

Uu-a-thluk Strategic Plan: Building on Our Successes 2018-2023



Overview of Goals

<p style="text-align: center;">Access</p> <ol style="list-style-type: none"> 1) Increase Food, Societal and Ceremonial access 2) Continue to work to implement Nuu-chah-nulth economic fishing rights 3) Continue to increase Nuu-chah-nulth influence by working with advocates like the AFN, FNS, UBCIC, FNFC, IMAWG, WCA, and non-First Nations groups 4) Participate in projects that increase current access and sustain resources 5) Promote improved communications between Nations and DFO 	<p style="text-align: center;">Management</p> <ol style="list-style-type: none"> 1) Continue to study, monitor, and document our resources within Nuu-chah-nulth Ha-ha-houlthee to help manage and protect habitat and inform resource management decisions 2) Continue to increase monitoring and enforcement presence, capacity, and authority 3) Improve collaborative management relationship with DFO 4) Assist Nations to develop and implement strategic plans for their fisheries departments as requested
<p style="text-align: center;">Capacity Building</p> <ol style="list-style-type: none"> 1) Continue to educate and engage youth and community members in fisheries harvest and management 2) Continue to increase the management and technical capacity needed for Nations to assert role as resource managers 3) Continue to empower and equip Nuu-chah-nulth to take advantage of opportunities in the sea resource sector through training, education, mentorship, and workplace opportunities 4) Continue to support Council of Hāwiih participants to create an effective Nuu-chah-nulth Forum on Fisheries 	<p style="text-align: center;">Organizational Development</p> <ol style="list-style-type: none"> 1) Continue to incorporate Nuu-chah-nulth ecological knowledge, language and culture into Uu-a-thluk activities 2) Improve relationships with other NTC departments and external organizations to communicate issues, develop understanding, and further goals 3) Continue community outreach and communications regarding fisheries issues with support and invitation of the nations 4) Continue to pursue diverse funding sources that support organizational goals

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This strategic plan is without prejudice.

INTRODUCTION

Nuu-chah-nulth Ḥawiiḥ (hereditary Chiefs), elected Chiefs, and representatives from the 14 participating Nations provided input to develop this strategic plan for 2018-2023. Goals for this plan include:

- 1) Providing strategic direction for Uu-a-thluk over the next five years.
- 2) Honouring the input and the focus provided by communities, Council of Ḥawiiḥ participants, and Uu-a-thluk team.
- 3) Creating a functional, easy-to-follow plan that will guide future activities, evolve as needed, and build on successes.

Strategic Plan History

In 2010–2011, the Council of Ḥawiiḥ Forum on Fisheries—guided by a volunteer committee and a Nuuchahnulth consultant—evaluated Uu-a-thluk. This evaluation produced a number of recommendations, including:

- 1) Updating the Uu-a-thluk Strategic Plan every five years.
- 2) Hosting a collaborative work session to guide its development.

In the first half of 2017, Uu-a-thluk staff visited communities to discuss fisheries priorities. They spoke with Ḥawiiḥ, fisheries managers, Elders and knowledge holders, community members and others to review, discuss, and assess those priorities.

The previous 2012-2017 Uu-a-thluk Strategic Plan addressed issues focused on access, management, capacity building, and organizational development. Those attending the sessions for the 2018-2023 Strategic Plan reiterated the importance of the following top four actions, outcomes, and indicators required to guide the work of Uu-a-thluk.

This document summarizes the results of this work. It will be revised and updated as needed under the guidance of the Council of Ḥawiiḥ Forum on Fisheries.

OUR ORGANIZATION

Who is Uu-a-thluk?

In March of 2005, Nuuchahnulth hereditary and elected Chiefs gathered at a historic meeting to launch Uu-a-thluk, a new approach to managing aquatic resources in Nuuchahnulth Hahahoolii (territories).

Uu-a-thluk is an aquatic resource management organization administered through the Nuuchahnulth Tribal Council (NTC). Uu-a-thluk is funded through a collaborative management agreement with the Department of Fisheries and Oceans (DFO) and works within the policies and practices of the NTC.

Uu-a-thluk brings Nuuchah-nulth-aht together to work with other governments and groups. Its framework allows us to manage our aquatic resources consistent with Nuuchah-nulth practices and principles, complimenting and reinforcing H̱awilth-patuk-H̱awiih (Nuuchah-nulth governance). Together we are increasing Nuuchah-nulth participation in the harvest and management of our aquatic resources.

In our Nuuchah-nulth language, *Uu-a-thluk* means “taking care of.”

What does Uu-a-thluk do?

Uu-a-thluk focuses on three main areas:

1. **Access (More fish for communities, sustaining our resources and people)**
2. **Management (More Nuuchah-nulth involved in managing our fisheries)**
3. **Capacity (More Nuuchah-nulth working in jobs related to the ocean)**

This Strategic Plan also targets a fourth important area:

4. **Organizational Development (Improving Uu-a-thluk over the long term)**

How is Uu-a-thluk Organized?

NTC Uu-a-thluk Fisheries: Provides fisheries resource management support to Nuuchah-nulth Nations and the NTC. Uu-a-thluk Fisheries currently includes a Program Manager, three Regional Biologists, an Associate Biologist, a Program Coordinator, Communications, Development and Outreach Coordinators, and a Capacity Building Coordinator. Seasonally, Uu-a-thluk also hires Nuuchah-nulth interns as part of its *Tomorrow's Leaders* program.

Council of H̱awiih Forum on Fisheries: A forum where 14 autonomous Nations' H̱awiih (hereditary Chiefs), elected council, and/or their representatives come together to make decisions on fisheries issues with DFO and other agencies, organizations and First Nations. The Council of H̱awiih Forum on Fisheries includes representatives from Ahousaht, Ditidaht, ʔiiʔatis / čiinaxint, Hesquiaht, Hupacasath, Huu-ay-aht, Ka:’yu:’k’t’h’/Che:k’tles7et’h’, Nuchatlaht, Mowachaht/ Muchalaht, Tla-o-qui-aht, Toquaht, Tseshaht, Uchucklesaht, and Yuułuʔifʔath.

The Council of H̱awiih Forum on Fisheries is not a consultation forum with Canada or B.C. If Canada or B.C. wishes to consult with Nuuchah-nulth First Nations, they must communicate with each Nation directly.

Joint Technical Working Group (JTWG): Includes First Nations, Uu-a-thluk, and DFO staff. In addition to being a place to discuss fisheries technical issues, the JTWG also acts as a clearing house to direct issues and opportunities to First Nations, DFO, the JTWG itself, or the Council of H̱awiih for resolution or further action.

WHERE ARE WE GOING?

Our Vision

Our vision is to manage the Nuu-chah-nulth Hahahootii of our Hāwiih in a sustainable way for our musčim, consistent with Nuu-chah-nulth knowledge and values. This is a responsibility given by Naas. Our aquatic resources must fulfill our sustenance, ceremonial and societal needs, and provide an economic base for healthy communities.

Nuu-chah-nulth Principles & Values

Through community engagement, the following principles and values were outlined to guide the work of Uu-a-thluk. Although these principles and values are outlined separately below, it is with the understanding they are very much connected, overlapping, and do not exist without the other.

- ʔuuʔaafuk:** caring, working for next generations, healthy resources makes healthy communities, sustainability and conservation
- ʔiisaak:** understanding and accepting differences, community oriented, embracing Nuu-chah-nulth culture, and, respecting Hāwiih's role in the management of their Hahahootii
- hišukʔiš čawaak:** everything is connected, traditional foods are medicine, sharing our history of fishing, ʔaasma (everything is precious), increasing capacity, and increasing economic opportunities

Definitions:

haahooti: *"It is the territory of the Hāwiih and everything within it, the land, air, water, people, and the responsibilities."*

hišukʔiš čawaak: *"literally (it means) everything is one but what it means is the understanding that everything is interconnected and through our values and teachings what we do in one area impacts another."* – wickaninnish (Cliff Atleo), Council of Hāwiih Forum on Fisheries

Implementation Committee

hūupukʔanum: *"It is bigger and better than the Canadian Constitution. Every Hāwiih had one and in it was what they owned... we indicate that they are chiefly treasures but it is the governance box and holds everything you need to conduct ceremonies and uphold responsibilities of taking care of the haahooti. It's sacred."* – wickaninnish (Cliff Atleo), Council of Hāwiih Forum on Fisheries Implementation Committee

HOW WILL WE GET THERE?

Our Action Plan: An Overview for the Next Five Years

Uu-a-thluk's strategic directions for 2018-2023 will focus on four priority areas:

Access

1) Increase Food and Ceremonial access

Actions:

- a. Address issues related to food security and Food and Ceremonial (F&C) access to all fish, shellfish, marine mammals, and marine plants to meet needs of increased populations, increase economic access.
- b. Increase F&C allocations through meaningful negotiations with DFO to meet existing and future community needs based on our historical access to aquatic resources.
- c. Support Nations and Hāwiih to develop protocols as requested between nations and agreements that authorize F&C fishing within their Hahoolii.
- d. Develop stock rebuilding and F&C harvesting priority areas.
- e. Support fishers and communities who fish with the permission of their Hāwiih.

2) Continue to work to implement Nuuchahnulth economic fishing rights

Actions:

- a. Develop and implement fishing/management plans for rights-based fisheries where requested.
- b. Provide opportunities for people involved in different processes to learn from each other (e.g. T'aaq-wiihak negotiations, Maa-nulth fisheries, Tsu-ma-us salmon fishery).
- c. Pursue fishing rights court cases and negotiations.
- d. Develop and reaffirm Nation-to-Nation fishing protocols to support economic fisheries where requested.

3) Continue to increase Nuuchahnulth influence by working with advocates like the Assembly of First Nations (AFN), First Nations Summit, Union of BC Indian Chiefs (UBCIC), the First Nations Fisheries Council (FNFC), Island Marine Aquatic Working Group (IMAWG), West Coast Aquatic (WCA), other First Nations and supportive organizations.

Actions:

- a. Continue to communicate Nuuchahnulth positions on fisheries issues to other governments and organizations.
- b. Identify when Canada breaks laws and agreements or infringes on rights. Help Nations draft responses and develop strategies for holding Canada accountable.
- c. Identify appropriate venues to communicate to local, regional, national and international audiences about Nuuchahnulth fishing rights.
- d. Identify organizations that can help strengthen Nuuchahnulth voice and our position locally, regionally, and nationally with respect to external government

policies. Invite to Council of Hāwīih Forum on Fisheries meetings and make alliances with supportive people and organizations.

4) Participate in projects that increase access and sustain resources

Actions:

- a. Participate in useful advisory processes (e.g., Pacific Salmon Treaty, Halibut Commission and Advisory Board, Crab Sectoral Committee, Prawn Advisory Board, Integrated Herring Harvest Planning Committee, Groundfish Integrated Advisory Board, Area 23, 24, 25 Roundtables, Clam Sectoral, Oceans Protection Plan Committee, Wild Salmon Policy Committee, Pacific Offshore Areas of Interest Committee, Salmon Integrated Harvesting Planning Committee, Sea Cucumber Sectoral Committee, Green and Red Sea Urchin Sectoral Committees, Pacific Region Interdepartmental Shellfish Committee, Pacific Salmon Commission and technical committees it includes such as the Coho Technical Committee and the Chinook Technical Committee , etc.).
- b. Support Nations in stock rebuilding strategies and enhancement and restoration projects.

5) Promote improved communications between Nations and with DFO

Actions:

- a. Assist with information sharing and collaboration between Nations.
- b. Continue to improve working relationships with appropriate DFO staff.

Management

1) Continue to study, monitor, and document our resources within Nuu-chah-nulth Ha-ha-houlthee to help manage and protect habitat and inform resource management decisions

Actions:

- a. Use Nuu-chah-nulth ecological knowledge to inform resource management decisions.
- b. Acquire funding to conduct assessments.
- c. Explore research and monitoring partnerships with universities and other organizations.
- d. Study the impacts of sectors and industry (commercial fishing, aquaculture, logging, mining, sewage treatment, tourism) on stocks and habitat.
- e. Explore habitat restoration, e.g.: salmon stream habitat on a recovery trajectory and develop watershed plans.
- f. Assess the impacts of invasive species.
- g. Implement the Chinook rebuilding strategy.
- h. Participate in the Review of Fisheries Act.
- i. Secure and sustain our water (e.g., Water Act).

2) Continue to increase Nuu-chah-nulth monitoring and enforcement presence, capacity, and authority

Actions:

- a. Provide support to assist Nations to develop monitoring and enforcement programs (Guardians to monitor territory).
- b. Explore options for enforcement training.
- c. Explore partnerships with DFO and service providers to develop training opportunities in catch monitoring, including F&C catch monitoring with First Nations' consent.
- d. Educate communities about monitoring and enforcement requirements and responsibilities.
- e. Build more relationships with enforcement agencies such as DFO, RCMP, Parks Canada, and the Canadian Coast Guard.
- f. Continue to develop enforcement protocols with H̱awiiẖ.
- g. Learn from and build on the experiences of Nations (e.g. Maa-nulth, T'aaq-wiihak).
- h. Continue to provide a forum for Nuu-chah-nulth to work together, and with other governments and organizations on aquatic resource management issues and opportunities.

3) Improve collaborative management relationship with DFO

Actions:

- a. Use existing collaborative processes more effectively, such as the Council of H̱awiiẖ Forum on Fisheries and the Joint Technical Working Group.
- b. Discuss issues of common interest and means to address issues together rather than independently.
- c. Help Nations develop management agreements with DFO that outline roles and responsibilities.
- d. Increase engagement with DFO staff (e.g., invite DFO staff to visit Nuu-chah-nulth projects).

4) Assist Nations to develop and implement strategic plans for their fisheries programs as requested

Actions:

- a. Provide information and guidance to communities, fisheries staff, and elected Council or H̱awiiẖ that support plan development.
- b. Help Nations acquire funding to create and implement strategic plans.
- c. Develop systems to work together better; share information and knowledge and support each other (e.g., salmon building strategies, regional meetings).

Capacity Building

1) Continue to educate and engage youth and community members in aquatic resources, fisheries harvest and management

Actions:

- a. Conduct science camps, feasting projects, knowledge exchanges with Elders/youth, and community/school education programs that include harvesting opportunities.

- b. Help young Nuu-chah-nulth-aht understand fisheries management issues through targeted programs (e.g., *Tomorrow's Leaders*) that may lead to future opportunities in fisheries management roles.
- c. Develop educational resources and opportunities for schools and communities.
- d. Strengthen partnerships with other organizations involved in resource management education, particularly in the WCVI area.
- e. Support job fairs (rather than career fairs).

2) Continue to increase the management and technical capacity that Nations need to assert roles as resource managers

Actions:

- a. Secure funding to develop technical and management skills for Nuu-chah-nulth-aht.
- b. Provide training and mentorship opportunities for Nation fisheries staff and others interested in fisheries management.

3) Continue to empower and equip Nuu-chah-nulth to take advantage of opportunities in the sea resource sector through training, education, mentorship, and workplace opportunities

Actions:

- a. Partner with organizations and successful fishers to do workshops on business planning, fund development, and running a successful boat/business.
- b. Develop mentorship and training programs for different aspects of fishing industries.
- c. Help Nations develop value-added products and markets.
- d. Develop capacity for members that supports PICFI licences and enhances enforcement and guardianship opportunities.
- e. Retain knowledge of Nuu-chah-nulth rich oral history and culture as it relates to the sea.
- f. Support Nations to play an active role in marine emergency response (e.g., marine training).

4) Continue to support Council of Ḥawiiḥ participants to create an effective Nuu-chah-nulth Forum on Fisheries

Actions:

- a. Continue to have the huupuk^wanum present at all Council of Ḥawiiḥ Forum on Fisheries for all Nuu-chah-nulth Ḥawiiḥ and Nations.
- b. Create opportunities for Ḥawiiḥ, Elders, and advisors to share what they know and to learn from each other.
- c. Continue to work with the ṭapāt siḥak Ḥawiiḥ (Implementation Committee) to guide the Uu-a-thluk Strategic Plan and the Council of Ḥawiiḥ Forum on Fisheries.
- d. Support consensus decision-making.
- e. Address conflicts immediately to avoid future conflicts/issues.
- f. Highlight the roles of Nuu-chah-nulth.
- g. Continue to follow the "Council of Ḥawiiḥ Forum on Fisheries Protocol for a Productive Meeting."

Organizational Development

1) Continue to incorporate Nuu-chah-nulth ecological knowledge, language, and culture into Uu-a-thluk activities

Actions:

- a. Improve conduct of meetings by using Nuu-chah-nulth practices (e.g., seating Ḥāwiiḥ, encouraging songs and prayer, etc.).
- b. Continue to serve seafood at meetings and events.
- c. Educate DFO and others about the roles and responsibilities of speakers who communicate for their Ḥāwiiḥ. Encourage the use of speakers where appropriate.
- d. Continue to use our Nuu-chah-nulth language at meetings and in documents. Have a “word or phrase of the day” for each meeting.

2) Improve relationships with other NTC departments and external organizations to communicate issues, develop understanding, and further goals

Actions:

- a. Identify and meet with priority groups for building relationships.
- b. Invite representatives to present at Council of Ḥāwiiḥ Forum on Fisheries meetings.
- c. Identify opportunities to collaborate with other departments at the planning stage.
- d. Create opportunities for DFO to gain understanding of Nuu-chah-nulth traditional roles and responsibilities.

3) Continue community outreach and communications regarding fisheries issues with the support and invitation of the Nations

Actions:

- a. Uu-a-thluk team visit communities, give updates about fisheries issues, and hear community priorities.
- b. Have a regular presence in communities.
- c. Increase communications to communities and other contacts.

4) Continue to pursue diverse funding sources that support organizational goals

Actions:

- a. Identify new funding sources and establish relationships.
- b. Develop an information package to promote Uu-a-thluk to funders.
- c. Continue letter campaigns to raise funds for youth education.