

Lower Fraser Fisheries Alliance

Sq`eptset Syoyes Sth`o`th`eqwi

“Fishers Working Together”



Five Year Strategic Framework - 2011-2016



Prepared by
GMG Consulting Services
Victoria, BC

Table of Contents

Introduction	1
Background	2
Process and Outcomes.....	3
LFFA Charter: Vision, Values and Mission Statement	4
Strategic Planning Framework: 2011-2016	5
Conclusion.....	15
Appendices.....	16
LFFA Membership	17
LFFA Organizational Chart.....	18
Statement of Solidarity	19
Participants' List.....	21

Document Control	
Document Name	LFFA Strategic Framework Report
Author:	David
Last Draft date	May 14, 2011
Reviewed by	Murray Ned, LFFA Executive Committee
Approved with Changes by:	
Finalized on (date):	June 3, 2011

Introduction

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

As part of its ongoing development, the LFFA is developing a long-term Strategic Planning Framework to guide its evolution, structure and operations over the next five years.

The intended outcomes of this process were to:

- Create and confirm a commonly shared Vision, Values Statement and Mission (also known as the Charter);
- Create specific and meaningful objectives and measurable outcomes for the next one, three, and five years;
- Identify challenges, opportunities and resources required in the achievement of these core objectives; and
- Develop necessary background resource materials to assist in the ongoing work of the LFFA.

The LFFA has engaged GMG Consulting Services to assist with the design, facilitation and documentation of this process.

Background

The Lower Fraser Fisheries Alliance was established in 2010, and has been empowered by its 29 member First Nations to establish a First Nation to First Nation (“Tier 1”) working relationship and build capacity. The organization will work towards collaborative management under a Tier 2 and Tier 3 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 LFFA is guided by a Statement of Solidarity, which affirms the guiding principles under which the LFFA has received endorsement and support from its communities’ leaders and members. The Statement of Solidarity is appended.

The LFFA receives funding from the Federal Department of Fisheries and Oceans (DFO), through a number of sources, including the Aboriginal Aquatic Resource and Oceans Management (AAROM) program, Pacific Integrated Commercial Fishery Initiative (PICFI), and other sources. The LFFA is one of a number of other regional First Nations organizations working towards co-management of the fishery, including similar organizations in the Upper Fraser River, the interior of BC, and Mainland and Vancouver Island coastal communities.

The work of the LFFA currently is administered through the Sumas First Nation. Work is guided by a 7-member Interim Coordinating Committee, which acts as the Executive of the organization. A Program Coordinator has been provided through the Sumas Nation on an interim basis. An organization Chart is appended.

In December 2010, with funding provided through the AAROM, the LFFA issued a call for proposals for support for Strategic Planning. The primary objectives of the call for proposals included:

- Developing a strategic plan and operational mechanisms that will support the governance, administration and technical requirements of the LFFA; and
- Prepare a summary review of the existing LFFA FN Fishery organizations and their programming to identify gaps, challenges and opportunities for collaboration.



As a result of the Request for Proposal process, the LFFA chose to engage GMG Consulting Services of Victoria BC to support these efforts.

Process and Outcomes

In developing the LFFA Strategic Planning Framework 2011-2016, GMG Consulting (GMG) worked directly with the LFFA Coordinator, Interim Coordinating Committee, support staff, and representatives from all of the LFFA communities over the course of two months to develop the organizational Charter, specific and measurable Objectives and Goals, and a comprehensive resource guide of First Nations fishery organizations operating along the Lower Fraser River.

This process included:

- Preparatory meetings and discussions between the LFFA Coordinator, Interim Coordinating Committee and GMG Senior Advisors;
- Development of tools and templates to use in developing the Charter, workplans and background materials;
- Two separate facilitated sessions, in which all LFFA Representatives worked together to develop the Charter and critical Objectives for the coming five years;
- Research and drafting of a summary review of existing fishery organizations involved in the Lower Fraser River
- Final review of all materials with the LFFA Coordinator; and
- Preparation of a Summary Report for presentation to the LFFA ICC and Representatives.

The two key sessions were held on February 28 – March 1 at the Sumas First Nation, and the second on March 17 and 18 in Musqueam.



LFFA Charter: Vision, Values and Mission Statement

In order to ensure that the Lower Fraser Fisheries Alliance's Strategic Planning Framework is based on a shared sense of direction and reflects the needs and desires of all participations we have developed a guiding "Charter", that clearly articulates the following:

- Vision: The desired, ideal outcome towards which the organization is working
- Values: The guiding principles that determine how the group works together, how they expect to treat each other, and be treated by others
- Mission: A statement that clearly expresses the purpose of the organization

The Charter acts as a clear and permanent reference point for the organization, and a measure for all future planning, activities and outcomes.

Over the course of two facilitated sessions, the LFFA Representatives have confirmed the following Vision, Values and Mission Statement, as its Charter:

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.*

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 work of the LFFA is guided by the following **Shared Values**:

- *Respect for the opinions, voices, experiences and culture of others*
- *Our inherent rights to fish and manage the fishery*
- *Trust, Honesty, Openness, and Reciprocity*
- *Commitment to the sustainability of our fishery for 7 generations*
- *Recognition of the connectivity of the ecosystem*
- *Collaboration: "Fishers working together" - Sq`eptset Syoyes Sth`o`th`eqwi*

Strategic Planning Framework: 2011-2016

The result of this process to date is the development of an initial Strategic Planning Framework for the LFFA, based on key priorities for the LFFA over the coming five years.

This Framework clearly identifies the critical Objectives and key Milestones for the LFFA to work towards over the coming five years. All Objectives and Milestones are clearly linked to and guided by the Vision and Mission Statements confirmed in the LFFA Charter.

Through the work planning process, the LFFA members have identified a number of Critical Objectives they would like to focus on in the next five years:

- Increased organizational stability and capacity
- Creating a permanent, sustainable and financially viable organization
- Building scientific capacity within the organization
- Engaging communities and building support for the LFFA's activities
- Completion of a formalized Tier 1 Agreement
- Being fully engaged and influential in decision-making at the Tier 2 level
- Confirmation and Finalization of a Fisheries Management Agreement
- Achieving LFFA control of resource management and allocation
- Sustainable management of habitat protection, restoration, water quality and monitoring

For each Objective, the LFFA and staff are developing more detailed workplans with specific Activities and Milestones. As with most long-term planning, there is more certainty and detail in the short-term, while more planning and adaptation will be required for those activities identified over the longer-term.



This Planning Framework provides guidance and direction to the LFFA Coordinator and support staff, and will help to support future planning. It also serves as a structure for the evolution and ongoing work of the LFFA. This will help ensure the LFFA remains focused and aligned with its mission, and also helps to articulate what the LFFA is and what it is working towards. This clarification will be critical for building and sustaining support for its work, building relationships with other agencies, and eliminating confusion around its activities and aims.

The Planning Framework 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 the Charter.

Based on the established Vision, Values and Mission Statement, the following Strategic Planning Framework is intended to:

- 1) Confirm the Critical Objectives for the LFFA over the next five years
- 2) Identify the Major Milestones and/or Outcomes the LFFA seeks to achieve in support of each Objective, and identify the time frame by year.

This results in a “Map” guiding the LFFA Administration and Representatives towards the achievement of the Critical Objectives, all of which are linked to the LFFA’s Vision and Mission.

Using this Framework, the Interim Committee / Executive will continue work with staff to develop more comprehensive work plans to achieve Objectives and Outcomes.

Strategic Planning Framework

Following is a summary of the Strategic Planning Framework as developed during the March 2011 Planning Sessions

Please note that the completion and implementation of these objectives and actions are dependant on available resources, and may be impacted by organizational capacity, within both the First Nations and other bodies such as the Department of Fisheries and Oceans. Some activities are likely to be amended or re-prioritized as part of the ongoing planning and implementation process.

Key Objectives	Major Milestones / Outcomes				
	Year 1	Year 2	Year 3	Years 4+	Looking Ahead
Organizational Stability and Capacity	<ul style="list-style-type: none"> Core staff organization, including recruitment of necessary policy, technical and science staff; grant writer Develop and confirm governance structure and policies, organizational, independent (i.e., charitable organization; incorporated non-profit society, etc.) Review and consider other agreements among LFFA members, and establish appropriate MOUs or other necessary agreements 	<ul style="list-style-type: none"> More complete staff base including necessary policy, technical and science staff Propose and present CFA to DFO 	<ul style="list-style-type: none"> Fully staffed organization, including necessary policy, technical and science staff, as well as appropriate facilities and infrastructure Review and revise Strategic Plan according to political/economic realities (including Treaty agreements, inter-jurisdictional issues, etc.) 	<ul style="list-style-type: none"> Inclusion of LFFA in decision-making/hiring members for science research Review and renew Strategic Plan 	<ul style="list-style-type: none"> LFFA will continue to evolve its role(s) and mandate, relative to other organizations and collaboration with other regions and agencies

Key Objectives	Major Milestones / Outcomes				
	Year 1	Year 2	Year 3	Years 4+	Looking Ahead
	<p>within the LFFA.</p> <ul style="list-style-type: none"> • Complete Strategic Framework and Workplan; annual operational plans, corresponding meeting schedule (include meeting in April to meet as a group and draft plan for Year 1 items, deliver it to all Alliance delegates) 				
Permanent, sustainable and financially viable organization	<ul style="list-style-type: none"> • Seek and confirm ongoing financial contributions to support work of LFFA (through extension of existing funding sources, and new arrangements with DFO, others) • Source funds to help initiate programs, including preparing objectives and outcomes for use of funds 	<ul style="list-style-type: none"> • Completed a multi-year funding agreement with DFO to sustain the organization • Develop a shared resource / financial collection and distribution mechanism with others (i.e., collective fish selling, taking a royalty to go towards the LFFA's activities) 	<ul style="list-style-type: none"> • Share resources with other related / interested organizations (internally with LFFA & externally) • Assume funding streams from organizations whose mandates are ending or who may be absorbed into other organizations 	<ul style="list-style-type: none"> • Develop own source of funds 	<ul style="list-style-type: none"> • Sustained revenue and financial stability
Communities are	<ul style="list-style-type: none"> • Develop and 	<ul style="list-style-type: none"> • Have established 	<ul style="list-style-type: none"> • Ongoing public 	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • LFFA continues to

Key Objectives	Major Milestones / Outcomes				
	Year 1	Year 2	Year 3	Years 4+	Looking Ahead
Engaged and Supportive of the LFFA's activities	<p>implement a comprehensive Communications Strategy (includes newsletters, social media, etc.) to enhance public recognition and support, and share "good news" stories</p> <ul style="list-style-type: none"> • Host and participate in a Celebration of the River, or similar community event 	<p>community forums throughout the year, to encourage participation, awareness, etc</p> <ul style="list-style-type: none"> • Regularly aired media exposure to disseminate LFFA's activities and issues • Organize and host a youth fish camp(s) along the river (ongoing) 	<p>participation and support for the LFFA and its activities</p>		<p>be seen and supported by the public as the lead agency in support of a sustained and robust fishery</p>
Building Scientific Capacity	<ul style="list-style-type: none"> • Human resources – continue to draw in experts to work collaboratively with LFFA • 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.) 	<ul style="list-style-type: none"> • Offer incentives for students/experts to work for DNA lab • Determine initiative, community strategies for First Nations in the Lower Fraser Valley watershed 	<ul style="list-style-type: none"> • Educate/train community members to work in lab • Work study program offered through local institutions 	<ul style="list-style-type: none"> • Populate lab with community workers • Expand on DNA lab Pilot to increase scientific and technical expertise as a basis for federal/provincial funding for wildlife studies, biological studies 	<ul style="list-style-type: none"> • Complete and operate a permanent, dedicated Fraser River Science and Technology Centre

Key Objectives	Major Milestones / Outcomes				
	Year 1	Year 2	Year 3	Years 4+	Looking Ahead
	<ul style="list-style-type: none"> • Gather all information required to initiate DNA lab planning, drawing on expertise of analysts. • CWT project • Partnering with 3rd party contracts, assessment fisheries, test fisheries • Align with other Tier 1 science initiatives 				
Completed formalized Tier 1 Agreement	<ul style="list-style-type: none"> • Completion of Tier-1 to Tier-1 engagement strategy- Become an interested party / collaborate with Coast Salish First Nations outside of LF area (Vancouver Island, South Coast, US) • Research, develop and draft CFA based on LFFA 	<ul style="list-style-type: none"> • MOU with other First Nations in the Fraser watershed • Ongoing collaboration with other Tier 1 organizations in Watershed • Engage in discussions and collaborative opportunities with other First Nations outside of the watershed 	<ul style="list-style-type: none"> • Continue to develop regional and province-wide collaboration with other First Nations and organizations 	•	•
LFFA is fully	• Find out what DFO's	• Complete an MOU	• Direct engagement	• Policy in place to	• Potentially align

Key Objectives	Major Milestones / Outcomes				
	Year 1	Year 2	Year 3	Years 4+	Looking Ahead
engaged and influential in decision-making at the Tier 2 level	<p>interpretation / definition of co-management is to them</p> <ul style="list-style-type: none"> • Meet and establish working relationship with new Regional Director General, and appropriate ADM's • Internal communication – reaching out/full accountability of the work of Tier 2 relationships within other groups (the FNFC working groups, AFN), and to other related associations, streaming info back into the LFFA • Engaged with our own leadership, outside leadership councils, and other key FN political leaders • Relationships with fishery councils and leadership councils 	<p>with DFO</p> <ul style="list-style-type: none"> • Meet with the Minister and appropriate ADM's • Regular meetings with RDG (4 times a year) • Integrated Harvest Planning Committee (IHPC) representatives (2 or 3 LFFA reps) • Initiate Tier 2 strategy to enable LFFA to assume contract positions • Create policy statements and move to engagement 	<p>of provincial leadership in LFFA's decision-making</p> <ul style="list-style-type: none"> • Beginning work on a Tier 3 basis • Establish equal decision making authority with DFO • Engage with other ministries (Forestry, Transportation, etc), industries, etc., (anyone related to fish and water) 	<p>ensure documents consider termination clauses</p>	<p>with parties or organizations throughout the region that are conducting their own long term plans</p>

Key Objectives	Major Milestones / Outcomes				
	Year 1	Year 2	Year 3	Years 4+	Looking Ahead
Confirm and Finalize Structure of the Fisheries Management Agreement	<ul style="list-style-type: none"> Decide what kinds of agreements LFFA will be making (1 CFA to be applied to all participants of LFFA or Nation to Nation¹) Research into the scope of the agreement, creating a flowchart that defines structure of agreement² Develop procurement strategy to enable LFFA to assume contracts from governments as part of Tier 2 management agreement Analyze and review DFO policy and 	<ul style="list-style-type: none"> Create macro-analysis of roles, responsibilities and jurisdictions within the province Work with DFO to research and analyze potential management agreement structures³ 	<ul style="list-style-type: none"> Develop proposed management structures Work with Tier 1 and Tier 2 parties to formalize a legal framework agreement and transition plan Conduct community consultation and confirm consent for agreement 	<ul style="list-style-type: none"> Develop legal framework agreement, transfer of responsibilities, etc. LFFA to transition to assume roles and responsibilities currently held by DFO Bring/compile LFFA representative's community resources (business plans, scientific research, etc) once capacity is established 	<ul style="list-style-type: none"> All under one umbrella and agreement, working collaboratively

¹ There should be flexibility and diplomacy in the area of agreement with DFO – with an interest in looking ahead towards management, compliance, etc. Each community could use their individual resources towards the LFFA initiatives (boats, fisheries, enhancement opportunities). LFFA doesn't necessarily take over community agreements, but could perhaps endorse them)

² Currently there are bilateral agreements (statements of solidarity, etc) that the Alliance will not interfere with. The process needs to include an attempt to define what this will look like

³ While this objective used to be “co-management”, we need to sort out what this will look like. Other agencies are developing similar co-management frameworks; the LFFA is not interested in “reinventing the wheel”. Should focus on finding strengths within the province to draw from (i.e., FRAFS)

Key Objectives	Major Milestones / Outcomes				
	Year 1	Year 2	Year 3	Years 4+	Looking Ahead
	legislation, and impacts of Tier 2 management agreement <ul style="list-style-type: none"> Acquire legal counsel and professional support (with necessary funding) 				
LFFA Control of Resource Management and Allocation	<ul style="list-style-type: none"> Lobby minister in order for LFFA's representative communities and/or First Nations to acquire larger share of selective harvesting pink salmon allocation (1 million or more) Compile information required to create engagement strategy Prepare sharing arrangement; engage with other Tier 1 groups in that regard 	<ul style="list-style-type: none"> Develop science-based allocation targets for all fish species throughout the watershed Establish decision making structure and agreements for assuming control of allocation 	<ul style="list-style-type: none"> Continue to expand role and capacity of LFFA to effectively manage the fishery resource 	<ul style="list-style-type: none"> Initiate communication with Tier 3 participants to discuss management and allocation processes 	
Sustainable Management of Habitat Protection,	<ul style="list-style-type: none"> Research and development of attainable conservation goals Research all 	<ul style="list-style-type: none"> Establish conservation goals Initiate a rebuilding program for sturgeon 	<ul style="list-style-type: none"> Ongoing research, and conservation activities 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> Potential for other species to harvest (oil, meat, etc) (introduction of seals into

Key Objectives	Major Milestones / Outcomes				
	Year 1	Year 2	Year 3	Years 4+	Looking Ahead
Restoration, Water Quality and Monitoring	<p>procurement opportunities, gather inventories, in Coast Salish territory (assessment and monitoring, etc)</p> <ul style="list-style-type: none"> • Begin work on sturgeon study (post-traumatic stress) • , restoration of rearing sites, habitat protection, etc) • Engage media to bring awareness to program 				<p>ecosystem); category to be created to monitor and control these species especially in spawning areas</p>

Conclusion

The Lower Fraser Fisheries Alliance has taken a critical next step in its ongoing evolution towards management of the Fraser River Fishery, by establishing a Charter to guide its activities and future planning, and creating a Strategic Planning Framework for the next five years.

This Framework will be expanded and adapted as the staff and representatives of the LFFA continue to develop more detailed work plans, achieve their milestones, and respond to changes and growth.

One significant event that the LFFA will need to consider and plan for is the release of the findings of the Cohen Commission of Inquiry, anticipated for 2012. These findings may have a significant impact on the future management of the Fraser River fishery. While not identified as a Critical Objective of the Strategic Planning Framework, the LFFA should plan to be well positioned to demonstrate leadership and be prepared to be actively involved in the implementation of the Commission's recommendations.

The next phases of the LFFA's journey will include other critical steps, including:

- Capacity building within the organization and communities;
- Developing key agreements and enhanced relationships with governments and other interested parties; and
- Formalizing its governance and management structures and infrastructure; and
- Leading and participating in activities to support a robust and sustainable fishery throughout the Fraser River and its connected ecosystems.

Considering the historical challenges faced by the communities represented by the LFFA – both individually and collectively – the collaboration and achievements of the LFFA are significant and admirable. The LFFA must continue to work cooperatively and collaboratively as it seeks to achieve its Mission, and establish an unprecedented management agreement with the Governments of Canada and British Columbia, the other First Nations throughout the Fraser River watershed, and those individuals and organizations who have a keen interest in the management of this invaluable resource.

Throughout the next five years and beyond, the successes of the LFFA will be built on the struggles and sacrifices of those who came before, the energy and commitment of those who have taken on the challenges today, and the perseverance and capacity of those to come.

Appendices

LFFA Membership

LFFA Organizational Chart

Statement of Solidarity

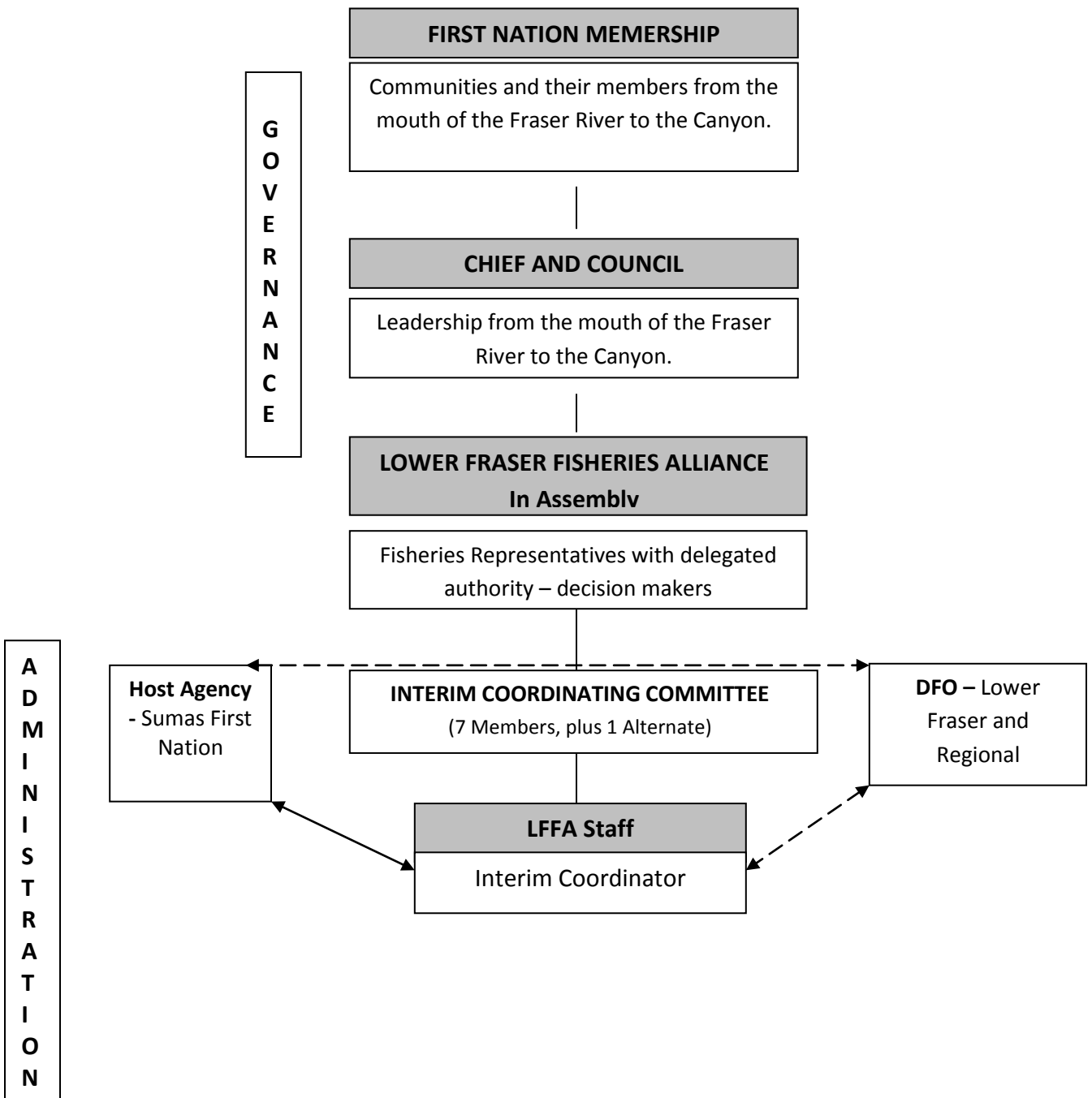
Participants' List

LFFA Membership

<u>Community / First Nation</u>	<u>Delegates, Alternates</u>
Aitchelitz	Angie Baily
Chawathil	Shane John, Tim Peters
Cheam	Ernie Victor, Lincoln Douglas
Sts'ailes	Kim Charlie, Kelsey Charlie
Katzie	Jay Bailey
Kwakwa'apilt	Ken Malloway
Kwantlen	Les Antone, John Savino
Kwikwiwetlem	Mark Point
Leq'a:mel	Darrel McKamey, Mike Kelly
Matsqui	Louis Julian, Brenda Morgan
Musqueam	Wayne Sparrow, Richard Sparrow
Peters	Norma Webb
Popkum	Harry Murphy, Jim Murphy
Scowlitz	Collin Pennier, Andy Phillips
Seabird	Art Andrew, Jim Harris
Semiahmoo	Joanne Charles, Kevin Cook
Shxw'ha:y	Darrel Williams, Bill Rabang
Shxw'ow'hamel	Louise Mussel, Andria Caldwell
Skawahlook	Maureen Chapman, Brett Chapman
Skowkale	Jim Archie, Willie Hall
Soowahlie	Jamie Commodore, Otis Jasper
Squiala	Al Jimmie, Dave Jimmie
Sumas	Dalton Silver, Murray Ned
Tsawwassen	Laura Cassidy, Mike Baird
Tsleil-Waututh	Michael George, Jason Forseth
Tzeachten	Tony Malloway
Union Bar	Kevin Garner
Yakwekwioose	Frank Malloway
Yale	Dominic Hope, Robert Hope

LFFA Organizational Chart

The LFFA involves the following organizations, each with specific roles and responsibilities. These include the: Sumas First Nation (Host agency); Interim Coordinating Committee; Interim Coordinator; and Department of Fisheries and Oceans (Funding agency). See Chart below.



LOWER FRASER FISHERIES ALLIANCE

Statement of Solidarity

September 20, 2010 at Shxw̓ha:y Village

First Nations in British Columbia have constitutionally protected title and rights that have been affirmed by the Supreme Court of Canada and by international conventions and local and international treaties. These rights include the right to be self-determining and to manage our lands, waters, and resources according to our sovereign, inherent and collective responsibilities, laws and jurisdictions for the benefit of future generations and the protection of indigenous species.

First Nations have the right to protect, manage and derive social, cultural and economic benefits from the wealth of our lands, waters and resources. First Nations acknowledge the interdependence we have with one another and respectfully honor our commitment to work with each other to maintain and develop strategies and cooperative relationships built upon respect, transparency, openness, accountability and mutual trust. We recognize that we have the right to determine our level of involvement and perspectives on fisheries and aquaculture based on each of our community's needs, aspirations and priorities within our own territories.

On September 20, 2010 a meeting was convened to discuss the development of a Statement of Solidarity among the First Nations. The Lower Fraser Fisheries Alliance affirms the following principle statements for fisheries and aquaculture as endorsed by First Nations leaders and participants:

- A. That we recognize and respect each other's autonomy and support each other in exercising our respective title, rights and jurisdiction. This recognition and respect applies to each First Nation in terms of their involvement and stance on fisheries and aquaculture opportunity and issues.
- B. On a Nation-to-Nation basis, First Nations need to be engaged from the most initial discussions when fisheries and aquaculture are being considered within and outside of our territories. Holding governments to their fiduciary obligations, we require involvement with planning, management and decision-making processes for all fisheries and aquaculture related matters. This involvement is required in order to protect environmentally, socially, and culturally significant areas, to safeguard our traditional food sources, to secure the long-term health of wild salmon, and to protect our right to manage our territories.

- C. As Indigenous Nations of our respective territories, we require input into the day-to-day management of fisheries and aquaculture, as these decisions directly or indirectly impact our communities, our title and rights, as well as our ways of life. We will engage with DFO to incorporate a holistic or area management approach with respect to fisheries and aquaculture matters that are responsive to First Nations in a meaningful management role.
- D. As Indigenous Nations of our respective territories, we require engagement in the science that guides decision making on the management and regulation of fisheries and aquaculture. We need to be engaged and benefit from the sharing of scientific information, the development and acceptance of new scientific tools, and the collection and analysis of data. We expect decisions to be made based on the best scientific information and local First Nation traditional knowledge available.
- E. As the inherent owners of our respective territories, we recognize the need to be involved in the monitoring and compliance of this dynamic industry to ensure that our title and rights are respected, our resources are safeguarded for future generations, and our indigenous species protected from unjustified harm or possible extinction.
- F. We commit to working in accordance with the messages outlined in this Statement of Solidarity to ensure that any actions taken in respect of fisheries and aquaculture are respectful of our rights, title, lands, waters and resources, are consistent with our common cultural belief systems, and improve our overall quality of life.

The Lower Fraser Fisheries Alliance has been empowered by Signatory First Nations to the DFO AAROM Program to establish a First Nation to First Nation working relationship and build capacity. The organization will work toward collaborative management under a Tier 2 and 3 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.

Participants' List

The following people participated in the two two-day planning sessions, February 28-March 1 at Sumas Nation, and March 17-18 at Musqueam Nation.

- Denise Alexis
 - Les Antone
 - James Archie
 - Angie Bailey
 - Mike Baird
 - Kim Charlie
 - Jamie Commodore
 - Kevin Cook
 - Ernie Crey
 - Kevin Garner
 - Dominic Hope
 - Chief Robert Hope
 - Mike Jimmie
 - Gilbert Joe
 - Shane John
 - Mike Kelly
 - James Leon
 - Frank Malloway
 - Ken Malloway
 - Tony Malloway
 - Brenda Morgan
 - Murray Ned
 - Clarence Pennier
 - John Savino
 - Dalton Silver
 - Richard Sparrow
 - Wayne Sparrow
 - Mike Staley
 - Darrell Williams
 - Ernie Victor
-
- David Hill, Facilitator
 - Paul Coppard, Facilitator
 - Melissa Grimes, Co-Facilitator
 - Erin Ellis, Researcher / note-taker