# Table of Contents

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Introduction</td>
<td>04</td>
</tr>
<tr>
<td>Background</td>
<td>06</td>
</tr>
<tr>
<td>Working Group</td>
<td>08</td>
</tr>
<tr>
<td>The Terms of Reference For the NAFFIII Working Group</td>
<td></td>
</tr>
<tr>
<td>Guiding Principles</td>
<td></td>
</tr>
<tr>
<td>Presentations and Sessions</td>
<td>10</td>
</tr>
<tr>
<td>Opening</td>
<td></td>
</tr>
<tr>
<td>Federal Overview</td>
<td></td>
</tr>
<tr>
<td>Seafood Market Overview and Accessing the US Market</td>
<td></td>
</tr>
<tr>
<td>Banquet</td>
<td></td>
</tr>
<tr>
<td>Learn and Share</td>
<td></td>
</tr>
<tr>
<td>Community Based Aquaculture: Structure and Process</td>
<td></td>
</tr>
<tr>
<td>Sector Presentations and Case Studies</td>
<td></td>
</tr>
<tr>
<td>Alternative Business Opportunities</td>
<td></td>
</tr>
<tr>
<td>North American Cooperation</td>
<td></td>
</tr>
<tr>
<td>Summary Discussion and Findings</td>
<td></td>
</tr>
<tr>
<td>Lessons Learned</td>
<td>19</td>
</tr>
<tr>
<td>Findings</td>
<td>25</td>
</tr>
<tr>
<td>Appendices</td>
<td></td>
</tr>
<tr>
<td>A Working Group</td>
<td>26</td>
</tr>
<tr>
<td>B Agenda</td>
<td>28</td>
</tr>
<tr>
<td>C Invitation</td>
<td>34</td>
</tr>
<tr>
<td>D Bio Package</td>
<td>36</td>
</tr>
</tbody>
</table>

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**PRESENTATIONS**

Visit the resource library at [naff.ca/resource-library](naff.ca/resource-library) to view select NAFFIII presentations and resources.
1.0 Introduction

NAFF III was held at the Membertou Trade and Convention Centre from May 15 - 18, 2017. NAFF III welcomed over 300 participants from across Canada and built on the discussions and conclusions from NAFF I and NAFF II.

Funding for NAFF III was provided by Fisheries and Oceans Canada (DFO), Indigenous and Northern Affairs Canada (INAC), Atlantic Canada Opportunities Agency (ACOA) and industry sponsors. See Appendix “C”.

A Working Group, chaired by John G Paul, Executive Director of the Atlantic Policy Congress of First Nations Chiefs Secretariat (APC), and comprised of the other Indigenous organization co-hosts: Assembly of First Nations (AFN), First Nations Fisheries Council of BC (FNFC), Aboriginal Aquaculture Association (AAA) and the Wild Salmon Alliance of BC along with representatives of DFO and INAC, who were responsible for the planning and delivery of NAFF III.

The structure of NAFF III consisted of keynote addresses, presentations by 30 speakers, exhibits from over 20 organizations and sector related companies. Also offered were numerous occasions for organizations and companies to meet and interact on business opportunities and partnerships and lastly, evening Learn and Share sessions.

NAFF III was opened with a keynote address from the Honourable Dominic LeBlanc, Minister of Fisheries, Oceans and the Canadian Coast Guard. Minister LaBlanc’s address was also attended by media and officer cadets from the Canadian Coast Guard College. Minister LeBlanc’s address confirmed the commitment of the Government of Canada to the business development process to support Indigenous business in the fisheries and aquaculture sectors across the country. A link to a video of Minister LeBlanc’s address can be found at the NAFF.ca web site.
The main findings emerging from the discussions and interactions of NAFF III are:

**ONE**
There was strong support for the Minister’s announcement that the Atlantic Integrated Commercial Fisheries Initiative (AICFI) and the Pacific Integrated Commercial Fisheries initiative (PICFI) have become permanent programs, that a new Northern Integrated Commercial Fisheries Initiative (NICFI) will be introduced and that a national body will be created to ensure program consistency and standards. These initiatives will also incorporate the current activities undertaken by the 5 year Strategic Partnership Initiative funded, Aboriginal Aquaculture in Canada Initiative (AACI), which expires at the end of March, 2018.

**TWO**
The Business Development Team (BDT) approach is a critical element to continued economic development in the fisheries and aquaculture sector for Indigenous communities.

**THREE**
Management and skills development and safety training remain a core element to support economic development.

**FOUR**
NAFF III participants support a national approach to economic development that includes programming for Central Canada and the Prairies.

**FIVE**
Access to capital remains a critical barrier to economic development and participants welcome the pilot project for Atlantic Canada but wish to see this extended to across the country.

**SIX**
Significant opportunities exist for Indigenous communities in the fisheries and aquaculture sector including new commercial access, recreational fisheries, new opportunities in aquaculture and diversifying existing business interests.

**SEVEN**
Connecting existing business development to international markets is a priority. To this end, Indigenous organizations must have representation on the Seafood Value Chain Roundtable convened under the aegis of Agriculture and Agri-Foods Canada (AAFC).

**EIGHT**
Indigenous communities must drive their own development based on principles of transparency, accountability and community engagement.

**NINE**
Regional Indigenous organizations develop, on an urgent basis, an economic reconciliation plan for submission to the Minister of Fisheries and Oceans.

**TEN**
The principles of co-development, co-design and co-delivery will drive the development of a specialized national Indigenous institute to support the programs.
2.0 Background

NAFF, now called the National Indigenous Fisheries and Aquaculture Forum, has brand recognition with Indigenous organizations and Indigenous communities across the country.

Indigenous fisheries are an important economic driver of economic development throughout the country. British Columbia has a long history and dependence on fisheries. Similarly Indigenous fishermen in northern Manitoba and Saskatchewan lakes sustain their communities through fishing. In the past 20 years or so, commercial fisheries have also emerged as a mainstay of business and jobs in Atlantic Canada and Nunavut.

The National Aboriginal Fisheries Forum (NAFF) I was held in March 2011 in Halifax. NAFF I was sponsored by Aboriginal organizations from across the country; including the AFN, Atlantic Policy Congress, First Nations Fisheries Council of BC, Aboriginal Aquaculture Association and the Native Brotherhood of BC. It was attended by Aboriginal fishermen and First Nation representative from the 3 coasts and freshwater fisheries.

“Opportunities, Challenges and Solutions” around the business of fishing were the central themes. NAFF I concluded that additional work was needed in 4 areas: training/skill development, marketing, aquaculture and capital.

NAFF II was held in Nanaimo in October 2013 and focused on the 4 key focus areas identified in NAFF I: training/skills development, marketing, aquaculture and attracting investment. The central theme was “Seize the Economic Opportunities”. NAFF II was sponsored by the same Aboriginal organizations and 300 representatives came from across the country; including the minister of Fisheries and Oceans.

NAFF II concluded that the key focus areas are inter-related. For example, safety training, skills development and business planning are critical for both efficient fisheries operations and management and vital to attracting investment and capital. It was noted that marketing and branding needed support from all segments of the industry and Agriculture and Agri-Foods Canada. It was also clear that aquaculture needed a national action plan and that First Nations wanted to be proactively and meaningfully engaged in the development
and management of aquaculture. NAFF II also concluded that investment and capital needed additional discussion and that partnerships with Aboriginal/non-aboriginal interests could be key for future economic development.

Subsequent to NAFF II, additional work has been done on training/skills development and on the critical issues of matching training programs with real job opportunities. But many First Nations and commercial fishing enterprises still need to finalize overall training plans connected to ongoing business opportunities. A three-year aquaculture development program was funded under the Strategic Partnerships Initiative of AANDC. As well, the work of the Business Development Team approach within the Atlantic Integrated Commercial Fisheries Initiative (AICFI) continued to play a key and critical role in guiding business development. The success of the BDT approach in AICFI has now been replicated in the Pacific Integrated Commercial Fisheries Initiative (PICFI). Also, a multi-year diversification program is in place to support further economic development for British Columbia commercial fishing enterprises (CFEs).

There have been noted successful First Nation fisheries in many parts of the country. Yet, there remains many Indigenous groups underutilizing the potential benefits from fisheries access. Gaps still exist in training/skills development, business planning, branding/marketing and access to capital for fisheries and fisheries related activities.

First Nations and CFEs in British Columbia continue to raise the need and utility of continuing the NAFF series of conferences as the lone means to hear best practices from across the country.

NAFF III was focused on the themes of Diversity, Integration and Leadership. The agenda focused on trade and market issues (particularly the United States), new business opportunities, best practice case studies from across the country, an update of training and skill development and a presentation by Mexican communities on community based Indigenous economic development.

NAFF III was sponsored by The Atlantic Policy Congress of First Nations Chiefs Secretariat, The Assembly of First Nations, The First Nations Fisheries Council of BC, Aboriginal Aquaculture Association and the Wild Salmon Alliance of BC. More than 300 delegates from Coast to Coast to Coast assembled in Membertou NS – highlights can be seen on the dedicated website.
NAFF III was developed by a Working Group comprised of federal agencies and the co-hosting Indigenous organizations.

3.1 THE TERMS OF REFERENCE FOR THE NAFF III WORKING GROUP

Purpose, Mandate & Objectives
The focus of this initiative is to develop national strategies, networks and processes that contribute to successful Indigenous economic development in the aquaculture and fisheries sectors. This fits well with the priorities of the Government of Canada and First Nations leadership.

Communities plan to capitalize on opportunities for Indigenous economic development to contribute to the financial self-sufficiency of First Nations.

Toward serving this purpose, the Working Group oversaw the process toward the completion of the following objectives:

- Diversification of economic activity including secondary, tertiary and marine recreational opportunities;
- Engagement in all forms of aquaculture;
- Branding/marketing within a North American market;
- Leadership in effective training, planning and capital access;
- Organization and delivery of the third National Indigenous Fisheries and Aquaculture Forum (NAFF III).

Membership, Roles and Responsibilities
The objective in establishing the membership of the Working Group (WG) for this process was to balance the desire to be fully inclusive with the need to have a functional number of team members in order to be efficient at completing the tasks that must be done to execute the work plan. In order to achieve this balance, membership included representation from all of the organizations that can bring value to or are affected by this process - thus ensuring inclusiveness.

Working Group
The Working Group performed the day-to-day tasks necessary to successfully execute the work plan for the process and briefed others in their respective organizations on progress.
The members of the Working Group were:

- John G Paul, Atlantic Policy Congress of First Nations Chiefs Secretariat (APCFNC)
- Jordan Point, First Nations Fisheries Council of BC (FNFC)
- Chief Bob Chamberlin, First Nation Wild Salmon Alliance of BC (FNWSA)
- Chief Richard Harry, Aboriginal Aquaculture Association (AAA)
- Audrey Mayes, Assembly of First Nations (AFN)
- Gor Ruseski, Fisheries and Oceans (DFO)
- Kevin Fram, Fisheries and Oceans (DFO)
- Carolina Bookless, Fisheries and Oceans
- Joe Downey, Indigenous and Northern Affairs Canada (INAC)
- Keith Were, Fisheries and Oceans (DFO)

The coordinators and facilitators were:

- Mark Duiven, Skeena Fisheries Commission
- Jim Jones, J B Jones Consulting
- Maureen Carroll, M Carroll Consulting

Additional members could be added to the Working Group. Any addition must be based on need – with the proposed new member identified as bringing experience or a particular skill set deemed necessary to meet the objectives of the process. Such additions must be agreed upon by the consensus of the Working Group.

The responsibilities of the Working Group members related to the process include:

To develop and execute the work plan for the process.

To participate in meetings related to the process including teleconferences, face-to-face meetings and email correspondence.

To review and to provide comments and input on documents that are drafted and related to the process.

To contribute to the formation of effective networks within their respective organizations that will actively contribute to the wider network formed as a necessary element contributing to the successful achievement of the objectives of the process. To provide direction to the Consultants/Facilitators hired as service providers for the process.

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**Meetings**

The expert facilitation team will act as the Secretariat for the process, including convening and managing meetings and conference calls, preparing agendas, confirming consensus decisions (i.e., items supported by at least a two-thirds majority), tracking and documenting activities and evaluating progress. The Working Group met on a regular basis or as frequently as required to ensure effective planning, to ensure that the decisions were made in a timely manner and to ensure that the activities in the work plan for the process stayed on the prescribed time-line. Meetings were held in person or by conference call as deemed appropriate. The NAFF III Working Group held regular conference calls and meetings; October 17, 2016 (call), November 15, 2016 (call), December 5, 2016 (meeting), January 27, 2017, (call), February 15, 2017 (call), March 13, 2017, (call), April 12, 2017 (meeting).

**Duration of the Working Group**

The Working Group for this process will continue to meet until the work plan developed is completed and its objectives met.

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### 3.2 GUIDING PRINCIPLES

**A Focus on Indigenous Economic Development**

The focus of the NAFF process is to develop and take actions that foster and contribute to successful Indigenous business development in the fisheries and aquaculture sectors.

NAFF is congruent with recent public positions of the Government of Canada and Indigenous leadership on building a new relationship with Indigenous Peoples.

No relationship is more important to me and to Canada than the one with Indigenous Peoples. ~ Right Honourable Justin Trudeau, Prime Minister of Canada

In his mandate letter to every Cabinet Minister, Prime Minister Trudeau wrote, “It is time for a renewed, nation to nation relationship with Indigenous Peoples, based on recognition of rights, respect, co-operation and partnership”.

Why? Because as the Speech from the Throne stated “It is the right thing to do and a certain path to economic growth”. ~ Address to Special Chief’s Assembly (AFN) National Chief Perry Bellegarde, December, 2015
4.1 OPENING

NAFF III officially began on Monday, May 15, 2017 with an evening session. John G Paul, Executive Director of the Atlantic Policy Congress welcomed guests, Chief Terry Paul and the Honourable Dominic LeBlanc, Minister of Fisheries, Oceans and the Canadian Coast Guard, and participants on behalf of the NAFF co-hosts. He acknowledged that NAFF III is being held on traditional Mi'kmaq territory. Chief Terry Paul extended greetings from the host First Nation, Membertou, and welcomed all participants and special guests to Unama’ki Territory and Membertou.

Minister LeBlanc delivered the keynote address at the opening. He spoke of the rich history and traditions of Indigenous Peoples in fisheries across the country. He also highlighted the important role that AICFI and PICFI have played in support of Indigenous economic development. But, as noted, these programs were short term. The recent federal budget changed this. AICFI and PICFI were announced as permanent programs and a new Northern Integrated Commercial Fisheries Initiative (NICFI) would be initiated. The budget also included increased funding for other complementary programs such as AFS and AAROM. The Minister also announced a pilot program for access to capital to be initiated in Atlantic Canada and, if successful, this will be replicated across the country. The Minister further announced a broad consultation on these programs and the creation of a national body to ensure consistent standards and policy coherence across Canada.

The Minister emphasized that all programs and consultations will be driven by three principles; co-development, co-design and co-delivery. He also reminded the group that the Prime Minister recently announced a Cabinet Working Group of six Ministers to review the Laws and Policies related to Indigenous Peoples. The Working Group is chaired by the Minister of Justice and Minister LeBlanc is vice-chair. The Minister encouraged participants to engage in this process and remarked that the senior Privy Council Office (PCO) official advising the Working Group was addressing NAFF III at its first full session.
SPEAKING NOTES
Message from the Minister

This is the third National Indigenous Fisheries and Aquaculture Forum, and also the biggest. That shows a growing interest in your future fisheries. Which, I would add, have strong roots in the past. Your ancestors were superb at fishing – on the thousands of rivers, on the Atlantic and Pacific coasts, and amidst the northern ice. Those skills brought great success in the commercial fishery – for some. I remember hearing from my father about a man named Jimmy Sewid, of Alert Bay, British Columbia. Chief Sewid was a famous highliner, and an adviser to Canada on international negotiations. Other Native fishermen made a strong mark in the modern fishery.

Having said that, many Indigenous groups had only a weak presence. And despite great progress in recent years, there is still a need to catch up in the commercial fishery. I will speak about that catching up.

But I will also speak of catching up in the opposite direction. Because I believe there are ways in which the mainstream commercial fishery can, and should, learn from Indigenous people.

First let me mention the Indigenous catching up. Thirty years ago on the Atlantic, Membertou and other Maritime and Quebec First Nations had only a small share of commercial quotas and licences.

Here and elsewhere, court judgements helped change the picture. The Supreme Court’s Sparrow Decision in 1990 brought new recognition to food, social, and ceremonial fisheries across the country. Under the follow-up Aboriginal Fisheries Strategy, a lot of communities gained commercial licences.

The biggest change for Maritime and Gaspé First Nations came with the 1999 Marshall Decision. Suddenly there were many more boats, many more licences, and many more communal fishing enterprises. It was the start of a voyage, and some communities ran into rough waters.

But – there was a stabilizer. By now, those of you here from elsewhere have probably heard the term AICFI – A-I-C-F-I – which stands for Atlantic Integrated Commercial Fisheries Initiative. AICFI was set up after the Marshall Response Initiative, to help First Nations build their commercial-fishing enterprises. It is co-delivered by the Department of Fisheries and Oceans and the Atlantic Policy Congress of First Nations Chiefs.

Within AICFI there is a high degree of co-management, with lots of discussion, liaison, and sharing of knowledge. And one initiative has drawn attention well beyond this coast. It is known as the Business Development Team.

The BDT is significant first for what it does. This small corps of business and fisheries experts talks with First Nations, analyzes their commercial fishing enterprises, and advises on future plans.

But the Business Development Team is equally significant for the way it fits into co-management. These are not outside consultants. They work inside a shared system.

To form this team, the Atlantic Policy Congress and DFO linked up with the Ulnooweg Development Group, which is known for its work with Indigenous entrepreneurs and communities. Today, when the Business Development Team works with First Nations, it is a continuing process of co-engagement, co-design, and co-delivery. This approach, with co-management top to bottom, is widely recognized as a key to AICFI’s success.

The Pacific Integrated Commercial Fisheries Initiative – PICFI – began at the same time as AICFI, in partnership with the First Nations Fisheries Council. It too uses a co-delivery model and has adopted the Business Development Team approach.

Watch Presentation
Minister of Fisheries, Oceans and the Canadian Coast Guard, the Honourable Dominic LeBlanc delivered the opening keynote presentation. Visit naff.ca to view a video of his address.
On both coasts we see good results. Fisheries under communal licences now generate $120 million in annual landings, and 2,800 jobs in your communities. We’ll never find perfection in fisheries, but AICFI and PICFI have worked well.

They did so in spite of uncertain funding, granted only a few years at a time. What’s new is, our government is now making that funding reliable.

I am pleased to note that through our recent budget, AICFI and PICFI will get continued funding as regular, established programs. This provides certainty that will enable better long-term planning to build your enterprises. It will add stability for effective programming and staffing.

And here’s something even newer. I am pleased to announce to this special audience that we are creating a Northern Integrated Commercial Fisheries Initiative. NICFI, a counterpart to AICFI and PICFI, will reach through Newfoundland and Labrador, parts of Quebec, and Nunavut and the Northwest Territories, all the way to the Yukon.

The North, we all know, faces special challenges. Any new approaches need thinking through. Over the coming months, DFO officials will work with northern groups to co-design and co-deliver programs to bring the right results.

Budget 2017 also re-invested significantly in other co-management programs. The Aboriginal Fisheries Strategy or AFS, introduced 25 years ago, had never got a budget boost till now. We’re also providing the first funding increase for AAROM, the Aboriginal Aquatic Resource and Oceans Management Program, which was introduced in 2004. We are pleased to contribute to these programs, because they make their own major contribution. Through them, more than 1,600 people are carrying out work in science and resource management, along with enforcement by Aboriginal Fisheries Guardians.

For AAROM and AFS together, funding will rise over the next five years to $22 million a year, on-going. This year, DFO will do a lot of consulting with you on the best way to use the increased resources.

When you add up the programs I’ve just mentioned, AICFI and all the rest, Budget 2017 provides a total of $62 million. It will be well and carefully spent.

For AICFI, PICFI, and NICFI in particular, we need appropriate standards and coherence across the country. To support their delivery, we are looking to create a national body, with Indigenous leaders up front.

Accompanying all this is the Aboriginal Aquaculture in Canada Initiative. This push is another example of multiple partnerships. There are eight agencies behind it, including DFO. So far, about 50 Indigenous groups have begun aquaculture ventures.

One last item about business. I know it can be problematic to get financing for new ventures in fisheries and aquaculture. So we are establishing a pilot project on the Atlantic, under Indigenous leadership, to make it easier to access capital. I hope that over time we can roll out similar programs across Canada.

Everyone in this room wants a stronger Indigenous fishery – for its own sake, and because it strengthens your quest for greater self-determination.

But you, collectively, have been around a long time. You know there’s more to fishery success than just catching more fish, with ever-bigger harvests.

That approach can lead to major trouble. We don’t need to look very far offshore to find examples. But I believe that Indigenous groups and individuals, by and large, have kept a strong conscience for conservation. I believe that because I keep hearing it, from my officials and from Indigenous people themselves.

The Assembly of First Nations says on their website, and I quote: “Indigenous peoples are caretakers of Mother Earth. . . . Everything is taken and used with the understanding that we take only what we need, and we must use great care and be aware of how we take and how much of it so that future generations will not be put in peril.” They add: “Economic activity cannot come at the expense of environmental sustainability.” End of quotes.

That attitude gives me hope that the Indigenous commercial fishery will balance progress with stability, and demonstrate how to manage for true long-term conservation. You can be a model. And in that way, you can help the rest of us catch up with you.
When I became DFO and Coast Guard Minister, I was given a mandate letter – instructions from the boss. A lot of it involves conservation. For example, we are expanding Marine Protected Areas, to cover ten per cent of our marine and coastal areas by 2020.

Another major item is restoring protections under the Fisheries Act. This is Canada’s main anti-pollution law – it forbids deleterious substances in the water – and our main fishery-protection law. It was expanded 40 years ago to protect fish habitat. That way the little eggs and larvae in lakes, rivers, and sea would have suitable spaces and nutrients around them, so as to survive and grow.

Five years ago, a different federal administration took away those habitat protections. My orders are to put them back and incorporate modern safeguards. We need to do that for the sake of the fish, and of the animals and humans that depend on the fish.

In our consultations on these changes, I made a special point of asking Indigenous peoples for their views. We engaged with more than 180 groups. At the same time, the parliamentary committee working on the Fisheries Act called very strongly for recognition of Indigenous fishery rights, and for reconciliation and partnership in sustainability.

Prime Minister Trudeau has instructed all Ministers that, and I quote: “It is time for a renewed, nation-to-nation relationship with Indigenous Peoples, based on recognition of rights, respect, co-operation, and partnership.” End of quote.

To back this up, the Prime Minister in February announced a Review of Laws and Policies Related to Indigenous Peoples. This will be carried out through a Working Group of Cabinet Ministers. The Honourable Jody Wilson-Raybould, who was a Regional Chief in British Columbia and is now Canada’s Minister of Justice, is chairing the Working Group, and I am the Vice-Chair.

The Review of Laws and Policies is a major initiative that will bring changes. And it will take place, to quote the Prime Minister, “in partnership with Indigenous leaders and a broad range of stakeholders, including youth.” End of quote.

On Tuesday morning, by the way, you can hear more about the Review of Laws and Policies from Joanne Wilkinson of the Privy Council Office.
4.2 FEDERAL OVERVIEW

The federal overview was provided by Joanne Wilkinson, A/Assistant Secretary at the Privy Council Office (PCO). Ms. Wilkinson is also the senior official advising the Cabinet Working Group on Laws and Policies relating to Indigenous Peoples.

Ms. Wilkinson outlined her role at PCO and, in particular, her role as Secretary to the Cabinet Working Group. She noted that the Working Group will focus on laws, policies and practices that relate to Indigenous Peoples and the Working Group will be guided by the Prime Minister’s overarching direction to all Ministers; establish a new relationship based on recognition of rights, respect, cooperation and partnership.

Ms. Wilkinson emphasized that the Working Group is in its early stages and encouraged Indigenous organizations to mobilize quickly and make their views known to the Working Group of Ministers. She underscored that Indigenous institutions are key to ensuring that the recommendations of the Working Group and the government are successfully implemented. There was a lengthy questions/answer session following the presentation.

4.3 SEAFOOD MARKET OVERVIEW AND ACCESSING THE US MARKET

Jordan Point of the First Nations Fisheries Council of BC (FNFC) chaired this session. Mr. Point reminded participants that the structure of today’s presentation was designed to support the themes of NAFF III; diversity, integration and leadership. Many Indigenous communities are wishing to expand their fisheries and aquaculture activities and so learning more about our key markets is critical to their success.

Janet Steele, Atlantic Director of Agriculture and Agri-Food Canada (AAFC) provided a comprehensive overview of Canada’s seafood market. Canadian seafood exports are valued at $6 billion and the sector employs 80,000 persons. The main market is the United States (nearly 2/3 of our exports) but Canada exports to 130 different countries.

Ms. Steele highlighted recent trends in exports and outlined the programs that AAFC have in place to support the development of export markets. AAFC officials were available throughout NAFF III for further discussions and one on one meetings as requested.

Charles Nagle, President of the John Nagle Co. of Boston, talked on business integrity as a fundamental value to survive in the competitive seafood industry over the long-term. The John Nagle Co. has been in business since 1887 and today the 5th generations of Nagles are working in the company.

Mr. Nagle outlined the values and ethics his company has lived by over the generations and emphasized that these values are the base of many Indigenous communities. The company representatives also participated in a Learn and Share session and met many participants in one on one sessions.

Dawn Miller and Bernice Losier from the Canadian Food Inspection Agency (CFIA) provided an overview of the role of CFIA in ensuring the safety and security of Canada’s seafood products. The CFIA programs are essential to ensure that Canadian products can be exported into many of our key markets. Ms. Losier provided specific detail on the Canadian Shellfish Sanitation Program (CSSP) which...
is a critical element to ensure the shellfish products from Canada are safe and free of toxins. CFIA works closely with the United States to harmonize the programs and allow for ease of export from Canada for products such as mussels and oysters.

Justin Turple, Senior Trade Policy Advisor at Fisheries and Oceans (DFO) provided a comprehensive overview on recent non-tariff import restrictions imposed by the National Marine Fisheries Service. The import restrictions apply to fisheries with interactions with marine mammals. Mr. Turple outlined the intent of the US restrictions, the implications for Canada and the work that this country is doing to ensure minimum disruption for Canadian exporters. Canada is working with US authorities as final regulations are being developed. As well, DFO is conducting a review of all Canadian fisheries against the preliminary designations that the US has outlined.

4.4 BANQUET

Audrey Mayes of the Assembly of First Nations (AFN) chaired the evening session which included a banquet and a keynote address by John Risley, President of CFFI Ventures and co-founder of Clearwater Fine Foods. Mr. Risley shared his experiences in the seafood industry over the past 40 years. He provided his thoughts on some of the challenges of the sector, its strengths and weaknesses. He underscored that the greatest weakness of the seafood sector in Canada is its commitment to research. He emphasized that a coherent approach to research is the only way we will build the industry into the future. He left participants with a challenge to work collectively with governments to invest in fundamental research for the benefit of the next generation of Canadians.

4.5 LEARN AND SHARE

Following the banquet, there were three Learn and Share sessions. They included Trade Issues with AAFC, Trade Opportunities with the John Nagle Co. and Management, Skills Development and Safety with Allen Tobey, Chelsea Doyle, Stewart Franck and Amanda Dedrick.

4.6 COMMUNITY BASED AQUACULTURE: STRUCTURE AND PROCESS

This session was chaired by Mark Duiven, Skeena Fisheries and Fernando Salazar, Ulnooweg Development Inc., and featured presentations by the Sinaloa State University, the Aquaculture Health Committee of Sinaloa State and a case study on oyster production in the community of Boca de Camichin, located in Nayarit State.

Dr. Rodriguez and Dr. Ramos outlined the applied research that they conduct at the Sinaloa State University in support of the aquaculture sector in the region. The structure of industry support in Mexico involves a matrix of federal and state governments, the Mexican Fisheries Commission, state universities and local authorities interacting with the aquaculture industry in the development and management of aquaculture.

Señor Gonzalez, President of the Oyster Cooperative of Boca de Camichin, explained how the industry puts the applied research into practice and how, together, they drive community based economic development. Boca de Camichin is a community of 1,500 people; 900 of whom work in the oyster industry. Señoras Barreto Angulo and Orozco Corona work in the oyster industry but also lead the efforts of women in Boca de Camichin to ensure that care for the environment
is an equal priority for the community, the oyster cooperative and the state government. They work to ensure the concept of social license is an organic concept within the community and the responsibility of all citizens. There was considerable interest in the presentations and what Canadian interests could learn from the Mexico case study and delivery model.

4.7 SECTOR PRESENTATIONS AND CASE STUDIES

The session was chaired by Chief Richard Harry, Aboriginal Aquaculture Association (AAA) and included updates from Dawn Madahbee Leach and Chief Terry Paul; both members of the National Aboriginal Economic Development Board (NAED). Business Development Team (BDT) leads, David Simms and Neil Philcox facilitated the session on case studies.

Ms. Madahbee Leach gave an update on the work of the NAED Board and what is has achieved to date. She saw close connections between the work of the Board and the issue being tackled by the new Cabinet Working Groups on Laws and Policies. Ms. Madahbee also talked of the need to develop economic reconciliation plans that outline the priorities of different sectors, how they fit with the government priorities and what needs to change to make these a reality.

Chief Terry Paul spoke of the experience of the Membertou First Nation and the success it has achieved over the past 25 years. He underscored that there are several essential elements necessary to move forward. Good governance and decision making are elements that communities must have in place. He emphasized that leaders must gain the confidence of community members to move forward and transparency and accountability are key to gaining the confidence of community members. Community members need to be aware of the actions of Councils and leaders and Councils and leaders need to be fully accountable for their decisions. With open transparency and full accountability come respect and the confidence of partners.

David Simms and Neil Philcox presented updates on the BDT process and the work undertaken in both the AICFI and PICFI programs. In terms of case studies, Daniel Rabu outlined the opportunities and potential available through geoduck aquaculture. Stan Kapashesit and Dan Stechey talked of an existing project with the Moose Cree First Nation incorporating both hydroponics and aquaculture to produce both fish and vegetables for sale in the communities. If successful this could offer reasonably priced food alternatives to isolated communities.

Clark Dedam, President of Baie Chaleurs Fisheries told the story of his First Nation venture into fish processing. He outlined the hurdles to be overcome along with a partnership that did not work out. He spoke to the role of the BDT and today’s success whereby the venture is producing profits for the community and more importantly is a source of considerable employment.

Don Davis of Waycobah First Nation outlined his communities experience with rainbow trout farming, a partnership that did not work out and the support of the BDT to ensure that the farms is producing and, now, 100% community owned.

4.8 ALTERNATIVE BUSINESS OPPORTUNITIES

This session was chaired by Chief Bob Chamberlin, First Nation Wild Salmon Alliance and presented two alternative business opportunities; closed containment aquaculture and recreational sports fisheries.
Scott Travers of Halibut PEI outlined the origins and growth of his company over the past decade. Initially Halibut PEI sourced halibut for grow out to meet contracts. Halibut PEI was established in a former lobster plant with access to saltwater wells. The saltwater wells were ideal for growing halibut and the process does not require the use of treatments to control diseases that are common with ocean rearing. Eventually, problems with supply forced the company to look at its own hatchery to source its own production. Now that the company integrated the hatchery into its business model, it sees potential to replicate the model in other parts of the Maritimes.

Bill Cranmer and Eric Hobson presented the story of Kuterra; a closed containment salmon aquaculture facility in British Columbia. Bill Cranmer is a Namgis hereditary chief and the driving force behind the Kuterra project. Kuterra has worked with partners to develop the facility and, even with recent setbacks, they see a solid future in the production of salmon. Any aquaculture project requires the time to work through initial production and market issues, similar to the ocean rearing aquaculture of 25 years ago. They remained convinced that the economics will work for them and that the market will demand a product that avoids many of the current issues facing ocean reared finfish.

Jim Jones presented an overview of the recreational sports fish industry in Canada and the United States. While the sector is mainly viewed as a freshwater industry, in British Columbia and, more recently, in Atlantic Canada, opportunities are being realized. In Washington State and British Columbia, the combined tidal sports fishery is valued at nearly $750 million.

Ted Walkus, a hereditary chief of the Wuikinuxv First Nation, related the history of the Good Hope Cannery Lodge; one of the few sports fishing lodges owned and operated by an Indigenous community. As wild salmon stocks become more variable and many communities struggle to meet food fish and commercial needs, diversifying into the sport fish sector is a natural fit for many communities.

Within the Maritimes, Chris Debow and Katie Schleit gave an overview of the bluefin tuna recreational sector that has emerged in the past decade or so. Only commercial licensed tuna fishermen can participate in the recreational charter component of the fishery.

Out of the over 600 licensed commercial tuna fishers, only about 50 have participated in the charter fishery. The main clients are Canadian and foreign anglers who pay from $1,500 to $2,500 per trip in an attempt to catch a giant bluefin tuna. The economic opportunities presented by the charter sector is enormous when compared to the average returns from the commercial fishery. Moreover, the bluefin tuna stock is still trying to recover from declines from the 1960’s and the charter fishery is based on catch and release and does not lead to removals of large giant bluefin. Many of the charter operators also participate in tagging programs that are essential for scientists to gain a better understanding of the status of the stock.
4.9 NORTH AMERICAN COOPERATION

This session was co-chaired by Audrey Mayes (AFN) and Chief Bob Chamberlin (FNWSA) and the key presentation was by Dane Chauvel of Organic Ocean.

The session was designed to connect the NAFF III sessions within the idea of cooperative efforts that can develop within North America.

Dane Chauvel of Ocean Organic provided the keynote presentation which focused on finding new market opportunities in our traditional markets.

The emerging consensus is that there is an “underserved” market within North America for healthy seafood products that are sustainably caught, traceable and where fair compensation is received by harvesters and producers. Partnerships are developed with eco-certification entities, corporations such a major hotels and restaurants (part of the food service sector) and non traditional corporations such as wineries and major sports and lifestyle entities.

The results have been impressive. As price premiums are established, all participants in the value chain benefit while ensuring that the resource is sustained.

Elements of this concept was reflected throughout the NAFF III sessions. Charles Nagle talked about business integrity as a key in the market place. Members of the Boca de Camichin oyster cooperative underscored the importance of community involvement. Stan Kapashesit outlined how the Moose Cree are looking to provide healthy food for their community at reasonable prices. Ted Walkus espoused the economic opportunities available in the sports fish sector while Bill Cranmer and Scott Travers demonstrated how closed containment aquaculture for salmon and halibut fill unique market segments. The potential is there for Indigenous communities to build on in the coming years.

4.10 SUMMARY DISCUSSION AND FINDINGS

John G Paul, Mark Duiven and Jim Jones presented a summary of the findings of NAFF III. Given the time frame, discussion was not held on the draft findings and participants would be sent the draft electronically and following comments, the findings will be finalized and incorporated into the final report.
5.0 Lessons Learned

As with NAFFI and NAFFII, an evaluation questionnaire was provided to all participants at the end of NAFFIII. The evaluation provides an opportunity for participants to express their overall views on NAFFIII and to offer suggestions on changes and/or improvements.

QUESTION ONE
Please provide your level of satisfaction with the various aspects of the conference.
QUESTION TWO
How likely are you to attend future NAFF conferences?

- Highly unlikely: 5.56%
- Unlikely: 2.78%
- Likely: 22.22%
- Highly likely: 66.67%
- Unsure: 2.78%

QUESTION THREE
In which of the following did you participate?
Please select all that apply.

- Trade show as exhibitor: 11.11%
- Trade show as observer: 66.67%
- Learn and share sessions: 44.44%
- One on one business appointments: 22.22%
QUESTION FOUR
Which of the following best describes your role?

- Indigenous Representative: 44.44%
- Government Representative: 19.44%
- Industry Representative: 16.67%
- Independent / Consultant: 11.11%
- Other (please specify): 8.33%

QUESTION FIVE
How did you hear about NAFFIII?

- Email from the NAFFIII Working Group: 19.44%
- Email from contact: 33.33%
- Mi’kmaq Maliseet Nations News: 8.33%
- Press release: 11.11%
- Atlantic Policy Congress: 11.11%
- Other (please specify): 16.67%
QUESTION SIX
What was your main reason for attending NAFFIII?

- Networking: 38.89%
- Specific presenters/presentations: 25.00%
- Personal growth and development: 22.22%
- Trade show: 5.56%
- Other (please specify): 5.56%

Answered: 36 Skipped: 0

I was told to attend 5/19/2017 10:08 AM
Meet people who have done a business model our FN is about to undertake 5/18/2017 3:23 PM

NAFFIII Evaluations SurveyMonkey


**Highlights**

In addition to rated evaluations, respondents were asked to identify highlights of NAFF III and to offer suggestions for improvement. Many respondents identified the speakers and presenters as the highlight. In particular, the speech by the Minister of Fisheries and Oceans was noted along with the presentation by Chief Paul and his story of Membertou First Nation. The presentations from Mexico were also highlighted by several respondents. The opportunity to learn from the experience of existing Indigenous communities and network with a broad cross section of Indigenous leaders was important.

**QUESTION SEVEN**

What did you consider to be the highlights from the conference?

![Highlight Pie Chart]

- **EMCEE**
- **Networking opportunities**
- **Entertainment**
- **Education / learning**
- **Presenters**
- **Minister’s speech**
- **Event organization**
**Suggestions**

In terms of suggestions for improvements, respondents noted several things. It was noted that many questions on presentations involved particular issues for Fisheries and Oceans Canada and, while DFO participants attempted to explain, it was suggested that having the right mix of participation from DFO would better address such issues in future.

It was also suggested that presentations on freshwater and northern fisheries would enhance the national perspective of NAFF. Food selection was noted; particularly the desire to service more local seafood products.

As well, identifying the right mix of presentations, time and networking and the overall length of the Forum were raised by several respondents.

**QUESTION EIGHT**

Do you have any suggestions for improvement?

![Bar chart showing suggestions](image-url)
6.0 Findings

ONE
There was strong support for the Minister’s announcement that the Atlantic Integrated Commercial Fisheries Initiative (AICFI) and the Pacific Integrated Commercial Fisheries initiative (PICFI) have become permanent programs, that a new Northern Integrated Commercial Fisheries Initiative (NICFI) will be introduced and that a national body will be created to ensure program consistency and standards. These initiatives will also incorporate the current activities undertaken by the 5 year Strategic Partnership Initiative funded, Aboriginal Aquaculture in Canada Initiative (AACI), which expires at the end of March, 2018.

TWO
The Business Development Team (BDT) approach is a critical element to continued economic development in the fisheries and aquaculture sector for Indigenous communities.

THREE
Management and skills development and safety training remain a core element to support economic development.

FOUR
NAFF III participants support a national approach to economic development that includes programming for Central Canada and the Prairies.

FIVE
Access to capital remains a critical barrier to economic development and participants welcome the pilot project for Atlantic Canada but wish to see this extended to across the country.

SIX
Significant opportunities exist for Indigenous communities in the fisheries and aquaculture sector including new commercial access, recreational fisheries, new opportunities in aquaculture and diversifying existing business interests.

SEVEN
Connecting existing business development to international markets is a priority. To this end, Indigenous organizations must have representation on the Seafood Value Chain Roundtable convened under the aegis of Agriculture and Agri-Foods Canada (AAFC).

EIGHT
Indigenous communities must drive their own development based on principles of transparency, accountability and community engagement.

NINE
Regional Indigenous organizations develop, on an urgent basis, an economic reconciliation plan for submission to the Minister of Fisheries and Oceans.

TEN
The principles of co-development, co-design and co-delivery will drive the development of a specialized national Indigenous institute to support the programs.
APPENDIX A

Working Group
NAFFIII National Working Group

John G. Paul  •  Atlantic Policy Congress of First Nations Chiefs Secretariat (APCFNC)

Jordan Point  •  First Nations Fisheries Council of BC (FNFC)

Audrey Mayes  •  Assembly of First Nations (AFN)

Bob Chamberlin  •  First Nation Wild Salmon Alliance (FNWSA)

Richard Harry  •  Aboriginal Aquaculture Association (AAA)

Marguerite Parker  •  Aboriginal Aquaculture Association (AAA)

Kevin Fram  •  Fisheries and Oceans Canada (DFO)

Carolina Bookless  •  Fisheries and Oceans Canada (DFO)

Keith Were  •  Fisheries and Oceans Canada (DFO)

Joseph Downey  •  Indigenous and Northern Affairs Canada (INAC)

Mark Duiven  •  Skeena Fisheries Commission

Jim Jones  •  JB Jones Consulting

Maureen Carroll  •  M Carroll Consulting
APPENDIX B

Agenda
DAY 1 Monday, May 15 (Evening)

5:30 pm – 7:00 pm  Registration

7:00 pm – 8:00 pm  Welcome
John G. Paul, Chair
Chief Terry Paul, Membertou First Nation
Keynote Presenter
The Honourable Dominic LeBlanc, Minister of Fisheries, Oceans and the Canadian Coast Guard
Provincial Welcome
The Honourable Stephen McNeil, Premier of Nova Scotia (TBC)

8:00 pm – 10:00 pm  Dinner and Entertainment
Hosted Dinner / Cultural • Sons of Membertou

**INFO**

**BREAKFAST**
Delegates are on their own for DAY 1 breakfast. A continental breakfast will be provided from 8:00am – 9:00am on DAY 2, DAY 3 and DAY 4 at the venue.

**NUTRITION BREAKS**
Nutrition breaks will be available in both Trade Show and Exhibit Areas in Upper Level Kluskap C & D as well as Lower Level Jenu Room.
## DAY 2  Tuesday, May 16

<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
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<tbody>
<tr>
<td>8:00 am – 9:00 am</td>
<td>Continental Breakfast</td>
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<tr>
<td>8:00 am – 5:00 pm</td>
<td>Learn and Share</td>
</tr>
<tr>
<td>8:00 am – 10:00 am</td>
<td>Registration</td>
</tr>
<tr>
<td>9:00 am</td>
<td>Jeff Ward, EMCEE</td>
</tr>
<tr>
<td>9:00 am – 9:30 am</td>
<td><strong>NAFF Conference Series Overview/Themes</strong></td>
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<tr>
<td></td>
<td>John G. Paul, <em>Executive Director, APCFNC, Chair</em></td>
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<td></td>
<td>Jim Jones, <em>Facilitator</em></td>
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<td></td>
<td>Mark Duiven, <em>Facilitator</em></td>
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<tr>
<td>9:30 am – 10:30 am</td>
<td><strong>Federal Overview</strong></td>
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<td>Joanne Wilkinson, <em>Privy Council Office</em></td>
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<tr>
<td>10:30 am – 10:45 pm</td>
<td>Nutrition Break</td>
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<tr>
<td>10:45 am – 12:00 pm</td>
<td><strong>Seafood Market Overview and Trends</strong></td>
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<td></td>
<td>Jordan Point, <em>Executive Director, FNFC, Chair</em></td>
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<td>Janet Steele, <em>Regional Director, Agriculture and Agri-Food Canada</em></td>
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<tr>
<td>12:00 pm – 1:00 pm</td>
<td>Lunch</td>
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<tr>
<td>1:00 pm – 2:30 pm</td>
<td><strong>Accessing the US Market</strong></td>
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<td></td>
<td>Jordan Point, <em>Chair</em></td>
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<td>Rick Grant, <em>CFIA National Director, Operational Guidance and Expertise for Food</em></td>
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<td></td>
<td>Dawn Miller-Cormier, <em>CFIA Area Chief Inspector Atlantic.</em></td>
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<td>Justin Turple, <em>DFO - Import Restrictions</em></td>
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<tr>
<td>2:30 pm - 2:45 pm</td>
<td>Nutrition Break</td>
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<tr>
<td>2:45 pm – 4:30 pm</td>
<td><strong>Accessing the US Market</strong> continued</td>
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<tr>
<td>5:30 pm – 7:00 pm</td>
<td><strong>Dinner (Three Fiddles, Three Cultures) and Keynote</strong></td>
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<td></td>
<td><em>Host</em> Audrey Mayes, <em>Co-Host, Assembly of First Nations</em></td>
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<td><em>Keynote</em> John Risley, <em>Co-Founder, Clearwater Seafoods</em></td>
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## DAY 3  Wednesday, May 17

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<th>Time</th>
<th>Event</th>
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<tr>
<td>8:00 am – 9:00 am</td>
<td>Continental Breakfast</td>
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<tr>
<td>8:00 am – 5:00 pm</td>
<td>Learn and Share</td>
</tr>
<tr>
<td>9:00 am</td>
<td>Jeff Ward, EMCEE</td>
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</table>
| 9:00 am – 10:30 pm | **Community Based Aquaculture Structure and Process**<br>
|                    | Mark Duiven, *Chair*<br>
|                    | Fernando Salazar, *Facilitator*<br>
|                    | Mexico Presentations<br>
|                    | Sinaloa State University, Faculty of Marine Sciences (FACIMAR)<br>
|                    | Aquaculture Health Committee of Sinaloa State, Mexico<br>
|                    | Boca de Camichin Nayarit State Mexico – Case Study                   |
| 10:30 am - 10:45 am| Nutrition Break                                                      |
| 10:45am - 12:00 pm | **Community Based Aquaculture Structure and Process** continued      |
| 12:00 pm – 1:00 pm | Lunch                                                                |
| 1:00 pm – 2:30 pm  | **Sector Presentations and Case Studies**<br>
|                    | Chief Richard Harry, *Co-Chair*<br>
|                    | Dawn Madahbee Leach, *Co-Chair*<br>
|                    | Chief Terry Paul, *Co-Chair*<br>
|                    | David Simms, *Facilitator*<br>
|                    | Neil Philcox, *Facilitator*<br>
|                    | Sector Case Studies<br>
|                    | Daniel Rabu, *Geoduck Framework*<br>
|                    | Clark Dedam, *Pêcheries Baie Chaleurs Fisheries Inc.*<br>
|                    | Stan Kapashesit, *Director of Economic Development, Moose Cree First Nation Aquaponics*<br>
|                    | Donald Davis, *Waycobah First Nation Fisheries*                      |
| 2:30 pm - 2:45 pm  | Nutrition Break                                                      |
| 2:45 pm - 4:30 pm  | **Sector Presentations and Case Studies** continued                 |
| 5:30 pm - 7:00 pm  | Dinner                                                               |
# DAY 4  Thursday, May 18

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<th>Time</th>
<th>Event</th>
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<tr>
<td>8:00 am – 9:00 am</td>
<td>Continental Breakfast</td>
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<td>8:00 am – 5:00 pm</td>
<td>Learn and Share</td>
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<tr>
<td>9:00 am</td>
<td>Jeff Ward, EMCEE</td>
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<tr>
<td>9:00 am – 10:30 pm</td>
<td><strong>Alternative Business Opportunities</strong></td>
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<tr>
<td></td>
<td>Chief Bob Chamberlin, <em>First Nation Wild Salmon Alliance, Chair</em></td>
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<td></td>
<td>Scott Travers, <em>Director, Strategic Planning, Halibut PEI Inc.</em></td>
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<td>Chair Eric Hobson and President Bill Cranmer, <em>Kuterra</em></td>
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<td>Mark Duiven, <em>Facilitator</em></td>
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<td>Jim Jones, <em>Facilitator</em></td>
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<td>Chris DeBow, <em>Gardner Pinfold Consulting, Study on Tuna Charters</em></td>
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<td>Ted Walkus, <em>Good Hope Cannery Lodge, Wuikinuxu Nation</em></td>
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<tr>
<td>10:30 am - 10:45 am</td>
<td>Nutrition Break</td>
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<tr>
<td>10:45 am - 12:00 pm</td>
<td><strong>Alternative Business Opportunities</strong> <em>continued</em></td>
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<tr>
<td>12:00 pm – 1:00 pm</td>
<td>Lunch</td>
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<td>1:00 pm – 2:30 pm</td>
<td><strong>North American Cooperation</strong></td>
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<td>Audrey Mayes, <em>Co-Chair</em></td>
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<td></td>
<td>Chief Bob Chamberlin, <em>Co-Chair</em></td>
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<td>Dane Chauvel, <em>Organic Ocean</em></td>
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<tr>
<td>2:30 pm – 3:00 pm</td>
<td>Nutrition Break</td>
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<tr>
<td>3:00 pm – 4:30 pm</td>
<td><strong>Summary Discussion / What we Saw and Heard / Action Items</strong></td>
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<td>John G. Paul, <em>Chair</em></td>
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<td>Mark Duiven, <em>Facilitator</em></td>
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<td>Jim Jones, <em>Facilitator</em></td>
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<tr>
<td>4:30 pm</td>
<td><strong>Closing Ceremony</strong></td>
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<td>John G. Paul, <em>Chair</em></td>
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</table>
**DAY 2  Tuesday, May 16**

- **8:00 am – 5:00 pm**  Business Appointments
- **8:00 am – 5:00 pm**  Trade Show Business
- **7:00 pm – 8:00 pm**  International Trade Opportunities
  - Trade Issues
  - Agriculture and Agri-Food Canada
- **7:00 pm – 8:00 pm**  Management, Skills Development and Safety: an Integral Part of Business Planning and Capacity Building
  - Marcel Sherpet, Facilitator
  - Allen Tobey, Chelsea Doyle, Stewart Franck
- **8:00 pm – 9:00 pm**  Taking Product to the Marketplace
  - John Nagle Co.

**DAY 3  Wednesday, May 17**

- **8:00 am – 5:00 pm**  Business Appointments
- **8:00 am – 5:00 pm**  Trade Show Business
- **7:00 pm – 8:00 pm**  Mexico Presenters
  - Community Aquaculture
- **7:00 pm – 8:00 pm**  Management, Skills Development and Safety: an Integral Part of Business Planning and Capacity Building
  - Marcel Sherpet, Facilitator
  - Allen Tobey, Chelsea Doyle, Stewart Franck
APPENDIX C

Invitation
We would like to invite you to be part of the 2017 National Indigenous Fisheries and Aquaculture Forum (NAFFIII) hosted by the Atlantic Policy Congress of First Nations Chiefs Secretariat and Co-hosts.

The event is being held on Nova Scotia’s Cape Breton Island, premier tourism destination and home of the world-renowned Cabot Trail. This national conference will build from the success of NAFFI – The Business of Fisheries in 2011 and NAFFII – Seize the Economic Opportunities in 2012. NAFFIII will focus on diversity, integration and leadership. The goal of NAFFIII is to bring together the demand and supply chain required to enhance, grow and diversify the fisheries and aquaculture sector in all Indigenous communities across Canada.

NAFFIII will host international participants from the State University of Sinaloa, Mexico, US Casino Food & Beverage, the John Nagle Co. and many others. The format is designed to share and transfer knowledge and meet face to face with other individuals and organizations that have diversified and/or implemented successful strategies. Networking opportunities include an exhibit/trade show and learn and share sessions.

For more information, contact Maureen Carroll, Conference Administrator
1-902-270-3720 / maureen@mcarrollconsulting.ca
APPENDIX D

Bio Package
SPEAKER BIOGRAPHIES
Celia Barreto Angulo

Celia Barreto Angulo was born in Boca de Camichin, a community in the coast of Santiago Ixcuintla municipality in Nayarit state. She studied elementary and junior high in the same community, and afterwards she started working harvesting vegetables and grains in different farms. Her father being a member of Ostricamichin cooperative, she and her sisters worked in oyster farming. She married a member of the same cooperative where they continue to work together. Also, she is leader of Mujeres Unidas por un Boca de Camichin Limpio group.

Chief Bob Chamberlin

Kwicksutaineuk Ah-kwa-mish First Nation

Chief Bob Chamberlin is the elected Chief Councilor of the Kwicksutaineuk Ah-kwa-mish First Nation currently completing his third 2-year term. In addition to this Bob has served as Chairman of the Musgamagw-Tsawataineuk Tribal Council for 5 years and most recently as Secretary/Treasurer of the Union of BC Indian Chiefs. Bob is a Traditional singer for the Kwakwakawakw people and has a son who is 16 years old. He has also worked as an Audio Consultant where he digitized libraries of reel to reel and cassette recordings of traditional songs of his people and remastered them digitally. Chief Chamberlin has been successful in negotiating the necessary resources to rebuild virtually the entire village of Gwa-yas-dums on Gilford Island. This included a water treatment facility, power supply, new subdivision and every home being rebuilt, 6 Home’s are currently being constructed today. In his role as Co-Spokesperson of the First Nation Chiefs Family and Wellness Council, Chief Chamberlin has turned his attention to address the shortcomings of adequate funds, resources and services for the Children in Care in British Columbia. Chief Chamberlin said, “There are many issues, for example safe drinking water for our communities or the impact of industry on our waters and lands, that we as First Nations must address to protect our families and our territories. As Vice-President, I will always be respectful of each Nation’s authority and autonomy to determine what is in the best interests for their families and their territories. I will be available to assist any and all UBCIC Member Nations protect and further their interests to government and/or industry.”

Dane Chauval

Organic Ocean

Working with other West Coast fishermen, Dane Chauvel established Organic Ocean to supply discriminating retailers, chefs and restaurateurs with a source of the finest, natural seafood. On the premise that those who make environmentally friendly seafood choices also receive the best ingredients, the business has flourished and now supports a close community of family, friends and First Nations fishermen who share ethics and values about the sustainability of the sea, the fish, and the environment. While he’s a second-generation fisherman who has been attached to the fisheries his entire life, Dane also managed to earn Bachelors of Arts (Economics) and MBA degrees, following which he worked as an executive in the technology sector. In 2008, he saw the light and dedicated himself to supplying seafood to those who care about what they eat and who want to ensure the long term health of the resource for the benefit of future generations. In addition to being a bona fide fisherman and overseeing the business of Organic Ocean, he is actively involved in industry and public affairs and serves as a director and member of various seafood harvesting associations and bodies.

Silvia Orozco Corona

Silvia Orozco Corona was born in Boca de Camichin, a community in the coast of Santiago Ixcuintla municipality, in Nayarit state.

Growing up with her parents and four sisters, she studied elementary school in the same community, and spent junior high and high school in Villa Juárez, Nayarit state. After that she started working to support her family, selling oysters at the beach, waitressing in town restaurants, and harvesting in vegetable and grains farms. Nowadays, she is married and is a housewife and mother of three sons. She has been a partner of the cooperative Ostricamichin for 10 years. She is also a leader of Mujeres Unidas por un Boca de Camichin Limpio group. The purpose of the group is to maintain a clean community, pursuing a change in all community members to care for the environment and the oysters, which are a source of economic support that for Boca de Camichin.
Bill Cranmer
President, Kuterra

Bill Cranmer is a ‘Namgis hereditary chief, and served as elected Chief Councillor of the ‘Namgis First Nation for more than twenty years. In that time he helped ‘Namgis achieved many successes, including negotiating equity partnerships with Polaris Minerals to develop an aggregate quarry and Brookfield Renewable for run-of-river hydroelectric power; establishing ‘Namgis-owned businesses to manage the Nation’s forestry and fisheries resources and the Kuterra land-based Atlantic salmon farm; and negotiated health services agreements. Chief Cranmer has also worked to preserve and promote Kwakwala language and culture locally, provincially and nationally. He chaired the Assembly of First Nation Chiefs Committee on Languages for several terms, and made presentations to the United Nations Permanent Forum on Indigenous Issues in New York, and the Heritage Ministers of the Organization of American States. When Nelson Mandela visited Canada, Chief Cranmer greeted him with a celebration song and presented him with a drum.

Chris DeBow
Gardner Pinfold Consulting

Mr. DeBow is an Economist with Gardner Pinfold. He has been with the firm since 2006. His training in economics, business, and international development adds a unique perspective to his work with the firm. Since joining Gardner Pinfold, he has been involved in several studies involving energy, agriculture, human resources and community development. His strengths are in data gathering and research, statistical analysis, interviewing, project coordination and group facilitation. Prior to joining Gardner Pinfold, Mr. DeBow worked with several community and International development organizations in Canada and overseas.

Amanda Dedrick
Health & Safety Coordinator, Fisheries Safety Association of Nova Scotia

Amanda is the Health & Safety Coordinator of the Fisheries Safety Association of Nova Scotia. Amanda comes from a South Shore fishing family and also spent four years as a Network Coordinator with the Scotia Fundy Professional Fishermen’s Registration and Training Association helping to promote professionalization amongst fishermen. She is a graduate of the NSCC in Human Services and is currently working towards an Undergrad at Mount St. Vincent University, and a Certificate in OHS from UNB. Amanda has a good knowledge and understanding of the fishing industry and is very comfortable working with others individually or in a group setting.

Mark Duiven
Deputy Commissioner, Skeena Fisheries Commission

For the last 30 years Mark has worked as a community development consultant in northern Western BC, other parts of Canada as well as Asia, the Caribbean and Mexico. His experience has been broad and multi-faceted – centered on working directly with indigenous people. Mark’s experience includes community economic development, resource management, policy development, and government relations. Mark has a special interest and considerable experience in the development of fisheries including the development of technical management and enforcement services, primary production, marketing and branding, and the development of partnerships with mainstream seafood distributors. Mark has been Deputy Commissioner of the Skeena Fisheries Commission since 1988.

Chelsea Doyle
First Nations Fisheries Council BC

Chelsea is the Career and Capacity Development Coordinator for the PICFI Business Development Team (BDT), serving 25 First Nations Commercial Fishing Enterprises (CFEs) across BC. Chelsea works closely with each CFE to understand organizational goals in regards to capacity development and training and designs individual plans, connects CFEs to funding and resources, and provides opportunities for training to support CFEs in achieving these goals. Prior to help role on the BDT, Chelsea was the Director of Programs for a local non-profit and has a variety of experience in facilitation, mentorship, education and small business development.
Stewart Franck
Executive Director, Fisheries Safety Association of Nova Scotia

Stewart is the Executive Director of the Fisheries Safety Association of Nova Scotia and has enjoyed a diverse and progressive career in health and safety prior to taking up the current challenge: to instil a mindset of prevention, and to help change culture and reduce costs in the fishing/seafood/aquaculture industries. Stewart graduated from Mohawk College in Computer Sciences, and Occupational Hygiene – and obtained the Canadian Registered Safety Professional (CRSP) designation in 1991, and remains very active as a volunteer and mentor with professional safety organizations and community groups. For fun, Stewart enjoys camping and hiking, and plays in various musical groups. He lives in the country near his hometown of Bridgewater, along Nova Scotia’s beautiful South Shore.

Jose Angel Ceja Gonzalez
José Ángel Ceja González was born in Pueblo Nuevo, a community part of Santiago Ixcuintla municipality in Nayarit state where he spent his childhood. At 16 he moved to Boca de Camichin to attend high school. Over time, he learned oyster farming, which became such a strong interest that he stayed in Boca de Camichin where he married and had three children. Later he joined the Ostricamichin cooperative. He was cooperative president during 2007-2009, where he received recognition and experience in farming, production and distribution of oysters. Nowadays, he is president of Ostricamichin cooperative again, due to his effort, tenacity, and strong commitment to lead this organization to achieve and overcome the challenges its everyday challenges.

Chief Richard Harry
President/Executive Director, Aboriginal Aquaculture Association

Chief Richard Harry of the Homalco First Nation has been a commercial fisherman for over 40 years. He owns a salmon seine license and vessel as well as a herring gillnet license. He was born and raised on the coast of British Columbia and has fished most of his life. As the Chief for over 20 years he successfully worked towards a vision of providing economic opportunities, employment, social development, training, a working government as well as homes and services for the Homalco people. In 2003 he along with five other founding members established the Aboriginal Aquaculture Association recognizing that aquaculture had the potential to alleviate poverty and restore coastal First Nations to thriving self-sustaining communities through increased employment, revenue and control over ancestral lands. The Aboriginal Aquaculture Association was envisioned to be the focal point for First Nations to work together to develop renewed community economies. The Mission of the Aboriginal Aquaculture Association is to promote aquaculture development that respects and supports First Nation communities, culture and values.

Eric Hobson
Chair, Kuterra

Eric Hobson is Chair of Kuterra LP, and an engineer with more than 35 years of experience in the oil and gas, telecommunications, and technology industries. Eric co-founded numerous companies through Northridge Canada, a private equity firm, including Northridge Petroleum Marketing (acquired by TransCanada Corp.) and Metronet Communications (acquired by AT&T Canada). Eric is a member of the Institute of Corporate Directors and an experienced director of public and private organizations. He is also an active philanthropist. He was founder and president of the SOS Marine Conservation Foundation, which signed a memorandum of understanding with the 'Namgis First Nation in 2010 to develop a land-based closed containment aquaculture project to grow Atlantic salmon for market at a commercial scale. This became the 'Namgis-owned Kuterra in 2011.
Jim Jones
President, JB Jones Consulting

Jim Jones is the President of JB Jones Consulting and offers consulting services in fisheries and Aboriginal issues as well as general management consulting. Jim was a senior executive with the Government of Canada for over 25 years. From 1998 to 2009 he was the Regional Director General, Gulf Region with Fisheries and Oceans Canada. In addition to his long time experience in domestic fisheries, he also has extensive international experience. Jim was an officer of the International Commission for the Conservation of Atlantic Tunas from 1998 to 2009 and was the head Canadian Commissioner to ICCAT from 2002 to 2008. Jim is also active in the volunteer sector and served as President of the United way of Greater Moncton and Southeastern New Brunswick. He resides in Moncton, NB.

Stan Kapashesit
Director of Economic Development, Moose Cree First Nation

Stan is the Director of Economic Development for the Moose Cree First Nation and is a proud member of Moose Cree and makes his home with his wife and children in Moose Factory, Ontario. Stan has been involved in Economic Development in the James Bay region since beginning his career in 2002 in various positions that have included Business Development Officer, Employment Counselor, and Executive Director of an Aboriginal Financial Institution / CFDC and now employed with Moose Cree. Since beginning with Moose Cree in spring 2014, Stan has made it a priority to address key elements that the community faces including the high cost of living in a remote community, transportation, and energy. This Aquaculture & Aquaponics project was initiated in 2015 to provide an option to look at food sovereignty ideas for the community, as well as provide a unique training opportunity for the community members to learn about this technology. The goal is to be in full operations by 2018 and to make it a flagship business that can be shared with other First Nation Communities that face similar challenges related to food costs issues. For more information about the project please send an email to stan.kapashesit@moosecree.com. Meegwetch.

The Honourable Dominic LeBlanc
Minister of Fisheries, Oceans and the Canadian Coast Guard

The Honourable Dominic LeBlanc was first elected to the House of Commons in November 2000 and re-elected in 2004, 2006, 2008, 2011 and 2015. He has served on the Special Committee on Non-Medical Use of Drugs and the Standing Committees on Fisheries and Oceans, Transport and Government Operations, National Defence and Veterans Affairs, Public Accounts, Procedures and House Affairs, International Trade, Justice and Human Rights, and Foreign Affairs. He has also served as Parliamentary Secretary to the Minister of National Defence. On July 10, 2004, Dominic was sworn in as a Member of the Privy Council for Canada and appointed Parliamentary Secretary to the Leader of the Government in the House of Commons and Deputy Chief Government Whip. He has served as Opposition Critic for International Trade, Intergovernmental Affairs, Justice, Defence, and Foreign Affairs. Mr. LeBlanc received a Bachelor of Arts in Political Science from the University of Toronto (Trinity College), a Bachelor of Laws from the University of New Brunswick, and a Masters of Law from Harvard Law School. Academic successes include the Dean's List at the University of New Brunswick's Faculty of Law, a scholarship from the New Brunswick Branch of the Canadian Bar Association, and the Graduating Average Prize from the University of Toronto (Trinity College). Prior to his election to the House of Commons, Mr. LeBlanc was a barrister and solicitor with Clark Drummie in Shediac and Moncton, New Brunswick. From 1993 to 1996, Mr. LeBlanc was special advisor to the Prime Minister of Canada, the Right Honourable Jean Chrétien. Mr. LeBlanc is married to Jolène Richard, Chief Judge of the Provincial Court of New Brunswick.

Dawn Madahbee Leach
General Manager, Waubetek Business Development Corporation

Dawn has been the General Manager for the Waubetek Business Development Corporation since 1988. Waubetek is a leading Aboriginal Financial Institution that provides financial services to Aboriginal entrepreneurs and 27 First Nations in Northeastern Ontario. She is the first Aboriginal
woman in Canada to head up a regional financial lending institution. At Waubetek, Ms. Madahbee Leach was instrumental in the establishment of major community development projects as well as a $70 million investment in Aboriginal businesses who experience a business success rate at 94%. Nationally, she has helped design programs that meet the capital needs for Aboriginal businesses and First Nation communities. Ms. Madahbee Leach also currently serves on the Boards of Peace Hills Trust, the Northern Policy Institute and the North-East Local Health Integration Network. She has also served on her First Nation Council and was the former Chairperson of the Northern Ontario Development Corporation and a former director for both the Ontario Development Corporation and Innovations Ontario Corporation. She has spoken and promoted Indigenous businesses internationally in regions such as Australia, Germany, the United States and the United Kingdom. Ms. Madahbee Leach is the owner of Indigenous Business International, a company that provides consulting services and promotes corporate partnerships with Indigenous people. In 2004, she was recognized as a Mover and Shaker for economic development in Northern Ontario Business. Ms. Madahbee Leach was contributed a chapter in the book “Changing Lives: Women of Northern Ontario”. She also contributed to a book compilation entitled “Governance in Northern Ontario – Economic Development and Policy-Making” by Segsworth and Conteh with her chapter “First Nations Inclusion: A Key Requirement to Building the Northern Ontario Economy”. She is a hard working community member and partakes in a number of volunteer activities. Among her many volunteer commitments, she has sat on the Board of Directors for a regional women’s shelter and has participated in the fundraising for the Ojibwe Cultural Foundation’s capital campaign. Ms. Madahbee Leach graduated from the University of Waterloo’s Economic Development Program and holds a degree in Political Science and Law from York and Laurentian Universities.

Audrey Mayes
Senior Policy Analyst/Researcher, Assembly of First Nations

Audrey Mayes is a Senior Policy Analyst/Researcher with the Environmental Stewardship Unit, Fisheries Portfolio. She is from Indian Brook First Nation; Mi’kmaq Nation in N.S. Audrey has been with the AFN since August 1996 and has worked on all Natural Resources, Land Rights and Treaty issues. Audrey continues to facilitate discussions on national fisheries priority issues, and assists with policy and strategic planning that builds effective governance and partnerships with First Nations. Over the years, Audrey has established valuable networks with community, regional and national First Nation leaders, technicians, experts and government representatives, both nationally and internationally.
Gustavo A. Rodriguez
Montes de Oca
Gustavo holds a B Sc in Aquaculture Engineering (Autonomous University of Guadalajara), Masters Degree in Fish Reproduction (CIAD Mazatlán), and a Ph D in tilapia production at the Ohio State University. He is a member of the National Researcher System Level I by CONACYT (Mexican Council of Science and Technology), and is a full-time Professor-Researcher at the Marine Science Faculty of the Autonomous University of Sinaloa at Mazatlán México. Gustavo is a former collaborator with AquaFish CRSP program by the USAID. Main topics of research included: Aquaculture diversification focused on native species of fish; tilapia production; implementation of eco-friendly fish farming technologies, such as biofloc, recirculation and multi-trophic integrative aquaculture (IMTA and aquaponics).

Charles Nagle
President, The John Nagle Company
Ambitiously undertaking the duties as President of John Nagle Co. for almost 20 years, Charles Nagle is the fourth of a five-generation wholesale seafood company established in 1887 located on the Boston waterfront. From a young age, Charles worked closely with his father, Russell, his brothers John, Robert, Vincent and his sister Janet to develop their family business. Charles served as director of the Blue Water Fishermen’s Association and was voted “Highliner of the Year” by the U.S. swordfish industry. At the International Boston Seafood Expo, Charles has spoken as an expert marketing panelist at the salmon conference. He has also spoken as an expert on the halibut industry at the Nova Scotia summit. The Mayor of Boston has recognized John Nagle Co. for its outstanding leadership and support for Boston’s English as a second language program as part of an in-house training program for new immigrants. John Nagle Co. was honored to receive an award for Family Business of the Year from Northeastern University. Charles is a member of Friends of the Blue Hills Reservation, Trustees of the Reservations, Hale Reservation and the Essex Country Greenbelt Association. He is a graduate of Boston Latin School and the University of Massachusetts with a B.S. in Chemistry. Charles is an avid outdoorsman, cyclist and skier and enjoys travel with his family. He participates in the Mount Greylock Challenge for MS and Par for the Cure Golf Classic.

John G. Paul
Executive Director, Atlantic Policy Congress of First Nations Chiefs Secretariat
John G. Paul is the Executive Director of the Atlantic Policy Congress of First Nations Chiefs Secretariat in Dartmouth, Nova Scotia. Taking direction from the Atlantic Chiefs through frequent All Chiefs Forums and Executive Chiefs Meetings, Mr. Paul provides policy analysis and strategic advice on a wide range of policy issues facing First Nations in Atlantic Canada and Eastern Quebec. The APC Secretariat’s mandate is to research, analyze and develop alternatives to federal policies affecting its member First Nation communities. Mr. Paul has a Bachelor of Arts in Community Studies and received his Master of Public Administration in Financial Management from Halifax’s Dalhousie University in 1982. A dedicated advocate for First Nations, he has worked toward positive change for First Nations communities in diverse policy areas for more than 25 years. Mr. Paul plays a strategic role in his efforts to liaise between government and First Nations communities. He provides ongoing policy support and advice on First Nations issues in the areas of social wellbeing, health, housing, education, and economic development. His work includes negotiation and advocacy on measures related to the DFO (Department of Fisheries and Oceans), AANDC (Aboriginal Affairs and Northern Development Canada), Health Canada, and other federal agencies. In recent years, Mr. Paul was a key First Nations advocate in his role as Treaty Mediator during the implementation of the Marshall decision. Prior to this, Mr. Paul provided consulting and advisory services as Director to the Self Government Secretariat at Health Canada. His current efforts in policy and advocacy are grounded in over ten years’ community-level governance at the Membertou First Nation, where he worked as a Councillor, Band Planner, and Development Officer.
Chief Terry Paul
Membertou First Nation

Terry Paul is the Chief of Membertou, a position he has held since 1984. During that time, Paul has guided his community and administration into one of the most open and efficient native communities in the country. Chief Paul has served on numerous boards and task forces. He is one of the original founders of the National Aboriginal Capital Corporation Association (NACCA), which started out as seven Aboriginal corporations and has grown to over 50 Aboriginal financial institutions across the country. Chief Paul started his career with the Boston Indian Council where he received his background training in finance and management. He began as a job placement officer and was quickly promoted to director of finance. The final position that Chief Paul held with the Boston Indian Council was president. Returning home to Membertou, Chief Paul worked for the Mic Mac News in sales and advertising. He then joined the Membertou Band Council in the role of economic development officer and progressed to the position of band manager before he was elected as Chief in 1984. Chief Paul has achieved many notable accomplishments in his current role including doubling the land base for the Membertou Reserve and increasing the employment rate within Membertou to nearly 80% in the community. The infrastructure expansion during the past number of years, such as the multi million dollar Membertou Trade and Convention Centre, Entertainment Centre, and the Five Star Kiju’s Restaurant, is just examples of the many accomplishments during Chief Paul’s leadership. Chief Paul also assisted Donald Marshall Jr. in his successful Supreme Court defense of the Mi’kmaq treaty rights to fish, which resulted in approximately $600 million in the Atlantic region for the Mi’kmaq. The Membertou logo of “Welcoming the World” is undoubtedly the most accurate representation of the open and progressive First Nation community that Membertou has become under the leadership of Chief Terry Paul.

Neil Philcox
BDT Team Leader, First Nations Fisheries Council BC

Neil is the President of Castlemain Group, the leading Indigenous advisory group in Canada. He also leads the Business Development Team (BDT), serving 25 First Nations Commercial Fishing Enterprises on the west coast of Canada. Prior to his current role, Neil co-founded Grand Basin Group, which was acquired by Castlemain in February 2017. In his current capacity, Neil leads multiple teams that work with and for Indigenous clients across Canada, with a focus on economic development, governance and policy, land planning and development, and strategic engagement and communications. Neil is the former Director of Economic Development Projects at Coast Opportunity Funds, a First Nations economic development and conservation organization established with $116 million under management. At Coast Funds he worked on financing approximately 100 projects with 20+ First Nations in British Columbia, spanning a broad range of sectors, activities and objectives. Neil has an accomplished background in international finance and business development, primarily with Standard Chartered Bank and American Express Bank. After more than 10 years working in international capital markets, Neil completed a Master of Resource Management at Simon Fraser University in 2006, with a focus on environment, development and non-market valuation. He brings a deep understanding of capital and finance, as well as being a respected practitioner on the implementation and development of asset-based metrics for social, economic and environmental values, in a manner that serves the needs of both communities and mainstream finance and investment.

Jordan Point
Executive Director, First Nations Fisheries Council of British Columbia

Beginning his professional career with a background in environmental law enforcement, Mr. Point was recognized by his graduating class and faculty as Valedictorian and top recruit at the Justice Institute of British Columbia. He continued his career as a Federal Fishery Officer, rising to the rank of Detachment Supervisor at Steveston, BC. Mr. Point has been certified by the RCMP Coordinated
Law Enforcement Training unit in Instructional techniques and Facilitation, and the Harvard Public Disputes program in Interest Based Negotiations and Public Dispute resolution. After managing various projects at the regional and area level, Mr. Point resigned from government employment with Fisheries and Oceans Canada in April 2010, as the Aboriginal Affairs Advisor to the Director for the Lower Fraser Area. An elected Council member in his 7th term of office with the Musqueam First Nation, Mr. Point was working with his Nation implementing and managing the Provincial Transportation Gateway Project as the Gateway Coordinator right up to November 2010, when he accepted the role of the Executive Director of the First Nations Fisheries Council.

Daniel Rabu  
Aquaculture Business Technical Expert, Aboriginal Aquaculture Association

Born to a Metis mother and Breton father in Winnipeg Manitoba, from a very young age I dreamed of becoming an undersea explorer, like Jacques Cousteau, working with the myriad of fascinating and mysterious marine animals and plants that inhabit our oceans. Having been raised by a “French chef” father, I was exposed from a young age to the wonderful bounty provided by the sea; oysters, crab, fish, clams, scallops, mussels and, after thirty years of earning a livelihood in the restaurant & hospitality industry, it was a natural progression for me to turn to shellfish aquaculture as my next life’s passion. As an Islander and West Coast mariner, I recognize the great economic potential that the pristine and nutrient rich waters of British Columbia hold for sustainable aquaculture and I firmly believe that First Nations will play an even increasing role in supporting and engaging in the development of aquaculture as the next economic driver for their communities and the people of British Columbia. Sustainable aquaculture offers the promise of good long-term jobs and I believe that the economic benefits for communities and First Nations, derived from aquaculture development, will create legacies of renewable wealth for generations to benefit from. My personal goal is to use the experience I gained from owning/operating businesses as well as the insight acquired from working in the Aquaculture Industry and from my relationships with First Nations and the Provincial and Federal Governments, in the best manner I can to support and facilitate the meaningful participation of First Nations in the development of sustainable aquaculture.

Julio Adalberto Cabanillas Ramos

Julio graduated in 1999 as a Fishery Biologist at the Faculty of Marine Sciences of Universidad Autónoma de Sinaloa (Sinaloa State University). He completed his Masters Degree in Aquaculture at the Universidad de Sonora (Sonora State University). Academically, Julio is in the process of completing a PhD, Doctorate in Biotechnology, by the Instituto Tecnológico de Sonora (Technological Institute of Sonora). Julio is Manager of the State Committee of Aquaculture Health of Sinaloa A.C. One of his main activities has been acting as an articulating entity in the relationship between government institutions and the productive sector. He has participated in several research projects applied to aquaculture and environmental areas of coastal systems and is a co-author of several international publications.

John Risley  
President, CFFI Ventures Inc.

John Risley is President of CFFI Ventures Inc., a diversified holding company operating internationally. Its primary assets are significant positions in Clearwater Seafoods, Canada’s largest fishing company, and in Liberty Global, the world’s biggest international TV and Broadband Company. The company has majority or significant stakes in a portfolio of startups. Mr. Risley is very active in community affairs, sitting on the Board of a number of charitable organizations. He is Chair of Futurpreneur Canada and co-Chair of the Capital Campaign for the Nature Conservancy. He regularly engages in public policy debate, is Chairman of the Atlantic Institute of Market Studies, a member of the World President’s Organization, The Chief Executives Organization and the Canadian Council of Chief Executives. He is also a graduate of Harvard University’s President’s Program in Leadership. He was named an Officer of the Order of Canada. He is a member of the New York Yacht Club and the Royal Ocean Racing Club. He lives in Chester, N.S.
Fernando Salazar  
**Aquaculture Business Development Advisor, Ulnooweg**  

Fernando Salazar graduated in 1997 as Marine Biologist from Universidad Autonoma de Baja California Sur, Mexico. He worked for 4 years on several studies related to reproductive biology and abundance of commercially fished sharks and rays; cultivation mother of pearl; and providing consulting services in aquaculture and environmental management.  
Immigrated to Canada in 2002 and by 2006 he completed an MSc in Aquaculture from the University of Guelph. By 2007, he moved to St. Andrews, NB to work at DFO’s biological station in the Integrated Multi-trophic Aquaculture project. Fernando joined the Aquaculture Association of Nova Scotia in 2008 as a R&D Coordinator working in project management, technology transfer, innovation and development of aquaculture. This position gave him the necessary exposure to understand the challenges and needs of aquaculture in Atlantic Canada and to build a valuable network of national and international contacts within the sector. In 2010, Fernando joined Ulnooweg as the Aquaculture Advisor working for the Business Development Team. In this position, he has been responsible for providing advice and guidance in the establishment of commercial aquaculture projects with First Nations from Atlantic Canada and Quebec. So far he has assisted 30 communities with their project ideas.

Marcel Sherpet  
**Marcel has been an independent consultant for over 14 years, working in strategic planning, resource procurement, organizational development, mediation, facilitation (public engagement), and First Nations governance.** He has a proven track record for getting results, for being transparent, and accountable. Marcel has extensive experience working with Aboriginal organizations managing natural resources, mostly fish and land use. Marcel has been a negotiator on the Fraser Panel for over 14 years; he was also appointed to the Pacific Fisheries Resource Conservation Council (PFRCC) by four different federal fisheries ministers. This has allowed Marcel to work closely with industry, and other government agencies with an interest in having conversations with First Nations, particularly within the Fraser River watershed including Vancouver Island First Nations. Marcel is a former professional mediator and was on the roster of professional mediators for child and family protection in BC. Marcel has also successfully completed the practicum for small claims mediation, which includes conducting 10 small claims mediations. Marcel is certified as a Public Engagement Specialist, certified as a member of the International Association of Public Participation (IAP2), which gives him the ability to understand and effectively design public engagement strategies. Since 2007, Marcel has been the lead facilitator on both the “Roadmap Process” and the “Fraser Forum” Process both processes bringing Fraser River and Vancouver Island First Nations together with the Federal Department of Fisheries and Oceans to negotiate a co-management agreement. On March 21, 2012, after 5 years, the Fraser and approach First Nations signed an historic “Co-management Memorandum of Understanding (MOU)”

David Simms  
**BDT Team Leader, Ulnooweg**  

David is the Team Leader of the Fisheries Business Development Team (BDT) at Ulnooweg Development Group. In this capacity, he directs a group of business and technical advisors who provide support services to the Atlantic Aboriginal communities, under the Atlantic Integrated Commercial Fisheries Initiative (AICFI) and the Aboriginal Aquaculture in Canada Initiative (AACI). The BDT serves over thirty communities located throughout the Atlantic region and in Quebec. David has a broad background in fisheries and regional economic development. He has held a number of senior management positions in government, industry and the community enterprise sector, and undertaken work assignments both nationally and internationally. This has included working in the areas of policy development, socio-economic assessment, strategic economic planning and business development. Prior to joining Ulnooweg, David directed a community-owned business corporation in Northern Newfoundland and Labrador, and provided business development support to other community-based groups and entrepreneurs. He directed and managed a number of research and development initiatives and joint business venture partnerships in fish harvesting, processing and aquaculture. David has also
undertaken special assignments to review economic development policies, programs and approaches in other jurisdictions, including devising community-based models for innovative economic development.

Janet Steele
Regional Director (Agriculture and Agri-Food Canada)

Janet Steele is the Regional Director for Agriculture and Agri-Food Canada’s Atlantic Regional Office, located in Halifax. Janet has worked for the Government of Canada for over 25 years, holds a master’s degree from Dalhousie University, and an undergraduate degree from St FX University.

Allen Tobey
Fisheries Training Technical Advisory Committee, AICFI

Allen is currently a member of the Fisheries Training Technical Advisory Committee of the Atlantic Integrated Commercial Fisheries Initiative (AICFI) assisting Atlantic First Nations in the development of their fisheries training plans and the coordination of training for their harvesters. Allen began as an inshore fisherman in a small family owned operation in Cape Breton, Nova Scotia. After graduating from Dalhousie University took employment as a Fishing Gear Technician and Off-Shore Observer for DFO. In 1979 he began his career in Fisheries Training with the Nova Scotia School of Fisheries. Allen worked his way up through various positions with this School including Instructor of Fishing Gear Technology, Navigation and Marine Safety. He fulfilled roles as the Training Coordinator and Training Manager eventually becoming the Principal of the School from 2001 until his retirement in 2006. Since 2006 he has continued to work with the Native and non-Native fishing communities and fishing industry organizations providing consultation on training requirements under the new Canada Shipping Act 2001 and assisting First Nations Commercial Fishing Enterprises in identifying and meeting their fisheries training needs.

Scott Travers
Director, Strategic Planning, Halibut PEI Inc.

Scott Travers is the past President and COO of Minas Basin Pulp and Power Co. Ltd. in Hantsport, NS as well as the President and Vice Chairman of Newton Falls Fine Paper in Newton Falls, NY. Since 1984, Mr. Travers has held various positions from Assistant Plant Engineer, Process Engineer, Production Manager, General Manager, VP of Operations and subsequently became President and COO. He graduated from Saint Mary’s University with a Diploma of Engineering (1982) and then graduated from TUNS – Technical University of Nova Scotia – Bachelor of Engineering – Mechanical (1984). EMBA at Western University 2000. Since 2013, Scott has held the position of VP Business Development at Great Northern Timber in NS. Primary responsibilities included the management of all international sales of cellulose fiber and biomass including trade with Middle East. Responsibilities also included government relations and technology investment. He has held various directorships of several companies and organizations: Crown Fibre Tube, Scotia Recycling, Seaforth Energy, Electrical Consumers Association of Nova Scotia, REIANS (Renewable Energy Industry Association of Nova Scotia), Artcco Consultants and Travers Homestead Properties, past Chairman of the Pulp and Paper Technical Association, Past Director for Nova Scotia Hearing and Speech Foundation, and warden of the Christ Church, Kildare Capes, PEI. Scott is a founding member of the Electrical Consumers Association of Nova Scotia. Presently is a board member of Woodland Biofuels (an ethanol from wood biomass company). First chair of FORCE(Fundy Ocean Research Center for Energy) Past member of the Board of Nova Scotia Business Inc and member of its investment committee. Presently, Scott is the Director of Strategic Development at Halibut PEI where he leads the company in building a new Hatchery and investment attraction for future grow out operations in PEI. HPEI’s objective is the building of a land based sustainable Halibut industry in Atlantic Canada.
Justin Turple  
**Senior Trade Policy Advisor, Fisheries and Oceans Canada**

Since 2015, Justin has been Fisheries and Oceans Canada’s lead analyst on a wide range of issues, including U.S. market access, the Canada-E.U. Comprehensive Economic and Trade Agreement (CETA), and import bans on live lobster from Canada, while also providing overall coordination of the Department’s efforts at fish and seafood trade expos in the U.S, Europe, and China. Justin first joined Fisheries and Oceans Canada in early 2012, where he spent 2 years with the Department’s Fisheries Resource Management Directorate as the Senior Fisheries and Aquaculture Management Officer for Atlantic groundfish fisheries, before moving onto Atlantic small pelagic and eel fisheries. More recently, Justin spent a year with the Department’s Global and Northern Affairs Bureau providing policy analysis for Canada’s Protection of the Arctic Marine Environment (PAME) working group delegation at the Arctic Council and for Canada’s delegation on Arctic High Seas Fisheries. Prior to joining the public service, Justin spent several years in middle and senior management roles within the charitable sector, where his focus was on community and stakeholder engagement. Justin holds a Certificate in Management from McGill University (2006), a Bachelor of Commerce (BCom) from McGill University (2008), and a Masters in Business Administration (MBA) from the University of British Columbia (2010). He is originally from Kennetcook, Nova Scotia, and currently resides in Ottawa, Ontario.

Jeff Ward  
**General Manager, Membertou Heritage Park**

Jeff was born and raised in Metepenagiag Mi’kmaq Nation along the Miramichi River in NB. For the past ten years he has lived in Membertou, transferring Band membership to Membertou. He is the General Manager of the Membertou Heritage Park, drawing on his vast experience and knowledge in the fields of culture, management and administration. Growing up, Jeff was always involved in community events and has been a leader in community planning, coordination, and participation. When it came time to pursue post-secondary education, the Bachelor of Arts Community Studies program at Cape Breton University was a natural fit. Jeff is currently in the Masters Program of Community Economic Development at CBU. As a public figure, Jeff has been dancing, drumming and performing his way into people’s hearts since the age of eight. He is currently a member of both the Sons of Membertou and Thunder Eagle Singers. Jeff provides Master of Ceremonies Service for numerous First Nation Pow Wows in the Atlantic region. He has also performed in numerous plays at the Cape Breton University’s Boardmore Theatre, and been a keynote speaker and EMCEEE for a variety of conferences including MLSN Justice forum, Reform on Social Security AFN and the 2017 ECMA’s.

Joanne Wilkinson  
**A/Assistant Secretary, Privy Council Office**

Joanne Wilkinson is the acting Assistant Secretary for the Review of Laws and Policies related to Indigenous Peoples at the Privy Council Office and is also the Indigenous Peoples Champion for PCO. In more than 25 years in the public service, she has worked in a wide range of areas, covering policy development and program management at a national level, including preparations for the social policy aspects of several federal Budgets; operational priorities like First Nation infrastructure as well as lands, natural resources and emergency management; and core management practices, including expenditure reviews and labour-management consultations. She previously held the positions of Director of Operations in PCO’s Social Development Policy area as well as Director General of Education and Regional Director General for Yukon and then Ontario after holding various positions in British Columbia and Ottawa with Indigenous and Northern Affairs Canada and the Department of Canadian Heritage.
ADDITIONAL SPEAKERS

Donald Davis
Director Corporate Services,
Waycobah First Nation

Clark Dedam
President and General Manager,
Pêcheries Baie Chaleurs Fisheries Inc.

Bernice Losier
Canadian Food and Inspection Agency

Dawn Miller-Cormier
Horticulture Specialist, Canadian
Food Inspection Agency

Ted Walkus
Lodge Manager, Good Hope Cannery