

Lower Fraser Fisheries Alliance



Business Planning - 2012-2015

Prepared by
Matheson Hill Consulting
Victoria, BC

Table of Contents

Introduction	1
Summary of Business Plan	3
Strategic Business Plan, 2012 - 2015	5

Introduction

The Lower Fraser Fisheries Alliance (LFFA) is comprised of thirty (30) First Nation communities from the mouth of the Fraser River to the Canyon.

The LFFA was established in 2010, and has been empowered by its member First Nations to establish a First Nation to First Nation (“Tier 1”) working relationship and build capacity. The organization will work towards collaborative Tier 2 and Tier 3 management processes in the future and if successful will help facilitate discussions with local, federal and provincial governments regarding the recognition of First Nations inherent rights with respect to the management of fisheries and aquaculture.

[Tier 2 processes refer to relationships with Provincial and Federal Governments, while “Tier 3” refers to other users, particularly – but not limited to – commercial and recreational fishers.]

The **Mission** of the LFFA is to promote and support the management of a robust and expanding fishery for the First Nations of the Lower Fraser River.

The LFFA is working towards a **Vision** of an ideal future, in which the LFFA is a voice for the First Nations of the Lower Fraser River. We work collaboratively and holistically to manage our fishery and to support our cultural and spiritual traditions for future generations.

In 2010-2011, as part of its ongoing development, the LFFA has developed a long-term Strategic Planning Framework to guide its evolution, structure and operations over the next five years. This Framework clearly identifies the critical Objectives for the LFFA to work towards over the coming five years:

- Organizational Stability and Capacity
- Control of Resource Management and Allocation
- Communications, Community Engagement and Public Support
- Building Scientific Capacity within the LFFA and Communities
- Sustainable Management of Habitat Protection, Restoration, Water Quality and Monitoring

Within each Objective were a series of outcomes, activities and goals the LFFA hoped to achieve within that five-year time frame.

In 2011-2012, the LFFA worked to better refine its Strategic Framework with a more detailed and realistic Operational Business Plan.

This Business Plan is a requirement of LFFA’s multi-year funding agreement with the Department of Fisheries and Oceans (DFO), and is intended to reflect existing budget and

human resource constraints, reflect current priorities and needs, and link to future and ongoing operational planning needs.

The Business Plan helps to identify and better allocate workload expectations, so that much of the responsibility for the LFFA's desired outcomes rest with Working Groups and committees, rather than the limited LFFA staff. For example, the LFFA's Agreement Working Group is largely responsible for guiding and supporting the creation of the Tier 1 Governance Protocol and Tier 2 negotiations, whereas the Finance and Administration Working Group assumes responsibility for establishing and confirming LFFA's operating budget, DFO funding and the associated activities and events.

The Business Plan is not a "business plan" in the sense of a plan for a revenue-generating operation, but rather an operational workplan to set priorities, outcomes, responsibilities and time frames for how the LFFA is going to work to achieve its Strategic priorities.

The Business Plan is intended to be a living document that will evolve and adapt over time; but at all times, the plans and activities of the LFFA will remain guided by its Vision, Mission and Values.

Summary of Business Plan

The Business Plan for 2012-2015 focuses on five key Priority areas:

1. Organizational Stability and Capacity
2. Control of Resource Management and Allocation
3. Communications, Community Engagement and Public Support
4. Building Scientific Capacity within the LFFA and Communities
5. Sustainable Management of Habitat Protection, Restoration, Water Quality and Monitoring

For each of these priority areas, the Business Plan includes specific Goals, desired Objectives (outcomes), Action items, Time Frame and Responsibility. This Business Plan is also developed to link to and complement more specific work planning of different Working Groups and Committees within the LFFA, such as the Governance Protocol workplan.

In most cases, the specific activities, outcomes and time frames have been identified and confirmed in relation to the current budget and resources. However, these details are subject to change, and the level of certainty for many of the longer-term activities depends on the outcomes of more current activities and objectives.

Following is a brief summary of each Priority Area, and the key Goals for each Priority:

1. Organizational Stability and Capacity
 - Build core staff organization
 - Develop Governance Structure
 - Create Financial Stability
2. Control of Resource Management and Allocation
 - Completion and Implementation of Tier 1 Agreements
 - Development and implementation of Tier 2 Agreements
 - Long-term Tier 2 and 3 Engagement
 - Development of Fisheries Management Agreement
3. Communications, Community Engagement and Public Support
 - Develop response to Cohen Commission
 - Build Community and Stakeholder Awareness and Support
 - Implement public outreach activities, events, newsletters, etc.

4. Building Scientific Capacity within the LFFA and Communities
 - Draw in expertise and knowledge from outside to support work of LFFA
 - Focus on building knowledge and expertise within LFFA organizations and representatives
 - Expand training for community members, especially younger members
 - Collaboration with external science community

5. Sustainable Management of Habitat Protection, Restoration, Water Quality and Monitoring
 - Work towards LFFA Control of Resource Management
 - Prepare sharing arrangements through Tier 1 engagement and agreements
 - Develop Conservation Goals and Measures
 - Conduct research, engage in studies (i.e., sturgeon study)
 - Establish conservation goals

The complete Business Plan document is attached in the following pages.

Strategic Business Plan, 2012 - 2015

Priority Area: Organizational Stability and Capacity

Goals:	Objectives (Desired Outcomes)	Actions	Time frame	Responsibility	Notes / Status
Build core staff organization and capacity	Identification, recruitment and hiring of necessary staff: policy, technical, science, funding, administration, etc.	Identify internal / existing staffing and/or volunteers, and link to roles and needs, based on current and anticipated activities	Feb - Mar 2012	Executive Director & Program Coordinator	Initial staffing in place
		Determine additional positions required, and resources required <ul style="list-style-type: none"> • Biologist • Jr. Biologist • Administrative Support • Event Coordinator • Others based on growth and available resources. 	May 2012	Executive Director & Program Coordinator	Additional staff may be dependent on dedicated / specific funding May also be served by pooling existing resources within LFFA communities
		Recruit and staff and/or contractors for positions	Spring – Fall 2012	Executive Director Working Group	[Consider interns, co-op positions, worker sharing, etc.]
	Develop and confirm organization and governance structures	Review and approve Tier 1 Governance Protocol	May 2012	Mandell Pinder AWG	Drafted and under review by EC

Goals:	Objectives (Desired Outcomes)	Actions	Time frame	Responsibility	Notes / Status
		Create organizational structure to support implementation of LFFA operations	May 2012	LFFA Delegation	Society Recommended
		Prepare <i>Society Act</i> documentation, Constitution, Terms of Reference, etc.	Spring/Summer 2012	Executive Director Executive Committee	Linked to Tier 1 Gov. Protocol implementation
	Develop capacity within the LFFA organization and partner communities to implement the activities of the LFFA and subsequent agreements	Assess current skills and training capacity of existing LFFA staff, Committee members, and support participants, as well as new / potential hires	Summer 2012	Executive Director & Program Coordinator	E.g., skills for specific jobs, as well as negotiations, science, governance, etc.
		Develop skill development strategy based on existing skills and gaps	Summer – Fall 2012	Executive Director (with support) and/or Contractor	May be specific capacity building funding available, as well as support from SASET, ACCESS, others
		Seek or allocate funding for skill development activities, either within LFFA or through its partner communities	Fall 2012- Spring 2013	Executive Director & Program Coordinator	Communities may have capacity to provide skill development/ training within their own communities and/or staff

Goals:	Objectives (Desired Outcomes)	Actions	Time frame	Responsibility	Notes / Status
	Complete Strategic Framework and Workplan, annual operational plans, corresponding meeting schedule (include meeting in May to meet as a group and draft plan for Year 1 items, deliver it to all Alliance delegates)	Confirm priorities and objectives of Strategic Framework	Feb. 2012	Executive Director, Program Coordinator & Contractor	Complete
		Draft 1-2 year workplan	March 2012	Contractor	Draft complete
		Review and confirm with EC and LFFA delegates	March 31 2012	Contractor	Draft complete
Financial Stability	Source funds to help initiate programs, including preparing objectives and outcomes for use of funds	Engage grant writer, establish objectives, and develop strategy / targets	April – May 2012	Executive Director	Contractor to support
		Identify and document grants and other funds that could be applied to	May 2012	Contacto	Contractor preparing initial matrix and summary
		Coordinate discussions / meetings with funding bodies to explore mid-to longer-term funding, extensions, etc.	March 2012	Executive Director, Program Coordinator, & Contractor	Based on specific funds / opportunities
		Prepare proposals and submissions for known funds	As applicable	Program Coordinator	Contractor/MHCL available to support
		Confirm status of AAROM and PICFI funding for 2012-2015	March 2012	Executive Director Program Coordinator	Appears that \$500,000 is stable

Goals:	Objectives (Desired Outcomes)	Actions	Time frame	Responsibility	Notes / Status
	Create commercial / value-added revenue generation opportunities to support LFFA objectives	Explore and document current and potential commercial enterprises that could generate revenue	Summer 2012 – Spring 2013	Executive Director Finance and Admin WG	Start with existing examples within LFFA communities

Priority Area: Achieving LFFA Control of Resource Management and Allocation

Goals:	Objectives (Desired Outcomes)	Actions	Time frame	Responsibility	Notes / Status
Completion of a formalized Tier 1 Agreement	Completion and Confirmation of Tier-1 LFFA Governance Protocol	Draft and approve Tier 1 Governance Protocol	April 2012	Mandell Pinder, Agreement Working Group (AWG), LFFA Delegates	In accordance with work plan and issue statements developed by Mandell Pinder and Agreement Working Group

Goals:	Objectives (Desired Outcomes)	Actions	Time frame	Responsibility	Notes / Status
	Conduct Tier 1 work that informs Tier 2 work	<p>As detailed in the Tier 2 Work Plan and Issue Statements, engage LFFA First Nations:</p> <ul style="list-style-type: none"> • in the development of approach for ceremonial purposes; • in the development of sharing arrangements during times of abundance, times of sufficiency to meet need, and times of scarcity; and • to pursue common concerns and considerations re designations of fishers within Lower Fraser 	2012-14	Mandell Pinder, Agreement Working Group (AWG), LFFA Delegates	
	Develop Tier-1-to-Tier 1 Agreement with other organizations in Watershed	Completed Tier 2 LOU with DFO and other First Nations in the Fraser Watershed that requires broader Tier 1 Agreements as part of its successful implementation	2012 - 2014	AWG & EC, LFFA Delegates	Inspired by successful Tier 1 LFFA agreement, LFFA will continue to participate in broader watershed Tier 1 and 2 discussions towards Agreements
		Develop information sharing agreement drafts	2012 – 2014	AWG & EC, LFFA Delegates	

Goals:	Objectives (Desired Outcomes)	Actions	Time frame	Responsibility	Notes / Status
		Become an interested party / collaborate with Coast Salish First Nations outside of LF area (Vancouver Island, South Coast, US)	2012 - 2014	LFFA Delegates Executive Committee AWG	
	Stronger relationships with fishery councils and leadership councils	Ongoing outreach and communication with FNFC and other FNLC agencies	2012 -2014	LFFA EC and Delegates	
Development of Tier 2 Agreement	Consider and negotiate Tier 2 Agreements between LFFA and DFO (including engagement and consultation protocols, collaborative management MOU's, and improved CFA's)	Finalize DFO/LFFA Tier 2 Work Plan for 2012-2014	June 2012	Mandell Pinder, AWG	In accordance with work plan developed by Mandell Pinder and Agreement Working Group
		Implement Work Plan to achieve agreed upon Deliverables set out in Issue Statements and Work Plan, including: <ul style="list-style-type: none"> development of Tier 2 Government to Government Collaborative Management structures and agreements; sharing arrangements; harmonization of fishing plans; improved communications, etc. 	June 2012-2014	AWG EC	In accordance with work plan
	Improved working relationship with new Regional Director General, and appropriate	Meet regularly with new RDG and ADMs, as needed (quarterly?)	Ongoing	EC Executive Director	Occurring regularly

Goals:	Objectives (Desired Outcomes)	Actions	Time frame	Responsibility	Notes / Status
	ADM's	Complete MOU's or Fisheries Management Agreements with DFO	2012- 2014	AWG, EC, LFFA Delegates	
		Initiate Tier 2 strategy to enable LFFA to assume contract position (test fisheries and other)	2012-2013	AWG, EC	
		Meet with Minister of Fisheries and Oceans	2012/2013	EC Executive Director	
Long term Tier 2 and 3 Engagement	Develop and implement Work Plan	<ul style="list-style-type: none"> Integrated Harvest Planning Committee (IHPC & FN ISH ICC) representatives (2 to 4 LFFA reps) Create policy statements and move to engagement 	2013-2015	Mandell Pinder AWG	In accordance with work plan to be developed by Mandell Pinder and Agreement Working Group
Implementation of a Tier 2 Fisheries Management Agreement	Research into the scope of the agreement, creating a flowchart that defines structure of agreement	Document current bilateral agreements across agencies, to avoid interference.	2014	AWG, EC	
		Develop draft agreement to complement LFFA structure and mandate	2012 - 2014	AWG, EC, DFO	
		Develop procurement strategy to enable LFFA to assume contracts from governments as part of Tier 2 management agreement	2014	AWG, EC	
		Analyze and review DFO policy and legislation, and impacts of Tier 2 management agreement	2012- 2014	AWG, EC & Executive Director	

Priority: Communications, Community Engagement and Public Support

Goals:	Objectives (Desired Outcomes)	Actions	Time frame	Responsibility	Notes / Status
Build Community and Stakeholder Awareness of LFFA activities, and support for goals	Develop plans for engaging internal and external audiences, communications strategy, to coordinate statements and accountability for messaging within LFFA to partner agencies and communities	Draft high-level communications strategy: key messages, audiences, mechanisms, risk and outcomes	March 2012	CONTRACTOR	In progress
		Prepare recommendations for internal and external audiences	April – June 2012	Communications Coordinator, Contractor	
	Implement public Outreach activities, events, etc.	Develop an LFFA Newsletter and emailing distribution list	TBD	Communications Coordinator	Example
		Host and participate in a Celebration of the River, or similar community event	TBD	Communications Coordinator Event coordinator	Example; multitude of community events available to attract attention and build community support
Response to Cohen Commission report	Participate in review and response to Cohen Commission report	Confirm role of LFFA in regard to Cohen Commission report and implementation of recommendations	May – June 2012	Executive Committee	
		Review report Prepare response	Sept – December 2012	Executive Committee	
		Analyze impacts of CC report on co-management processes and conservation priorities	Sept-December 2012	Executive Committee, Contractor	

Priority: Building Scientific Capacity within the LFFA and Communities

Goals:	Objectives (Desired Outcomes)	Actions	Time frame	Responsibility	Notes / Status
Ensure LFFA staff and representatives have scientific capacity to effectively co-manage fishery resource	Continue to draw in experts to work collaboratively with LFFA	Secure full-time biologist and support staff	2012-2013	Technical Wkg Group (TWG)	Currently have secured Mike Staley part-time
		Connect with Scientific community (i.e., at BC Gov't and DFO) to provide information and support to LFFA	Ongoing	TWG	i.e., BC Habitat Protection Branch, Universities, other
	Align with other Tier 1 science initiatives and on Tier 2 level. Consider MOU between LFFA AND PBS or DFO Science	Collaborate with other LFFA members to look at pooling existing knowledge within the region	Ongoing	TWG and AWG	Should be part of the Tier 1 and Tier 2 agreements
	Build knowledge and capacity within First Nations and Youth	Conduct outreach to better engage members and young people in better understanding importance of fishery and need to build sustainability	Ongoing	TWG	LFFA could become an employer of choice
		Seek funding supports for young people to participate in research and habitat protection, and other projects	Ongoing	TWG	Specific funding may be available (through foundations, LMA grants, etc.)
Increase connectivity with external science community	Partner with 3rd party contracts, assessment fisheries, test fisheries	Link with researchers conducting projects in LFFA territory (i.e., Sturgeon Habitat project)	Summer – Fall 2012	TWG	Goal is to better coordinate efforts and open communications
		Establish agreements to share information, and consult on goals and desired outcomes of project.	Fall 2012	TWG	

Goals:	Objectives (Desired Outcomes)	Actions	Time frame	Responsibility	Notes / Status
		Engage proponents to partner on future research projects	2012-2013	TWG	
	Development of a dedicated Fish Research, Science and Technology Centre	Conduct feasibility study for a pilot project for developing a dedicated Fish Research, Science and Technology Centre, that would include a DNA lab (including funding, administration, lead, etc.)	2013	TWG	
		Gather all information required to initiate DNA lab planning, drawing on expertise of analysts.	2013	TWG	
	Sustain and continue to develop Coded Wire Tag (CWT) project	Secure longer-term funding for existing project	2012	TWG	
		Continue and expand existing CWT project	2013	TWG	

Priority Area: Sustainable Management of Habitat Protection, Restoration, Water Quality and Monitoring – Years 2 Plus?

Goals:	Objectives (Desired Outcomes)	Actions	Time frame	Responsibility	Notes / Status
LFFA Control of Resource Management and Allocation	Lobby Minister in order for LFFA's First Nations to acquire larger share of selectively harvesting pink salmon and allocation, and other salmon stocks		2012-2013	Executive Director Executive Committee TWG	

Goals:	Objectives (Desired Outcomes)	Actions	Time frame	Responsibility	Notes / Status
	Compile information required to create engagement strategy		2012-2013	TWG	
	Prepare sharing arrangement; engage with other Tier 1 groups in that regard		2013-2014	AWG and TWG	Dependent upon LFFA FSC and Ceremonial Issue Statements.
Development of Conservation Goals and Measures	Research and development of attainable conservation goals for priority stocks of concern	Engage researchers from other agencies and regions to help determine acceptable goals	2013	TWG	
		Document existing research / studies to be used as reference	2014	TWG	
	Research all procurement opportunities, gather inventories, in Coast Salish territory (assessment and monitoring, etc)		2013	EC TWG	
	Begin work on sturgeon study (post-traumatic stress), restoration of rearing sites, habitat protection, etc)		2014	TWG	
	Establish conservation goals Initiate a rebuilding program for sturgeon		2014	TWG	