills Canada (ESDC). Word is still being waited for on the outcome of the application. If successful, the program will include:
 - Enterprise Management - This is a 4-year program in 4 regions. There are six pilot modules (informed decision making, introduction to financial management, fisheries operational management, business planning, project management, human resources management), but the program is adaptable and flexible to CFE needs. CFE feedback will be needed to ensure the program works for everyone.
 - Maritime Surveillance & Response – This 6-month, ladder-able, associate certificate program will support careers on the water and in the maritime environment, thus supporting occupational pluralism. Program details still need to be flushed out. A pilot will be run for 2 years, with plans to increase the scale of the program.

A CFE Steering Committee will be needed to guide the programs, so volunteers are being sought. Overall, CFEs are encouraged to reach out to Chelsea to communicate their interests and needs.

Finally, two additional opportunities were outlined:

- The Urban Partnerships Grant is valued up to \$80k, and is aimed at reducing barriers to participation in the economy. Applications are open in January/February, and the grant is 'urban' only (e.g. Friendship Centres).
- Project Based Labour Market Training is industry/career focused, and combines on and off the job training. This opportunity is limited to unemployed participants, and there is significant funding available. Applications are ongoing.

CLOSING COMMENTS

Kim Duncan thanked the meeting participants, Steering Committee, BDT, moderator, note taker, sound technician, and meeting organizer.

End of Day 2