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RESTRUCTURING CANADA'S

Pacific

FISHERY

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Focus On First Nations

First Nations have harvested salmon for food, social, and ceremonial purposes for centuries. During the past few years, First Nations, commercial and recreational fishers in British Columbia have been coping with many changes in the salmon fishery — and they have been working together on conservation efforts to protect stocks at risk. The federal government is aware of the long-term impact the changing salmon fishery has on coastal Aboriginal communities and is committed to ensuring that the Pacific Fisheries Adjustment and Restructuring (PFAR) program initiatives are sensitive to their needs.

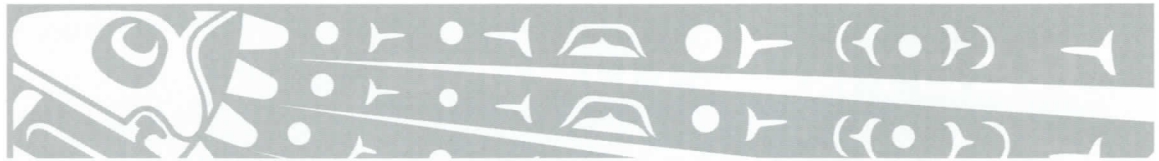
A study commissioned by the federal government on community adjustment confirmed that 15 communities are particularly vulnerable to the changes in the Pacific salmon fishery and require special

attention; many of these communities are Aboriginal. These include Kyuoquot, Ahousat, Alert Bay, Hartley Bay, Sayward, Kitkatla, Central Coast (Bella Bella, Bella Coola and Klemtu) and Masset. The federal government has responded to the changes being experienced by First Nations in these and other communities by offering programs and extension services to those affected by the restructuring of the Pacific salmon fishery.



Indian and Northern Affairs Canada participated in consultations with First Nations and is working closely with Fisheries and Oceans Canada (DFO), Human Resources Development Canada (HRDC) and Western Economic Diversification Canada (WD) on the PFAR initiative. INAC's key role is to facilitate the implementation of the PFAR initiative as it pertains to First Nations communities. INAC is

Canada



ensuring that information about the initiatives is available to First Nations communities and is partnering with other federal departments to ensure that program implementation takes into account impacts on Aboriginal communities.

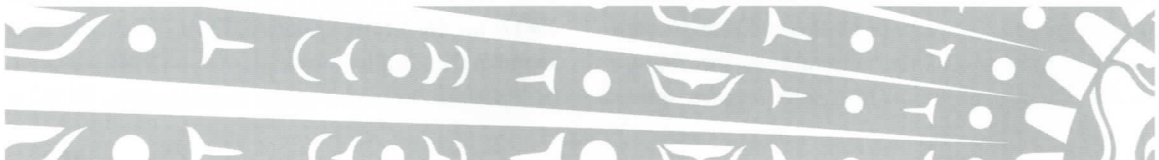
HRDC, WD, and INAC all offer extensive re-training and business development support options to help First Nations fishermen. To ensure the needs of aboriginal fishery participants and communities are met, HRDC has allocated a share of each year's funding to affected First Nations through Regional Bilateral Agreements to support programs and services in respect to the aboriginal communities they serve. The Aboriginal Human Resource Development Strategy (AHRDS) also delivers adjustment measures to Aboriginal people through five sub-agreements with the First Nations Employment Society, under the AHRDS throughout the province. Between 1998 and 2000 the total AHRDS PFAR allocation was \$6.2 million for adjustment assistance to Aboriginal people.

First Nations have been refining traditional selective fishing methods in BC salmon fisheries.

Through the Community Economic Adjustment Initiative (CEAI), approximately \$3.7 million in projects have been approved for several First Nations communities which are exploring different ways to provide economic expansion and development in their own communities. Approved ventures have included abalone and oyster aquaculture projects, cultural and eco-tourism-related projects, and valuable infrastructure for small, remote communities.

First Nations have been refining traditional selective fishing methods in BC salmon fisheries. In 2000, Fisheries and Oceans Canada will continue to provide funding, technical and scientific support to First Nations in their efforts to develop more selective food, social and ceremonial fishing gear; to assist in implementing gear improvements, non-traditional gear development and changes to fishing patterns.

The federal government is working together with First Nations and other stakeholders to ensure there is a sustainable foundation for the Pacific salmon fishery in the future. ↗





Community Economic Adjustment Initiative

The Community Economic Adjustment Initiative (CEAI) funds projects in BC's fishing-dependent Aboriginal and non-Aboriginal communities. It addresses local adjustment priorities that have demonstrable community support and will result in strategic investments with positive long-term economic benefits in coastal communities. This federal program, funded by Fisheries and Oceans Canada, is delivered locally in recognition that communities themselves know their needs and opportunities best.

Decisions on project support are rendered by an independent Project Steering Committee which consists of local representatives including the Union of British Columbia Municipalities (UBCM), Aboriginal peoples, Community Futures Development Corporations (CFDCs) and federal and provincial representatives.

The Steering Committee gives priority to projects which offer the greatest opportunity to leverage funding from other sources. Funding levels are applied on a case-by-case basis to retain flexibility in addressing local needs, especially those of very small remote communities. Applicants must demonstrate that their project is financially viable

and has community support; helps diversify the local economy; has tangible and direct results such as job creation and employment enhancement; leads to sustainable development; and is not eligible for funding under an existing program. Projects must include financial participation by other funding partners. Proposals may be submitted by non-profit entities, private businesses, proprietorships, industry associations and local governments, including Band Councils.

The Committee administers the program on the basis of quarterly review meetings. All projects that are with the CEAI administrators 20 working days prior to the meeting are considered.

The CEAI can provide non-repayable and repayable contributions up to a maximum of \$250,000 per project. Repayable funding is provided to commercial projects and those with profit objectives.

List Of First Nations Projects Funded To Date:

U'Mista Cultural Centre Expansion – Alert Bay \$250,000

Expansion of the U'Mista Centre, is key to disseminating information about the culture and history of

Kwakwaka'wakw to a world-wide audience and part of the integral plan to attract tourists to the region. Artists, carvers and residents of other First Nations communities will benefit from this awareness.

Ehatis Oysters – Zeballos \$250,000

Ehatesaht First Nation will develop a 16-hectare shellfish lease to grow and harvest oysters on a long-line system. The repayable CEAI contribution is provided in the form of patient capital, as there's a four-year wait for the first oyster harvest. The market for shucked oysters is greater than production and prices have been stable for decades.

Gilda's Box of Treasures Theatre – Campbell River \$239,000

Funding for a theatre business in the Wei Wai Kum House of Treasures building on the Campbell River Waterfront in the Discovery Harbour Shopping Centre will cover alterations to the theatre to simulate the interior of a Liachwiltach Big House. Daily performances will combine storytellers, drummers, dancers and singers and a multimedia presentation. The theatre will create two full-time and 14 part-time jobs; contracts for electricians, carpenters, lighting technicians, film producers, and other trades; training opportunities, additional community revenue, increased tourist traffic and improved knowledge of Liachwiltach culture.

'Ksan Historical Village and Museum Upgrade – Hazelton \$249,075

Extensive restoration and renovations of the 'Ksan Historical Village and Museum in Hazelton will meet increased tourist traffic. 'Ksan, a public museum, First Nations arts and crafts and gift store, also houses the 'Ksan Performing Arts Dance Group and the Kitanmax School of Northwest Coast Indian Art.

Dixon Entrance Maritime Museum and Cultural Centre – Masset \$250,000

The Dixon Entrance Maritime Museum Society and the Village of Masset will restore and remodel a heritage building donated by the Village of Masset. The building will be restored to its historical style (circa 1914) and remodeled to house the maritime collection. The museum will be an integral partner with two other existing museums on

the islands. Each museum has concentrated on one or two areas of expertise to develop its own individual theme: Haida culture and natural history at the Haida Gwaii Museum; forestry and its history at the Port Clements Museum; and, now, maritime culture and history at the Dixon Entrance Maritime Museum.

Qay'lnagaay Heritage Centre (QHC) – Skidegate \$191,732

The CEAI non-repayable contribution will help with the development of the Qay'lnagaay Heritage Centre by funding the production of the detailed design drawings essential for construction. The costs of the design phase include architectural, structural, mechanical, electrical, landscape, civil engineering, and specialist sub-consultants. The Qay'lnagaay Heritage Centre is a \$15.7 million project in Skidegate that will serve as an important repository for Haida culture, language, art, and history.

Carving into the New Millennium at Qa'lnagaay – Skidegate \$58,268

This project covers the first of a two-phase pole-carving project entitled Carving into the New Millennium at Qay'lnagaay, the first component of the \$15.7 million Qay'lnagaay Heritage Centre Project (QHC). This phase consists of the researching, carving, and raising of the first six of 14 monumental Haida poles that represent the 14 clans now living in Skidegate. This phase will be completed by March 2001.

Upgrade of Lax Kw'alaams Fish Plant – Port Simpson \$250,000

The 20-year old Lax Kw'alaams fish plant is being upgraded to meet registration requirements necessary to resume operations: concrete floor replacement, refrigeration repairs and air curtains. The project aims at meeting quality standards, not increasing plant capacity. The investment in the Lax Kw'alaams fish plant will offer critical, long-term jobs and contribute to long-term economic benefits for a community with 82 per cent unemployment.

Pike Island (Laxspa'aws) Development – Pike Island \$231,000

This project will complete and extend the fixed

pier (the access point to the island); complete the trail system; and build a traditional Tsimshian House that adheres to the archaeological timeline. The Pike Island Development is a unique combination of a First Nations archaeological site and a modern cultural and eco-tourism development.

Kitkatla Nation Abalone Rehabilitation – Kitkatla \$250,000

The Kitkatla Nation will use the funding to develop the technology and commercial production of abalone. The project includes development of a small salt-water pumping facility to allow the community to undertake hatchery work. Project objectives include: brood stock collection, hatchery, acclimatization and maturation; spawning, larval production and early-stage rearing; larval settlement and early nursery rearing; juvenile rearing; and return of the juveniles to Kitkatla for grow-out prior to commercial sale.

Gitxaat'in Harbour Development – Greenville \$250,000

The Laxgalts'ap Development Corporation will make improvements to the harbour facilities to provide the needed infrastructure to enable this remote community to diversify its economy around new marine opportunities. The project includes: raising 600 metres of access road above flood levels, stabilizing the shore, capping the boat launch and the breakwater with concrete, building a new float for small craft, building a 150 metre boardwalk and market stalls for a fishermen's market, providing a level parking/storage area and electrical service.

Hiellen Visitor Site – Old Massett \$200,000

The Old Massett Village Council intends to develop a trail system that blends the use of traditional knowledge, lands and resources with cultural tourism activities; develop a campground with 25 sites; and build a community longhouse and a visitor centre longhouse. The visitor centre longhouse will contain a gift shop and concession, as well as space for cultural interpretation activities. The

Hiellen site is adjacent to Tow Hill beach, one of the premiere tourism destinations on the Queen Charlotte Islands.

Xá:ytem Year 2000 Cultural Living Project – Mission \$250,000

The Xá:ytem Longhouse Interpretive Centre will complete a major tourism development at the Xá:ytem National Historic Site. The development of the Hatzic Rock cultural attraction is based on the international significance of unique archaeological finds in the area. The project includes: constructing two pit houses, an addition to the existing Longhouse, a fish-drying rack, and a fish smokehouse.

Salmon Aquaculture – Bella Coola \$250,000

The Kitasoo/Xaixais Nation expansion of salmon farming includes: modifications and upgrading of the local processing plant for valued-added products; and the development of salmon aquaculture training to ensure local employment. The Kitasoo/Xaixais Nation has entered into an alliance with one of the world's largest salmon and feed producers in the world, which will facilitate marketing. It is estimated that 30 full-time farm jobs and 30 full-time processing jobs will be available to Klemtu residents over the next three to five years.

Big House Restaurant Complex – Bella Bella \$250,000

This project will see the construction of a family-style restaurant in the traditional Big House style, a retail complex, gift shop and meeting room. These services do not exist in the community at the present time. This development will help diversify the local economy, add to the local tourism attractions, create long-term, full-time employment for approximately eight to ten people, part-time employment for as many as 28 in the restaurant and retail store, as well as eight to ten local jobs during construction. The unemployment rate in Bella Bella is 68 per cent, so this project will have an immediate impact on the community. ↻

Gitxaat'in Harbour Development:

Laxgalts'ap (Greenville) is an aboriginal community historically dependent on the Nass River fishery, trying to make a transition to a more diversified economy. Their inadequate harbour facility is a recognized disadvantage to the community.

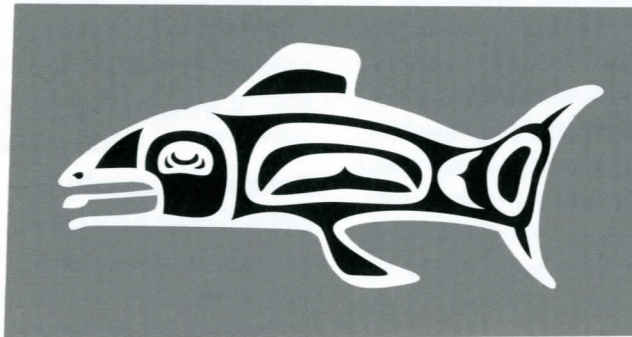
The Gitxaat'in harbour project took shape at a five-day Community Economic Development Workshop in March, 1998. The workshop was the brainchild of the village government's Economic Development Committee — a grassroots effort involving everyone from the community's youth to its elders.

"We're very appreciative of the help we received from CEAI. When we told the community that our proposal was accepted, we received a very good response, because they had all been involved in the project, right from the start. Losing this harbour meant losing the last example of a proud heritage," says Kevin McKay, Chairman, Economic Development Committee.

The proposed improvements to the harbour facility will create new opportunities for displaced fishers, provide moorage for small craft and an opportunity to benefit from increased tourism in the area. There are plans for a boardwalk and a market area where people will be able to buy saltwater fish directly from local fishermen. Many local businesses have said they are willing to increase their activities, investment and employment in the area if the harbour is more functional.

"The time has come for us to refocus, get back in touch with our roots and make other improvements

a Success Story



that will position the village in terms of tourism. The harbour project is the catalyst for all that," comments Matthew Moore, Consultant, Economic Development, Laxgalts'ap Village Government.

The new Gitxaat'in harbour and seawall will also help bring their people back to

the waterfront; an important step for a culture that traditionally focused on the river, but has slowly moved away from the river.

The CEAI-funded Gitxaat'in harbour development project in Laxgalts'ap will create 14 direct jobs for 10 weeks, two permanent full-time jobs and indirect, expanded employment for all commercial harbour users. In 1998, the population of Laxgalts'ap was 564 and 77 per cent of the labour force was unemployed.

"Small, remote Aboriginal communities, among the hardest hit by the downturn in the salmon fishery, are full participants in the coast-wide CEAI initiative and the results so far are encouraging. This speaks volumes for the inclusiveness of the CEAI process and, more importantly perhaps, for the leadership and resourcefulness of Band Councils and Native entrepreneurs in bringing forward projects that will help their communities."

*Fred Tolmie
Secretary Treasurer
Tsimshian Tribal Council
Co-Chair, CEAI Steering Committee*

Innovation in the Aboriginal Fishery

For centuries, Aboriginal people on the Pacific Coast of Canada lived from the harvest of the land, lakes, rivers and the sea. Unlike modern fishers, Aboriginal people did not use powered boats and nets that dragged the ocean floor. Their fishing technology was both simple and sophisticated, employing natural materials to catch the fish.

The modern fishery looks very different from the fisheries of the past. In 1998, Fisheries and Oceans Canada announced significant conservation measures for coho salmon, including emphasizing selective fishing techniques. The main problem in a mixed-stock fishery is that weaker stocks are often caught even though vessels are targeting stronger stocks. Unfortunately, these bycatches have had tremendous impacts on stocks at risk such as coho and steelhead. Selective fishing methods are intended to provide ways that weaker or endangered stocks can be released back into the water alive and healthy, in order to continue on to reproduce in their spawning grounds.

There are some excellent examples of innovative and sustainable fishing that come from the Aboriginal fisheries sector. In particular, the B.C. Aboriginal Fisheries Commission has championed traditional fishing techniques in the modern selective fishery. Aboriginal communities are not only using these techniques themselves, but also training non-Aboriginal fishers in the art and science of sustainable fishing. These projects mark the future of community partnerships, stewardship of the resource, and economic viability in the Pacific fishery.

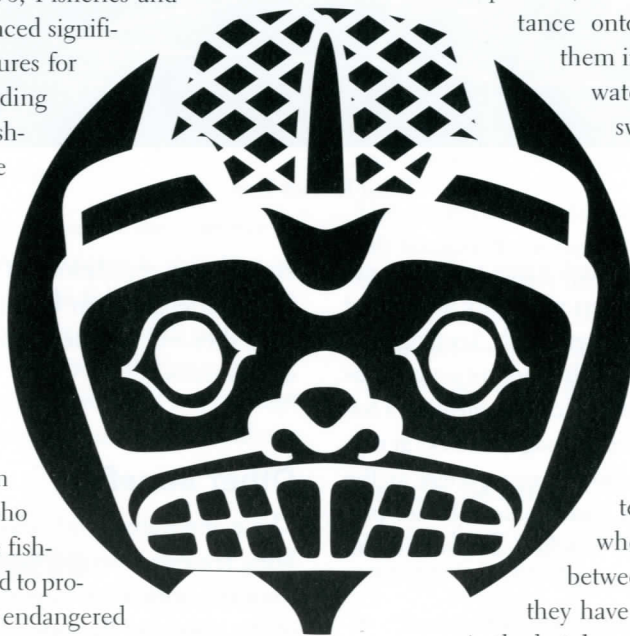
Fish Wheels

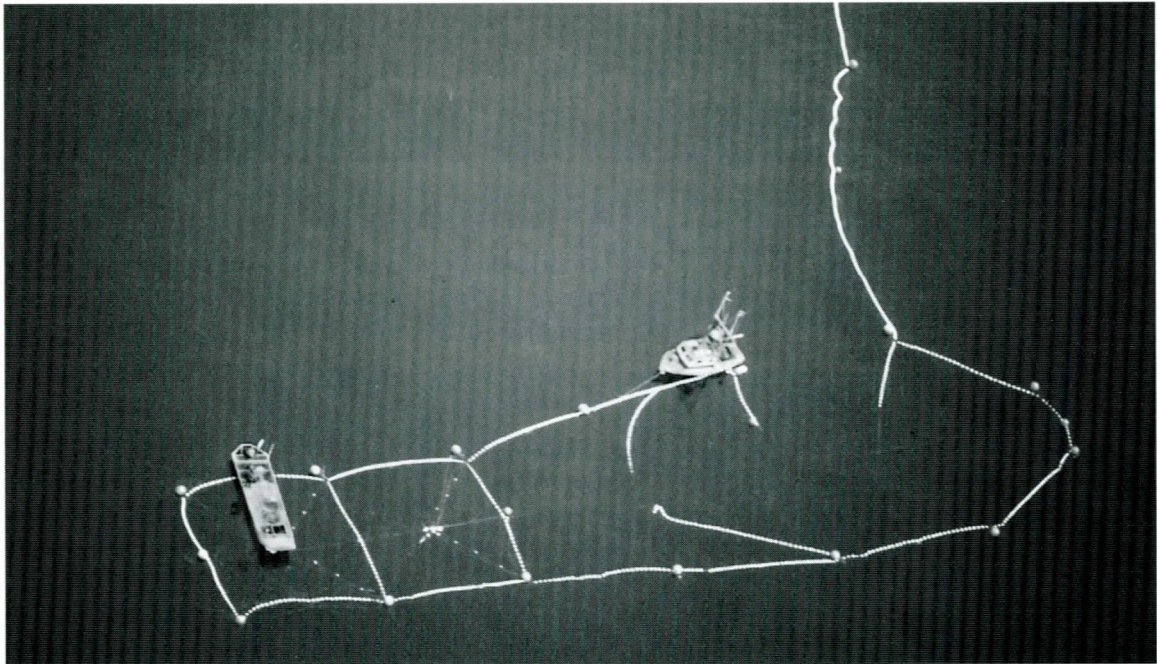
These devices are fast spreading as a popular fishing method in the Aboriginal fishery. Fish wheels are comprised of three or four baskets attached to an axle that floats in the river on two pontoons. As the river moves, the current puts the fish wheel into motion, scooping fish from the river as they swim into the baskets. As the basket moves up into a vertical position, the fish drop down a short distance onto a slide which carries them into a holding pen of river water where the fish can swim until they are removed by a fisher using a dip net. The fish wheel worker is then able to select out the fish that are part of stronger stocks, and release those that are endangered back into the river to continue their spawning patterns. Although these wheels were popular between the 1870's and 1930's, they have only made a resurgence in the last decade as First Nations groups

have searched out and implemented environmentally sound technology in the modern fishery. Some bands currently using fish wheels with success are the Nisga'a, the Kiteslas, and the Sto:lo nations, among others.

Fishing Weirs

There is much evidence that First Nations people have used weir technology all over North America for thousands of years. A weir is a "V" shaped structure used to catch fish and generally consists of two walls of wooden poles that are bound together. The walls taper in, which creates a funnel for the incoming fish





T'Sou-Ke Fish Trap.

that are then channeled through a gate and into a net pen dug into the river. Fishers who work at this end are able to select out endangered fish, keeping only those from stronger stocks. Fish weirs are set up at or near the mouths of fish bearing creeks, creating a terminal fishery that minimizes damage to stocks at risk. The Huu-ay-aht First Nation is using weirs as the main component of their sustainable fisheries program in combination with hatchery and restoration work to replenish salmon stocks.


Fish Traps

Fish traps work on much the same principle as the fish wheel, with the exception that they require slightly more equipment to operate. The trap consists of a net covered aluminum frame that has a door, which can be opened or closed by fishers employed on the project. Attached to the device are feeder nets that spread out in a “V” and work to funnel fish into the trap once it is lowered into the water. At periodic intervals, the door on the cage is pulled shut, trapping the fish into the net. As trap workers hoist the netting to the surface, they quickly sort through the fish and release those that belong to

endangered populations. The Katzie First Nation has been engaged in building a fish trap that they hope they will be able to use in upcoming commercial fisheries.

Other Benefits

These innovative and selective fishing techniques bring rewards in terms of conservation and the environment, which are important to the future health of the resource. Because of their method of operation, wheels, weirs and traps allow for greater collection of stock data and provide opportunities for those community members who are catching the fish to also participate in stewarding the resource. Community involvement by both Aboriginal and non-Aboriginal fishers is providing opportunities for training and economic support, as well as helping to bridge cultural divides through shared work and understanding.

Funding, training and support for selective technologies will ultimately work for the benefit of all coastal communities in B.C. 

First Nations Selective Salmon Fishing Projects – 1999

Since the permanent introduction of selective fishing into fisheries management in 1998, First Nations, commercial and recreational fishers have been instrumental in supporting and experimenting with both traditional and non-traditional selective fishing gear and methods. This year, Fisheries and Oceans Canada will continue to provide funding, technical and scientific support to First Nations in their efforts to develop more selective food, social and ceremonial fishing gear; to assist in implementing gear improvements, non-traditional gear development and changes to fishing patterns. Several successful pilot projects were conducted during the 1998 and 1999 fishing season, and that innovative work is expected to continue for the upcoming year.

Many First Nations have chosen to use selective harvesting methods and techniques to maintain or increase their opportunities to fish. Fisheries and Oceans Canada is continuing to consult with First Nations on fishing gear and methods through the negotiation of fishing agreements, and will attempt to ensure that treaty arrangements include selective fishing methods.

1999 Projects

Traps

In 1999, there were 14 funded projects for fish traps which included First Nations and alternate gear.

The proponents of those projects included:

Lax Kw'alaams, Hawkshaw, Daikow, Campbell River Band, Mowat/Mombouqett, T'Sou-ke, Fraser River Fishermen Society, Tahltan, Metlakatla, Tsimshian, Shuswap, Heiltsuk.

Summary of Results of the Lax Kw'alaams Fish Trap Experiment:

The Lax Kw'alaams fish trap experiment experienced good results. The condition of fish caught in the trap was good and handling stress was limited. The use of bins allowed fish to be dip-netted out without rough handling. The trap caught six sock-

eye and 30 pink salmon. The control net caught 500 sockeye, 1000 pink and four chum. No coho were encountered during operations.

The Lax Kw'alaams fish trap was deployed in several manners and worked well in all, illustrating that it can be fished at different sites and in different ways. The efficiency and effectiveness of the trap varied depending on tide and weather conditions. These variables seem to be the limiting factors for the trap. The ability of the trap to fish with high volumes was not tested. To be economically feasible the trap would have to catch fish at twice the rate of the traditional gillnetter. The trap did experience difficulties when deployed in rough weather and heavy tide conditions.

The project team believes the trap caught fewer fish because the wings of the trap were not wide enough to properly funnel fish into the trap opening; the trap was too shallow, permitting fish to swim underneath it; and the crew was more familiar with the control gillnet than the trap.

Beach Seines

In 1999, there were 20 beach seine projects. The proponents included:

- Skeena: Skeena Fisheries Commission, A'tlegay
- Vancouver Island: Pacheedaht, Ahousaht, Ehattesaht, Kyuquot, Nucatlaht, Tla-oqui-aht, Nanaimo
- Central Coast: Kitasoo
- Fraser River: Katzie, Lakahahmen, Sumas, Tzeachten, SNFC, Tsawwassen, Squiala, Sea Bird Island, Nautley (CSTC)

Summary of Results of a Beach Seining Experiment by the Fraser River Fishermen Society, Kwantlen First Nation and Katzie First Nation:

Quick sets of approximately five minutes worked best so as not to crowd the fish. The net was best set during slack tides. On hard running tides, a shorter net was used but it was not as effective as

the big net. Recommendations for future experiments include testing this gear on the sockeye in pink season; attaching rings on the net so it can be completely closed up; and fishing when there is a surplus available so all moneys can be returned to the selective fishing program for the next season.

A total of 2,827 chum were caught at Derby Reach. Of those fish, 2,811 were in excellent condition and kept for food, social and ceremonial purposes. 1,504 chum were caught and released in excellent condition. 159 coho and five chinook were captured. Three steelhead were radio tagged, and DNA samples and other data were obtained.

Fishwheels

In 1999, there were eight fishwheel projects.

Project proponents include:

Taku, Nisga'a, Kitselas, Gitskan, Sumas, Yale, Siska, and the Fraser River Fishermen Society (non-aboriginal fishermen working with First Nations groups).

Summary of Results of the Yale Fish Wheel

Experimental Project:

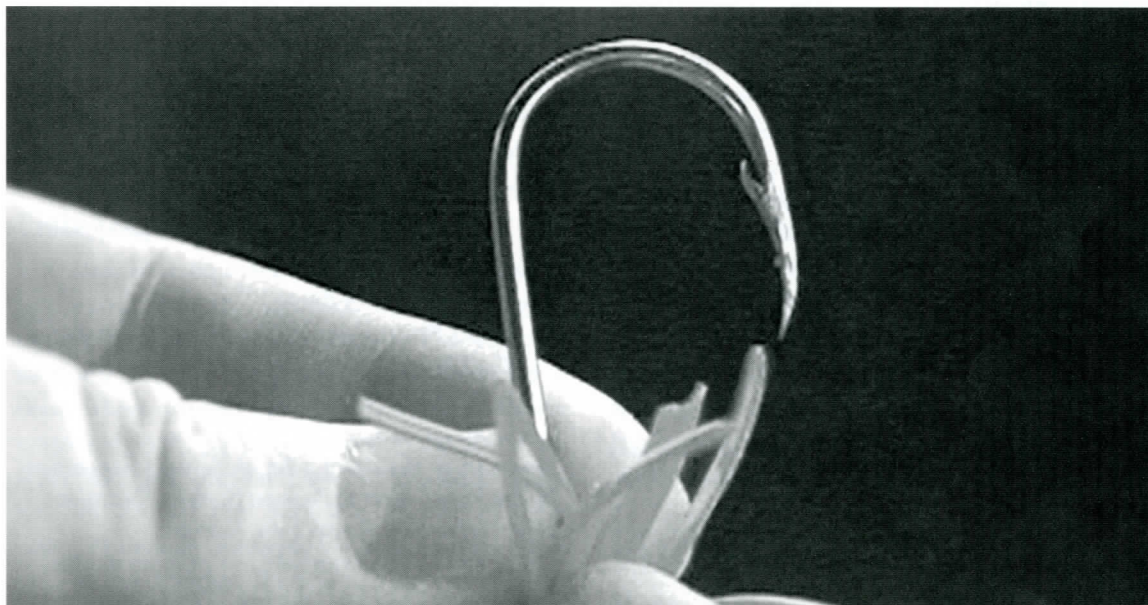
The Yale Fish Wheel has proven to be a very successful venture. It has been found that the opti-

imum speed for the wheel is about one revolution every 23 – 24 seconds and that the holding tanks could carry at least 300 fish without problems. Varying water levels and flows, especially low water, can limit potential fishing sites. A solution would be to have a few alternate sites to accommodate the range of water flows and levels expected to be encountered during a normal fishing season. The technology appears well suited to capture and release, both in terms of volume of production and ability to release fish without harm. The goal of providing training for technicians and viable long-term employment for the community have been realized.

26,026 salmon were caught in 1999. 97% of the catch were in excellent condition. Nearly all of the mortally-wounded or bleeding fish were wounded by seals rather than the gear.

Others

- Dip Net projects: 3 newly-funded
- Tangle Net Projects: (3) Shuswap, Okanagan and Gitwagak
- Weirs/counting fences: (4) Mowachaht/Muchalaht, Huu-ay-aht, Uchucklesaht, Tsaicuz



Barbless hooks help anglers fish selectively for salmon.

Dana Roberts: Doing The Unthinkable

It's an old refrain, often heard in boom and bust economies: "Please let there be another boom and I promise I won't fritter it away this time."

Some West Coast fishermen number among those with a similar lament. Dana Roberts, a member of the Campbell River Band, is one of them. "When fishing was really good, we had no concerns," she says. "We owned our boat, a house, and two cars. We had a growing family too and maybe that's why we didn't do any saving."

When the 1990s dawned and it became clear that the West Coast fisheries were in trouble, a new and distressing reality set in. "That's when fishing started going bad – started getting scary," Dana remembers. "We had one good year in 1994 but all the rest were bad. Most of the time we didn't know if we could make it," she adds.

Dana began to think the unthinkable, building a new life for herself that didn't involve fishing. This did not come easy. Dana was from one of those fishing families that go back generations. "My Dad was a fisherman and I grew up on a boat. I started working as a cook on Dad's boat and then married and worked on my husband's boat. When we had children, we took them out fishing with us too," recalls Dana.

Dana got herself onto one of the work programs offered by the North Island Fishing Initiatives (NIFI), an agency contracted by Human Resources



Development Canada to aid unemployed fishermen on the West Coast. The first year, Dana worked on a number of trail building projects in various parks. But the second year, NIFI provided training courses to help clients like Dana begin charting new careers for themselves. "We developed back-to-work action plans, including writing resumes. Lots of us had never had to write a resume before," says Dana.

After this intense self-analysis, Dana realized she needed to improve her computer skills and with the help of her First Nations office and NIFI, she was able to attend the Campbell River Business College to better her office skills. Shortly after completing her program of study, Dana learned that her band office was looking for an Employment Liaison Officer to help others find employment. After having spent the last two years of her life doing this for herself, Dana thought she knew a lot about the job hunting process. She applied and got the job.

"I'm really thankful to NIFI and my band for helping me out," Dana says. "I love my new work."

And in one of those little coincidences of life, Dana has had one particularly important client recently. "My Mom is in her 50s and she is actually going back to school too," she says. Perhaps doing the unthinkable runs in the family. ↻

Marlene Williams: Raven Girl



Marlene Williams worked on a fish boat for more than a dozen years. She doesn't miss it though. "I always had the crappiest jobs in boat repair and maintenance," she says half-jokingly. "So, no, I don't miss it and I don't miss being out on the water either."

It was only after she saw that most of the salmon fisheries were collapsing, that Marlene, a Lake Babine Nation member, realized she had to find a new career. This she found to be quite traumatic.

"It was very scary. I didn't have my grade 12 and I knew little about computers," she says. "And it had been so long since I was in school that I didn't look forward to going back."

A local Friendship Center directed Marlene to a Community Fisheries Development office which had been established by the Federal government to help out-of-work fishermen on the West Coast. Marlene was quickly enrolled in an entrepreneurial course.

"It was just what I needed," says Marlene. "I had a zillion ideas about things I wanted to do, but no idea how to start anything or carry on."

Marlene now knows about the basics of accounting, marketing and developing a business plan. Soon she decided what sort of business she wanted

to develop — selling native art over the Internet. "I'm friends with lots of carvers and artists who don't know anything about business and don't want to either," says Marlene. "I thought they were getting ripped off too. So, I thought, hey, they don't need a store to sell their art, I can do it for them over the Internet."

Marlene recognized there was a niche market for ceremonial carvings. "These are pieces which have been used in ceremonies and are for those who are serious collectors," she says.

So, she developed a web site to market the artistic items. Already she has had sales, but feels there is more work she needs to do. "I have to do more marketing and I'm taking a marketing strategy course to help me with this," she says of the continuing support from the Community Fisheries Development office. "I need to find out more about targeting my buyers and how to reach them."

Marlene is still getting her business up to speed and she has plans to improve her web site. A web design course is on her agenda of things to do. It seems, she has inadvertently learned another lesson about running your own business: productivity can always be increased and there's always room for improvement. ↻

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