



**Gulf of Maine
Council on the
Marine Environment**

Industry Engagement with the Gulf of Maine Council on the Marine Environment

Final Report
to
The Gulf of Maine Council on the Marine Environment

by

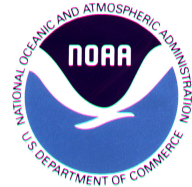
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1 Introduction

The Gulf of Maine Council on the Marine Environment (GOMC or the Council) released their 5-year strategic action plan (*Gulf of Maine Council on the Marine Environment Action Plan 2007-2012*) outlining the Council's priorities and goals for maintaining and enhancing environmental quality in the Gulf of Maine, and to promote sustainable resource use. The Action Plan identifies three primary goals: 1) Coastal and marine habitats are in a healthy productive and resilient condition; 2) Environmental conditions in the Gulf of Maine support ecosystem and human health; and 3) Gulf of Maine coastal communities are vibrant and have marine dependent industries that are healthy and globally competitive. The third goal addresses the economic well-being of coastal towns and cities along the Gulf of Maine. This requires the involvement of marine-dependant industries to promote a healthy and productive ecosystem. An integral aspect in achieving this goal is to encourage support from industry representatives on implementing the Council's Action Plan for sustainable resource use.

MRAG Americas was contracted by the Council in May 2007 to investigate opportunities for industry involvement and to gauge the interest of stakeholders to forge relationships with the Gulf of Maine Council. MRAG Americas developed an approach to consult with industry members in multiple ways and communicate with various groups that represent industry members, both as a means for learning about the needs and wants of stakeholders and coastal communities and to discuss interest and opportunities for participation with the Council. Industry representatives were contacted via phone and email, and MRAG Americas attempted to engage them in three stakeholder consultation meetings and two live web forum events. In addition, we followed up one-on-one with key industry stakeholders whose opinions were not well represented during the consultation meetings and web forum events. We also developed a survey that was used as a research tool to investigate the success of different methods of engaging industries by other organizations similar in scope to the Council. We worked closely with members of the Sustainable Industries and Communities Committee (SICC) throughout the duration of the project, and as the project evolved, the SICC was involved with decisions that altered the some of the initial directions of the project from the intended statement of work.

On the whole, this project provided a unique opportunity to consult stakeholders regarding their concerns as they relate to the Gulf of Maine and their knowledge of the Council along with their overall interest of participating and communicating with organizations. While MRAG Americas was able to develop some sound recommendations that will aid the Council in this endeavor, the project faced certain obstacles. Firstly, the timeline of the project was limited with the majority of the interviews and consultations occurring during the summer, the busiest season for Gulf of Maine industries; secondly, the very goal of the project, to engage industry, served as its foremost obstacle. We found it difficult to reach many stakeholders, as they were skeptical of involvement, not convinced that the Council's activities would have a direct affect on their livelihood and did not see the immediate value in having their voices heard. The subsequent sections of this report summarize our efforts over the course of the project and provide recommendations for the Council on how to proceed if they should chose to pursue industry engagement, and caveats, where available, for engaging various industry groups.

2 Gulf of Maine Council Interviews

In order to gain a more comprehensive understanding of the how the Council operates, their mission, goals, projects and relevance in the greater GOM, we conducted informal interviews with 8 members of the Council. Interview questions were geared at providing us with information on the Council's structure and function, how and why the Council came into development, the need that was satisfied, how the Council's role has/hasn't changed, industry related questions regarding the potential benefits to and from the Council, and issues that are relevant to GOM industries.

2.1 Selection of Interviewees

Council members were selected for interviews based on their proximity to the project and function of the Council. The project contacts: Justin Huston (Nova Scotia Department of Fisheries and Aquaculture) and Elizabeth Hertz (Maine State Planning Office) were both chosen for interviews and provided us with a list of personnel on the Sustainable Industries and Communities Committee, which oversaw the progress of the project, and other relevant contacts for persons highly involved in Council activities. Following attempts to contact the various members on our list, eight people in total were interviewed via phone. Interviews lasted approximately 45 to 60 minutes. Interview questions are provided in Appendix A. The final list of interviewees included:

- **Russell Henry** (Senior Policy Advisor, New Brunswick Department of Agriculture, Fisheries, and Aquaculture)
- **Elizabeth Hertz** (Senior Planner, Maine Coastal Program, Maine State Planning Office)
- **Larry Hildebrand** (Manager, Sustainable Communities & Ecosystems Division, Corporate Affairs Branch, Environment Canada - Atlantic Region)
- **Justin Huston** (Coastal Zone Coordinator, Nova Scotia Department of Fisheries and Aquaculture)
- **David Keeley** (Development and Policy Coordinator, The Keeley Group)
- **Kate Killerlain Morrison** (Previous position with the Massachusetts Office of Coastal Zone Management; Current position as Marine Program Director, The Nature Conservancy - Massachusetts Chapter)
- **Linda Mercer** (Director, Maine Department of Marine Resources)
- **Michele Tremblay** (Contracted Council Coordinator, naturesource communications)

2.2 Interview Synopsis

2.2.1 Role of the Council

Our consultations with Council members began with collecting information on the overall role of the Council, how it came into development, if it has maintained its goals and objectives over time and where the Council could, or should, be heading with respect to industry involvement. It was evident that there has been minimal industry involvement to date and only four current Council members represent industries (The Shipping Federation of Canada, The Chewonki Foundation, The Fundy North Fishermen's Association and Public Service of New Hampshire); three of whom joined in 2006. The Council has always had some level of industry involvement, though it has been minimal and inconsistent.

The Gulf of Maine Council on the Marine Environment came into development as a vehicle for international communication, beyond chance meetings. The Council was to serve as a mechanism for communication and collaboration among the states and Canadian provinces bordering the Gulf of Maine and sharing a resource. Governors and Premiers signed the agreement and invited representatives from academia, non-governmental organizations, and industry to join the Council. The federal government was later invited on as an observer and subsequently as a full member. Traditionally, there has been one private sector seat available per region; this was established in part as an impetus for funding, though never a requirement of the seat. This has recently been changed to two private sector seats per region, potentially providing a greater opportunity for industry involvement, though limiting as this position is by invitation. The Council informally approached this modification as a means to provide one seat for a representative from a nonprofit environmental non-government organization and the other for an industry representative.

Since its development the Council has been productive in the creation of programs and projects geared toward research and information collection for conservation and sustainable use of the resources of the Gulf of Maine watershed. Through the interviews there were suggestions that it may be beneficial for the Council to refocus some of its energy. In general there has been a great deal of time spent on program development and more recently, development of the Action Plan, which in some cases stretched beyond the financial and administrative abilities of the

jurisdictions to deliver the aspects of the plan. If the Council chooses to commit to industry engagement, it may be beneficial to allocate resources to strengthening existing efforts and focusing more on their ability to facilitate communication between user groups and regions. Given their structure, the Council could successfully act as a coordinator, providing an open forum to exchange/share ideas and build on existing activities, as opposed to running programs where the financial burden can be considerable. The potential role that the Council could play continually resurfaced during the interviews. The Council could likely have the greatest impact in a role that serves to facilitate and educate the need for conservation protection and practices appropriate for sustainable development. From our discussions, we determined that Council partnerships have not been forged with industry organizations, and if developed, these relationships could serve an effective educational function in communities.

General and specific roles that the Council could play in the greater GOM and with regard to industry were discussed. It became evident that the Council has the opportunity to serve as a forum for existing problems up and down the Coast. Potential avenues that may serve as incentives to entice industry groups to participate in the Council included industry awards, some level of GOM certification or stewardship and development of promotional and educational materials by the industry to be disseminated by the Council. Overall the Council has traditionally been scientific and environmentally based, if industry involvement remains a priority, the Council should consider adjusting to the economic and societal needs of coastal communities.

2.2.2 Benefits to the Council

Since industries have little to no knowledge of the Council, it would be beneficial for the Council to consider approaches that might entice industry members to the table. However, unarguably the larger challenge will be the buy-in, the mechanism that keeps them interested. Not all interviewed Council members were clear as to the benefit that the Council would gain from inviting another opinion to table. One level of involvement that may be effective would be for the Council to approach industries at their meetings and discover existing efforts that may be relevant to the Council rather than initiating new ones, this idea is further explored later in the report and would also allow for Council to let them know what projects they have undertaken and what is relevant to them.

The Council serves an impressive role in the GOM, but they are unaware of many industry activities occurring on a daily basis. Industries are integral in the day to day operations in the Gulf of Maine and in some aspects serve an equal and larger (and perhaps more influential) role in the community than the relevant government agencies. In order to be properly informed the Council needs to learn what is happening from the industries within the GOM. As the Council manages activities to protect the environment, they ultimately need to talk with people involved in the environment to appropriately manage it. Industries would provide essential information that should be considered before the development of any programs. Industries could aid in the development of priorities as programs and regulations often directly impact their lives. A great deal of the information lacking relates to the overall benefit or quality of the GOM, the importance of coastal communities and resource uses. If the Council is committed to promoting sustainable development, the users of the resources should be included in the discussions.

2.2.3 Benefits to Industry

Many Council members represent regional regulatory authorities, and while the Council itself serves no regulatory role, it can provide a forum for access to these representatives. The Council has the opportunity to provide a safe environment for industry members to voice their concerns, as the Council can have powerful input with regulatory bodies. Many policy makers serve on the Council and their actions may be influenced by Council events, which industry could have the opportunity to participate in. Government is more likely to be sensitive to the needs and concerns of industry if they are fully aware of them. The Council could also serve as a forum of communication between industries; in many cases users of common resources don't communicate their needs and concerns regarding said resources. Additionally, the Council runs programs that provide opportunities for grant funded projects, to which industry members are eligible. Overall, if industry members want their opinions, issues and concerns considered, it is in

their best interest to participate as they will have the opportunity to educate, which may influence outcomes.

2.2.4 Engaging Industry

We questioned the interviewees about issues relevant to industries. Some expressed that the Council has not been sensitive on the whole. If industry involvement remains a priority, the Council needs to acknowledge social and economic concerns of industries. The Council's primary focus has been to promote a sustainable, clean environment, which can be threatening to industries. For many industries, environmental health is secondary to economic stability, and the Council would need to be sensitive to this. For productive sustainable development, the Council and industries need a common agreement on how to allow a sector to be functional and sustainable without impacting the health and quality of the GOM. Some believed that the Council has oversimplified industry categories, such that energy or commercial fisheries are groupings. In these cases there are considerable differences between tidal, wind, oil, and LNG energy, or between a groundfish fleet and coastal lobstermen. There should be clear definitions of the elements of different sectors, as they each have different needs and concerns.

Some issues that seemed relevant to the Council members interviewed included declining fish stocks, habitat and water quality, zoning and resource use and the protection and quality of the resource in its use. The Council should consider working to identify the problems facing industry and where the Council might be of benefit in seeking a solution. On the whole, all industries are underrepresented within the Council, as there are only four Council members from industries. There is potential for aquaculture involvement in the near future, but it seems that the Council has been hesitant to seek out fisheries representation as fishers are already weighed down by regulations at so many levels and often feel threatened. There are opportunities for industry members to serve on committees, as some already do.

Our discussions with Council members revealed a number of possible mechanisms and incentives that could entice industry members to participate in the Council. Overall these ideas remain largely unexplored and would benefit from further analysis. It is apparent that industries are not aware of the Council activities, or even the existence of the Council or their publication, the GOM Times. Beyond general media release and dissemination of the Action Plan, there were no efforts to share the plan and its goals with industry organizations. Interviewees mentioned that the Council may have the most impact by approaching the industry first and initiating introductions to industry groups on their terms, to familiarize them with the Council on the whole. Given the opportunity to approach industries on their terms would initiate a non-threatening relationship that will be essential to the engagement. We have compiled a list of industry groups and organizations and their meeting schedule, where available (Appendices B, C and D); this is a cursory list and would likely require some additional effort for identification of groups.

2.2.5 Industry Buy-In

The success of engagement will be measured by maintaining involvement. In general, people stay involved when the issues are relevant. The Council would need to consider the needs of the coastal industries and pursue activities relating to their needs.

Both recognition for their efforts and a feedback mechanism should be in place, so that active participants can see the effects of their efforts. As mentioned previously, people are overcommitted and industry members may have to make sacrifices for participation in the Council; therefore, it should be demonstrated that their time is valued and their opinions considered and occasionally incorporated into Council programs and activities. There is typically a long lag time between meetings and subsequent events, it will be important to determine a means to engage between meetings with feedback. Individual members interviewed have had some success with engaging industry at different levels, separate from the Council. A common theme among these successes has been open communication and meeting the industry representatives on a level ground, often one on one, so that the stakeholders feel comfortable voicing their concerns.

3 Similar Organization Surveys

To gain knowledge of and lessons learned from how other organizations similar in scope and mission to the Gulf of Maine Council operate; MRAG interviewed and surveyed key personnel from nine organizations, eight within the Gulf of Maine region and one outside. These interviews gathered information about the organizations' role in their community and region, the types of industry involvement within their organization, benefits that they offered to industry (and vice versa) and key issues that face industry in their community or region. All of these questions were geared toward highlighting the organizations' successes and failures in their efforts to engage industry stakeholders in the hopes of applying these lessons to the determination of the Council's future role and activities related to engaging the industry and furthering the Council's Action Plan. Survey questions are provided in Appendix A and organization contacts in Appendix C.

3.1 Selection Method

Organizations were selected for interviews based on their location, jurisdiction (e.g., transboundary, state-specific, etc.), whether they actively involve industry, and similarity to the Gulf of Maine Council. Members of the Sustainable Industries and Communities Committee suggested many potential organizations for inclusion during a conference call held on July 6th. Following attempts to contact the various organizations on our list, nine in total were ultimately interviewed via email survey (8) or phone (1). The final list of organizations included:

- **The Southern Gulf of St. Lawrence Coalition on Sustainability** (Moncton, NB; survey completed by Nadine Gauvin, Executive Director; <http://www.coalition-sgsl.ca/>)
- **Eastern Scotian Shelf Integrated Management Initiative** (Dartmouth, NS; survey completed by Glen Herbert; <http://www.mar.dfo-mpo.gc.ca/oceans/e/essim/essim-intro-e.html>)
- **Friends of Casco Bay** (South Portland, ME; phone interview with Cathy Ramsdell, Executive Director; <http://friendsofcascobay.org/>)
- **Fishermen and Scientists Research Society** (Halifax, NS; survey completed by Patricia King, General Manager; <http://www.fsrs.ns.ca>)
- **Gulf of Mexico Foundation** (Corpus Christi, TX; survey completed by Quenton Dokken, Executive Director; <http://www.gulfmex.org/>)
- **The Island Institute** (Rockland, ME; survey completed by Robert Snyder, Vice President of Programs; <http://www.islandinstitute.org/>)
- **Northwest Atlantic Marine Alliance** (Saco, ME; survey completed by Craig Pendleton; <http://www.namanet.org/>)
- **St. Croix International Waterway Commission** (St. Stephen, NB and Calais, ME; survey completed by Lee Sochasky; <http://www.stcroix.org/>)
- **The Shipping Federation of Canada** (Montreal, QC; survey completed by Caroline Gravel)

A copy of the survey questionnaire is provided in Appendix A and contact information for the organizations interviewed is provided in Appendix C.

3.2 Survey Responses

The survey and interview responses from the nine organizations are summarized below. The organizations are kept separate, so that ideas and incentives could be attributed to a specific organization. From each response, we have summarized the organizations' purpose and membership (demonstrating the depth of similarity with the Gulf of Maine Council), private sector involvement (what industry sectors are involved and how, successes and failures, what kind of methods does the organization use to communicate with industry) and issues and incentives for private sectors as observed by the surveyed organizations (issues that might concern industry and encourage participation, how do they entice industry to become and stay involved). Overall recommendations are included at the end of this section.

3.2.1 Southern Gulf of St. Lawrence Coalition on Sustainability

Purpose and membership:

The Southern Gulf of St. Lawrence Coalition on Sustainability (Coalition-SGSL) is a non-profit organization founded in November 1999 and made up of partners that include first nations, government agencies, environmental non-profit organizations, municipalities, industry, academia and the public-at-large. The Coalition-SGSL's mission is to promote the long-term viability of its ecosystem and ensure it is environmentally, economically and socially sustainable. Ultimately, they represent an informed and collective voice on sustainability issues.

Private sector involvement:

A few industry representatives (mainly fishing interests) assume seats on the Coalition-SGSL's Steering Committee but are rarely present. These are non-voting members, so there is not much incentive for them to attend. In a more general sense, marine industry members receive the Coalition's newsletter, but that is the extent of the Coalition's external communications with industry. There have been no collaborative projects and no published reports. The Coalition, by name, has a strong desire for industry involvement and noted the lack of as their largest obstacle. They have made numerous attempts to reach out for involvement, although they would require a financial contribution from industry members and noted that this is likely a deterrent. Additionally, the Coalition noted that they admire the work of the Council and hope to coordinate future efforts where coastal industries are involved.

As a strategy to gain marketing assistance for reaching the desired industries and community groups and raise operational funding, the Coalition applied to Bristol Communications' yearly marketing competition (Free Think, <http://www.bristolunexpected.com>). This competition awards a weekend of "closed-door" marketing and strategizing sessions with Bristol Communications experts; unfortunately, the Coalition's proposal was unsuccessful.

Issues and incentives for private sector:

The Coalition-SGSL did not have any advice on issues currently facing marine industry. However, they offer several incentives to industry members. They hold workshops and enhance communities' capacity-building efforts with specific projects. In addition, they pool members' resources to address issues of common concern in order to recommend positive solutions to decision-makers and monitor their progress. Like the Gulf of Maine Council, while they are not officially regulatory, they do submit workshop recommendations to decision-makers in the hope that they consider them for policy development and changes. Ultimately, by working collaboratively with numerous groups the Coalition-SGSL intends to remove the information gaps and typical bureaucratic barriers that sometimes exist within their region. By representing an informed and collective voice they can better promote sustainability issues.

3.2.2 Eastern Scotian Shelf Integrated Management Initiative

Purpose:

The Eastern Scotian Shelf Integrated Management Initiative (ESSIM) is a program run by the Canadian Department of Fisheries and Oceans' (DFO) Oceans and Coastal Management Division (OCMD) in the Maritimes Region. As it is run by a government agency, it is not as comparable to the Gulf of Maine Council as some of the other programs, but still has relevance. The OCMD was formed in 1997 following the enactment of Canada's Oceans Act to implement programs under the Act, including the development of integrated management plans and marine protected areas. The OCMD also provides advice on DFO regulatory matters, such as the establishment of coral conservation areas under the Fisheries Act, implementation of the Species at Risk Act, and environmental assessment processes involving the Fisheries Act and Canadian Environmental Assessment Act.

Private sector involvement:

The OCMD is in regular contact with the private sector through the Stakeholder Advisory Council to the ESSIM. They also conduct bi-lateral and topical/issue specific engagement with various industry groups. The OCMD has been largely successful in engaging all required industry

sectors, mainly because they are a regulatory organization; key industry stakeholders include the commercial fisheries, offshore energy, shipping and aquaculture. In the case of commercial fisheries, there are challenges owing to the large size and diversity of the industry (species, gear type, vessel size, inshore/offshore etc.). However, the OCMD works with DFO Fisheries Management to ensure that all relevant sector groups are involved and aware.

The ESSIM Stakeholder Advisory Council is, as its name implies, advisory in nature, and all council-specific decisions and recommendations are reached through a consensus-based process. In the specific case of MPA regulation-making or Fisheries Act management measures (e.g., closures), they engage industry via established federal regulatory policies and procedures.

Issues and incentives for private sector:

The most common issues for marine industry (across all types) is the need for regulatory/management clarity, efficiency and certainty for investment. As such, there may be an opportunity for the Gulf of Maine Council to educate, clarify and explain the regulations to the stakeholders that they affect. Further, marine industry seeks to ensure that integrated management and marine conservation are based on a balanced approach, recognizing the need for sustainable wealth generation in addition to sustainable ecosystem production.

The main benefit offered by the OCMD to industry is the opportunity to participate and influence the development of integrated management plans, marine conservation initiatives and MPA planning and management. It is important to industry that their interests are on the table and considered with those other groups, such as Environmental Non-Government Organizations (ENGOS), coastal community groups etc. As a regulatory agency, the OCMD may have an easier time involving industry, as there is a perceived direct link to regulatory power.

3.2.3 Friends of Casco Bay

Purpose and membership:

Friends of Casco Bay (FCB) serves as headquarters for the Casco Baykeeper and helps people understand that the region's economic health is dependent upon the Bay's environmental health. Friends of Casco Bay addresses threats to the water quality of the Bay from oil spills, sewage discharges, toxic sediments, storm water pollutants, vessel discharges, dredging spoils, pesticides and fertilizers. They work throughout the community and state using scientific data, education, advocacy, water quality monitoring programs, and collaborative partnerships.

Private sector involvement:

FCB has significant industry involvement, with many contributing financially. Industry members do not get a vote or a seat on the FCB board, but recognize the FCB as a group that will help broker the gap between different users on issues that arise in their region. FCB works with industry to resolve issues; there is no finger pointing. As a result, industries respect their findings and resolutions, and they know the organization is science based with data to support claims. Lobster harvest, shellfish harvest and culture and energy (oil) are the industries with which the FCB has the most interaction. One item to note is that the FCB's success with industry draws on the fact that they work in a distinct region where the coastal communities and industries cooperate to achieve common goals; one of the Council's greatest challenge with engaging industry will be their multi-jurisdictional reach.

The responsibility, cost and disposal of dredging material has been an ongoing issue for the Friends of Casco Bay, and they consider it their biggest industry failure. Related to dredging, no one works well together, and private pier, marina and wharf owners have to navigate the expensive cost of dredge waste disposal on their own. These owners did not cause the build up of silt, but they must shoulder the costs of removing it which can rise upwards of half a million dollars, because no one knows who to speak to in the state and federal government about funding assistance. The Casco Baykeeper is quite visible on this issue and has spoken at national conferences. Some states have allocated federal money rather than making private people cover the cost, but Maine is still failing in this regard.

Issues and incentives for private sector:

Dredging, water quality and the rise in nitrogen pollution are the biggest issues facing industry in the Casco Bay area. In addition, the Gulf of Maine is going to be facing dramatic changes with respect to energy leasing and resulting access issues. As such, better coordination of state agencies for a comprehensive approach to management of the coastline is needed.

Industries recognize the FCB as a group that will help broker the gap between different users on these issues that arise in their region. In addition, the FCB is influential in getting key legislation passed; an example is the cruise ship bill which identified Casco Bay as a no discharge area. They also have a Friends of Casco Bay award, which is given periodically to individuals who have shown personal heroism toward the marine environment. The bottom line is that the FCB is focused on keeping Casco Bay clean and productive, and the industry is aware and respectful.

3.2.4 Fishermen and Scientists Research Society

Purpose and membership:

The Fishermen and Scientists Research Society (FSRS), established in January 1994, is a non-profit organization which is an active partnership between fishermen and scientists. The FSRS was developed with the overall objectives of promoting effective communication between fishermen, scientists and the general public, and establishing and maintaining a network of fishermen and scientists capable of conducting collaborative research and collecting information relevant and necessary to the long-term sustainability of marine fisheries. The current membership consists of approximately 400 members, approximately two-thirds are fishermen members and the other one-third is comprised of scientists/other members. All FSRS members are members as individuals, not representatives of any organization. Scientist members have come from both the government (e.g. Department of Fisheries and Oceans) and academic communities, as well as from the private sector.

Private sector involvement:

Individuals can participate in a number of ways, including participating on the Executive Committee, Scientific Program Committee or working groups, and participating in research projects. Research projects are collaborative initiatives involving fishermen and scientists.

All FSRS members have a vote, except for those who are employed by DFO. Although these individuals are members as individuals and not representatives of DFO when they participate in FSRS meetings, DFO has advised them that they should have a non-voting status to avoid any possible conflict of interest. Members and non-members provide feedback through attending the annual conference and workshops, by participating in committees, working groups and meetings with project participants, by contacting the FSRS General Manager or other staff, and through feedback at meetings which the FSRS has been invited to attend and make presentations. The FSRS has been invited to participate in a number of committees, for example the Lobster Fishing Area (LFA) 33 and 34 Lobster Science Committees and the Ecosystem Indicator Partnership, and valuable input is obtained by participating in such committees external to the FSRS.

Their communication strategy includes a quarterly newsletter (available on-line or hard-copy by mail) distributed to FSRS members, participation in FSRS research projects, fishermen's associations, other NGO's, the government and academic communities along with cooperation with other interested individuals, organizations and businesses. Their strategy also includes an annual conference, workshops, meetings with project participants, presentations at industry/stakeholder meetings, a web site (<http://www.fsrs.ns.ca>), and direct communication with stakeholders (e.g., field personnel working directly with the fishermen on research projects and communicating with them on a regular basis).

Issues and incentives for private sector:

The FSRS has identified several major issues facing the fishing industry today. Stable funding to maintain and expand their research initiatives is a constant issue. Industry is increasingly

expected to take on more and more of the cost for fisheries science in addition to volunteering their time and vessels to do the research. Lobster recruitment is an issue and led to the development and implementation of the Lobster Recruitment Index Project in 1999. In LFA 33 and 34 soft-shell lobsters have been an issue the past few years and resulted in the implementation of the Lobster Molt and Quality Project. The impact of the growing grey seal population is a concern they often hear about from their fishermen members, as well as concerns over the seal worm infestation rates in cod and haddock.

The FSRS has developed into an effective organization, and has several benefits and incentives for everyone involved. The knowledge of fishermen is brought into the scientific arena. Fisheries scientists are educated on the wealth of knowledge about fishes and fishing that fishermen gain by experience. In turn, fishermen gain an increased understanding of the scientific methodologies and processes involved in managing the fisheries resource. As part of their participation in collaborative projects, fishermen have received training in fisheries science and the collection of scientific data, enabling them to participate in all facets of fisheries research, from identification of research questions, to development of project procedures and protocols, collection of data and peer review of the results. The fishermen have, in many ways themselves become scientists on the water. This collaboration has improved communication between fishermen and scientists, which has in turn led to increased trust and a better working relationship. Participants also benefit from the access to data/information. For example, DFO scientists have access to the data collected through FSRS research projects and fishermen participating in the projects receive reports on the results of the data they themselves have collected.

With a view to advancing communication between stakeholders and increasing fishermen's participation in fisheries science, the FSRS has undertaken a number of initiatives since its inception. Many of these could be viewed as incentives and benefits of membership.

- A newsletter entitled 'Hook Line and Thinker' is sent to over 1100 subscribers internationally which details FSRS activities, results of FSRS research projects, articles about research of other organizations, general information articles, schedules of events, etc.
- In 1999 the FSRS set up a web page (<http://www.fsrs.ns.ca>) which provides information on the objectives of the Society, its research projects, and events, as well as many valuable links to other marine related web sites.
- Participates in exhibits that display and communicate the FSRS's collaborative research projects.
- Organizes well attended workshop sessions. Topics have included: Spawning Behaviour of Atlantic Cod, Growth and Maturity of 4VW Haddock, Results of Study on Feeding Behaviour of Cod During Spawning, Finfish Tagging, Sources of Fisheries Science Information, Marine Protected Areas, FSRS Lobster Projects Results, Grey Seal Research, and Enhanced Fish Diet Collection Project.
- Provides training for scientists on how to make presentations, both orally and in writing, that fishermen can understand, thus helping to improve communication between fishermen and scientists.
- Implemented an annual award for outstanding achievement in the NS Department of Educations Oceans 11 Program, which is presented to a student in each of the schools in Nova Scotia which offer the program.

3.2.5 Gulf of Mexico Foundation

Purpose and membership:

The Gulf of Mexico Foundation is a nonprofit corporation founded in 1990 and based in Corpus Christi, Texas. Its members are citizens concerned with the health and productivity of the Gulf of Mexico. The Foundation represents a wide range of interests (agriculture, business, fisheries, industry, tourism, and the environment), and they work to promote and fund research, education, and conservation programs. Their focus encompasses all areas that border the Gulf of Mexico – Texas, Louisiana, Mississippi, Alabama, Florida, Mexico, Cuba, and the adjacent Caribbean.

Private sector involvement:

Industry members serve on the Foundation's Board of Directors. They comment on programs and provide financial support; they do get a vote. The energy industry has been the most supportive, enthusiastic and generous in investing intellectual resources, infrastructure and financial resources. The private sector is also involved in collaborative work such as education outreach and coral reef research.

Issues and incentives for private sector:

One of the biggest issues that the Gulf of Mexico Foundation is currently seeing is habitat destruction, which affects all marine industries. Coastal habitat is being destroyed faster than it can be restored. In response, the Gulf of Mexico Foundation has started the Gulf of Mexico Community-Based Restoration Partnership.

As a benefit for members, they provide a collaborative forum for industry members to involve themselves in a leadership position and achieve environmental and economic sustainability. In addition, they support the EPA Gulf of Mexico Gulf Guardian Award and provide opportunities for collaborative research.

3.2.6 The Island Institute

Purpose and membership:

The Island Institute is a membership based, community development organization founded in 1983 with the purpose of sustaining island and remote coastal communities of Maine. Through partnerships with these communities, the Island Institute works so that there remain vibrant places to live, work and educate their children.

Private sector involvement:

The Island Institute communicates with the private sector through participation in and leadership of advocacy organizations, coalitions and networks that focus on balancing the economic and environmental costs and benefits of Maine's marine industries. Industry members are board members, volunteers, advisors, project participants and paid contractors, and they also share coalition leadership. The Island Institute mainly engages the fishing industry (at least weekly, if not daily) and the Energy industry (monthly), and also engages the aquaculture industry to some extent (annually).

Industry members provide input and feedback through hired representatives and through direct dialogue with resource harvesters. In addition, the coalitions and other forms of organizations that the Island Institute engages with generally operate by consensus, so all members get a "vote". Several projects that industry has collaborated with the Island Institute on recently include: The Maine Working Waterfront Coalition; Maine's Coastwide Working Waterfront Mapping Initiative; Cod and Haddock Tagging research efforts; Historical fisheries resource mapping; and collaborative lobster research.

Issues and incentives for private sector:

Major issues facing the Gulf of Maine identified by the Island Institute are groundfish stock conservation, wind power development, mitigation of the effects of climate change on the lobster fishery, herring conservation and expanded access to aquaculture sites.

The primary benefit of becoming a member of the Island Institute is the endorsement, and on occasion, funds, of a respected organization focused on sustaining communities as well as conserving resources. In addition, the Island Institute occasionally advises on regulations, primarily through work with the Maine Department of Marine Resources, Maine State Planning Office and the Land Use Regulatory Commission.

3.2.7 Northwest Atlantic Marine Alliance

Purpose and membership:

The Northwest Atlantic Marine Alliance (NAMA), in Maine, was established in 1995 to restore and enhance an enduring Northwest Atlantic marine system, which supports a healthy diversity and abundance of marine life and human uses. They advocate for the fish, fishermen, communities and public and have commercial fishermen, scientists, cooperative extension, and conservation representatives as board members. Their current goals are:

1. To advance credible, accountable and inclusive community based marine resource management in the Northwest Atlantic Ocean;
2. To identify and foster lasting organizational relationships with those that support NAMA's purpose and principles;
3. To develop programs, products and / or opportunities for financial incentives to be reaped by a dedicated and supportive membership;
4. To strengthen NAMA's effectiveness, credibility and political influence; and
5. To develop a long range sustainable funding plan that ensures the financial soundness and security of the organization.

Private sector involvement:

NAMA is in constant communication with industry via email, phone, VHF radio, letters, newsletters and a collaborative research newsletter. Everyone on the board gets a vote (commercial fishermen, scientists, cooperative extension, conservation interested, etc. all serve as board members), and if a group forms with certain diversity requirements (community alliance) they will get a seat as well.

Most of the projects operated by NAMA are collaborative in nature; some of the more recent ones are the Wild Scallop Stock Enhancement Project, environmental shrimp studies, ecosystem mapping projects and the Fleet Vision Project, which convened stakeholders to form a cohesive and consensus-based vision for the future of the groundfish fleet.

Issues and incentives for private sector:

Currently, allocation of the fishery resources is the primary concern and ties into access to the resources. Increasing fuel costs are growing as an issue as well. Open ocean aquaculture is getting some debate and ecosystem management ideas are growing especially as herring management is explored.

NAMA is a bit different from the other organizations profiled in this report, as it is largely an industry organization (through primarily fisheries) trying to entice scientists and other interests to their table. Scientists have found NAMA useful to provide access to vessels, captains, crews and local knowledge. In return for industry participation, NAMA provides advocacy services.

3.2.8 St. Croix International Waterway Commission

Purpose and membership:

The St. Croix International Waterway Commission was formed in 1989 by the governments of Maine and New Brunswick to plan, and help deliver, an integrated management plan for the St. Croix boundary corridor.

Private sector involvement:

The St. Croix International Waterway Commission does not have much interaction with the private sector, whatever involvement exists is on an as-needed, project-oriented basis. The Commission's structure is limited to only a 'board' (commissioners) with no committees, and no marine industry representatives are on their board at present. The marine industry gives feedback and participation when there are specific projects or activities within the St. Croix estuary; most recently they have been involved in Bayside (NB) port and Calais (ME) LNG discussions with proponents, nature based tourism and other marine interests.

Issues and incentives for private sector:

The Commission has identified key issues within their jurisdiction by industry sector.

- Marine tourism: business viability and training

- Aquaculture: disease management and market diversification
- Commercial fishing: sustainability given limited multi-stock management
- Transportation: lack of process for international resolution re LNG traffic
- Energy: slow pace of exploring new-generation, low impact tidal power development (vs. wind and biofuel initiatives)

There are no specific benefits offered by the commission, but they do provide project oriented help (usually in the form of information). They are also sometimes asked to advise and occasionally work with government in developing new regulations, so they have influence in the resolution of issues relevant to their region.

3.2.9 The Shipping Federation of Canada

Purpose and membership:

The Shipping Federation of Canada (the Federation) was incorporated by an Act of Parliament in 1903. The Federation has a core membership of seventy-five Canadian companies that own, operate or act as agents for some 200 steamship lines throughout the world, and that call into Eastern Canadian ports (i.e. ports east of the Rockies).

The Federation's mandate is to promote and protect the interests of its members by forging consensus on emerging issues, and working with governments to develop policies, laws and regulations that enable the industry to flourish as a key contributor to the Canadian economy.

Private sector involvement:

Industry representatives are involved in the organization's management as part of the Board of Directors and provide direct input in the Federation's activities as part of the Federation's committees which address subjects of ongoing and long-term concern and make use of expertise from the Federation's staff, the general membership, and the industry at large. The Federation coordinates two types of committees, region-specific (the Quebec District Committee, Ontario District Committee, Nova Scotia and Newfoundland District Committees), and issue-focused (the Pilotage Committee, the Customs Committee, the Intermodal Committee, the Seaway Committee, the Passenger Committee, and the Environment Committee). They also use Circular Letters, which are posted on their internal website, to inform current members and request input on relevant issues. Members of the Federation's Board of Directors have a vote on issues of importance for future Federation engagement.

The Federation mainly works with and represents the shipping industry, but they are also involved with the tourism industry through their collaboration with the Saguenay Marine Park and the fishing and aquaculture industries through the development of the Atlantic Forum, a Federation initiative to address environmental concerns related to commercial navigation.

The Atlantic Forum is a successful industry initiative designed to address local environmental issues specific to the Atlantic region, primarily through the development of an environmental policy for ship owners, agents and others operating in the region. The forum is composed of three working groups representing interests in Nova Scotia, Newfoundland, and New Brunswick/Prince Edward Island.

The overall objectives of the Atlantic Forum are:

- To serve as a local marine industry initiative to discuss common environmental issues;
- To bring together all Atlantic stakeholders in a single discussion forum;
- To enhance awareness of the environmental issues facing the marine industry and of the industry's environmental responsibility;
- To publicize the industry's environmental record, achievements and future targets.

Issues and incentives for private sector:

The key issues faced by the shipping industry are reflected in the committees that they have formed. Appropriate to this report are the issues addressed by the Environment Committee such

as ballast water, oil pollution, air emissions, oceans management and best practices. A list of the main issues addressed by each committee is provided on the Federation's website: <http://www.shipfed.ca/eng/committee/index.html>.

The Federation's main activities and benefits include the dissemination of information to members on general and technical matters, the representation of members' interests before government and other regulatory authorities, monitoring of relevant policy and legislative developments, communicating with media and other maritime organizations, development and delivery of training courses and educational programs, and provision of advice and support on technical and operational matters.

3.3 Summary and Synthesis

All of the nine organizations have some level of involvement with industry, and in many cases this differs according to the mission and goals of the particular organization. Primarily, the successful organizations involve industries from the beginning, identify the issues important to the industries involved, develop programs and other methods to address those issues (involving industry in the process), and have a feedback mechanism for industry to see the results of their efforts. It also seems that the successful organizations simplify their efforts by choosing to address a few key issues involving a small subset of industry sectors and organizations. Council may encounter challenges if they wish to have all relevant coastal and marine industries represented, each with disparate priorities.

Of the nine organizations summarized above, five have had what we would consider consistent success at engaging industries, these are: the Eastern Scotian Shelf Integrated Management (ESSIM) Initiative, Friends of Casco Bay (FCB), Fishermen and Scientists Research Society (FSRS), the Island Institute, and the Northwest Atlantic Marine Alliance (NAMA). **The ESSIM Initiative** is a government run agency aimed at developing integrated management plans for Eastern Scotian Shelf marine resources. As a result, industry involvement is crucial to the initiative. They have had great success involving all parties from the beginning (planning stages) and providing means for open communications. The ESSIM Initiative does serve a regulatory role, so it is in the industries' best interest to be represented when decisions are made. The common issue identified was the need for regulatory and management clarity, a concern that was repeated throughout our consultations. **The Friends of Casco Bay** is a non-profit organization that works throughout the Casco Bay community and State of Maine using scientific data, education and advocacy. Similar to the Council, they run water quality monitoring programs. The FCB has significant industry involvement, as they work in a distinct region, represent smaller groups and work towards common goals among the coastal communities and industries. Scaling this model up to include the whole of the Gulf of Maine might prove difficult for the Council as specific goals among industries and communities are unlikely to be the same, or are too focused for the scope of the Council. **The Fishermen and Scientists Research Society** is a non-profit organization that has been successful in promoting partnerships between fishermen and scientists. Fishermen participate as individuals on committees, working groups or in research projects. The Society hosts annual conferences and well-attended workshops and training sessions for fishermen and scientists. Their success with industry engagement is largely due to the organization of the Society; they provide a venue for a mutual relationship among scientists and fishermen and bring the knowledge of fishermen to the scientists and in turn provide the fishermen with an increased understanding of scientific methodologies and processes. They have a solid feedback mechanism in place where fishermen receive reports on the results of projects they've participated in. The organization has clear goals of both providing for the scientists and utilizing the fishermen's knowledge, and follows through to maintain their participation. **The Island Institute** works to promote sustainability of coastal communities, similar to Goal 3 of the Council's Action Plan. In their case, industry involvement is high and regular. There are many levels for possible involvement with industry members serving on the board, as advisors, volunteers, paid participants and others. Their industry involvement is largely fisheries based; this focus lends to their success. **The NAMA**, similar to the Council, has members from

all arenas, but membership is predominately industry-based and primarily from fishing. The NAMA works to entice scientists and other interests to participate. One of the organization's main concerns is allocation of fisheries resources. In their case, NAMA has focused their efforts on the particular concerns of a distinct group, which has maintained the interest of that group.

The remaining four organizations have either not been largely successful with industry involvement, or do not seek a high degree of diverse industry representation. However, there are some lessons learned that are applicable to the Council, and in the case of the Shipping Federation, a model for one of their initiatives is directly relevant and is built into our recommendations. **The Southern Gulf of St. Lawrence Coalition on Sustainability** is similar to the Council as they also involve government, academia and public and private sector representatives. The Coalition-SGSL also aims to promote a viable and sustainable community structure similar to the Council and is not a regulatory body, though a financial contribution is required of all of their members, and is an impediment to industry participation. Industry engagement with the Coalition-SGSL has been a considerable obstacle for them, mainly because of a lack of incentives for participation. **The Gulf of Mexico Foundation** has many similarities with the Council; the Foundation is a transboundary organization that works to promote and fund research, education and conservation programs and runs habitat restoration projects. However, the Foundation does not have government members. Industry involvement is present primarily on the Foundation's Board of Directors, where members comment on programs, provide financial support and are given a vote. Due to the financial commitment, however, the Foundation mainly interacts with the energy industry, as other industries do not have as much money available. The Foundation does not seek a high level of industry involvement beyond this level, as they largely represent concerned citizens and aim to educate and support programs designed towards environmental stewardship. **The St. Croix Waterway Commission** is a cross-boundary organization, similar to the Council, though it is composed primarily of government representatives and its purpose is to plan and help deliver an integrated management plan. Private sector involvement is limited to an as-needed basis to obtain feedback and participation on specific projects. They do offer industry information and opportunities for development (i.e. training for the marine tourism industry and disease management for aquaculture). **The Shipping Federation** deals solely with the shipping industry and related sectors (e.g. cruise ships). They work with and represent the shipping industry and aim to create consensus among members on emerging issues. The Federation focuses on issues relevant to the shipping industry and develops and delivers training courses and educational programs for their members. The Federation tackles relevant issues through formed committees and has developed objectives (in their Atlantic Forum Initiative) aimed at addressing environmental issues relevant to the region. Among these objectives is the intention to develop a stakeholder forum for communication of common issues and to create awareness of environmental issues and instill a sense of environmental responsibility. As identified later in this report, the Atlantic Forum Initiative and its objectives may be a valuable model for the Council to pursue as there needs to be a prominent discussion among industries, government and public/private organizations on the threats to the Gulf of Maine, related issues and responsibilities. To our knowledge there have been no such events that incorporate the whole region and the Council, with its vast membership, is in an ideal position to promote these conversations and host a similar forum.

For all of these organizations, their successes with engagement have largely been due to the efforts of the organization. They identified their "cause" early on and enticed participants by addressing their concerns. They chose to focus their efforts on a few issues or industries rather than trying to take on more than the organization could successfully accomplish. This is not to suggest that the Council should pinhole itself, but rather that it choose its focus carefully and center its efforts where they can accomplish the most. On the other hand, groups that require a financial contribution from industry have been largely unsuccessful. At least in the beginning, participation should be rewarded and not "sold".

4 Internet Research on Industry Organizations

In addition to interviews with key personnel from industry organizations, MRAG Americas conducted internet research on selected environmentally driven, industry-related organizations. These organizations differ from the Gulf of Maine Council in that they are first and foremost organized around their industry members, but also have a focus on the environment. The impetus behind this research was to determine what these organizations advertise as benefits of membership, with potential application to the Gulf of Maine Council.

4.1 Industry Organizations

Industry organizations were found via directed web searches, and are mainly focused on the Gulf of Maine region. These organizations were not contacted directly, rather information on membership and benefits were gleaned from website content. The following seven organizations were reviewed:

- The Environmental Business Council of New England (<http://www.ebc-ne.org/>)
- The New Brunswick Environment Industry Association (<http://www.nbeia.nb.ca/>)
- The Nova Scotia Environmental Network (<http://www.nsen.ca/>)
- The Conservation Council of New Brunswick (<http://conservationcouncil.ca/>)
- NH Businesses for Social Responsibility (<http://www.nhbsr.org/>)
- Maine Businesses for Social Responsibility (<http://www.mebsr.org/>)
- NW Environmental Business Council (<http://www.nebc.org/>)

4.2 Applicable Membership Benefits

Many of the membership benefits provided by these industry organizations were not applicable to the Gulf of Maine Council, but there were many more that could be utilized to advance the Council's Mission and Action Plan. Below is the list of member benefits that could be employed by the Council. It would not be in the Council's best interest (logistically and economically) to implement all of these, but a cross-section of well thought out benefits could attract new members. MRAG Americas will explore these benefits and suggest several that we feel would best help the Council achieve their goal of increasing industry engagement in the Recommendations section at the end of the report.

Potential Benefits:

- Industry members could have access to be able to source potential teaming partners, prime contractors, and subcontractors with other industry members;
- Member-to-member discount program;
- Searchable web-based best practices database;
- Programs and activities that include legislative and regulatory updates, technical workshops, seminars and luncheons designed to keep industry abreast of regulatory and policy issues and emerging practices and trends;
- Member companies could be profiled on Council website;
- Highlights of members' activities, products and services in the Gulf of Maine Times;
- Code of conduct and ethics could be developed for Council members to foster the collective credibility of its members;
- Referrals (by the Council) of potential volunteers, members and donors for industry organizations involved with the Council;
- Small grants made available to industry organizations;
- Industry members could be eligible for an Eco-Hero program similar to that offered by the Nova Scotia Environmental Network which would recognize the work of members, staff and volunteers (perhaps in conjunction with the industry award program currently being developed);
- All new and renewing industry members could receive an "item of gratitude" (i.e., sticker, book of photography, etc. featuring the Gulf of Maine Council's name and logo);

- Provide links to a company's website with their listing in a stakeholder member directory (additional to the People Finder);
- The Council could provide mentors to assist industry organizations in developing socially and environmentally responsible business programs and policies;
- Use of Council logo and affiliation materials (exclusive marketing opportunities)
- Promotion of local products; and
- Provision of a venue for members to contact one another and discuss controversial topics in order to promote dialogue between various perspectives and increased understanding.

5 Industry Consultations

Industry consultations were performed after the Council member interviews, similar organization interviews and the industry organization research. The information garnered from these efforts was used in formulating a PowerPoint presentation that was reviewed and approved by the Sustainable Industries and Communities Committee and given to industry members during three consultation meetings and further employed for structuring the subsequent discussions. There were two consultations held in Canada (Yarmouth, NS and St. Andrews, NB) and one in the United States (Rye, NH). The conduct of the meetings included an introduction of presenters and attendees, the PowerPoint presentation, discussion, a catered, working lunch and a wrap up focusing on conclusions. MRAG Americas made a concerted effort to reach out to industry members to invite them to participate in these consultation meetings. Advertisements and meeting announcements were posted in industry related publications, distributed over email on list serves and posted on both the MRAG and the Council websites; specific outreach efforts are summarized with the meetings below. Additionally, a number of industry representatives, based on our personal contacts and on recommendations from various people, were personally contacted and invited to the meetings. Unfortunately participation was not as we had hoped for and industry representation was limited, but the ensuing discussions were productive nonetheless and are summarized below. Following the consultations, two live web forum events were held, one during the day and one in the evening, to further explore topics that were discussed during the meetings. A list of consultation meeting participants is provided in Appendix E.

5.1 Canadian Meetings

The two Canadian meetings were conducted, one at The Grand Hotel in Yarmouth, NS, on August 28th and the other at the St. Andrews Biological Station in St. Andrews, NB, on August 30th, 2007. The invitations for these two meetings were distributed well in advance with 13-15 days notice to an extensive list of leaders of marine and coastal organizations with an interest in the environment of the Gulf of Maine and through a Canadian Department of Fisheries and Oceans mailing list. There were no apparent conflicts with other public consultations being held the same day and the weather for the two days was clear and warm.

5.1.1 Yarmouth, NS

Representation:

Only four people attended this first meeting. One representative was from the Maritime Fishermen's Union, one was from the Maritime Aboriginal Aquatic Resources Secretariat and two representatives were from the Saint Mary's Resource Centre. There were no representatives from tourist operations, fishing companies or processors, the shipping industry or alternative energy interests. The lack of interest in this meeting was a testimony to the need for the present project although the timing of the consultation was difficult being the last week of the summer period when many people take vacation. The few people who did attend engaged in a spirited discussion once the presentation was underway.

Discussion

The meeting started at 10:15 am, after waiting 15 minutes for late arrivals. Introductions were made around the table. The group proposed a number of options to consider working towards

achieving the objective of increasing marine industry involvement in the Gulf of Maine Council's programs. It was felt that in order to increase industry interest in the Council, there must be engagement on issues of interest to industry. Several issues were discussed at this meeting, the most prominent of which were marine pollution, native issues and eco-labeling. The participants discussed potential proposal projects that the Council could feasibly pursue under the marine pollution and native issues topics.

Marine Pollution: The attendees suggested that the Council engage in a public awareness campaign concerning marine pollution. The Maritime Fisherman's Union has developed a "Protect the Ocean" campaign that could be used as a model. They target the problem of fishermen throwing garbage, particularly bait boxes and plastic strapping, overboard while at sea. The campaign includes television ads, bumper stickers, garbage receptacles on the wharves and classroom instruction in high schools. It was felt this sort of anti-pollution campaign could be expanded by the Council for implementation throughout the marine industry of the Gulf of Maine and might be useful for not only to draw people together on both sides of the border in a single cause, but have a direct positive effect on the marine environment. The campaign might include bumper stickers, brochures, school campaigns and short TV ads. The project may also be assessed with a continuing beach cleaning campaign to monitor progress.

The advantage of this proposal is that it would be applicable across the many sectors of the marine and coastal industries and is non-threatening in terms of politics. It is also a project with a direct impact on the core environmental goals of enhancing the marine environment and well as engaging coastal communities in the Council work plan. It would be an on-going project that could involve industry for implementation, be monitored with regular beach cleaning campaigns and involve annual awards for stewardship.

Native Fishing Interests: The meeting discussion also proposed the Council may be able to play a role in enhancing the current state of dialogue between native and non-native fishing interests on both sides of the border. The Council could convene a panel of leaders from both the U.S. and Canada representing native and non-native communities to be brought together to provide a public meeting with the current perspective on the native issues. This might be a subject for a future GOMC Forum. Hypothetically, the Panel might include six people representing:

- Canadian government perspective
- US government perspective
- Canadian native perspective
- US native perspective
- Canadian industry perspective
- US industry perspective

This proposal has its risks including unknown participation unless it was held in conjunction with a major event such as the Boston Seafood Show. It is also likely to be of interest to only the fisheries sector of the marine industry and may raise some political issues that THE COUNCIL might rather be raised by others. This type of single event does not provide much opportunity for sustained engagement.

Eco-labeling: The discussion briefly visited the topic of eco-labeling as a possible Council project for fishery products but there was no specific proposal suggested.

5.1.2 St. Andrews, NB

Representation:

There were nine people present at this meeting; the group included a fishing industry representative (Fundy North Fishermen's Association), a ports facility representative (Bayside Port Corporation) and an aquaculture association head (NB Salmon Growers Association). This was augmented by the attendance of the senior fisheries management person in the area of St. Andrews (DFO), a senior scientist (Huntsman Marine Science Center) and a senior provincial

fisheries official with years of experience in the Council as a member of the Working Group (NB Department of Environment).

Discussion:

The group agreed that in order to engage industry, the Council must find those issues that are of immediate concern to industry. The best of these issues will be those that not only engage one sector, but engage all sectors. The meeting discussed governance, air quality, climate change, local product promotion, eco-friendly labeling, marine pollution, whale watching criteria, open ocean aquaculture, species-at-risk and coastal planning that may provide cross sector linkages in areas of mutual interest. In some cases, proposals of projects that the Council could feasibly pursue were loosely developed and are summarized by topic below. It was noted that engagement is also an issue for industry since associations themselves must engage their own membership on issues of interest in the same way the Council is now attempting to do.

Governance: Industry wants to be pro-active in learning how decisions are reached and influencing those decisions before they are made rather than reacting to a decision after it has been placed into law. The Council may be able to provide access to senior lawmakers and the process through sustained engagement regarding issues common to both government and industry. The meeting set this as a goal and focused subsequent discussion towards options that would set in place a structure to engage industry over the longer term. Concepts for this structure include an annual Marine Industry Summit on the Gulf of Maine or a Council subsidiary institute of marine industry members bringing together representatives to develop and implement Council projects involving the marine industry.

It was recognized that the Council can play two different roles in engaging industry in governance issues in the Gulf of Maine. Firstly, the Council could provide the opportunity for small community and industry organizations with the empowering ability to be a part of a broad based international initiative that would be otherwise beyond their individual capacity for participation. Secondly, the Council could provide an opportunity for the translation of scientific knowledge to the marine industries within a large eco-system that straddles many jurisdictions.

Air Quality: The issue of air quality was raised as a common issue across the marine sectors of the Gulf of Maine, but it was determined after some discussion that although this is a problem, it is driven by global influences beyond the ability of the Council to make a significant contribution. In order to engage industry it was recommended that the Council deal with issues where they can have a positive contribution in the short term.

Climate Change: The meeting discussed particular issues dealing with climate change including sea surface temperature rise and sea level rise and agreed that an engaging issue might be storm surges. It was mentioned that a Council forum on climate change might be a way to engage the industry if it focused on events that are becoming more common and more destructive. The Forum might include a panel of experts and industry representatives designed to exchange information, set up monitoring schemes and discuss actions that might be taken to either prepare for surges or adapt to a life where storm surges are more common. This specific topic was chosen since it is common to all marine sectors.

Local Product Promotion: There is growing consumer consciousness with the concept of reducing transportation distances from source to table or “food miles”. This is a movement with growing popularity in European agriculture and could be applied to the fishing industry as well. On this basis, there may be an opportunity for the Council to host a campaign promoting fish products local to the New England and Maritime Provinces area. In addition to decreasing “food miles” the council could also educate the public about the economic benefits of purchasing local product. Spending a bit more for local product could help ensure the security and continued existence of local fishing-dependent communities. This campaign should be developed with partnership of the fishing industry using the Council as the international cross-border delivery facilitator.

While the concept would have the benefit of engaging industry in a topic of mutual interest, encouraging vibrant communities through marketing, it does pose problems for Council. First, the topic is specific to fisheries and could have a smaller, secondary cross-sector impact on other marine industries such as shipping and tourism. Second, the Council needs to be careful that local products are not confused with sustainable products. Buying “local” has its benefits, but does not guarantee that the products in question were harvested sustainably.

Eco-Friendly Labeling: The possibility of using the Council to endorse a certification of marine products from the GOM as eco-friendly was also discussed. It was agreed this might have benefit in drawing industry into an eco-marketing campaign. There are already international standards in use, such as the Marine Stewardship Council (MSC), and the Council would have to be cautious not to confuse the work of the MSC with any labeling scheme they might adopt. The process of preparation of the standard, certification of practices and audit of operations may be beyond the scope of the Council to implement without a full-time dedicated secretariat. However, there can be a range of certification-type schemes, from self-assessment to meeting rigorous standards by third party audit. The Council might find some middle ground that suits their purpose.

Marine Pollution: The meeting spent some time discussing the possibility of engaging the marine industry through a Gulf of Maine-wide campaign on curbing marine sources pollution, particularly bait boxes and plastic strapping. This could have a number of fronts including:

- Encouraging plastic manufactures to produce biodegradable products. There may be an opportunity to provide a transition from plastic to cotton bait bags;
- An education campaign in schools to increase awareness of the problem;
- An advertising campaign of bumper stickers and TV ads;
- Similar legal standards and requirements on both sides of the border with joint enforcement practices;
- Awards recognizing individuals and organizations involved in the campaign; and
- A beach cleaning campaign to monitor effects of the program.

In order to be successful this program would need a champion organization in both Canada and the US to take the national lead in implementation. The program would also have to be given sufficient resources to ensure success. The attractive nature of this project is that it would be applicable across the marine sectors, engaging industry in improving the environment of the Gulf of Maine.

Whale Watching Criteria: It was suggested that the tourist industry of the GOM could benefit from preparing a set of common whale watching guidelines that levels the playing field on both sides of the border and provides increased protection of whales. Although this campaign would be of direct interest to a limited number of tourism operators in the Gulf of Maine, it would focus Council efforts on increased protection for species at risk in the Gulf of Maine. The project might be initiated by calling a meeting of whale watching business operators in the off-season for the purpose of developing an appropriate code of conduct to be signed by individual participating operators. An advisory panel could be developed for further liaison and implementation of the Code. Tourists could be made aware of the existence of such a Code through publication of government and industry marketing literature.

Open Ocean Aquaculture: Aquaculture in the coastal zone suffers from issues of visual pollution, use-conflict, run-off and storm damage. It has been suggested that one solution to these problems is to move aquaculture operations offshore where they might have less impact on other users and benefit from deeper water and higher flow rates. However, moving aquaculture offshore has implications for all marine interests and should be thoroughly discussed before implementation. Since there are no known specific proposals in play at the present time, this might be an opportunity for the Council to create some non-threatening dialogue and information on the issue across the marine sector. This could be accomplished as a forum issue with the objective of preparing a statement of common interest among all players.

Species at Risk: Protection of species at risk legislation on both sides of the border is quite extensive and has the potential to affect all marine industries. It was suggested that most of the marine industry is unaware of the extent of current legislation. The Council is in a position to educate the marine industry of the Gulf of Maine of the existence of current legislation and facilitate workshops to prepare the marine industry for conducting their business under rules designed to protect species at risk in the Gulf of Maine. This issue could be added to the list of issues to be addressed in a future Council Forum.

Coastal Planning: There is a need for broad based planning in the coastal sector with issues facing all marine industry. Some jurisdictions of the Gulf of Maine are more advanced than others in their policy and legislation dealing with coastal management issues. It was suggested that the Council might play a role as a facilitator in a discussion among industry representatives on the state of coastal ocean management in the Gulf of Maine.

5.2 U.S. Meeting

The U.S. meeting was held at the Seacoast Science Center in Rye, NH, on September 13th, 2007. The invitations for this meeting were distributed well in advance with over 30 days notice to an extensive list of industry representatives from the fishing, aquaculture, shipping, tourism, and energy sectors. Contact information was gleaned from CoastLinks (information on the many organizations involved in coastal projects and issues in Maine), the New Hampshire Department of Environmental Services Directory, the "Report on a Survey of Selected Major Marine Industries in the Gulf of Maine: Sustainability, Priorities, and the Council", The Gulf of Maine Summit List Serve, the Atlantic Coastal Zone Information Steering Committee List Serve, and personal contacts. The meetings were also advertised in National Fisherman, Commercial Fisheries News, The Working Waterfront and the Fisherman's Voice and on the websites of MRAG Americas and the Gulf of Maine Council. There were no apparent conflicts with other public consultations being held the same day, but the meeting did coincide with Rosh Hashanah, which prevented at least one industry representative and one Council member from attending. The weather that day was clear.

5.2.1 Rye, NH

Representation:

Four people attended this consultation, after receiving confirmation from at least twice that many. The representation at the meeting was quite heavily skewed toward the fishing industry, including a fishing industry representative (from the Portsmouth Fisherman's Cooperative), a commercial lobstering representative (from the Massachusetts Lobsterman's Association), someone from the Maine Lobster Promotion Council and an academia representative (from the University of New Hampshire) with influence in the Tourism industry as well as others. Unfortunately, there were several absences of a personal nature that could not be avoided. These individuals (representatives from the Massachusetts Fishermen's Partnership, the Seacoast Power Station, the Massachusetts Marine Trades Association, Great Bay Aquaculture and the Isles of Shoals Steamship Company) were contacted following the meeting and are still interested in being involved with the Gulf of Maine Council.

Discussion:

The discussion at the US meeting was heavily skewed toward the commercial fishing sector, as three out of four attendees represented that industry. However, several of the issues that were raised affect multiple industries, and the discussions of how the Council can increase their visibility and of benefits they could provide to industry were also applicable across sectors. Of the issues that face multiple marine industries, the most prominent of which were the creation of liquefied natural gas (LNG) terminals, water quality, marine pollution, data use and the translation of science and management. This consultation meeting differed from the Canadian meetings such that project proposals regarding particular issues were not thoughtfully developed, but rather larger roles the Council could play with regard to stakeholder issues were. In addition to the issues raised at the consultation meeting, a couple issues were brought to our attention during a

follow-up phone call with a representative from the Massachusetts Marine Trades Association (MMTA). In general, the MMTA expressed their concern that the industries they represent (boat builders, marinas and the like, largely of the recreational sector) represent a large portion of the working waterfront and seemed absent from the Council's list of industries to develop relationships with. The two biggest issues faced by industries represented by the MMTA are land development pressure and the high cost of environmental compliance. All of the issues mentioned here are explored further below.

LNG Terminals: Relevant to the issue of LNG terminals is the increase in water temperature around the ships that will in turn affect water quality, plankton communities and fish, among other things. The participants voiced their concerns of this issue as a concern among sectors; however, there was no discussions regarding what role the Council could play with regard to the development of LNG terminals.

Water quality and marine pollution: The discussion about declining water quality quickly focused on marine pollution – the most common topic raised at all three consultations. There was considerable discussion regarding the fact that the Council oversees the Gulf of Maine watershed, and therefore could play a considerable role in education regarding sources of pollutants and their remote effects on water quality. It was agreed that pollutants, such as agricultural run-off, far from coastal communities, could have a considerable impact on coastal water quality. The participants in the US meeting were also particularly interested in sewage treatment plants and methods of cleaning water. For example, chlorine was once used in Boston Harbor in an effort to 'clean' outfall from the polluted water. This resulted in killing much of the marine life in the harbor. The Salem Sewer Plant also had a negative effect on the marine environment, using chlorine to treat wastewater as part of its Phase 2 purification. It was suggested that the Council could launch an awareness campaign about the best, most environmentally friendly methods of cleaning water. In addition, the Council could utilize monitoring data to supervise chlorine levels and water quality around treatment plant discharge. Monitoring for pesticides and raising awareness about storm drains would also be positive efforts, as there is not a lot of focus on upstream causes of pollution because they are harder to ascertain and control.

Use of accumulated data: The participants spoke to the fact that mechanisms other than fishing may be a cause of fish mortality. They did not deny that fishing is the most visible cause of fish mortality, and the most straightforward effort to control, but there are other causes of mortality, such as water quality, and fishermen are shouldering the burden. The discussion continued to identify that the Council has a considerable amount of data that has been collected through the Gulf Watch Contaminants Monitoring Program which may help to elucidate environmental concerns, such as non-fishing related mortalities. Participants voiced their frustration that they are not aware of any uses of this data. There were upset at that the Council would spend considerable time collecting data that seems to be simply shelved without any translation of this data for the lack of financial resources to analyze them further. It was proposed that the Council take inventory of their existing data and group related data; maybe a new way to use the data will emerge.

In addition to using existing data to investigate 'other' causes of mortality, participants were interested in whether the Council could take a stand on environmental issues that affect mortality rates but are not related to fishing (i.e., cobble mining in cod habitat). Other issues that mainly affect the fishing industry are the expanding seal population and wind farms on fishing ledges. The seal populations consume energy and affect fishery resources (good for tourism, bad for fishermen). The council could educate the public about this issue, and help the public to see beyond the seal's charismatic appeal, but it was agreed that this was a delicate subject mainly relevant to fisheries, and must be presented carefully.

Translation of science and management: Along with the use of data, the Council has a real opportunity to educate the public on their findings and find a means to translate the volumes of

information into appropriate management. Participants agreed there is a need for better translation of science to management, perhaps some of the data that has been collected could be used for this purpose. Along with that action could also be the translation of management for the industries, there is a multitude of confusing legislation that the Council could help interpret.

Land development pressure/decrease in public access: In Massachusetts, there is strict legislation that acts as a safeguard for the working waterfront by requiring that marinas, boatyards and other waterfront businesses retain their commercial zoning when sold or transferred. They may not be transformed into residential lots. However, developers are finding a loophole within this legislation by building condominiums while retaining the marina designation but limiting the number of slips to house fewer larger (more aesthetic) boats. This essentially eliminates public access to these facilities. This issue no doubt repeats itself throughout the Gulf of Maine region. It was suggested that the Council could serve a role here by educating the public about the importance of preserving public access and the economic losses that are realized through land development. An online boating economic impact model that has been developed and proved useful (<http://www.marinaeconomics.com>) could be used by the Council (or others) to calculate the economic impact of marinas and boatyards in the Gulf of Maine to illustrate their importance to communities.

Cost of environmental compliance: Another issue highlighted by the Mass Marine Trades Association was the fact that their constituents are often regarded as not being 'environmentally conscious', when in fact they are quite concerned with preserving the environment they work in (particularly the water quality). In actuality, their desire to conserve the local waters is masked by the extreme costs associated with environmental compliance. One example addressed the issue of washing boat bottoms, which typically comprises a small portion of annual income. The typical marina may see only \$15,000 in annual profits from boat bottom washing, but an environmentally-friendly pressure wash recovery system, as necessary to comply with the Clean Water Act, could cost upwards of \$50-75,000. If the marinas raise the prices for washing boats to help pay for the system, the boat owners are driven away and will likely wash their boats other places where they are not required to comply with environmental regulations. A system of low cost loans could be beneficial to these businesses, and while this is not a recommendation for the Council, there could be a role for the Council here in educating the public about this issue.

Council visibility: We directed the discussion to inquire about the participants' familiarity with and knowledge of the Council. They were either unaware of the Council's existence or its purpose. First and foremost, the Council needs to increase its visibility within the Gulf of Maine and distinguish itself from other groups; there are currently so many groups in the Gulf of Maine watershed that an identity crisis has ensued, and stakeholders typically have no idea what group works for what causes. Participants acknowledged a level of apathy among marine industries, and noted that industry is especially leery of newcomers. While the Council is not new by any standards, they are new to the industry scene, and need to break into the field cautiously. As such, participants expressed that it would be in the Council's best interest to go to the industry, rather than wait for the industry to come to them – even multiple personal invitations to Council sponsored events are often not enough to stir interest. The first step could be to set up a booth at industry meetings. It would be useful to create a calendar of industry relevant events throughout the Gulf of Maine for this purpose, but such a calendar could also have broader application and potentially be useful to industry members and Council alike. It was agreed that a web forum would likely be unsuccessful, at least until the Council was more widely known.

In general, with so many groups involved with the Gulf of Maine, there are likely repeated efforts where there should be coordination. Another proactive and useful way for the Council to gain name recognition and trust would be to create a directory of marine organizations within the Gulf of Maine watershed and to serve as convener of an annual or bi-annual summit reviewing key research being conducted by these different organizations. There is a need to expand the dialogue in order to preserve the livelihood (the working waterfront) and the Council could aid in bringing groups with similar focus together. This would likely be a well-attended meeting, as time

is a limiting factor for participation, industry representatives want to attend the meeting that will give them the most return for the least amount of effort and loss of revenue.

The Council needs to find their niche, and while they would ultimately like to engage industry in Council programs, they may need to gain trust and support from the industry in other ways first. This may best be accomplished by positioning the Council as a vehicle for communication and coordination and to provide education and outreach.

5.3 Web Forum

Given that this project presented obstacles in terms of time and geography, MRAG Americas sought additional means for consulting with industry members. Our goal was to reach as many industry stakeholders as possible during the course of the project. Therefore in addition to the formal consultations we conducted and based on previous experiences, we proposed the use of an online discussion board. There are a number of companies that provide the service of the development and facilitation of these forums; however, without knowing the outcomes of this effort, we chose a free online web forum that we were able to moderate and host from our company website. After considerable research on the various web forum software applications available, MRAG Americas chose to utilize the web forum application 'Vanilla' (www.getvanilla.com). Links to the web forum were posted on the websites for MRAG Americas (www.mragamericas.com) and the Gulf of Maine Council on the Marine Environment (www.gulfofmaine.org).

5.3.1 Purpose

This forum was intended to give attendees from the consultations as well as other stakeholders not in attendance at the presentations the opportunity to have further input into the project and discuss their potential involvement with the Council. It was our hope that these discussions would provide additional information on what industry members would like to see as the future role and activities of the Council, as well as key issues and concerns that industry is currently facing in the Gulf of Maine. We had also hoped that this would allow us the opportunity to consult with members from different industries, as the fisheries industry was the most largely represented at the three consultation meetings.

5.3.2 Outcome

MRAG Americas advertised the use of the forums, along with the consultation meetings, in industry relevant publications, on email list serves and through mass e-mailings. MRAG Americas attempted two live forum events where our staff proposed questions to engage participants in discussions regarding threats to the Gulf of Maine's environment and industries and potential mechanisms for involvement with the Gulf of Maine Council. Our first forum was held in the middle of the work day following the first consultation meetings held in Canada. Only two people had signed up for a free account that would allow them access to the forum. As a result we posted a few questions for feedback and a note that the live event with our participation would be delayed. Our second forum was scheduled for an evening following the US consultation meeting. Our intention was to reach out to the community of industry members that are typically unavailable during the day. Again we sent out email invitations and reminders on the forum. We had a couple more people sign up for accounts. At the scheduled time of the forum, MRAG Americas logged on to moderate and facilitate discussions. We proposed questions and comments to the community; unfortunately there was again no participation. Despite the apparent lack of interest in our web-forum discussions, MRAG Americas believes that web forums could be useful for engaging industry in other settings. However, it should not be used as a point of first contact. Industry must already be engaged and interested in order to get them to log on to a forum. As was recommended in the Canadian Meeting summary, if the Council decides to hold panel discussions or summits, web forums might be an appropriate follow-up to that type of meeting, where all the participants are fully engaged and interested.

6 Conclusions and Recommendations

Through the course of the consultations and related discussions that evolved during this project, it became apparent that there are two avenues that the Council can follow to engage industry: for the Council to serve as a resource for industry by acting as a coordination body and center for communication among industry and other groups in the region, or actively seek industry involvement in the Council by adjusting aspects of Council operations. It is important to recognize that these options are not mutually exclusive. The activities performed under the first option will aid in gaining the respect and trust of industry, and form the foundation for performing tasks related to the second option, should the Council choose to pursue it. Given that the Council is relatively unknown among industry and coastal communities groups, the primary goal of the Council should be to increase its visibility. As addressed earlier, there are undoubtedly benefits for both the Council and industries should they forge a relationship, but it will be important for the Council to decide specifically which benefits they want to provide to industry members and work to achieve those successfully. Industry tends to hesitate when approached for involvement as many are largely overcommitted and will need to see the immediate value of involvement with the Council. Engagement is likely to be more successful if the Council is deliberate in their path and has clear goals in mind that have been thoroughly planned out. It should be noted that “industry” in this context refers to the subset of businesses the Council has identified: wild fisheries (commercial and recreational), aquaculture (finfish and shellfish), tourism, renewable energy generation (tidal, wave and wind), and transportation (shipping, ferries, etc.).

Our recommendations presented here are based on the culmination of information outlined in this report, and not solely from the sub-sample of industry contacts we consulted with. They are provided below and are three-fold. Firstly, we recommend specific benefits that the Council could choose to provide that might entice industry to engage in Council programs. Secondly, we list out specific recommendations for actions the Council could take to increase coordination and communication and build their visibility within the Gulf of Maine region. Thirdly, we recommend actions for the Council should they choose to actively engage with industry. The recommendations are tiered first into broad actions that could be taken and then narrowed down to more particular actions aimed at specific campaigns. The first tier of a recommendation includes more overarching items that the Council should consider to initiate the efforts necessary to involve industry. These efforts will lay the tracks for open communication that will be essential between the Council and various industry groups, as well as among industry groups. The following tiers are those that the Council should begin to consider and make efforts to implement in the near future. These efforts will demonstrate the Council’s commitment to engaging industry groups. This level will also provide some recommendations that can serve as benefits for involvement and will help sustain industry engagement within the Council. In some cases we provide broad advice that the Council could feasibly achieve and in some, we provide specific details to pursue. The Council will need to effectively communicate with the industry and others what their intended outcome of each project is, and there must be follow through for industry members to take the Council’s intentions as serious. Only with clear goals established up front will the Council’s efforts be appropriately guided. The Council may want to initiate their efforts with a focused approach aimed at a subset of industries, and then broaden from there. This was the method most successful by similar organizations that engage industry, as highlighted in section 3.

6.1 Potential Council Services for Industry

We have reviewed a number of other organizations with some similarities to the Council. Some of these have been able to successfully engage industry by providing a service, either through regulatory authority or providing benefits to membership. Based on some successful tactics employed elsewhere, we provide a list of benefits that the Council could potentially offer to industry members.

1. Searchable web-based Environmental (or other) Best Practices Database. The goal of a database on Best Practices would be for the Council and industry members alike to present and promote creative, successful and sustainable solutions to common problems faced on and around the Gulf of Maine. This database could also allow networking among industry members and inspire technical cooperation.
2. Programs and activities to translate management. Many industry members voiced their concern regarding layers of complicated regulations. Programs and activities should include legislative and regulatory updates, technical workshops, seminars and/or luncheons designed to keep industry abreast of regulatory and policy issues and emerging practices and trends. Regular events would ideally begin to draw more and more attendees as the Council gains recognition and trust.
3. Code of Conduct and Ethics. Requesting that industry members abide by a Code of Conduct and Ethics created with input from the industry would lend collective credibility to all involved, and industry organizations are more likely to follow guidelines that they themselves helped develop.
4. Use of Council-sponsored logo and affiliation materials; exclusive marketing opportunities. If adhering to a certain Code of Conduct or Best Practices, industry organizations could be granted the right to use a label identifying them as environmentally conscious (or other, i.e. supportive of local products). The level of compliance required by the Council as well as how compliance is determined are issues for discussion; the latter could be ascertained by something as simple as a self-audit or be as strict as to have regulated, third-party audits. This effort would have to be complimented by some level of education and outreach on what it means to carry the label for consumers to see the incentive. It would also be prudent for the Council to ensure that any labeling program is consistent with and builds upon similar programs currently operated by trade organizations, NGOs and state, provincial and federal governments.
5. Small grants for industry organizations. If small grants are made available to industry organizations for research on issues currently relevant in the Gulf of Maine, the Council will gain the respect and involvement of industry organizations. Care should be taken to not to ask for research or data from industry members that do not have fairly immediate applicability.
6. Local product promotion (for economic and environmental purposes). The Council could choose to actively promote local products so as to help support local communities dependent on the environment and to reduce “food miles” as described in Section 5.1.2.

6.2 Recommendations for Coordination and Communication

This section of recommendations is perhaps the most important for the Gulf of Maine Council. These are actions that would help build visibility and awareness and be beneficial for the Council to implement even if they choose to not directly involve industry in Council programs. During the Canadian and US consultation meetings and communications with industry representatives, there were discussions to identify issues important to each industry and commonalities across industries and regions. The list was long and included marine pollution, water quality, native issues, governance, air quality, climate change, environmental impacts of whale watching, open ocean aquaculture, species-at-risk, coastal planning, the creation of LNG terminals, data use and the translation of science and management, land development pressure/decrease in public access and the costs of environmental compliance. Clearly the Council could not effectively address all these issues, and it will be important to further acknowledge the issues which are most prominent across sectors (as chosen by the Council to work with) and focus future efforts on those.

We have identified several means by which the Council could address the issues listed above and encourage dialogue. These ideas are also provided below with our recommended actions that the Council should consider:

1. Host an annual public forum or summit on specific issues to be followed up by a web forum or similar mechanism to inform industry and the public on current research surrounding those issues and involve them in development of new research and programs;
2. Create a directory of marine organizations within the Gulf of Maine to facilitate contacts and coordination between organization and among those organizations and industries;
3. Host an annual or bi-annual public coordination summit of the aforementioned marine organizations to further communications between groups in an in-person format; and
4. Implement education and outreach efforts to increase visibility of the Council and aid in the translation of science to management and to clarify existing management regulations.

Our recommendations and related actions for the Council to pursue for increasing communications between groups and coordination of efforts in the Gulf of Maine include:

- **Act as a Convener** – Given their position and the original goals of the Council, they have an opportunity to serve coastal communities by acting as a convener to bring together various user groups on common issues.
 - The Council should contact various organizations throughout the Gulf of Maine and initiate an open forum for the purposes of coordinating efforts aimed at common goals.
 - Host a summit meeting on specific issues relevant to industry members. The meeting should address these issues with a series of panel discussions involving industry members, government representatives, and scientists with the purpose of developing a plan of action in the subject areas of importance to stakeholders. This could be similar to the Atlantic Forum Initiative that is described in Section 3.2.9. Specific goals need to be clear and determined at the start in order to successfully engage industry.
 - An invaluable service that the Council could provide to industry would be to compile and maintain a Directory of Marine Organizations within the Gulf of Maine Watershed. This directory could be modeled after the State of Maine's Coastlinks directory (and analogous work in Massachusetts and NH) and include organization name, contact information, mission and research priorities. It would require a lot of coordination and effort, but could eventually establish the Gulf of Maine Council as a clearinghouse for information and resources and as the first point of communication for industry. A similar effort was undertaken in "The Wild Gulf Almanac", completed in 1995, to serve as an educational resource on the Gulf of Maine watershed.
 - Paired with the Directory of Marine Organizations, the Gulf of Maine Council should consider convening an annual or bi-annual Coordination Summit. This summit would build upon the open forum suggested above bring together representatives from many of the key marine organizations functioning within the Gulf of Maine. Concurrent sessions could be held (organized by research priorities) to update the public on current research activities and programming. This summit could help coordinate organizations working on similar projects, and could also help with the cataloguing of unanalyzed data among organizations.
 - Through this forum, similarities in collected data may be found among organizations, and novel uses for the data may emerge that might not have been possible without coordination between groups, beginning to solve a main frustration for industry representatives at the US consultation meeting. This may inevitably result in the development of new programs and identify applicable uses for scores of collected data that are currently not utilized.
- **Increase the Council's Profile and Improve Dialogue** – There should be a concerted effort on the Council's part to introduce themselves to industries and coastal communities.

- Attend meetings and events of industry groups and similar organizations to provide information on the Council's purpose, direction and current and future projects. In many cases there will be greater value in communicating with umbrella organizations that represent many individuals as opposed to smaller groups.
 - As part of increasing their visibility among industries and the general public, the Council should develop educational and informational booths for use at industry meetings and other events.
 - The creation of an events calendar would prove useful for determining which events would be the most useful to attend and provide a valuable product that would be useful to industry groups and other organizations (an initial events calendar is available in Appendix D).
 - The above efforts would both introduce industry groups and the public to the Council and provide the opportunity for the Council to learn about the issues of importance to the industries and communities.
- **Prepare Educational Materials** – The Council should develop some educational materials and launch an outreach campaign directed at the appropriate audience of coastal community citizens and industry members. A number of people we communicated with asked for printed materials about the Council, and as we progressed with the project, it became apparent that few industry members use computers regularly and most wanted a simple overview of the Council's purpose and activities that we could put directly into their hands.
 - Educational pamphlets should be developed that would provide industry members and others a quick overview on what the Council is doing, and more appropriately, what the Council could do for them. In addition to having general materials to provide information on the Council, there should be materials generated for specific programs designed to address stakeholder issues.
 - The Council should also develop materials to increase their familiarity among user groups and communities. We suggest items that will be useful and bear the Gulf of Maine Council logo. Items for consideration may include water bottles, calendars, tide charts (though complicated given the large geographic range), flashlights and key chains. As there are a variety of coastal industries in the Gulf of Maine, more specific items (i.e. calipers for measurements of lobster carapace) may not be appropriate. It is clear that cost will be a concern and we strongly urge the Council to consider “environmentally-friendly” items not made of plastic, or at the very least, produced from recycled materials.
 - To assess the effectiveness of educational materials and outreach programs, it would be useful to develop metrics of success that would evaluate results at yearly intervals. In this manner that methods of outreach could evolve along with the demand for information.
 - **Translation of Science** – Given the Council's unique position and their ability to build transboundary dialogues and relationships, they are in a prime position to promote science and management aimed at conserving the resources of the Gulf of Maine. There is a need to translate management on the whole and for a better translation of science and methods into appropriate management. Methods to achieve this should be further explored on the whole.
 - As a means of carrying out this task, perhaps the Council could create educational materials, such as the pamphlets mentioned above for industry groups and potentially serve as docents for marine tourism and other industries.
 - Additionally, this topic would be of interest to many industry members, scientists and regulators, and would be a good basis for a forum or workshop to address ways in which science can be directed to help management

6.3 Recommendations Concerning Industry Engagement

Our recommendations, should the Council choose to pursue more direct industry involvement, are provided below. It should be considered that involving industry is only a step in engagement (second to obtaining the initial interest of the industry), and the ultimate goal is sustained participation. It is worthwhile to reiterate that generally people stay involved when the issues are relevant; the Council must consider the needs of the coastal industries and pursue activities relating to their needs. Additionally, successful engagement should have a feedback mechanism in place to provide recognition for participants and a means to view the effects of their efforts. The following items are actions that could be taken by the Council to more directly involve industry: these include as panel members to develop a Code of Conduct, and as members of the Council itself.

- **Address Stakeholder Concerns** – In order to begin a productive dialogue with industry members, the Council will need to acknowledge their issues of concern and make some concerted efforts to address them.
 - If the Council chooses only one of the issues arising from the consultation meetings, its greatest opportunity for engaging industry is probably in the area of marine pollution. This would contribute not only to Goal Three of the Council's Action Plan, but is also true to the other two environmental goals of the organization while engaging industry across the marine sector.
 - A common Code of Conduct may be a useful delivery vehicle that could be developed around common industry issues, such as the three main issues that came out of the Canadian consultation meetings of marine pollution, environmental impacts of whale watching and species at risk. Each code could have its origins in panel discussions involving industry, be developed in a web forum, signed by marine operators and advertised by the appropriate sector media as a common set of commitments for conducting business in the marine sector of the Gulf of Maine. The Code of Conduct would have to be developed in coordination with the industry and have a complimentary public awareness campaign. It could potentially be broadened to encourage and reward sustainable practices and possibly utilize a certification scheme for fisheries and or fisheries products as eco-friendly.

- **Reconsider Levels of Council Membership** – Should the Council choose to invite industry members to participate in Council meetings and on decisions regarding Council activities, it would be beneficial for the Council to explore additional levels of membership for industry involvement within the Council.
 - While membership does not necessarily require a financial contribution, it can be time consuming. Once involved, the Council will need to make an effort for industry members to see the value added from their participation in order to maintain engagement. Inviting additional council “membership” from marine industries is a step that may take longer to implement. The Council needs to establish itself and build trust within the marine industry community before planning on additional membership roles within the council structure. Currently, the option does exist for a state or province to use industry members for both of their non-government Governor's appointments to the Council, but none of the states or provinces takes advantage of this option, and the time commitment required of Councilors is a hindrance to obtaining industry involvement.
 - The Council might consider creating an Industry Advisory Subcommittee under the SICC that meets on a regular basis and agrees on recommendations to present to the SICC and Working Group. There would have to be additional incentives offered to participants on this subcommittee in order to retain participation.

There are a number of common themes unveiled throughout the course of this project, all relating to the need for the Council to become more visible and involved to truly engage industry in their efforts. This can be simplified by how 'marketable' the Council is to industries. It may be beneficial for the Council to explore opportunities, such as the FreeThink competition (described in section 3.2.1) to gain some marketing strategies and advice. A big obstacle to overcome will be the chore of differentiating the Gulf of Maine Council from other organizations. The Council is presently not recognizable and industry members are typically skeptical of 'the new kid on the block'. While the Council has been in existence for nearly two decades, industries are unfamiliar with it and will instantly question what the Council could do for them, and how it is different. The 'different' role that the Council could play will fall back to the original goals of the Council that included their ability to act as a convener and coordinator among the states and provinces of the Gulf of Maine.

6.4 Wider Context of the Study

In the present study concerning industry involvement in GOMC initiatives, it is important not to lose sight of the bigger picture. In this respect, there are a few observations we find important to make.

Firstly, despite the lack of industry interest in GOMC programs, the Council plays a very important role contributing to sound management of the ecosystem of the Gulf of Maine. To effectively manage such valuable marine resources in an area of common interest, regulators must develop a common set of objectives since the movement of resources is not restricted by the artificial political boundaries drawn through the heart of the ecosystem. The GOMC provides this essential dialogue by bringing together regulators of federal governments, provinces and states surrounding the Gulf of Maine in a regular forum. The result is that, although there is no formal international agreement between Canada and the United States concerning the Gulf of Maine, senior government officials in federal, state and provincial governments have prepared a common set of objectives through an Action Plan. This is no small feat given the challenges of jurisdiction, history and diplomacy.

Secondly, the Council could take a broader view of its Action Plan and concentrate efforts in areas where it can be effective. For example, the Action Plan for the Gulf of Maine Council contains three targets: coastal and marine habitats, ecosystem health, and vibrant coastal communities. In some respect these targets are all related to promoting ecosystem health in the broadest sense which includes human activity in vibrant communities. It is very difficult for the Council to make direct impact on the third target of vibrant communities since there are many other social and economic factors beyond the control of the Council that make major contributions to community health. However, the GOMC *is* able to make a contribution in this area by focusing its attention on the other targets of habitat and ecosystem health. Progress in these two areas will contribute to vibrant communities through:

- healthy living environment for citizens;
- increased economic returns from healthy resources managed in a sustainable manner; and
- providing an ocean-focus in peoples lives in coastal communities through educational programs and forums.

Thirdly, the direct impact of the Council on the marine industry is constrained by the non-regulatory nature of the organization. Industry members find themselves so busy dealing with regulatory issues, it is difficult for them to justify much attention to the non-regulatory issues of the GOMC. Other organizations, such as the Southern Gulf of St. Lawrence Coalition on Sustainability, have experienced the same difficulties in their attempts to engage the marine industry directly. It may be more advantageous therefore to play to the Council's strengths of dialogue and coordination of cross-border environmental initiatives rather than trying to engage directly with industry where it is difficult to be effective.

In this respect, therefore, it may not be necessary to engage industry directly in programs of the GOMC in order to be effective in contributing to vibrant communities in the Gulf of Maine. The marine industries of tourism, fisheries, energy and shipping will all be positively impacted if the GOMC is able to continue making contributions to ecosystem and habitat issues in the coastal and marine areas of the Gulf of Maine.

Above all, the Council has an opportunity to serve a role for both education among industry stakeholders and coordination between user groups and organizations. It seems clear that this particular avenue has not been explored and there is a real need for open communication that will be the most successful path to environmental conservation and sustainable development.

Appendix A: Interview Questions for Council Members and Similar Organizations

Council Members Interview Questions

Please take a minute to tell me about your current position, your organization and your role in the Gulf of Maine Council.

General Council Structure/Role

1. How did the Council come into development? What need was satisfied?
2. What were the original goals of the Council and have they changed? How were the goals established (e.g., through stakeholder meetings, etc.)?
3. What do you understand the role of the Council to be in the greater GOM (e.g., facilitate research, build partnerships, education/outreach, data sharing, etc.)?
4. How are decisions made and conflicts resolved within the Council (e.g., functional structure, voting, etc.)?
5. What other organizations does the Council foster partnerships with (Council members and otherwise)? For example: do you share data or database access with other agencies? What types of data? Can these data be made available to industry (or are they already)?
6. Please identify any past or present collaboration with other organizations (e.g., data sharing, cooperative research, etc.).
7. What is the structure of the Council (committees, communities, organization)? What about the SICCC?

Industry-related questions

8. Does the Council currently engage with industry? In what facet? Have they been successful? How do they measure success?
9. Do you engage industry in your work separate from Council activities? Have you had success?
10. Why is it important for the Council to have industry involvement?
11. What (if any) has been the industry response to the Action Plan so far?
12. What benefits do you feel the Council has to offer to industries with whom you engage?
13. Is there regular communication between the Council and marine industries, and how is this accomplished?
14. Please describe communication pathways and media used (e.g. GOM Times, phone/email, etc).
15. How do you envision maintaining/fostering successful relationships?
16. What future role do you envision the Council to play in industry involvement (with respect to the greater Gulf of Maine, cooperative research and image)?
17. What roles do you intend industry sectors/representatives to play in the Council structure?
18. Are there any under-represented industries that do not currently engage in Council meetings, etc.?

Industry insight

19. What do you think are key priority issues for each industry sector specified in the Action Plan?
20. Are there any common issues/concerns among sectors?
21. Any thoughts on how the Council could address these issues to involve industry?
22. What incentives do you think industry stakeholders would want/need to partner with the Council and endorse the Action Plan?
23. Do you have any personal contacts within GOM industry organizations that you would recommend we contact?
24. Do you have any contacts within organizations similar to the GOMC?

Similar Organization Survey

Please take a few moments to complete the following questions. Your answers will help an initiative to engage industry involvement with the Gulf of Maine Council.

1. Please provide the following information with regard to your position within the organization:
Name:
Position:
Years spent with organization:
Background (educational/research):
2. Please give us a brief overview of your organization's mission and goals. How old is the organization and when and why did it come into development?
3. Does your organization serve a regulatory role in your region or advise on regulations?
4. Does your organization typically communicate with the marine industries in your region? How?
5. In what facet are industry representatives involved with your organization (e.g., as board/committee members, through cooperative research, etc.)?
6. Do marine industry representatives provide their feedback and opinion to your organization? In what way? Do they have a vote?
7. What benefits does your organization offer to participating industries? Do these reflect what the industry wants in return for their cooperation and participation?
8. Please list examples of the types of projects, if any, that your organization has collaborated with industry on.
9. Which industries (e.g., fishing, tourism, energy, aquaculture and shipping) do you collaborate with/engage? How often?
10. Have any industry engagement attempts stood out as particularly successful or unsuccessful? Please briefly identify why.
11. Please identify any key priority issues that you have you come across within each industry (tourism, aquaculture, commercial and recreational fishing, transportation, energy)?
12. Has your organization published any reports on industry engagement? If so, would you share the reference?
13. Do you have (or have you had in the past) an industry awards program? What are the criteria used for the award?

Appendix B: Gulf of Maine Industry Contact List

This table lists industry organizations that were contacted during this project, either by email or phone (or both). Note that not all of these contacts actively participated in components of this project. Wherever possible the organization name, contact person, phone, email and website are given. The last section of this table gives contact information for a few organizations or businesses that were collected but not contacted, as the information might be of use to the Gulf of Maine Council.

Industry Organization / Business	Contact	Phone	Email	Web Address
Project Contacts - US				
Cape Cod Commercial Hook Fishermen's Association	Paul Parker, Executive Director	508-945-2432	pparker@ccchfa.org	http://www.ccchfa.org/
The Chewonki Foundation	Don Hudson	207-882-7323	donhudson@chewonki.org	http://www.chewonki.org/
Commercial Fisherman	Dave (and Ellen) Goethel	603-926-2165	egoethel@comcast.net	
Good Harbor Consulting	Fara Courtney	978-281-4537	fcourt@cove.com	
Great Bay Aquaculture	George Nardi	603-430-8057	gnardi@greatbayaquaculture.com	http://www.greatbayaquaculture.com/
Groundfish Group of Associated Fisheries of Maine	Maggie Raymond	207-384-4854	maggieraymond@comcast.net	
MA Fishermen's Partnership	David Bergeron	978-282-4847	dbergeron@mass-fish.com	http://www.mass-fish.org/
MA Lobsterman's Association	Bill Adler	781-545-6984	bill@lobstermen.com	http://www.lobstermen.com/
MA Marine Trades Association	Leona Roach, Executive Director	781-826-1570	lsmarine@aol.com	http://www.boatma.com
Maine Nature Tourism Initiative	Jeff Rowe		jeff@craggyrock.com	
Maine Nature Tourism Initiative	Roger Merchant		rogerm@umext.maine.edu	
Maine Nature Tourism Initiative	Donna Fichtner		donna@bangorcvb.org	
MassPort	Deb Hadden, Deputy Port Director	617-946-4435	dhadden@massport.com	http://www.massport.com
ME Marine Trades Association	Susan Swanton	207-773-8725	swanton@mmtaonline.com	http://www.mmtaonline.com
NH Marine Trades Association	John Irwin		Johnirwin@irwinmarine.com	

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Industry Organization / Business	Contact	Phone	Email	Web Address
Northeast Seafood Coalition	Jackie O'Dell (ED)	978-283-9992	jackie_odell@yahoo.com	http://www.northeastseafoodcoalition.org
Northeast Seafood Coalition	Vito Giacalone (Government Affairs)		vito@northeastseafoodcoalition.org	http://www.northeastseafoodcoalition.org
Northwest Atlantic Marine Alliance	Craig Pendleton	207-284-5374	craig@namanet.org	http://www.namanet.org
Passenger Vessel Association	Peter Duclos (Assoc. Co-Chair)	508-676-8596	peterd@gladding-hearn.com	http://www.passengervessel.com/
NH Commercial Fishermen's Association	Erik Anderson	603-431-1779 (cell)	andy42152@aol.com	
Public Service of New Hampshire	John MacDonald	603-634-2236	macdojm@nu.com	http://www.psnh.com
Recreational Fishing Alliance	Barry Gibson	207-633-5929	barrygibson6@aol.com	
RI Marine Trades Association	Chris Ruhling (President)	401-884-0544	cruhling@byy.com	http://www.rimta.org
RI Marine Trades Association	Ken Kubic (member)	401-364-5469	kenkubic@earthlink.com	http://www.rimta.org
University of New Hampshire	Rob Robertson	603-862-2711	robertr@christa.unh.edu	
Projects Contacts - Canada				
Atlantic Herring Cooperative	Dick Stewart	902-742-9101	aherring@ns.aliantzinc.ca	
Atlantic Salmon Federation	Sue Ann Scott	506-529-1027	policy@nb.aibn.com	http://www.asf.ca
Coastal Communities Network	Ishbel Munroe	902-485-4754	coastalnet@ns.sympatico.ca	http://www.coastalcommunities.ns.ca
Coastal Livelihoods Trust & Fundy North	Edna Armstrong-Hunt	506-529-4157	clt@nb.aibn.com	
Connors Brothers	Tony Hooper	506-456-3391	heinz.schaerer@connors.ca	http://www.connors.ca
Ecology Action Centre	Mark Butler	902-429-5267	action@ecologyaction.ca	http://www.ecologyaction.ca
Fundy Fixed Gear Council	Carolea White	902-638-3513	ffgc@ns.aliantzinc.ca	http://www.ffgc.ca
Grand Manan Fishermen	Klaus and Meanie Sonneburg	506-662-8481	gmfa@nb.aibn.com	http://www.gmfa.nb.ca/
Maritime Aboriginal Aquatic Resources Secretariat	Franz Kesick	902-895-2982	fkesick@mapcorg.ca	
Maritime Fishermen's Union	Hubert Saulnier	902-769-3344	capttiff@ns.sympatico.ca	

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Industry Organization / Business	Contact	Phone	Email	Web Address
NB Salmon Growers Association	Caroline Graham	506-467-7199	c.graham@nbsga.com	
New Brunswick Salmon Growers Association	Jamey Smith	506-755-3526	info@nbsga.com	http://www.nbsga.com
Nova Scotia Aquaculture Association	Brian Muise	902-422-6234	bmuseaans@eastlink.nca	http://www.aansonline.ca
Nova Scotia Fish Packers	Denny Morrow	902-742-6168	fishpackers@klis.com	
Saint John Port Authority	Captain Al Soppitt	505-636-5377	asoppitt@sjport.com	http://www.sjport.com/
Saint Mary's Bay Resource Centre	Francine Wallace	902-645-3497	centreresourcesdelabaie@ns.aliantzinc.ca	
Saint Mary's Bay Resource Centre	Julian Comeau	902-645-3497	centreresourcesdelabaie@ns.aliantzinc.ca	
Scotia Fundy Mobile Gear	Brian Girous	902-742-6732		
Seafood Producers Association of Nova Scotia	Roger Stirling / Jay Lugar	902-463-7790	spans@ns.sympatico.ca	
Tourism Industry Association of Nova Scotia	Jennifer Falkenham	902-423-4480 (x243)	jennifer_falkenham@tians.org	http://www.tians.org
Contacts from Coastlinks (Maine's Directory of Marine Related Organizations)				
Island Fishermen's Wives Association	Clare Grindal	207-359-8025	dela@hypernet.com	
Maine Aquaculture Association	Sebastian Bell, Executive Director	207-622-0136	futureseas@aol.com	http://www.maineaquaculture.com
Maine Aquaculture Innovation Center	Michael Hastings, Exec. Director	207-581-2263	mhastings@maineaquaculture.org	http://www.maineaquaculture.org
Maine Boats and Harbors	John K. Hanson, Editor	207-236-8622	editor@maineboats.com	http://www.maineboats.com
Maine Fishermen's Wives Association	Yvette Alexander	207-729-5739	yalexander@suscom-maine.net	
Maine Harbormasters' Association	Al Trefry, President	207-772-8121		http://maineharbormasters.org/
Maine Lobster Dealer's Association	Pete McAleney	207-774-6562	lobsters@newmeadows.com	
Maine Lobster Pound Association, Inc.	Herb Hodgkins, Executive Secretary	207-422-6238	pathodgkins@roadrunner.com	

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Industry Organization / Business	Contact	Phone	Email	Web Address
Maine Lobster Promotion Council	Dane Somers	207-287-5140	dsomers@lobsterfrommaine.com	http://www.mainelobsterpromo.com
Maine Office Of Freight Transportation	Robert D. Elder, Director	207-624-3560	robert.elder@maine.gov	http://www.state.me.us/mdot/freight/freighthome.htm
Maine Office of Passenger Transportation	Ronald L. Roy, Director	207-624-3250	ron.roy@maine.gov	http://www.state.me.us/mdot/opt/opt1.htm
Points East Magazine	Andrew Marsters, Bernard Wideman	207-772-5790 or 888-778-5790	points@exploremaine.com	http://www.pointseast.com/
The Lobster Conservancy	Diane Cowan	207-832-8224	dcowan@lobsters.org	http://www.lobsters.org
Urchin Harvester, Former President of the Maine Urchin Harvesters' Assoc.	Rob Odlin	207-767-0796	rodlin1@maine.rr.com	Maine Urchin Harvesters' Association has disbanded
Contacts from the NH Department of Environmental Services' Resource Directory				
Aggregate Industries		603-431-3710		http://www.aggregate.com
Granite State Minerals	Bill Creighton	603-436-8505		http://www.portsmouthnh.com/harbourtrail/saltpile.cfm
Great Bay Marine	Ellen Griffin	603-436-5299	ellen@greatbaymarine.com	http://www.greatbaymarine.com
Interstate Passenger Boat Association	Brad Cook, President			Organization is no longer operational
Irving Oil Terminal	Drake Bell	207-548-2541 (x301)	drake.bell@irvingoil.com	http://www.irvingoil.com
Isles of Shoals Steamship Company	Robin Whittaker, Owner	603-431-5500	robin@islesofshoals.com	http://www.islesofshoals.com/
Moran Towing of NH	Robert Stewart, VP General Manager	603-436-0556	portsmouth@morantug.com	http://www.morantug.com/
National Gypsum Company	Jeff Wasser, Plant Engineer	603-436-4840	medyer@nationalgypsum.com	http://www.nationalgypsum.com
Seabrook Station Science and Nature Center	David Barr, Communications Specialist	603-773-7197	david_barr@fpl.com	http://www.fpl.com/environment/nuclear/seabrook_science_and_nature_center.shtml
Pease Development Authority	Carol Alfano (Public Relations)	603-766-9193		http://www.peasedev.org/
Portsmouth Harbor Cruises	Carla Snow - PR, Marketing	603-436-8084	phc@portsmouthharbor.com	http://www.portsmouthharbor.com/
Contacts Made Previously (from Barry Jones' report)				
Acadian Seaplants	Rex Hunter	506-466-1567		http://www.acadianseaplants.com/index.html
Atlantic Canadian Mobile Gear Association	Claude d'Entremont	902-762-2522	claudio@inshore.ca	

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Industry Organization / Business	Contact	Phone	Email	Web Address
Atlantic Offshore Lobstermen's Association	Bonnie Spinnazola	603-498-3032	bonnie@offshorelobster.org	http://offshorelobster.org/main/
Bay of Fundy Inshore Fishermen's Association	Chris Hudson	902-532-7118		
Bayside Marine Terminal	Dave Seman	506-529-3503	baysideport@nb.aibn.com	http://seaport.homestead.com/files/bayside.html
Coastal Transport	Murray Ryder	506-642-0520	mryder@nbnet.nb.ca	http://www.coastaltransport.ca/
Defiant Lobster	Peter Tilton	603-926-3910	ptiltonjr@verizon.net	http://www.defiantlobster.com
Dodge Cove Marine Farm, Inc.	Dick Clime	207-563-8168	clime@midcoast.com	
Downeast Lobstermen's Association	Clare Grindall (also - Island Fishermen's Wives)	207-359-8025	delahypernet.com	
East Coast Pelagic Association	Mary Beth Tooley	207-763-4176	ecpa@adelphia.net	
Fundy Fixed Gear Council	Martin Kaye	902-638-3044	martink@bfmrc.ns.ca (mailbox full)	http://www.ffgc.ca/index.php?page=11
Fundy Gypsum Co.	Matt Hollerman	902-798-8079	mholleman@usq.com	
Fundy North Fishermen's Association	Greg Thompson	506-659-2885	gregt_fn@hotmail.com	
Fundy Weir Fishermen's Association	Bob Cochrane	506-755-6644	fnwyweir@nbnet.nb.ca	
Grand Manan Lobsters	Paul Green	506-662-8090	beamarc@hotmail.com	
Innovative Fisheries Products, Inc.	Doug Bertram	902-769-3300	jdbert1@netscape.net	
JD Irving, Ltd.	Bill Borland	506-632-7777	borland.william@jdirving.com	http://www.jdirving.com/
LFA District # 34 Lobster Committee	Ashton Spinney	902-643-2490	ashton@ns.sympatico.ca	
Marine Harvest	Shriley Roach Albert	506-754-5200	shirleyroachalbert@gmail.com	http://www.marineharvest.com
Massachusetts Lobstermen's Association	Dave Casoni	508-224-3038	dave@lobstermen.com	http://www.lobstermen.com/
Minas Basin Pulp and Power	Scott Travers	902-684-1343	stravis@minas.ns.ca	http://www.minas.ns.ca/
New Brunswick Power Corp.	Glen Wilson	506-458-3630	gwilson@nbpower.com	http://www.nbpower.com/en/

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Industry Organization / Business	Contact	Phone	Email	Web Address
New Brunswick Seafood Processors Association	David Giddens	506-456-3391	dave.giddens@connors.ca	
Nova Scotia Power Corporation	Dana Atwell	902-428-6533	dana.atwell@emera.com	http://www.nspower.ca/
Pemaquid Oyster Co.	Chris Davis	207-832-6067	cdavis@midcoast.com	
PSNH	Richard Dunmore	603-679-1602	dumorr@nu.com	http://www.psnh.com/
Scotian Halibut Ltd.	Brian Blanchard	902-471-1113	brianblanchard@klis.com	http://www.halibut.ns.ca/
Upper Bay of Fundy Fishermen	Glanville Travis	902-582-7395	gtravis@ns.sympatico.ca	
Applicable Contacts from the Gulf of Maine Summit List Serve				
Coalition for Sensible Energy	Pamela Person	207- 469-6770	phppwp@aol.com	
J.D. Irving, Ltd.		506-632-7777	honeyman.kelly@jdirving.com	http://www.jdirving.com/
Land use planning consultant	Elizabeth A. Della Valle, AICP	207-899-3123	bethdellavalle@maine.rr.com	
Lobster Calendar Association	Sue Hutchins, Chair		cheboque@auracom.com	
Maine Association of Conservation Districts			barry.southard@me.nacdnet.net	http://www.nacdnet.org/
Penobscot Bay Alliance, Energy Conservation Industry	Becky Layton Bartovics		bartovi@earthlink.net	
Searsport Shores Ocean Camping	Astrig Tanguay	207-548-6059	camping@ime.net	http://www.campocean.com/
Seascape Tours		506-747-1884	bruce@seascapekayaktours.com	http://www.seascapekayaktours.com/default1.htm
Contacts Collected but not Contacted				
Aquaculture Education and Research Center	Dyanna Innes, Executive Director	603-926-1650		
Atlantic Fishing and Whale Watching	Bradley Cook, Owner	603-964-5220		http://www.atlanticwhalewatch.com
Dions Yacht Yard	John Glessner	207-439-9582		
Division of Ports and Harbors (formerly state port authority)	Craig Wheeler, Director	603-436-8500		http://www.portofnh.org/
George's Marina	George Maglaras	603-742-9089		
Great Cove Boat Club	John Madden	207-439-4943		
Hampton Harbor Marina		603-929-0457 (June-Sept)		
Hampton River Boat Club	Henry Provencal	603-926-9704		

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Industry Organization / Business	Contact	Phone	Email	Web Address
Hampton River Marina	Darla and Charles Noble	603-929-1422		
Kittery Point Yacht Club		603-436-9303		
Little Bay Marina	Charlie Smith	603-749-9282		
MA Fisheries Recovery Commission	Vito Calomo		Vito.calomo@state.ma.us	
Maine Coastal Program	Kathleen Leyden, Director	207-287-3261		http://www.state.me.us/spo
Maine Lobstermen's Association, Inc.	Patrice Farrey, Assoc. Director	207-351-1676		http://www.maine lobstermen.org
Maine State Ferry Service	Leroy Sawtelle, Manager	207-596-2202		http://www.state.me.us/mdot/opt/ferry/ferry.htm
Pattens Yacht Yard		207-439-3967		
Piscataqua River Cooperative	Don Gray, PSNH, Newington Station	603-430-7208 / 603-431-5131 (evening)		
Port of Portsmouth Maritime Museum & Albacore Park	Russ BanBillard, Board of Directors	603-436-3680		
Portsmouth Yacht Club		603-436-9877		
Propeller Club	Alan J. Graves	207-799-8379		
Rye Harbor Marina		603-436-1552		
Sea 3 Inc.		603-436-6225		
Sprague Energy	Jeff Ciampa, Manager of Safety, Training and Environmental Compliance	603-431-1000		http://www.spragueenergy.com
TyCOM Integrated Cable System	Dennis Kost, Facility Engineer	603-436-6100		http://www.tycomltd.com
Wentworth By The Sea Marina	Patty Abbott	603-433-5050		
Yankee Fishermen's Cooperative	Bob Campbell	603-474-9850		

Appendix C: Gulf of Maine Organization Contact List

The following table contains the name, contact person, phone, email and website for the organizations similar to the Gulf of Maine Council that were contacted during this project. It is recommended that a list similar to this, also including organization mission and goals, be constructed and maintained for the purposes of coordinating research efforts and priorities in the Gulf of Maine.

Organization Name	Contact Person	Phone	Email	Web Address
Chesapeake Bay Program – Businesses for the Bay	Mary Lynn Wilhere, Coordinator	800-968-7229 (x719)	Wilhere.marylynn@epa.gov	http://www.chesapeakebay.net/b4bay.htm
Great Lakes Commission	Dave Knight, Program Manager	734-971-9135	dknight@glc.org	http://www.glc.org
Puget Sound Partnership	David Dicks, Executive Director	360-725-5454	david.dicks@psp.wa.gov	http://www.psp.wa.gov
Gulf of Mexico Alliance	Mark Luther	727-553-1036	luther@marine.usf.edu	http://www.dep.state.fl.us/gulf/default.htm
Gulf of Mexico Foundation	Quenton Dokken, Executive Director	361-882-3939	qdokken@gulfmex.org	http://www.gulfmex.org/
Southern Gulf of St. Lawrence Coalition on Sustainability	Nadine Gauvin, Executive Director	506-858-4495	coord@coalition-sgsl.ca	http://www.coalition-sgsl.ca/
Eastern Scotian Shelf Integrated Management Initiative	Glen Herbert	902-426-9900	essim@mar.dfo-mpo.gc.ca	http://www.mar.dfo-mpo.gc.ca/oceans/e/essim/essim-intro-e.html
St. Croix International Waterway Commission	Lee Sochasky, Executive Director	506-466-7550	staff@stcroix.org	http://www.stcroix.org
Friends of Casco Bay	Mary Cerullo, Associate Director	207-799-8574	mcerullo@casco bay.org	http://friendsofcascobay.org/default.aspx
The Island Institute	Robert Snyder, Vice President of Programs	207-594-9209	rsnyder@islandinstitute.org	http://www.islandinstitute.org/
Fishermen and Scientists Research Society	Patty King, General Manager	902-876-1160	pattyfsrs@auracom.com	http://www.fsrs.ns.ca/
Northwest Atlantic Marine Alliance	Craig Pendleton, Coordinating Director	207-284-5374	craig@namanet.org	http://www.namanet.org/
The Shipping Federation of Canada	Caroline Gravel, Director of Environmental Affairs	514-849-2325	cgravel@shipfed.ca	http://www.shipfed.ca/

Appendix D: Calendar of Industry Meetings and Festivals

The following table lists events occurring through the year that the Gulf of Maine Council might be interested in attending. A few organizations have already agreed to welcome the Council at their events (information below). This is by no means an exhaustive list, but it a start for the Council to build on. The Council could set up informational booths or give informal presentations at some of these events if the opportunity exists. The 15 feasts and festivals at the end of the list were found in Robertson and Claesson (2006)¹.

Event	Organization	Date	Location	Website
New England Boat Show		January 12-20, 2008	Boston Convention and Exhibition Center	http://www.naexpo.com/ Joe O'Neil, who runs the Boat Show, has agreed to let the GOMC have one of their booth spaces reserved for non-profit organizations during the show, and also would allow for a presentation in a speaker room every day or every other day if the GOMC would like. Contact Leona Roach of MMTA for more information.
Annual Meeting	Mass Marine Trades Association	January 29, 2008	Quincy Marriott	http://www.boatma.com The Mass Marine Trades Association has agreed to allow the GOMC a booth or a presentation at their annual meeting, contact Leona Roach of MMTA for more information.
Annual Meeting	MASS Lobsterman's Association	1st weekend in February, 2008	Hyannis, MA	
Boston Seafood Show		February 24-28, 2008	Boston, MA	http://www.bostonseafood.com/08/public/enter.aspx
Blessing of the Fleet		April	Portland, ME	
Fishermen's Festival		April-May	Boothbay Harbor, ME	
Annual Meeting	MASS Fisherman's Partnership	Spring/Summer 2007		http://www.mass-fish.org/
Chatham Maritime Festival		June	Chatham, MA	

¹ Robertson, RA and S Claesson (2006). Commercial Fishing, the Fishery Crisis and Coastal Tourism: What are the Links and Potential? University of New Hampshire, Departments of Economics & Development and Natural Resources & Earth System Science.

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Event	Organization	Date	Location	Website
St Peter's Fiesta		June 25-29, 2008	Gloucester, MA	http://www.stpetersfiesta.org/
Portuguese Fishermen Festival		June 26-29, 2008	Provincetown, MA	http://www.provincetownportuguesefestival.com/
Blessing of the Fleet		July	Stonington, CT	
Summerfest		July	New Bedford, MA	http://www.newbedfordsummerfest.com/
Blessing of the Fleet		July	Point Judith, RI	
Fisherman's Day		End of July	Stonington/Deer Isle, ME	
Maine Lobster Festival		July 30-August 3, 2008	Rockland, ME	http://www.maine lobster festival.com/
Fishermen's Feast		August	Boston, MA	http://www.fishermansfeast.com/
Working Waterfront Festival		September	New Bedford, MA	http://www.workingwaterfrontfestival.org/
Hampton Beach Seafood Festival		September	Hampton, NH	http://www.hamptonchamber.com/seafoodfestival/index.html
Eastport Salmon Festival		September	Eastport, ME	http://www.eastportme.net/
Seafood Festival		September	Gloucester, MA	
Boston In-Water Boat Show	MASS Marine Trade Association	October 2-5, 2008	World Trade Center, Boston	http://bostoninwaterboatshow.com/showInfo.html GOMC can have a booth at this show if they wish, contact Leona Roach of MMTA for more info.
The MMTA Annual Conference / North Star Alliance Symposium	Maine Marine Trades Association	November 2007	Rockport, ME	www.mmtaonline.com
Regional Meetings	Passenger Vessel Association	Varies	See website for details	http://www.passengervessel.com/
Miscellaneous events listed on website	Maine Boats and Harbors	Varies		http://www.maineboats.com/

Appendix E: Participants of CAN and US Consultation Meetings

Name	Organization	Phone	Email	Meeting
Hubert Saulnier	Maritime Fishermen's Union	902-769-3344	capttiff@ns.sympatico.ca	Yarmouth, NS
Franz Kesick	Maritime Aboriginal Aquatic Resources Secretariat	902-895-2982	fsick@mapcors.ca	Yarmouth, NS
Julian Comeau	Saint Mary's Resource Centre	902-645-3497	centreresourcesdelabaie@ns.aliantzinc.ca	Yarmouth, NS
Francine Wallace	Saint Mary's Resource Centre	902-645-3497	centreresourcesdelabaie@ns.aliantzinc.ca	Yarmouth, NS
Steven Wilson	DFO	506-755-5060	wilsonsr@mar.dfo-mpo.gc.ca	St. Andrews, NB
David Seman	Bayside Port Corp.	506-529-3503	baysideport@nb.aibn.com	St. Andrews, NB
Caroline Graham	NB Salmon Growers Association	506-467-7199	c.graham@nbsga.com	St. Andrews, NB
Rabindra Singh	DFO Oceans	506-529-3159	singhr@mar.dfo-mpo.gc.ca	St. Andrews, NB
Greg Thompson	Fundy North Fishermen's Association	506-659-2885	gregt_fn@hotmail.com	St. Andrews, NB
Edna Armstrong-Hunt	Coastal Livelihoods Trust & Fundy North	506-529-4157	clt@nb.aibn.com	St. Andrews, NB
Gerhard Pohle	Huntsman Marine Science Centre	506-529-1203	gpohle@huntsmanmarine.ca	St. Andrews, NB
Marianne Janowicz	NB Department of Environment	506-457-4923	marianne.janowicz@gnb.ca	St. Andrews, NB
Steven Wilson	DFO	506-755-5060	wilsonsr@mar.dfo-mpo.gc.ca	St. Andrews, NB
Dane Somers	Maine Lobster Promotion Council	209-287-5140	dsomers@lobsterfrommaine.com	Rye, NH
Erik Anderson	New Hampshire Commercial Fishermen's Association	603-431-1779	Andy42152@aol.com	Rye, NH
Bill Adler	Mass Lobstermen's Association	781-545-6984	bill@lobstermen.com	Rye, NH
Rob Robertson	University of New Hampshire	603-862-2711	Rob.robertson@unh.edu	Rye, NH