



Working Group Meeting

Wednesday, October 15, 2014, 9:30 AM – 5:30 PM ET

Thursday, October 16, 2014, 9:30 AM – 5:30 PM ET

**Portsmouth Public Library
Levenson Community Room, 1st Floor
175 Parrott Avenue, Portsmouth, New Hampshire**

Briefing Book, v.1

Working Group members are also invited to attend:

GOMC Coastal and Marine Spatial Planning Workshop

Tuesday, October 14, 2014, 1:00 PM – 4:30 PM ET

Offices of NH Department of Environmental Services, Pease International Tradeport
222 International Drive, Suite 175, Portsmouth, NH

Table of Contents

Meeting Agenda	3
 Consent Agenda	
- August 2014 Working Group Meeting Summary	5
 Action Agenda Briefing Notes	
- Fund Development Update.....	7
- Climate Network Activities (Including King Tides Project)	9
 GOMC Organizational Assessment	
- GOMC Organizational Assessment Reference Webpage	10
- GOMC Organizational Assessment Update and Next Steps.....	11
- Summary of Key Decisions / Actions from September CAC Meeting	14
- Final Scope of Work - Organizational Assessment.....	16
- Final Timeline – Organizational Assessment	18
- Summary of SWOT Analysis	19
- Summary of ‘Types of Work’ Exercise	25
- Summary from ‘Voices of the Gulf’ Panel.....	31
 October 14, 2014 - CMSP Workshop (for reference)	
- CMSP Workshop Invitation / RSVP.....	35
- CMSP Workshop Terms of Reference	36

Gulf of Maine Council on the Marine Environment
 October 15-16, 2014 • Working Group Meeting • Briefing Book

Wednesday, October 15, 2014 – Meeting Agenda		
Portsmouth Public Library, 175 Parrott Avenue, Levenson Community Room, 1st Floor, Portsmouth, NH 03801		
9:30 AM ET	Welcome, Introductions, and Overview of Objectives for the Meeting <i>Steve Couture, Working Group Chair, NH Department of Environmental Services</i>	
9:35 AM	Consent Agenda <ul style="list-style-type: none"> Summary of Key Decisions and Action Items – August 2014 Working Group Meeting 	✓ For Decision pp. 5-6
9:45 AM	Roundtable Updates Working Group members provide brief updates regarding ongoing agency and /or committee projects, news items, and / or recent accomplishments.	✓ For Information ✓ Internal
10:45 AM	Geocaching Project Update <i>Sophia Foley, NS Environment</i>	✓ For Information ✓ Internal
11:00 AM	Break	
11:15 AM	GOMC Fund Development Update / Discussion of Potential Project Ideas for Future GOMC Funding Proposals <i>Cindy Krum, GOMA Executive Director</i>	✓ For Information ✓ Internal ✓ For Direction pp. 7-8
12:00 PM	King Tides Project Update <i>Ellen Mecray, NOAA</i>	✓ For Information ✓ Internal p. 9
12:20 PM	Lunch on Your Own	
2:00 PM	NOAA's Digital Coast <i>Adrienne Harrison, NOAA</i> Overview of NOAA's Digital Coast website featuring a suite of data, tools, and training opportunities for local communities to help plan for coastal hazards.	✓ For Information ✓ External
2:45 PM	Shellfish Management Implications Associated with Climate Change <i>Jeff Kennedy, MA Division of Marine Fisheries</i> MA DMF staff will discuss shellfish management implications from ocean acidification, increasing temperature, and ecosystem alterations.	✓ For Information ✓ External
3:30 PM	Break	
3:45 PM	GOMC Organizational Assessment - Council Advisory Committee (CAC) Update <i>Steve Couture and / or Joan LeBlanc</i> Steve and / or Joan will provide an update from the September meeting of the Council Advisory Committee for the Gulf of Maine Council's organizational assessment and summarize next steps for the CAC and Working Group.	✓ For Information ✓ Internal ✓ For Direction pp. 10 - 13
4:15 PM	GOMC Organizational Assessment (Session 1) Following up on direction from the CAC, Working Group will identify advantages, disadvantages, and / or issues the CAC should consider as they evaluate the potential option of combining the Working Group and Council into one entity.	✓ For Direction pp. 10 -13
5:30 PM	Recess for the Day	

*******Group dinner Wednesday evening at 6:30 PM ET, Martingale Wharf, Portsmouth, NH*******
<http://www.martingalewharf.com>

Gulf of Maine Council on the Marine Environment
 October 15-16, 2014 • Working Group Meeting • Briefing Book

Thursday, October 16, 2014, Portsmouth Public Library 175 Parrott Avenue, Levenson Community Room, 1st Floor, Portsmouth, NH 03801		
9:30 AM ET	GOMC Organizational Assessment (Session 2) As a follow up to direction provided at the September Council Advisory Committee meeting, Working Group members will participate in break-out sessions to evaluate potential options for restructuring GOMC leadership. Following break-out sessions, groups will report and get feedback from full Working Group.	✓ For Direction pp. 10 - 13
10:45 AM	Break	
11:00 AM	GOMC Organizational Assessment (Session 2 - continued)	✓ For Direction pp. 10 - 13
12:30 PM	Lunch on Your Own	
1:45 PM	Research on Habitat Changes for Commercial Fisheries due to Climate Change <i>Nancy Shackell, Bedford Institute of Oceanography</i> Nancy will provide an overview of research aimed at examining whether local warming will have an impact on habitat for marine species in the Northwest Atlantic. Habitat changes were estimated using a realized thermal habitat index under short-term (2030) and long-term (2060) warming scenarios.	✓ For Information ✓ External
2:45 PM	Flooding and Rainfall Data for New England <i>David Vallee, Hydrologist, National Weather Service</i> David will provide a look at flooding and rainfall for New England and discuss how weather patterns are changing and what this means for the land side.	✓ For Information ✓ External
3:30 PM	Break	
3:45 PM	New Hampshire Coastal Risks and Hazards Commission Update from the New Hampshire Coastal Risks and Hazards Commission established in 2013 to help coastal communities and the state of New Hampshire prepare for projected sea level rise and other coastal watershed hazards.	✓ For Information ✓ External
4:30 PM	State of Maine – Sea Level Adaptation Working Group <i>Peter Slovinsky, Coastal Geologist, Maine Geological Survey</i> Peter will provide an overview of tools and strategies being utilized by the Sea Level Adaptation Working Group to promote coastal resiliency in Southern Maine.	✓ For Information ✓ External
5:15 PM	Review of Meeting Accomplishments and Next Steps <i>Steve Couture and / or Joan LeBlanc</i>	
5:30 PM	Adjourn	

Key Decisions / Action Items from the August 19, 2014 Working Group Meeting

Meeting chair: Steve Couture, WG Chair

Meeting Participants: Heather Breeze, Sophia Foley, Tim Hall, Cindy Krum, Joan LeBlanc, Ellen Mecray, Becca Newhall, Ann Rodney, Jack Schwartz, Prassede Vella, Bill Whitman

Consent Agenda

The following Consent Agenda items were accepted:

- June 2014 WG Meeting Summary
- SWOT Analysis Summary
- 'Types of Work' Exercise Summary

GOMC Organizational Assessment

- Steve and Joan provided an update from the August Council Advisory Committee (CAC) meeting
- Joan reviewed key decisions / action items from the August 7th CAC meeting
- Joan reviewed the draft scope and timeline for the GOMC organizational assessment
- Joan will continue to copy WG members on all communications to the CAC
- WG members are asked to encourage their Councilors to participate in the CAC
- Participants in CAC calls will continue to be Councilors or their designee(s). Cindy was also asked to join the calls to ensure GOMA representation.
- Joan will edit scope of work to reflect previously proposed language regarding GOMC / GOMA organizational capacity
- Joan will coordinate exercise to determine CAC / Council / WG membership in key partner organizations
- Joan will edit timeline to indicate that preliminary recommendations will be ready by March 2015 to enable time for feedback prior to the June 2015 Council meeting
- Agenda for September CAC meeting will include a request from the WG for direction about the focus of WG organizational assessment session during the October 2014 WG meeting

Climate Priorities

- WG discussed climate priorities submitted for consideration as WG meeting topics and / or as potential topics for NROC hazards webinars
- Steve will forward climate priority write-ups submitted by WG to NROC for consideration. Steve will also forward workshop recommendations included in the 'Types of Work' summary.
- WG members identified the following topics for potential inclusion in a full day of climate workshops at the October WG meeting:
 1. North Atlantic Landscape Conservation Cooperative Demonstration Project – Integrating Science into Policy – Local Adaptation for Marsh Migration (proposed by Susan R2)
 2. Shellfish management implications from ocean acidification, increased temperature, and / or ecosystem alterations (proposed by Jack Schwartz)
 3. Ecosystem changes and key vulnerabilities in the North Atlantic (proposed by Heather Breeze)
 4. NH Resilient Coast Project – Multi-faceted effort including web-based viewer to see how sea level rise affects communities, takes marsh migration into account, assessments on culverts, and climate outreach to local communities (proposed by Steve Couture)
 5. Road-Stream Crossing Failure in an Extreme Flood Event: Mutual Benefits of Appropriate Design for Human Infrastructure and Stream Fish Populations (proposed by Susan R2)
 6. State of Maine effort to develop climate change adaptation strategies for state parks (proposed by Becca Newhall)

- Steve, Joan and WG members will follow up to determine which of the proposed topics are feasible for presentation at the October meeting

October 2014 Meeting Logistics

- October WG meeting will be held on Wednesday, October 15 and Thursday, October 16, at the Portsmouth Public Library, NH
- Recommended accommodations: Hilton Garden Inn, Portsmouth, NH, \$100 govt. rate
- Joan will check with Susan Russell-Robinson to see if travel funds are available
- Joan will prepare and circulate October WG meeting agenda this week for travel purposes

October 2014 Meeting Agenda

The October WG meeting agenda will include:

- Full day of climate change related workshops
- Half day focused on organizational assessment (will include update from September CAC meeting and follow up on direction from the CAC September 2014 meeting)
- Other agenda items will include:
 - King Tides Project – project report out from Ellen Mecray
 - Discussion of potential project ideas for future GOMC funding proposals (tentative)
 - Fund development update

CMSP Workshop

- Tim announced that CMSP will host a workshop on ocean planning the afternoon before the October WG meeting
- Workshop will take place on Tuesday, October 14, 1:00 p.m. – 4:00 p.m. ET, at the NH DES offices at Pease Development Authority in Portsmouth, NH
- Focus will be reviewing high level coastal marine spatial planning efforts to identify and prioritize opportunities for cross-border collaboration

Fund Development Update

Since the June 2014 WG meeting:

- GOMC received a small amount of funding for the King Tides Project
- GOMC submitted an LOI to the NOAA Climate Office ‘human health’ component (response pending)
- GOMC submitted an LOI to Verizon Foundation to expand upon King Tides Project (denied)
- Jim Boyle is pursuing foundation support to help position GOMC to receive mitigation funding for marine ecosystem protection (7 LOIs submitted / 1 detailed submittal in the works)
- Jim is also working with GOMA to pursue special body of water designation (call next week to focus on next steps)
- Cindy will follow up with Ann to discuss EPA’s potential involvement in the special designation effort

Prepared by Joan LeBlanc, Council Coordinator

Briefing Materials are available at: <http://www.gulfofmaine.org/2/gomc-home/council-meetings/>

Gulf of Maine Council on the Marine Environment Meeting Briefing Note						
Title of Agenda Item: Fund Development Update						
Submitted by: Jim Boyle, Fund Development Contractor; Cynthia Krum, GOMA Executive Director						
Type of Item (place X in appropriate box)	For Decision	For Direction	X	For Information (internal GOMC)	X	For Information (External)
Background (required): Jim Boyle’s last day of contractual work for the Gulf of Maine Association was September 30, 2014. He prepared A) and B) below.						
A) Mitigation funding: During first week of August 7 LOI’s were submitted to the following foundations: John Merck, Elmina Sewell, Park, Partridge, Rockefeller Brothers, Haas and Oak.						
The LOI sought two years of operational funding for GOMA (@ \$ 500,000) to position it to secure major mitigation/endowment funding for the future. GOMC 25th Anniversary brochures were submitted where allowed as a companion/visibility-building tool.						
To date only Haas and Park Foundations have responded that they will consider the LOI and get back to us (both operate under policies which state proposals are accepted “by invitation only”). Most of the balance state they require 3 months for consideration before responding. Jim & Cindy have discussed a follow-up plan.						
At a minimum, Jim suggests mailing the 25 th anniversary publication plus a cover letter to all environmental attorneys working in Attorneys General Offices, plus the enforcement directors of state environmental conservation agencies, or the EPA – the cover letter should state something to the effect that “we represent scientists and officials from all states and provinces along the Gulf of Maine, the only such organization, and we stand ready to assist in data gathering and convening of scientists regarding any major pollution threats, or assist in remediation efforts.” This outreach effort may pay off down the road either during the permitting process or later during consent decrees/settlement agreements when authorities are looking for appropriate recipients of penalty awards.						
B) Special Body of Water Designation: The ad hoc committee investigating a Special Body of Water Designation for the Gulf of Maine held its third meeting on August 26 th . Prior to that meeting Jim and Cindy had discussions with Susan Russell-Robinson, in which Jim shared conversations of aides to Senator Angus King and Congresswoman Chellie Pingree on the subject. Conclusions reached on the 8/26/14 call: at this point, we would not attempt to launch a major coalition-building initiative of all Gulf of Maine-related organizations (this could be done later as a next step if desired); and the committee would seek approval of the Working Group and GOMC Councilors to have a day during the June 2015 meeting declared “Gulf of Maine Day” by federal agencies and state governors and premiers. The goal is to raise awareness and visibility of the importance of the Gulf, and set the stage for later official designation efforts.						
C) Proposals: There are plans to submit two proposals, form the Association of Canadian Delegates to the Gulf of Maine Council on the Marine Environment (Canadian Association), to the Environment Canada Gulf of Maine Initiative Federal Funding Opportunity (due October 3). One from ESIP entitled “Monitoring to understand human impacts on the health of the Gulf of Maine system.” Through targeted sample collection and analysis in the Bay of Fundy, this project will provide data on eutrophication (nitrogen and phosphorus concentrations, water clarity and chlorophyll <i>a</i>) and on human-derived contaminants in sediments, information which is critical for assessing the current health of the Gulf of Maine.						

The second proposal is from Gulfwatch and entitled “Monitoring selected chemicals of emerging concern in mussels in the Bay of Fundy.” In this proposed project, the focus will be on selected chemicals of emerging concern in mussel tissues, chemicals not previously analyzed in this program, but known to be in the ecosystem from studies with marine mammals and fish (herring), and unstudied at lower trophic levels.

For the Environment Canada Atlantic Ecosystem Initiative, the Climate Network is planning a proposal to be submitted by the Canadian Association (due November 14). They are also currently preparing a proposal for the NOAA Climate Program Office Federal Funding Opportunity (due October 20). Please see the Climate Network briefing document for more information on the focus of these two proposals.

D) Project Development: Currently Slade Moore is contracted to develop a project idea for Coastwise stream crossings. During the month of October he will be in touch with representatives from all 5 Jurisdictions to determine needs.

Possible Activities / Next Steps (optional):

Jim Boyle will relay any funder responses to Cindy Krum and she will follow-up with potential operations/mitigation funders. Jim also suggested that GOMA send the anniversary publication and a letter to those who have influence on allocating mitigation funding (see section A above).

It was suggested that the “25th Anniversary ad hoc committee” pursue the “Gulf of Maine Day” declaration for appropriate approvals, guided by Susan Russell-Robinson.

Actions, Outcomes or Decisions Requested (optional):

- Discuss mitigation mailing
- Discuss project ideas that benefit all jurisdictions (recently developed King Tides and Coastwise stream crossings serve as examples)
- Get feedback on Gulf of Maine Day as first step in designation process

Supporting Documentation (If applicable, list additional documents included in the Briefing Book following this Briefing Note):

Gulf of Maine Council on the Marine Environment Meeting Briefing Note					
Title of Agenda Item: Climate Network Activities (including King Tides)					
Submitted by: Ellen Mecray and Bill Appleby, Climate Network Co-Chairs					
Type of Item (place X in appropriate box)	For Decision	For Direction	For Information (internal GOMC)	X	For Information (External)
Background (required): In June, the GOMC Climate Network launched a quarterly e-bulletin that incorporates the Gulf of Maine Region Climate Impacts and Outlook (being developed and distributed by a bi-national team, supporting an MOU established by NOAA and EC). The <i>Outlook</i> , featured on the Climate Network web pages and distributed to the press, provides a snapshot of recent weather events and anomalies; discusses weather impacts on the region's ecosystems and economy; and provides a forecast for the coming three months. In addition to the <i>Outlook</i> , the Climate Network e-bulletin includes notice of climate-related events, tools and reports. A new climate information dashboard provides multiple links to recent and real-time data sources (e.g., temperature, precipitation, stream flow, drought, sea temperature, sea wave height, snow, soil temperature, heat stress forecasts, and storms). The Climate Network led efforts to compile the dashboard data sets with input from experts in varied sectors. The new dashboard will be expanded over time. The GOMC Climate Network worked this summer to increase the functionality of the NExUS online database , which includes extensive climate-related reports, studies and tools from around the Gulf of Maine region and beyond. Working with ten partner organizations, the Climate Network took the lead in planning the first-ever Gulf of Maine King Tides Photo Contest to be held October 9, 2014. This event will generate images of an exceptionally high tide, helping area residents and communities anticipate impacts of sea-level rise. The Climate Network received a foundation grant to coordinate this effort and to facilitate a sea-level rise demonstration project in Portland, Maine. Students from the University of Southern Maine are working with the Climate Network, a coastal geologist and other partners to demarcate a 3-foot sea-level-rise in several settings around the city. Results of this project will be shared with the City, the media and on the Gulf of Maine King Tides and Climate Network websites. The Climate Network is forging an alliance with Mount Desert Island Biological Laboratory (MDIBL) in Maine to begin testing whether its Anecdata (http://anecdata.org/projects) mapping program could be used in future years to record locations of King Tides photos submitted throughout the region. The GOMC Climate Network is planning two related projects involving climate, public health and risk preparedness in jurisdictions bordering the Gulf of Maine. Planned in conjunction with partners at the Centers for Disease Control and Prevention (CDC), CDC's state BRACE (Building Resilience against Climate Effects) programs, the Northeast Regional Climate Center (NRCC), Emergency Management Agencies and other partners, the first project (being proposed to NOAA's COCA program this fall) would create targeted alerts for coastal populations that are highly vulnerable to extreme heat and heavy precipitation. A related initiative is being planned in Atlantic Canada (with potential support coming through the Atlantic Ecosystems Initiative).					
Possible Activities / Next Steps (optional): A proposal will be submitted to NOAA in mid-October, with funding decisions expected in Spring 2015. A second proposal will be submitted to EC in mid-November, with funding decisions expected in Spring 2015.					
Actions, Outcomes or Decisions Requested (optional): None required.					

Gulf of Maine Council on the Marine Environment Meeting Briefing Note				
Title of Agenda Item: GOMC Organizational Assessment –Reference Webpage for Council Advisory Committee				
Submitted by: Joan LeBlanc, Council Coordinator				
Type of Item (place X in appropriate box)	For Decision	For Direction	For Information (internal GOMC)	X For Information (External)
Background (required):				
<p>During the 2014-2015 GOMC organizational assessment process, all meeting materials from the Council Advisory Committee will be made available via an online webpage. The page also includes relevant reference materials and historic documents related to the organizational assessment. Because these documents are considered internal, the page can only be accessed directly from the link below. It is not linked to other pages on the GOMC website. http://www.gulfofmaine.org/2/gomc-home/council-advisory-committee-2014-2015/</p> <p>The reference webpage currently includes the following documents:</p> <p>CAC Meeting Materials and Organizational Assessment Documents</p> <ul style="list-style-type: none"> • Scope GOMC Organizational Assessment • Timeline GOMC Organizational Assessment • GOMC SWOT Summary June 2014 v2 • GOMC Types of Work Summary June 2014 • 2014 Voices of the Gulf Panel summary • Council Advisory Committee Agenda 7 August 2014 • September 2014 Council Advisory Committee Meeting Briefing Book <p>GOMC Reference Materials</p> <ul style="list-style-type: none"> • GOMC Agreement 1989 <ul style="list-style-type: none"> ○ (1992 Amended Agreement is located on the last 2 pages of the GOMC Action Plan 1996-2001) • GOMC 1997 Reference Handbook TTE • Documents below replace portions of the 1997 reference handbook. <ul style="list-style-type: none"> ○ GOMC Terms of Reference June 2006 ○ Working Group Terms of Reference June 2006 ○ Secretariat Team TOR June 2014 ○ Management and Finance Committee TOR December 2012 • 2012-2017 GOMC Action Plan • GOMC Action Plan 2007-2012 • GOMC Action Plan 2001-06 • GOMC Action Plan 1996-2001 <p>Other Historic or Related Planning Documents</p> <ul style="list-style-type: none"> • EPA Presentation Structure Examples from Other Regional Efforts • 2011 Final Richert Report on Maritime Collaboration (Please note: While this report provides a resource, recommendations did not reflect input from full Council). 				
Possible Activities / Next Steps:				
Additional updated Terms of Reference (TORs), GOMC historical documents, and Council Advisory Committee (CAC) meeting materials will be added to this page throughout the year.				

Gulf of Maine Council on the Marine Environment Meeting Briefing Note				
Title of Agenda Item: GOMC Organizational Assessment				
Submitted by: Steve Couture, GOMC Working Group Chair and Joan LeBlanc, Council Coordinator				
Type of Item (place X in appropriate box)	For Decision	For Direction	X	For Information (internal GOMC) X
				For Information (External)
Background (required):				
Direction from the June 2014 Council Meeting				
The Gulf of Maine Council held a strategic planning session as part of the June 2014 Council meeting in Halifax, Nova Scotia. Council direction from the June meeting included:				
<ul style="list-style-type: none"> ➤ GOMC will conduct an organizational assessment during the 2014-2015 Secretariat Year. ➤ A Council Advisory Committee (a subset of the Council) will be convened to meet regularly throughout the year to provide direction to the Working Group and Council Coordinator for the organizational assessment. ➤ Working Group Chair and Council Coordinator will develop a draft scope for the organizational assessment. ➤ Councilors determined that ongoing programs, fund development activities, committees, and action plan priorities will continue in their current form during the organizational assessment year. ➤ Recommendations from the assessment for GOMC changes would be considered at the June 2015 meeting. ➤ Council identified the following two highest priority ‘types of work’ that GOMC should continue to focus on within the framework of a streamlined organization. Working Group were directed to assist with identifying opportunities (via existing or new activities) to implement these priority types of work. <ol style="list-style-type: none"> 1. Networking / Multi-jurisdictional Collaboration and Facilitation 2. Sharing Resources / Best Practices / Capacity Building (regional or jurisdictional) 				
GOMC Organizational Assessment – Progress Since June 2014 Council Meeting				
As directed by Council, the following activities associated with the GOMC organizational assessment have taken place since the June 2014 Council meeting:				
<ul style="list-style-type: none"> ➤ At the June 2014 meeting, Working Group members participated in a facilitated session to identify Strengths, Weaknesses, Opportunities and Threats associated with the GOMC. A summary of the session has been prepared and reviewed by Working Group, and the Council Advisory Committee. This information helped to inform the scope of the organizational assessment and will provided useful information to inform the organizational assessment throughout the year. ➤ At the June 2014 meeting, Working Group members participated in a facilitated session to identify opportunities for pursuing the two priority ‘types of work’ identified by Council. A summary of the session has been prepared and reviewed. Information from this exercise is being used to inform the organizational assessment. Because these opportunities were prepared with a broad directive to put ALL options on the table, the list needs to be prioritized. 				

- Lee Sochasky and Susan Russell-Robinson prepared a summary of the GOMC 'Voices of the Gulf' session held as part of the Coastal Zone Canada 2014 conference. Results from the session provide useful insights regarding future direction for the GOMC from an outside, public perspective.
- Steve Couture and Joan LeBlanc developed a scope and timeline for the organizational assessment. Feedback from the Council Advisory Committee and the Working Group were incorporated into final versions of the scope and timeline.
- Joan LeBlanc began compiling historic documents and developed a webpage for Council Advisory Committee meeting materials, and reference or historic GOMC documents related to the organizational assessment. This online resource area will be updated regularly throughout the assessment year. <http://www.gulfofmaine.org/2/gomc-home/council-advisory-committee-2014-2015/>
- The Council Advisory Committee convened and met during August 2014 to provide direction regarding the scope and timeline for the organizational assessment. During the August meeting, the Council Advisory Committee identified GOMC leadership and structure as the first order of business for the organizational assessment.
- At the direction of the Council Advisory Committee, Joan LeBlanc and Steve Couture worked with the Secretariat Team to develop potential options related to GOMC leadership and structure for discussion and consideration at the September Council Advisory Committee meeting.
- During the September 2014 meeting, the Council Advisory Committee provided direction for the Working Group to assist with evaluating the potential option of combining the Working Group and Council into one entity, and fleshing out four potential options for restructuring GOMC leadership (see next steps below).

Possible Activities / Next Steps:

Types of Work – Survey

Joan and Steve propose conducting a survey to engage Working Group and Council members in prioritizing the list of potential opportunities for pursuing the two primary Types of Work identified by Council.

Facilitated Sessions at October Working Group Meeting

The Council Advisory Committee has directed Working Group members to assist with evaluating potential options for GOMC leadership and structure. In response, Working Group members will participate in the following two sessions during the October Working Group meeting.

Session 1 – GOMC Structure

- In support of the CAC's goals of streamlining operations and improving organizational effectiveness, Working Group will begin evaluating the advantages and disadvantages of combining the Working Group and Council into one entity. As part of this effort, Working Group will also identify questions or issues that would need to be addressed, and highlight any effective models that utilize this approach. This combined approach could be utilized with any of the four GOMC Leadership options to be discussed in Session 2.

Session 2 – GOMC Leadership

- Working Group will identify constraints and opportunities associated with the following four options for restructuring GOMC Leadership. Exploration of these options should include consideration of the role / responsibility, and level of effort that would be required.

Option 1 – No Action, Retain Existing Leadership

- Jurisdictional government members provide leadership of Council
 - Leadership rotates – one jurisdiction per year
- Federal partners, scientific community members, NGOs, and tribal representative are active participants at the Council table
- Council membership
 - Jurisdictions (2 government representatives each, + 2 non-government)
 - Federal Agencies (1 representative each)
 - Scientific community (2 representatives – 1 US / 1 Canadian)
 - Tribal representative (1)

Option 2 – State / Provincial and Federal Partner Joint Leadership

- Jurisdictional and federal agencies would co-lead Council
- US / Canadian shared leadership
- Rotating leadership
 - US State and Canadian Federal
 - Canadian Provincial and US Federal
- Council membership remains the same

Option 3 – State/Provincial, Federal Partners, and NGOs Share Leadership

- Leadership shared amongst three entities
 - US / Canadian balance (rotational basis)
 - NGOs elect their own leadership
- Balance amongst NGOs (Canadian and US)
- Council membership remains the same

Option 4 – Network Approach

- GOMC would act as a network where all agencies could be at the table
- Members could include state / provincial reps, federal agencies, non-profit organizations, academia, and others

Actions, Outcomes or Decisions Requested (optional):

- Working Group members are asked to provide feedback regarding the proposed survey.
- By participating in the two sessions, Working Group will provide the Council Advisory Committee with valuable information that will inform the decision making process for determining GOMC structure and leadership options for the future. ***While not required, Working Group members are welcome to make recommendations if there is a consensus regarding potential options for GOMC leadership and structure.***

Supporting Documentation:

For reference, these documents are included following this briefing note:

- Summary of key decisions / action items from the September 24, Council Advisory Committee Meeting
- Final Scope – Organizational Assessment
- Final Timeline – Organizational Assessment
- GOMC Strengths, Weaknesses, Opportunities and Threats (SWOT) Exercise
- Summary of facilitated ‘Types of Work’ exercise
- Summary from GOMC ‘Voices of the Gulf’ session

Council Advisory Committee meeting materials and associated reference materials are available online at:

- <http://www.gulfofmaine.org/2/gomc-home/council-advisory-committee-2014-2015/>

Summary of Key Decisions / Action Items – Council Advisory Committee Meeting September 24, 2014

Call Participants

Jen Anderson, Steve Couture, Perry Haines, Tim Hall (for David Millar), Terry Holman (with Susan Russell-Robinson), Don Hudson, Cindy Krum, Joan LeBlanc, Kathleen Leyden (with Theresa Torrent), Ru Morrison, Christophe Rivet (for Geoff Mercer), Ann Rodney (listener for EPA), Lee Sochasky, Prassede Vella (for Bruce Carlisle), Jack Wiggin

Key Decisions / Action Items

The following Consent Agenda items were accepted:

- Summary of key decisions and action items from August CAC meeting
- Final Scope – Organizational Assessment
- Final Timeline – Organizational Assessment

GOMC Strategic Planning Reference Materials

- Joan informed CAC members about the availability of a new webpage for Council Advisory Committee meeting materials and historic reference documents at:
<http://www.gulfofmaine.org/2/gomc-home/council-advisory-committee-2014-2015/>
- Additional documents will be added throughout the GOMC organizational assessment process.

Types of Work

- Steve and Joan provided CAC members with a summary from the ‘Types of Work’ facilitated session held during the June Working Group meeting.
- CAC members were asked to review the ‘Types of Work’ summary for reference.
- Results from the Types of Work session will help inform the organizational assessment – particularly, during future discussions about potential GOMC projects / programs.

GOMC Organizational Structure

CAC members discussed the following potential options aimed at streamlining and improving organizational effectiveness.

- Combine Working Group and Council into one entity (participants may vary depending upon content, issues, or decisions required at each meeting).
 - Decision: CAC directed Working Group to assist with identifying the advantages and / or disadvantages of combining the Working Group and Council into one entity. Working Group was also asked to identify issues that would need to be addressed, and any effective models that utilize this approach.
- Establish an Executive Committee that would combine existing functions of the Secretariat Team and the Management and Finance Committee.
 - Decision: Table discussion for now. Focus instead on potential for combining Working Group and Council first. Revisit later in the year.
- Evaluate the costs / benefits of folding GOMA into another regional non-profit organization.
 - Decision: Table this discussion for now. Revisit later in the winter / spring along with discussion about projects / programs and potential needs for financial management and fund development.

GOMC Leadership

- **Decision:** CAC directed Working Group to flesh out constraints and opportunities associated with the following four options for restructuring GOMC Leadership. Exploration of these options should include consideration of the role / responsibility, and level of effort that would be required.

Option 1 – No Action, Retain Existing Leadership

- Jurisdictional government members provide leadership of Council
 - Leadership rotates – one jurisdiction per year
- Federal partners, scientific community members, NGOs, and tribal representative are active participants at the Council table
- Council membership
 - Jurisdictions (2 government representatives each, + 2 non-government)
 - Federal Agencies (1 representative each)
 - Scientific community (2 representatives – 1 US / 1 Canadian)
 - Tribal representative (1)

Option 2 – State / Provincial and Federal Partner Joint Leadership

- Jurisdictional and federal agencies would co-lead Council
- US / Canadian shared leadership
- Rotating leadership
 - US State and Canadian Federal
 - Canadian Provincial and US Federal
- Council membership remains the same

Option 3 – State/Provincial, Federal Partners, and NGOs Share Leadership

- Leadership shared amongst three entities
 - US / Canadian balance (rotational basis)
 - NGOs elect their own leadership
- Balance amongst NGOs (Canadian and US)
- Council membership remains the same

Option 4 – Network Approach

- GOMC would act as a network where all agencies could be at the table
- Members could include state / provincial reps, federal agencies, non-profit organizations, academia, and others

Next Steps for Working Group

- At the October meeting, Working Group members will explore the option for combining Working Group and Council into one entity, and identify the opportunities and constraints associated with the four potential GOMC leadership options.

Next CAC Meeting

- The next CAC call will take place during November 2014
- Joan will circulate a doodle poll to schedule the call

Gulf of Maine Council – Organizational Assessment
2014-2015 Secretariat Year – Final Scope of Work

Process

Working Group Chair and Council Coordinator will work with the ad-hoc Council Advisory Committee, Council members, and Working Group to conduct an organizational assessment of the Gulf of Maine Council during the 2014-2015 NH Secretariat Year.

- Council - An ad-hoc Council Advisory Committee will be convened to ensure Council involvement throughout the year. The committee will meet as needed to provide direction and feedback regarding the organizational assessment. The Council Advisory Committee will determine if and when supplemental virtual Council meetings are needed during the year. The full Council will be asked for feedback via email and / or telephone contact throughout the year. A set of preliminary recommendations and / or status report will be provided to Council for feedback in December 2014. Council will discuss and make decisions regarding final recommendations at the June 2015 Council full day meeting in New Hampshire.
- Working Group – Working Group will meet every other month during the 2014-2015 year to ensure consistent involvement and feedback in the organizational assessment.

Initial Background Planning / Research

- Assemble historic GOMC records for review. Examples include – initial founding documents, federal partner policies, inter-organizational agreements etc.
- Summarize and review decisions and feedback from June Council and Working Group meetings, and from public input received during GOMC panel at CZC 2014.
- Council Advisory Committee will review and provide additional input to the Strengths / Weaknesses / Opportunities and Threats (SWOT) analysis conducted by WG in June.
- Prepare scope for organizational assessment.

Organizational Assessment

- GOMC leadership.
 - Review role and relationship between jurisdictions, federal partners, non-profit partners.
 - Consider opportunities to broaden Council membership / leadership.
 - Identify potential options for Council consideration.
- GOMC organizational structure.
 - Evaluate existing and potential organizational structure.
 - Identify recommended options for Council consideration (ensure that recommendations reflect Council priorities identified at June 2014 meeting).

- GOMC internal management structure.
 - Evaluate the roles of management committees – Council, Working Group, Management and Finance, Secretariat Team.
 - Identify opportunities for streamlining structure.

- GOMC project / program committees.
 - Evaluate role of committees in light of GOMC Action Plan and Council member priority ‘types of work’.
 - Identify committees that best support Council priorities.
 - Identify options for committees that do not support Council identified priorities.

- GOMC and partner organizations.
 - Evaluate GOMC role in relationship to partner organizations such as Northeast Regional Ocean Council (NROC), Northeastern Regional Association of Coastal and Ocean Observing Systems (NERACOOS), Regional Association for Research on the Gulf of Maine (RARGOM), Bay of Fundy Ecosystem Partnership (BoFEP), Northeast States Emergency Consortium (NESEC), New England Interstate Water Pollution Control Commission, (NEIWPCC), International Joint Commission (IJC), and others.
 - Identify GOMC membership / affiliations with key partner organizations.
 - Identify potential opportunities for enhancing cooperation, collaboration, communication and efficiency among GOMC and partner groups.
 - Provide recommendations to Council for promoting cooperating, collaboration and communication between GOMC and partner groups.

- GOMA / GOMC Organizational Capacity
 - Where appropriate, results and decisions from the organizational assessment will help inform the GOMA / GOMC budget development process for the 2015-2016 fiscal year.

Recommendations to Council

- Communicate regularly with Council Advisory Committee throughout the year.
- Consider potential impact of results / recommendations on current stated Action Plan.
- Prepare preliminary options for Council consideration and feedback in December 2014. A virtual meeting or conference call will be scheduled for December.
- Finalize draft recommendations by March 2015 to allow for feedback prior to June 2015 Council meeting.
- Prepare set of options for Council consideration at June 2015 meeting.

This scope of work reflects feedback from the Council Advisory Committee and the Working Group.

Gulf of Maine Council on the Marine Environment
 October 15-16, 2014 • Working Group Meeting • Briefing Book

Gulf of Maine Council on the Marine Environment
 Timeline for 2014 – 2015 Strategic Planning / Organizational Assessment

Activity	2014							2015				
	July	August	Sept	Oct	Nov	Dec	Jan	Feb	Mar	April	May	June
Initial Background Planning / Research												
• Develop scope for assessment	X	X										
• Assemble historic records (additional documents will be added later in the year as needed)	X	X										
• Summarize decisions from June Council and WG meetings	X											
• Council Advisory Committee (CAC) provides input to SWOT		X										
Organizational Assessment												
• Evaluate GOMC leadership, organizational structure, internal management structure, committees and role of partner organizations		X	X	X	X	X	X	X	X			
• Finish preliminary recommendations in March									X			
• Review and feedback for recommendations										X	X	
• Develop preliminary budget / staffing needs									X	X	X	
• Report and / or recommendations to Council						X			X			X
Council Advisory Committee Meetings												
• Convene Council Advisory Committee		X										
• Council Advisory Committee Meetings		X	X		X		X		X		X	
Council Meetings												
• Brief virtual meeting or conference call December (date TBD)						X						
• Full day in person meeting, Portsmouth, NH Wednesday, June 17, 2015												X
Working Group Meetings												
• Two day in person meetings, Portsmouth, NH October 15-16, 2014 / June 18-19, 2015			X									X
• Two hour virtual meetings		X				X		X		X		

Timeline last updated August 22, 2014

SWOT Analysis - Background

At the June 2014 Council meeting, Council members took part in a strategic planning session and approved plans for an organizational assessment of Gulf of Maine Council to be implemented during the 2014-2015 NH Secretariat Year. To support this effort, Working Group members conducted a facilitated SWOT Analysis of the GOMC during the June meeting. Working Group members were asked to identify internal Strengths to build upon, internal Weaknesses to address, external Opportunities to explore, and external Threats to consider. Results of the SWOT analysis are summarized in this document.

Strengths (Internal)

Bi-National Regional Approach / Collaboration

- Regional approach focused on the whole Gulf of Maine ecosystem
- Cross-jurisdictional perspective
- Bi-national collaboration and cooperation
- Mechanisms for transferring funds
- Access to leaders implementing national priorities (at federal level)
- Internationally recognized program

Expertise

- High level of expertise at table
- Multi-disciplinary problem-solving, topical expertise across many relevant topics (flexibility/agility across topics of interest to jurisdictions)

Significant Accomplishments

- Significant record of accomplishments for US-Canadian group with limited resources
- Excellent content (400 publications, variety of tools and products)

Jurisdictional Benefits

- Brings added value to agency mandates
- Regional benefit to major federal initiatives
- Shared finances across jurisdictions allows greater leveraging opportunities

Commitment

- Provincial-state entities established Council and continued participation for 25 years
- 25 years of commitment, passion of individuals involved

Information Synthesis / Synergy

- Success in bringing together multiple sources of data/info and compiling for synthesis and distribution

Resources

GOMC has built up a rich and unique set of resources to address regional ecosystem protection

- Existing relationships (including work outside the council)
- Committed people who dedicate their time
- Well-established network
- Access to additional expertise and resources
- Passion of the Working Group participants
- Visionary members at the Council and Working Group table

Other Strengths

While not selected by multiple Working Group members as ‘key strengths’ to build upon, the following additional strengths were identified by one or more Working Group members during the SWOT.

- Historical knowledge
- Structure that involves high level leadership and managers at the Working Group level
- Shared decision making
- Diverse set of clients, customers, markets, audiences, partners, stakeholders
- Good track record of finding contractors to fill work needs
- Cultural and historical connection between US and Canada
- New participants provide an opportunity for fresh ideas and input
- Region is rich in knowledge and research institutions

Weaknesses (Internal)

Lack of Focus (unclear, inconsistent, limited)

- Confusion about organization purpose / role (decision making vs. information sharing)
- Lack of clarity and process to seek consensus on jurisdictional priorities
- Working Group does not hear about the Council and jurisdictional priorities
- Councilors tend to bring their departmental agenda to table - this usually does not represent full jurisdictional priorities
- Watershed / inland areas (vs. just the coast) are not adequately represented

Leadership / Management Issues

- GOMC lacks consistent leadership due to shifting Secretariat, member turnover, and reliance on contractors
- No consistent point of contact for external groups, media, etc.
- Too few visionary leaders
- Councilors are not engaged
- Even without turnover, Council and WG member priorities are constantly shifting

Too Much Process / Bureaucracy

- Lack of organizational adaptability limits ability to respond to opportunities
- Can't get out of planning to implementation stage
- Too much process vs. policy decisions/discussions
- GOMC members resistant to change – want to hang onto non-priority projects
- 25 years of bureaucracy and internal structure have never been streamlined

- Too many layers of management

Limited Capacity

- Overall lack of resources (time, money, staff) limits GOMC capacity
- Enthusiastic members volunteer but often lack follow-through due to competing agency priorities
- Current funding structure limits the marketing of our products, efforts, and the GOMC as an entity
- Uneven work load for individual WG members (too much work for WG chair while those without a committee chair role don't have as much responsibility)

Other Weaknesses

While not selected by multiple Working Group members as 'key weaknesses' to address, the following additional weaknesses were identified by one or more Working Group members during the SWOT.

- No voice at GOMC table for local government at the level of implementation
- Committees operate in silos
- Committee co-chairs are primarily federal – need both scales of government running committees
- Success depends upon individual commitment
- Dichotomy within GOMC regarding how broad or narrow our mission should be
- Not using instruments like the Secretariat Team to promote continuity
- Poor use of contractors
- Too dependent upon contractors to drive agenda and implement project work
- Jurisdictions not committed to base funding
- Lack of understanding about different rules and regulations that need to be accounted for in truly regional strategic plans and efforts
- Difficulty in funding existing programs vs. next new 'shiny issue'

Opportunities (External)

Leadership on Priorities

- Regional ecosystem priority setting
- Identify cross-jurisdictional priorities for collective and collaborative action
- Make sure Council as a whole knows about / understands regional and national initiatives (opportunity to align to those)

Formal Designation

- Nation to nation
 - (How formal? May limit involvement of some players)
- Special Body of Water

Linking to Bilateral and International Policies/Treaties/Conventions

- Global Framework for Climate Services (GFCS)

- North American Climate Services Partnership (NACSP)
- North American Bird Treaty
- Law of the Sea
- Global Ocean Commission

Binational Focus on Climate

- Multi-stakeholder interest
- Utilize Gulf of Maine ecosystem as a model for tracking and responding to climate change
- Provide regional leadership around resilient, sustainable communities

Put the Economic Lens on the Issues

- Value of ecosystem services
- Quantify vulnerability related to climate change – not just ecosystem but human infrastructure and human costs
- Economic opportunity linkages to issues...e.g., green crab invasive species can also offer economic benefits
- Regional leadership on sustainable communities (economic focus)

Leverage Resources

- Utilize GOMC partnerships to assist jurisdictions with growing capacity for delivering programs
- Leverage existing resources – people, money, time

Expand GOMC

- Broaden Gulf of Maine Council leadership, membership and voice to include all key government and non-government interests. Avoid becoming huge and cumbersome by utilizing opportunities for short-term committees or working groups.
- Ensure membership / leadership and focus encompass all key sectors – forests, rivers, coastal, infrastructure, agriculture, aquaculture, fisheries, marine renewable energy, tourism, transportation, marine life (e.g., whales, invasive species...)
- Strategically broaden non-government involvement by NGOs, academia, local communities, businesses, and GOMC award winners

Engage movers and shakers (influential people) who love the Gulf of Maine

- Philanthropists (e.g., Martha Stewart)
- Authors (e.g., Harry Thurston)
- Artists
- Actors (e.g., Glenn Close, John Travolta – see Ann’s list)
- Political leaders/retired political leaders (e.g., Paul Martin)

Connect Residents to Gulf of Maine

- Education and awareness
- Sense of Place
- Capitalize on rich literature on GOM

Other Opportunities

While not selected by multiple Working Group members as ‘key opportunities’ to explore, the following additional opportunities were identified by one or more Working Group members during the SWOT.

- Bi-national environmental response
- Leadership for hazard mitigation
- Take advantage of natural and human-caused disasters as an opportunity for leadership and education
- Engage and collaborate with national disaster relief bodies (FEMA / Canadian counterpart)
- Fly the GOMC flag in front of international bodies such as UN
- Tie GOMC work with national efforts such as US executive orders, ocean planning, preparations for national climate impacts / Canadian National Conservation Plan
- Promote binational stewardship through education and outreach about GOM value
- Leverage other regional organizations (St. Croix, IJC) that map to sectors of interest
- Protect (not restore) a relatively pristine ecosystem of critical importance
- Expose Council members to GOMC successes via workshops, field practitioner tours, etc.

Threats (External)

Multiple Regional Organizations

- Regional organizations with competing agendas compete for limited resources
- Lack of coordination and cooperation among regional organizations

Lack of Transparency

- Hidden agendas
- Potential conflicts of interest (institutional and personal)

Lack of Formal Agreement / Designation

- Lack of a formal federal agreement between two countries
 - Important to understand specifics; consider the benefit/challenges associated with levels of formality (Treaty, MOU, Letter of Cooperation)
 - Type of agreement or lack of certain agreements can also be a strength
- Lack of formal or official designation for the Gulf of Maine

Disconnect Regarding Jurisdictional Priorities

- Disconnect between jurisdictional priorities and what’s expressed at Council (different management levels at table)
- Different priorities expressed at WG vs Council
- Level of representation and organizational influence has been lowered and/or shifted over the past 25 years

Lack of Consistent Funding

- Causes focus on short term products and issues rather than being more strategic
- Too much focus on trying to find funding
- Could lead to ‘flavor of the month’ funding which in turn could shift the focus of the Council so that projects / programs may not reflect Council priorities

- Exacerbated by limited staff capacity to make GOMC work a priority
- GOMC ends up competing with other member agency priorities

Other Threats

While not selected by multiple Working Group members as 'key threats' to address, the following additional threats were identified by one or more Working Group members during the SWOT.

- Competing priorities at executive levels (need to address supervisor priorities)
- Lack of altruism
- Economic downturn has limited funding opportunities
- Lack of and constantly shifting policy direction
- Changes in national and regional political leadership affect GOMC membership and support
- GOM is less of a priority because it is not as impaired as other ecosystems
- Perception of GOMC as competing for already limited jurisdictional funds
- Perception of GOMC as an additional layer of bureaucracy
- Pace of environmental change is increasing
- Cost of future crises on environmental and public health

About this Document

Initial summaries of key points were prepared by Working Group members during 'report out' portion of the SWOT session. Council Coordinator Joan LeBlanc edited these initial summaries for consistency / organization, and then added additional information from the more detailed poster boards filled out during the SWOT session.

DRAFT - 'Types of Work' Facilitated Session - Background

At the June 2014 Council meeting, Council members took part in a strategic planning session and approved plans for an organizational assessment of the Gulf of Maine Council to be implemented during the 2014-2015 NH Secretariat Year. During their initial strategic planning session, Council members identified the following two highest priority 'types of work' that the GOMC should continue to focus on within the framework of a streamlined organization.

1. Networking / Multi-Jurisdictional Collaboration and Facilitation
2. Sharing Resources/ Best Practices/ Capacity Building (regional or jurisdictional)

In support of Council direction, Working Group members participated in a facilitated session to identify a wide range of potential opportunities for implementing the Council's identified priority types of work. Thanks to support from Nova Scotia Environment, the session was facilitated by HR professional facilitator Jennifer DeCoste. Results of the Types of Work facilitated session are summarized in this document.

Council Engagement

Engage Councilors in Creating a Strategic Plan

- Develop vision / mission / goals / objectives (Note: Council members reaffirmed support for existing mission, goals and Action Plan at the June 2014 meeting)
- Have Council members participate in their own SWOT Analysis
- Host a professionally facilitated session with Council to define desired outcomes and clear long-term goals

Articulating GOMC Priorities / Needs

- Council should reach consensus on a few priorities that are supported by at least two or three jurisdictions annually, and then focus in more detail on a specific topic throughout the year
 - Need to focus on specific topics / priorities that reflect common challenges across our jurisdictions – especially those where cross-border dialogue would make a difference, e.g. stream barrier work that NH lead 10 years ago provided benefit to all jurisdictions
 - In order to maintain relevance on the regional scale, the Council must request (and WG and its Committees must deliver) specific tools – information that benefit the jurisdictions
 - Create and implement process to 'survey' Councilors about their top 3 priorities
 - Hold 60 minute call for each priority to flesh out –
 - What aspects of issue are most important
 - How to engage specific staff members in learning from each other about methods and approaches
 - Develop timeline for actions
 - Evaluate what efforts can be region-wide vs. entity to entity
 - Define elements of success for addressing goals and priorities

Make Council Meetings More Decision-Based

- Council members have conference call to set their own meeting agenda and identify opportunities to discuss binational decisions / policy direction at meetings
- Keep Council meetings focused on dialogue among Councilors vs. updates from Working Group

Engage Council Members in Field Activities

- Identify an annual activity that allows Council members to participate directly in a GOMC facilitated activity / initiative / project in the host jurisdiction, e.g.
 - Planting Marram grass for a dune restoration project
 - Viewing a naturalized wetland stormwater management site
 - Restoring dyked lands to coastal wetlands
 - Viewing climate adaptation initiatives and / or tools such as LIDAR enhanced wet areas mapping

Make Council More Relevant / Effective

- Create a process / structure for Council-level response to environmental emergencies as close to 'real time' as possible
- Identify and ensure completion of at least one strategic action that Council wants accomplished each year
- Act on new collaborations that are not 'resource heavy' but will generate success and demonstrate ability for GOMC to bring value with little money

Additional Options for Enhancing Council Engagement

- Council members should be actively engaged with the committees and subcommittees to help fund work and communicate about the results of projects and other components of the current Action Plan
- To build capacity, Council should recognize topical leaders at the table and make specific requests for information

Communications

External Communications

- Develop and execute communications plan featuring large-scale outreach campaign with unifying messages
- Continue outreach around 25th Anniversary products
 - Hire two month contractor for distribution and social media strategy
- Develop 'GOMC 101' presentation that members could use as a tool for outreach to external groups, NGOs, academia

Internal Communications

- Develop structured internal communications plan, including:
 - Priorities
 - Cross jurisdictional interactions / meetings
 - 'News' from organizations
- Promote regular information sharing within GOMC via:

- Webinars
- Face to face meetings
- Calls targeted to addressing specific issues
- Ignite presentation format for brief updates during meetings
- Online repository for information sharing 'in the cloud'
- Shared publications via GOMC website (categorized by topic)
- Shared calendar on GOMC website with cross-jurisdictional events
- Create a brief presentation that WG members could use to increase GOMC awareness among their departmental and jurisdictional peers (slightly different version of the 'GOMC 101' presentation)
- Working Group needs to unify around key messages communicating full benefits to high level jurisdictional representation on the Council
- Improve understanding of our agencies' missions, jurisdictional strengths, and mandates so we can increase our network's ability to draw upon each others' talents and knowledge for GOMC or other outside work

Expand / Improve Communications Tools

- Increase communications within the GOMC network via Constant Contact and other means
- Update committee listserves
- Develop current and effective media contact list
 - Load media list developed for Climate Network into Constant Contact
- Expand Social Media Presence
 - Build on existing Facebook, Twitter capacities
 - Add additional social media tools such as Linked In
 - Identify and recruit individuals with expertise
- Develop 'handles' for email messages such as 'urgent' means..., 'Important' means..., 'Need advice' means..., etc.

Training and Local Guidance

Host Educational Webinars

- Run monthly / bimonthly webinars (or lunch & learn sessions) on Council member programs
- Host educational webinars and or training sessions on key topics of shared interest such as:
 - Engaging regional policy makers in collaborative, consistent efforts regarding climate change adaptation, policies and regulation
 - Sharing information about how other jurisdictions are addressing green crabs or other aquatic invasive species

Develop and Share Regional Guidelines and Best Management Practices

- Develop regional guidelines and best management practices for addressing issues of concern such as tidal stream crossings taking sea level rise and storm surge scenarios into account
- Host multi-jurisdictional training sessions or workshops to share best practices for addressing key challenges such as stormwater and wastewater management
- Develop and share sea level rise / marsh migration summary document

- Take a look at how jurisdictions are applying 'economic lens' on shared interests such as climate change, vulnerability, and coastal erosion

Internal GOMC

- Conduct internal survey to identify priority topics for webinars (WG, Council, others in GOMC network)
- Focus on one category of best practices to be shared via workshop or training session at each in-person Council or Working Group meeting

Sharing Resources

Sharing Information with External Audiences

- GOMC should serve as a forum for sharing information
 - Discussing common issues across borders
 - Facilitating dialogue
 - Sharing resources and expertise
 - Sharing of data, project results, policies, information, and methodologies for priority issues and topics
 - Without challenges and constraints of bureaucracy
 - Bring together data / information from multiple sources, synthesize / interpret, add value and disseminate / identify and address knowledge gaps
- Develop a strong climate network that is a regional resource for sharing information
- Host collective, multi-stakeholder, cross-border events such as a high-level climate resilience summit
- Provide ecosystem services such as compilation of GOM studies / efforts
- Provide briefings to political leaders about key issues that need to be addressed
- Make a personal commitment to convey GOMC knowledge, expertise, products directly to NGOs, communities, and practitioners so they can implement / deliver these at the local level
- Report local initiatives, innovative projects, and programs, and trends in jurisdictions back to the Council (not just roundtable updates but full presentations to WG and Council)
- Share insights to inform a Coastal-Marine Atlas
 - (Bill Whitman will be seeking GOMC help and insights to develop a Nova Scotia Coastal Atlas Concept)

Sharing Non-Monetary Resources and Tools

- Create opportunities for sharing staff and physical resources such as technology, specialized equipment, ships, or other vehicles

Financial Resources

- Develop funding strategy that encompasses federal, provincial and state resource contributions
- Maintain neutral bi-lateral GOMA-like entity with ability to pool and transfer financial resources
- Each jurisdiction should contribute back in-kind or monetary resources to support their priorities
- Continue to research and pursue funding sources
- Ensure that monetary resources are tied to key priority needs of the ecosystem
- Enhance / expand US and Canadian federal funding for GOMC priorities

Expand Membership

Near Term Actions

- Broaden the GOMC network to add leaders from different sectors (beyond coastal) that might benefit from collaboration
 - Identify region-based (GOM) NGOs to recruit
 - Identify names of leaders from key (non-coastal) sectors to invite
 - Identify and invite key university / academic leaders for Council selected issue areas
- Evaluate appropriate GOMC representation for “total” jurisdiction
 - Share among WG and Council ‘who represents who’ and ‘to whom they report’
 - Share organizational charts
 - WG should share about how and if they get input from their jurisdictional partners, e.g. Nova Scotia Provincial Ocean Network

Long-Term Actions

- Council with expanded membership has regular dialogue to promote binational decisions and policy directives

Issues to Consider

- Council needs to consider roles of non-federal and non-jurisdictional members (NGOs) as conflicts of interest may exist, but could be hidden

GOMC Operations and Guiding Principles

Change “Load of Work” Paradigm

- Have Council co-chairs each year
 - US state + Canadian province
 - Canadian province + US federal
- Determine level of participation in response to needs
 - Don’t be afraid to work on sub-GOM efforts that may only involve a few jurisdictions
 - Create agile less formal focus teams to address pressing issues vs. more formal ongoing Committees that require longer term commitment and excessive process
- Focus on work that is at the core of our ‘day jobs’

Streamline Council and Working Group

- Redesign relationship between Council and Working Group
- Consider combining WG and Council into one coordinating body – pulling partners, stakeholders, leaders, and colleagues in as needed
- Host targeted Council meetings focused on specific topics (conduct annual survey to determine appropriate topics)
- Focus dues and coordinator efforts toward implementing the two priority types of work and achieving tangible results
- Rescope Council Coordination and IT contracts

Overarching Issues

- In order to share resources (people, money and time), the Council needs to recognize its special unique bi-lateral role and NOT faction into jurisdictional more narrow concerns. Think regionally and altruistically.

Summary prepared by GOMC Council Coordinator Joan LeBlanc.

Voices of the Gulf Panel

Coastal Zone Canada Conference
June 16, 2014

A discussion about future priorities and actions for the Gulf of Maine

Background

The Gulf of Maine Council on the Marine Environment (GOMC) organized a three-part session at the 2014 Coastal Zone Canada to celebrate its 25th year of commitment to the health and sustainability of the Gulf of Maine. A multi-media presentation, invited speakers and this panel allowed participants to better understand this unique cross-border area, its social and economic value, the collaboration needed to protect and sustain its natural heritage, its use by communities and industries, and its ecosystem services.

Structure

Panelists: Reflecting on their sectorial interests and personal experience:

Alexandra Duchemin, Tantramar Regional High School (Youth)
Richard Getchell, Aroostook Band of Micmacs (Aboriginal)
Marianne Janowicz, Bay of Fundy Partnership (Collaborative research)
Rob Snyder, Island Institute (Non-governmental organization)
Peter Sykes, Aquaculture Association of Nova Scotia (Industry)

Moderator: Lee Sochasky, Gulf of Maine Council member

Attendees/participants: Approximately 40 people. Origin: 60% Canadian, 40% American. Primary affiliation: 40% government, 20% non-governmental organization, 12% research, 12% retired, 1% academic.

Duration: 90 minutes.

Preparation: Panelists received the panel questions and a draft of *Facing Change* (the Gulf of Maine Council on the Marine Environment's Twenty-Five Year report) a week before the session. *Facing Change* can be viewed on the Council website at:
<http://www.gulfofmaine.org/2/wp-content/uploads/2014/05/GOMC-25thAnniversary-Booklet-WEBVERSION.pdf>

Format: The panel addressed four questions (below). For each, the panelists gave individual responses, had a brief discussion and then invited audience participation. Attendees were given cards to submit additional input; 16 did so and their ideas were incorporated into the summary.

Moderator's brief synopsis: This lively and thoughtful session offered key insights from youth, surprising synergies between different sectors and a clear message that all Gulf of Maine interests want to work to maintain this shared resource if given focused and coordinated means to do so. The challenge to the Gulf of Maine Council on the Marine Environment and all levels of government is to provide this essential blueprint. The session suggested initial ways to do so.

Question 1: Core Values

What are two things about the Gulf of Maine that mean the most to you, personally or professionally?

Key panel responses:

Fresh seafood: a first-level indicator of a healthy environment, economy and culture.

Swimming: clean water; direct contact with the ocean.

Coastal landscapes

Social and economic reliance: the Gulf is essential to coastal communities, jobs and lifestyle.

Personal connections: Gulf sights, sounds and experiences inspire residents and visitors, often with lifelong influence.

Long history: over 6,000 years of reliance on Gulf resources. A sacred tribal heritage.

Living heritage: coastal traditions, heritage sites and fishing communities continue our regional identity and sense of place.

Cycles: the ebb and flow of natural and human interactions. Nature does its part to keep its balance; we have to acknowledge and set a stable course for ours.

Together: we all rely on the Gulf for different reasons; we need shared ways to preserve it.

Key audience additions:

Dynamic ecosystem supporting world species: an incredible, resilient 'biological engine' in constant flux.

Quality of life: We enjoy a more natural and balanced lifestyle, on a smaller scale, along the coast.

Global attraction: Researchers and visitors are drawn from around the world to explore it.

Economic driver: Delivering key marine resources to world; *critical* to the economy here.

Ever-changing beauty: inspiring; never the same twice due to tide and other factors.

Question 2: Many Roles

You bring a certain perspective to this discussion. What are 1-2 key roles that your sector can play, on both sides of the border, to maintain a healthy and productive Gulf? [Who might lead it?]

Key panel responses:

Develop shared Gulf-wide public policies: current government "silos" don't work – there is a need to advocate for inter-agency and inter-governmental policies that will. [All sectors].

Educate the public: People of all ages need to know more about the Gulf in order to be good stewards, make informed decisions and support future action. Scientists and managers need to get their messages out. [Agencies, BoFEP, GOMC, NGOs, schools].

Empower communities: Much can be done cost-effectively to monitor, study and preserve Gulf resources at the local level if communities and organizations are given the right training and tools. [Agencies, NGOs, community leaders].

Expand dialog and collaboration between sectors: Bring together tribal knowledge, traditional fishermen's knowledge, current research, and socioeconomic and cultural interests to plan future policy and action. All are needed.

Train tomorrow's leaders today: We need to engage and retain youth in our region through learning and job experiences. One way is to involve youth teaching other youth through hands-on projects. [Schools, Gulf of Maine Institute, NGOs, industry].

Share Gulf-wide research and innovation results: Research results aren't always conveyed between interests or across borders to benefit everyone: they need to be. [BoFEP, industry, GOMC, NGOs, academia, trans-boundary organizations, conference organizers].

Sustainably and smartly diversify our resource uses: The Gulf is changing and we have to change with it to maintain a viable regional economy and society. Put more focus on future (not past) resource uses and on value-added opportunities to generate ongoing jobs and revenue for local businesses. [Industry, agencies, academia].

Key audience additions:

Actively promote the Gulf's national and international importance: We are too quiet in blowing our own horn and pushing our area's significance when others trumpet theirs! [Agencies, industry, communities, tourism associations].

Develop and make widely available more Gulf-wide integrated mapping and databases that help us to work together: Progress has been made on marine spatial mapping and coastal databasing through various sources but there still isn't enough consolidated information and coordination for decision-

makers to understand the Gulf's key interactions. [Agencies, GOMC, GOMRI, other trans-boundary organizations].

Expand Gulf-wide predictive modelling and reporting: Progress has been made on Gulf climate change by the GOMC-initiated Climate Network US/Canada quarterly report (<http://www.gulfofmaine.org/2/climate-network-climate-outlook/>). More of this form of collaboration is needed. [Agencies, GOMC, other trans-boundary organizations, academia].

Question 3: Hard Choices

The Gulf of Maine Council on the Marine Environment – with governmental and non-governmental participants – brings together cross-border interests to address Gulf-wide issues. As the Council looks ahead to the next 5-10 years, with very limited resources, what are two programs or activities you think should be its top priorities?

Key panel responses:

Invest in capacity-building and collaboration: See that communities and organizations get more information and tools to be cost-effective partners with government. Encourage governments to move toward these partnerships, given the constraints on internal delivery.

Encourage evidence based decision-making and open source information sharing: This also to involve all sectors in longterm stewardship.

Maintain critical Gulf assessments and reporting; dialog with the public on these. Especially for issues having major human impacts (ex: climate change, economy). Ensure the information reaches the public in understandable terms: everyone wants to know what they need to do in order to continue to live well here.

Adapt to change using new technology: Technological change is altering research and communications at a fast pace and we haven't been keeping up. Actively use social media to shape the attitudes and actions of the current generation (including 'guilt ads'). Expand web-based data portals.

Conserve critical habitats: Past projects have benefited coastal ecosystems and developed local capacities to undertake future Gulf activities. Both are needed.

Reduce land-based sources of pollution: This remains a major issue, having significant longterm impacts on the health of the Gulf: we have to do more to address it.

Key audience additions:

Get school children to the coast for a Gulf experience: Many people in the audience commented on how an early coastal experience had ultimately shaped their views and careers. Deliberate steps to give more young people this experience could have a significant societal impact.

Be more active in shaping Gulf-wide policy: The Council can see the Gulf's 'big picture' and should advise more actively on this.

At the end of this question, the audience voted for their top two issues. These were climate change and habitat conservation.

Question 4: Working Together

The Gulf region's size and political diversity make it difficult to address shared needs. What one initiative do you think could be used to rally all interests – organizations, businesses, schools, governments and more – to work together on something benefiting the Gulf?

Key panel responses:

Gulf of Maine branding: Develop a Gulf marketing program using things like "this product comes from the Gulf of Maine", the Gulf geo-cache initiative and other ways to make people aware and proud of the Gulf of Maine (many people in the region don't know there is a Gulf of Maine).

Promote the connection between livelihoods and the Gulf: People need to feed their families now and in the future; demonstrate at every opportunity how the Gulf is key to doing this.

Knowledge is power: Have all interests resolve what data is most critical and 'open source' this, to benefit everyone.

Get the word out: Public awareness and engagement activities, Gulf-wide. The key to sustainability is education.

Key audience additions:

Get all nine year olds to the coast at least once!

Create dedicated funding to support ongoing Gulf-wide initiatives: a penny of certain taxes or fees?

Thank you to the panel speakers and participants

The session's findings will contribute to the Gulf of Maine Council on the Marine Environment's 25th anniversary re-visioning and strategic planning. Follow the Council's progress at:

www.gulfofmaine.org

GOMC's Coastal and Marine Spatial Planning Workshop, October 14th

The Gulf of Maine Council's Coastal and Marine Spatial Planning (CMSP) Committee Co-chairs (Betsy Nicholson – Northeast Lead, NOAA Office for Coastal Management & Tim Hall – DFO Maritimes Oceans and Coastal Management) would like to invite you to participate in an informal workshop on Tuesday, October 14th. The workshop is being held in Portsmouth, NH and is available via webinar.

The format will be a series of brief overview presentations from representatives of various initiatives that operate within the Gulf of Maine ecosystem. The workshop is intended as both an information sharing event and a discussion to identify opportunities for cross-border collaboration. The Terms of Reference for the workshop and the Agenda are attached.

Further information on the CMSP Committee is available on the Gulf of Maine Council's website:
<http://www.gulfofmaine.org/2/coastal-and-marine-spatial-planning/>

Workshop Logistics

Date & Time: Tuesday, October 14 from 1:00 – 4:30 EST

Location: New Hampshire DES Coastal Program Pease District Office, 222 International Drive, Suite 175, Portsmouth, NH

Instant Net Conference Details: Meeting Number: 744921075 Meeting Passcode: 4927573 Meeting Host: MS ADRIANNE R HARRISON

Join Instructions for Instant Net Conference: 1. Join the meeting now:

<http://www.mymeetings.com/nc/join.php?sigKey=mymeetings&i=744921075&p=4927573&t=c> 2. Enter the required fields. 3. Indicate that you have read the Privacy Policy. 4. Click on Proceed.

Call in number: 877-680-1673, 1993954#

Please RSVP if you plan to attend either in person or by joining the webinar to Allison Caines at Allison.Caines@dfo-mpo.gc.ca or (902) 426 -6390 by noon on Friday, October 10.

Thank you,
Tim & Betsy

Terms of Reference for the Workshop are included in the following two pages of this briefing book.

Terms of Reference

GoMC Coastal and Marine Spatial Planning (CMSP) Committee Workshop: Spatial planning in the Gulf of Maine. Canada and USA Activities and Collaborative Opportunities Assessment

Co-Chairs: Betsy Nicholson and Tim Hall

Rationale

The CMSP Committee was established to share ideas, lessons learned and information from marine planning initiatives across the Gulf of Maine. It also provides advice to the Council on appropriate opportunities for Council participation or support in these initiatives. There are currently many initiatives of various scales occurring on both sides of the border that committee members are actively involved in. While the primary objectives of these initiatives are often local they often require similar information needs, share common approaches and principles and require regional collaboration to address some issues. The CMSP committee provides an excellent mechanism to share information but also to carry out a regional level assessment of opportunities for collaborations that would benefit the entire Gulf of Maine “community”. This workshop will serve as a platform to identify these potential opportunities and to provide recommendations to not only the Gulf of Maine Council but also the broader community of practise.

Objectives

- (1) share information on the progress of current initiatives;
- (2) identify and prioritize areas that could benefit from collaboration or shared experience;
- (3) develop recommendations for Gulf of Maine Council’s involvement in marine planning activities in Canada and US; and
- (4) develop work plan priorities for the CMSP Committee for the next 1-2 years.

Logistics

Proposed half day workshop in Portsmouth, NH on Tuesday, October 14, 2014. Time 13:00 – 16:30 at the NHDES Pease District Office.

Potential Participants

GoMC CMSP Committee

GoMC WG Members

Interested and relevant practitioners from Canada and USA

Outcomes

- Increased knowledge and awareness of current initiatives, and their drivers.
- Prioritized list of collaborative opportunities.
- Recommendations for Gulf of Maine Council’s involvement in spatial planning initiatives in the Gulf of Maine ecoregion.
- Draft work plan for CMSP Committee for 2015.

Agenda

1100 – 1300 CMSP Committee meeting and Lunch

1300 – 1315 Welcome, introductions and workshop objectives (Betsy Nicholson & Tim Hall)

1315 – 1445 Comparing Country Initiatives: Speakers will address:

- *What are the main drivers of your MSP initiative?*
- *What are the 5 year priorities of the MSP initiative?*
- *What are the timeline, milestones, and outcomes of the effort?*
- *Who are the key participants involved and what are their roles?*
- *How are stakeholders engaged in the MSP process and what efforts are underway to reach out to stakeholders? What stakeholders are currently involved in the MSP process? What have been the challenges and opportunities in engaging stakeholders?*
- *What kinds of integrated data products are being developed, and what were some best practices around data sharing?*
- *Where do you see opportunities for collaboration across the border, and where might there be inconsistencies we need to address?*

1315 – 1400 USA Initiatives

NERPB & NROC (Betsy Nicholson & Daniel Martin)

Coastal Efforts (Matthew Nixon)

ENGO Perspectives (Priscilla Brooks)

1400 – 1445 Canada Initiatives

Intergovernmental - RCCOM (Tim Hall)

Maritimes Regional Oceans Plan (Glen Herbert & Heather Breeze)

Nova Scotia Coastal Atlas & Data Initiative (Bill Whitman)

ENGO perspectives (Andrew Dumbrille)

1445 – 1500 Break

1500 – 1600 Identification of Shared Interests and Collaborative Opportunities (All)

1600 – 1630 Next steps and Conclusions (All)