



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

Working Group Meeting Briefing Packet

Version 1 • November 26, 2007

Boston, MA • December 4-5, 2007



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Working Group Meeting **Draft** Agenda

Tuesday, December 4, - Wednesday, December 5, 2007 - US Environmental Protection Agency
Building, Boston, MA

Tuesday, December 4

1:00 PM	Welcome and introductions <i>Julia Knisel, MA Office of Coastal Zone Management and Working Group Chair</i>
1:05 PM PAGE 7	Accept consent agenda <ul style="list-style-type: none"> ▪ Senior Science Councilors <i>Michele L. Tremblay, Council Coordinator</i> ▪ Committee and Subcommittee reports <ul style="list-style-type: none"> ☐ Gulfwatch and Contaminants Subcommittee report <i>Christian Krahorst, MA Office of Coastal Zone Management and Peter Wells, Dalhousie and Acadia Universities, co-chairs</i> ☐ Habitat Restoration Subcommittee <i>Jon Kachmar, Habitat Restoration Partnership Coordinator</i> ☐ Habitat Conservation Subcommittee <i>Marianne Janowicz, Coastal and Marine Planner, NB Department of Environment and Local Government, and Kate Killerlain Morrison, Marine Program Director, The Nature Conservancy</i> ▪ July 2007– June 2008 Contractors for the Gulf of Maine Council <i>Cindy Krum, US Gulf of Maine Association</i>
1:10 PM PAGE 12	Canada's Health of the Oceans (HOTO) initiative: Funding for DFO over the next five years <i>Dave Duggan, Department of Fisheries and Oceans</i> Expected outcome: announce and clarify DFO's position regarding the HOTO funding for the next 5 years.
1:15 PM PAGE 13	Developing recommendations to Council on the 2008-09 Council work plan <i>Julia Knisel; Cindy Krum, US Gulf of Maine Association; and Michele Tremblay</i> Expected outcome: the Working Group finalizes a recommendation for the Council to adopt a 2008-09 work plan and provide recommendations for budget planning beginning in January.
2:15 PM	Break
2:30 PM PAGE 20	Developing recommendations to Council on allocating the dues <i>Julia Knisel</i> Expected outcome: Working Group develops recommendations on how to allocate the anticipated dues.
3:00 PM PAGE 25	Monitoring our progress in creating an evaluation strategy <i>Ann Rodney, US Environmental Protection Agency and GOMC Evaluation Team leader</i> Expected outcome: the WG understands status of effort and contributes to key policy issues emerging from the Council's consultant Eastern Research Group.
3:45 PM PAGE 26	Industry Engagement: Developing recommendations to Council <i>Justin Huston, NS Department of Fisheries and Aquaculture and Liz Hertz, ME Coastal Program, Sustainable Industries and Communities Committee co-chairs</i> Expected Outcome: Recommendations to Council on how to move forward with industry engagement based on report findings.
4:45 PM PAGE 27	Producing the Gulf of Maine Barrier Removal Monitoring Guidance Document <i>Jon Kachmar, Maine Coastal Program, and Beth Lambert, Commonwealth of Massachusetts</i> Expected Outcome: Identify options for funding the printing and distribution of Council produced document that was completed October 2007.
5:00 PM	Adjourn for the day
6:00 PM	Meet in hotel lobby for group(s) supper(s)



Wednesday, December 5

Please remember that if you plan to participate in the boat trip, you will be leaving directly from the meeting to the boat dock, so bring whatever warm clothing you have to the meeting in the morning.

8:00 AM PAGE 28	<p>ESIP - Understanding Interdependencies between Committees <i>Susan Russell-Robinson, US Department of Interior - US Geological Survey; Anita Hamilton Department of Fisheries and Oceans; and Christine Tilburg, ESIP Program Manager</i> Expected outcome: Identify desired interdependencies between ESIP and other Committees in order to better reach target audiences using Gulf of Maine communication tools.</p>
8:30 AM	<p>Integrated multi-use ocean management in Massachusetts <i>Stephanie Moura, Massachusetts Ocean Partnership Fund</i> Expected outcome: WG members are more informed on one approach to ecosystem-based management and how this work relates to the Council's evolving EBM work plan.</p>
9:30 AM PAGE 30	<p>Regional ocean governance: integrating regional and sub-regional efforts <i>Julia Knisel and David Keeley</i> Expected outcome: Working Group members have a better sense of ROG efforts, develop some concurrence on how to strengthen integration and develop outcome statements for the Council discussion.</p>
10:15 AM PAGE 35	<p>Organizing for the Council EBM session <i>David Keeley, Policy and Development Coordinator</i> Expected outcome: WG members contribute to the two proposed tasks Councilors will discuss.</p>
10:45 AM	<p>Developing recommendations to Council on the content and format for the <i>Gulf of Maine Times</i> <i>Theresa Torrent-Ellis, ME Coastal Program and Outreach Committee co-chair and Lori Valigra, Times Editor</i> Expected outcome: Working Group understands options and develops recommendations on the new era of the <i>Times</i></p>
11:30 PM PAGE 51	<p>Engaging sponsors in support of our communications tools – what are the next steps? <i>Karin Hansen, Outreach Committee Coordinator and Theresa Torrent-Ellis</i> Expected outcome: Working Group will give feedback on strategies to engage possible partners.</p>
12:00 PM	<p>Adjourn meeting</p>
12:30 PM	<p>Leave to meet for boat trip with Councilors</p>



Ecosystem-based Management Council Working Session - December 6, 2007

Ecosystem-based management An integrated approach to management that considers the entire ecosystem, including humans. The goal of ecosystem-based management is to maintain an ecosystem in a healthy, productive, and resilient condition so that it can provide the services humans want and need. *GOMC Action Plan – page 28*

- Session Objectives*
1. *Learn from each other about current EBM experiences*
 2. *Chart a two-year course of Council EBM initiatives*

1:00 PM	<p>Session Overview: Taking stock of what we have done <i>Byron James, NB Department of Fisheries</i></p> <ul style="list-style-type: none"> ▪ Review role of ecosystem-based management in the Action Plan and current work plan; ▪ Summarize June 2007 Council discussion on draft EBM matrix; ▪ Highlight selected region-wide initiatives (see attachments) ▪ Set financial context for possible Council work over next 24-months & need for practical/important content
1:15 PM	<p>EBM Vignettes Presenters will draw on the Council's June 2007 framework discussion and review how their place-based efforts align with the scope of the framework and ways to make their work more consistent with the framework (5-minutes/speaker)</p> <ul style="list-style-type: none"> ▪ Large Scale -- Eastern Scotian Shelf Integrated Management – Dave Duggan, DFO ▪ Sub-regional – Stellwagen Bank NMS – Ben Haskell ▪ Watershed-based – Massachusetts Bay National Estuary Program, Mel Côté, EPA <p>Question and answer period (15 minutes)</p>
1:45 PM	<p>Concurrent Councilor Work Sessions (see instructions below)</p> <p>Group #1 -- Partnering to create a framework for ecosystem-based management <i>Leader: Kathleen Leyden; Flip-chart Recorder: Justin Huston, Scribe: Meg Gresh</i></p> <p>Group #2 -- Council role(s) in promoting interaction among EBM practitioners <i>Leader: Greg Roach Flip-chart Recorder: Cindy Krum, Scribe: Adrienne Harrison</i></p>
2:30 PM	<p>Setting a course: work group report-outs on how to contribute to the regional dialogue</p> <ol style="list-style-type: none"> 1. How will the Council partner with others in the region in developing a practical framework? What resources would it like to bring to this effort? 2. How will the Council promote interaction among EBM practitioners? What resources would it like to bring to bear?
2:45 PM	<p>Closing and Adjourn Session <i>Byron James, NB Department of Fisheries</i></p>

October 2007 Working Group meeting action and decision items

The Bluenose Inn, Bar Harbor, ME • October 10-11, 2007

Working Group members in attendance

Tracey Barbrick, NS Environment and Labour; Paul Currier, NHDES; Dave Duggan, Fisheries and Oceans Canada; Anita Hamilton, Fisheries and Oceans Canada; Adrienne Harrison, NOAA National Ocean Service; Russ Henry, NB Department of Fisheries; Liz Hertz, ME Coastal Program; Kate Killerlain Morrison, The Nature Conservancy, MA; Julia Knisel, MA Coastal Zone Management; Christian Krahforst, MA Bays National Estuary Program; Kyle McKenzie, Environment Canada; Linda Mercer, ME DMR; Hilary Neckles, USGS; Betsy Nicholson, NOAA National Ocean Service; Kathryn Parlee, Environment Canada and ESIP; Ann Rodney, US Environmental Protection Agency; Susan Russell-Robinson, US/OOI and ESIP; Jack Schwartz, MA Division of Marine Fisheries; Jane Tims, NB Department of Environment; and Theresa Torrent-Ellis, ME Coastal Program

Others in attendance

Barbara S. Arter, BSA Environmental Consulting Gulfwatch EQM Coordinator; Meg Gresh, GOMC Administrative Assistant; David Keeley, GOMC Policy and Development Coordinator; Cynthia Krum, US GOMA; Peter Taylor, GOMC Contractor; Christine Tilburg, ESIP Contractor; and Michele L. Tremblay, GOMC Coordinator

Decision Items

1. Consent agenda was accepted, after the removal of Goal 3 update, Canada/U.S. Oceans Working Group, and State of the Environment Reporting.
2. The Working Group will continue with a consent agenda, and the goal is to get the briefing packet out two weeks prior to the meeting. The agenda items will have the desired action or decision spelled out clearly.
3. The Working Group will continue to have four meetings per year.
4. In the December meeting, we will structure the hours the Councilors spend on EBM by giving a brief introduction to EBM, providing some case studies, and leading them through an exercise of implementing EBM practices. The Councilors will break into groups, then come back and put it together.
5. The focus of the Outreach Committee will be the following major categories: Habitat restoration, environmental monitoring, and outreach and communication (Gulf of Maine Times).
6. The item 2.5 will be kept on the Funding Needed chart, with the caveat that it will only be funded if the Sewage Management Task Force meets and reports back to the Working Group.
7. The dates for the December meeting will remain the 3rd through the 6th.

Action Items

1. The Working Group draft agenda will be circulated to the members before the next two meetings for input. Based on the results of this process, we will decide whether to continue this practice.
2. The Outreach Committee will provide a plan for building awareness with the internal and external audiences.
3. Management and Finance, without the contractors, will discuss revisiting the scopes for the council coordinator and administrative assistant, and also the policy development position. They will also discuss the merits of the Gulf of Maine Times and web page as the key means of communicating and loaning credibility to the organization. Management and Finance will explore the option of a fund raising development contractor that would receive compensation based on the amount of funds raised. Susan Russell-Robinson will be included in this discussion. The results of these calls will be presented at the December meeting.
4. Working Group members will provide David, Michele and Cindy with fund raising ideas and work plans in time for the December meeting briefing packet.
5. Theresa Torrent-Ellis will prepare a list of responsibilities that need to be handled for preparing and planning a large summit.

Submitted by Meg Gresh, Administrative Assistant



Senior Science Councilor nominees

To implement the Council's decision from its June meeting:

"Request that the Regional Association for Research on the Gulf of Maine (RARGOM) provide the Council with recommendations for US and Canadian Science Representatives to the Gulf of Maine Council on the Marine Environment. Because provincial, state, and federal agencies are already represented on the Council, the two individuals should not be from those institutions."

The Secretariat wrote a letter to RARGOM and the Council Coordinator has been following up via email and telephone since then. RARGOM has not yet provided the two nominations. Management and Finance will continue to work with RARGOM for a reasonable period of time but will consider other options, including revisiting internal nominations, to fill these important Council positions.

Submitted by Michele L. Tremblay, Council Coordinator



Gulfwatch Contaminants Monitoring Sub-Committee

The Gulfwatch Contaminants Monitoring Sub-Committee (GCMSC) met twice in 2007, May and November at the University of Maine in Orono. The meetings were well attended, with some members linked by phone. The thrust of their work in 2007 and 2008 will be analysis of mussel samples from the 2007-2008 sites, reporting of recent data and findings, monitoring for other analytes, responding to the RARGOM review findings, preparation of articles for publication, and selected talks.

- **SAMPLING:** Samples were collected in fall 2007 at three locations at each of more than 20 sites throughout the Gulf. The samples will be analyzed for metals and organics, and some samples will be maintained in the tissue archives. 2006 lab results analysis is currently underway and a 2006 report will be written soon. Additionally 2003 samples were reanalyzed at Battelle Labs because they may have been contaminated.
- **OTHER ANALYTES:** The sub-committee is discussing protocols and procedures for mercury and PBDEs, and reconsidering its limited database on dioxins and furans. Work has been successfully conducted on alkylated PAHs.
- **RARGOM REVIEW:** The draft RARGOM review report was received in early November and the sub-committee discussed it at the November 07 meeting. The report was not final and did not include conclusions or recommendations. It was decided that the subcommittee will do an organized review of the RARGOM report and decide how to proceed with corrections to the nine-year Gulfwatch Data Report.
- **PUBLICATIONS:** The group discussed how to proceed with articles for publication. The group will complete the nine-year report as a technical report; complete all of the data reports from 2002-2006; and prepare papers on all of these as appropriate.
- **OTHER TOPICS:** A range of other topics related to the program was covered at both meetings. Minutes of these meetings are available from the two co-chairs.

Submitted by Christian Krahforst, MA Office of Coastal Zone Management and Peter Wells, Dalhousie and Acadia Universities, co-chairs



GOMC Habitat Restoration Subcommittee Update

The Restoration Subcommittee continues to administer grants associated with the GOMC/NOAA Habitat Restoration Partnership. The 2007-08 round of grants was due Oct. 26th and 17 applications from all five jurisdiction in the Gulf were submitted. The GOMC/NOAA Review Team will perform an initial review of the grants via conference call on **November 20th**, and then will meet in person at NHDES in Portsmouth for a final review on **December 6th**. This will allow funding decisions to be made by February 1, with contract completion for successful awards by March 2008. To date, over \$2 million has been granted to 71 community-based habitat restoration projects within the Gulf.

This year the Review Team has added the following question to its review of grants:

Climate Change: Does the application address climate change concerns? If so, what are the impacts associated with rising sea level and warmer temperatures? Can the anticipated impacts be mitigated through adaptive management?

This does not count in the overall scoring of applications since we did not ask applicants to specifically address the issue, but we are using it to assess how the topic of climate change is being addressed, as well as how we can adapt impacts to habitat restoration projects.

The Subcommittee has completed the long-anticipated document on restoring and monitoring salt marshes titled: Salt Marshes in the Gulf of Maine: Human Impacts, Habitat Restoration and Long-term Change Analysis. This document will be available for download very soon on the GOM website at: <http://www.gulfofmaine.org/council/publications/>. Additionally, we have monies in-hand for a high-volume printing. Printing monies were provided by USGS, Maine Coastal Program, ME Sea Grant, and The Nature Conservancy, Maine Chapter. Printing is expected by this December, and the GOMC Public Education and Outreach Committee will be assisting with marketing and distribution of the publication. Several people from the Gulf acted as a steering committee for developing the document, and Peter Taylor did the editing and layout.

The subcommittee is also finishing up the companion document to the 2006 workshop at the University of Maine that focused on developing barrier removal monitoring protocols for streams in the Gulf of Maine. This document, titled Stream Barrier Removal Monitoring Guide, will also be available on-line for download and we are seeking funds for at least a limited printing since there appears to be demand for the document even before completion. This will be available on the above GOMC publications web site very soon.

Submitted by Jon Kachmar, Coordinator, Habitat Restoration Partnership

Habitat Conservation Sub Committee

Habitat Classification in the Gulf of Maine, A Review of Schemes and a Discussion of Related Regional Issues, the latest report from the Habitat Conservation Sub-committee, is now available on the Gulf of Maine Council website and notification of its arrival has been sent to various listserves by Karin Hansen.

The document describes some of the critical work that is being undertaken on marine habitat classification by researchers and scientists in the Gulf of Maine and adjoining areas. The sub-committee's intention is that this report will raise the profile of this valuable work and start a more public discussion on the value of understanding how marine habitats are structured and function and foster discussion on determining an approach to classification that will best serve the ecosystem that Gulf of Maine managers are conserving and also developing.

Habitat classification is a tool that will help us identify the value and interconnection between habitats and the organisms that utilize these habitats. Through better understanding, we may finally come to recognize the distance to the precipice before we do irreparable damage to marine ecosystems. Classification is part of the toolbox we need to use to understand thresholds and metrics for damaging ecosystems.

The report supports the need for spatial representation of key ecological characteristics such as resilience and disturbance regimes. Resilience of habitats to anthropogenic impacts such as fishing, dredging, runoff, and coastal development is of major interest to managers.

It also identifies that using a standard classification scheme could allow the creation of a common database representing information over a large geographic area. One of the biggest obstacles to marine habitat conservation and management is the scarcity of data, which is due in part to the high costs of studying marine habitats. Enabling scientists and managers to integrate data from different habitat studies would be helpful to advance understanding of the marine environment. Improving the integration among studies would, by extension, enhance people's capacity to manage marine resources.

And finally, the report states that the issues raised in this report should be discussed in a venue that allows interaction across multiple sectors and stakeholders. Identifying common goals for classifying and mapping the Gulf of Maine can mitigate the inevitable questions and issues that will arise during habitat classification efforts. It is for this reason that the HCSC is starting to plan a workshop in cooperation with the Massachusetts office of Coastal Zone Management to bring managers and scientists/researchers together to discuss schemes and how to come up with the best approach for the Gulf of Maine. We have some excellent work sponsored by Mass CZM to build on for the workshop.

Submitted by Marianne Janowicz, Coastal and Marine Planner, NB Department of Environment and Local Government

July 2007 – June 2008 Contractors for the Gulf of Maine Council as of November 6, 2007

(short-term contracts are not listed)

Note: All contract end dates are June 30, 2008, unless stated otherwise below

Contractor	Contract End Date	Position	Funds
Cindy Krum		U.S. Association Executive Director	Indirect rate
Lori Hallett		U.S. Association Finance Assistant	Indirect rate
Michele Tremblay		Council Coordinator	Indirect rate, dues
Meg Gresh		Council Administrative Assistant	Indirect rate, dues
David Keeley		Policy Development/Fund Development	NOAA Dues
Maine State Planning Office (Jon Kachmar)		Habitat Restoration Project Coordinator	NMFS
Karin Hansen		Outreach Coordinator	NOAA Grants
Peter Taylor		Science Translation/Web Producer	NOAA Grants CICEET Dues
UNH (Steve Jones)		Gulfwatch Program Coordination	NOAA Grants
vacant		Environmental Monitoring Coordinator	NOAA Grants
Barbara Arter		Assistant to Gulfwatch Contaminants Monitoring Program	NOAA Grants
Lori Valigra		Gulf of Maine Times Editor	NOAA Grants
Sara Ellis		GOMMI	Davis NOAA/ Int. Alloc,
Jim Cradock		Web	NOAA Dues
Christine Tilburg	June 10, 2008	Indicators Coordinator	NOAA/ Int. Alloc. GeoConn EPA

Submitted by Cindy Krum, US Gulf of Maine Association



Department of Fisheries and Oceans Governance Review and HOTO Funding

Government of Canada announcement of funding to Fisheries and Oceans (DFO) for activities in the Gulf of Maine as part of the federal Oceans Prosperity Agenda. DFO is also seeking input from the GOMC WG regarding a meeting to review the document: “Overview of Current Governance in the Bay of Fundy/Gulf of Maine: Transboundary Collaborative Arrangements and Initiatives”.

Activity:

Michael Murphy, Regional Director, Oceans and Habitat Branch and David Duggan, Regional Manager, Oceans and Coastal Management Division of DFO will elaborate on an announcement made in November 2007 regarding funding for the Gulf of Maine to support our ongoing efforts there. These efforts will include the production of the Ecosystem Overview Report for the Gulf of Maine in partnership with NOAA.

A joint work plan was developed between the DFO and NOAA to advance the respective ocean action plans of each country. The document, “Overview of Current Governance in the Bay of Fundy/Gulf of Maine (BoF/GOM): Transboundary Collaborative Arrangements and Initiatives” has been prepared to summarize the current transboundary arrangements in Canadian and U.S. jurisdictions. A meeting is being planned for March, 2008 to discuss this document, identify gaps and next steps to advance a collaborative approach to ocean management in the BoF/GOM.

Action Requested:

DFO would appreciate input from the working group and the council to identify individuals and/or agencies that should be invited to a meeting to review the governance document.

This meeting could be held to coincide with the GOMC working group meetings in March, 2008. DFO seeks advice from the working group on the feasibility of convening this review adjacent to the March, 2008 working group meetings.

Submitted by Anita Hamilton, Department of Fisheries and Oceans

Securing resources to implement the 2008-09 work plan

ISSUE: The Council has a 5-year Action Plan that provides the strategic context for the priorities it will address. It is now developing a 2008-09 work plan. The challenge is securing the resources to implement the work plan that commences in July 2008.

BACKGROUND: The Council has released a thoughtful 5-year Action Plan that addresses three important issues. It is goal-oriented and is based on a logic-model process with desired outcomes. It represents the needs of three states, two provinces and five Canadian and US federal agencies.

STATUS: Council committees and GOMC contractors have prepared a draft 2008-09 work plan that contains over twenty-five activities that implement the 5-year Plan. (see www.gulfofmaine.org/meetings) The Council has determined that six of these are the highest priority. (see attached Work Plan at a Glance and table of priorities)

Action Plan Goals
Coastal and marine habitats are in a healthy, productive and resilient condition;

Environmental conditions in the Gulf of Maine support ecosystem and human health;

Coastal communities are vibrant and have marine dependent industries that are healthy and globally

Since the Council has no ongoing funding-stream for projects it needs to prepare competitive funding proposals. (The Council does collect \$120,000 in dues and uses these funds primarily to support internal Council functions.) Over the past few years the Council has received \$500,000+/year through competitive grants – largely from government sources in addition to US Congressional earmark.

FUNDING STRATEGIES: The Council's five-year plan focuses on three broad priorities. Councilors and the Working Group have discussed unrestricted (e.g., discretionary) and restricted (e.g., project specific) funding opportunities that seem to be the most promising/tangible to pursue. These are summarized below.

Strategy #1 -- Generate increased support from Council agencies

The fifteen provincial, state and federal agencies represented on the Council have a range of conservation, protection and development mandates in the coastal and marine environment. The Council seeks to accelerate and leverage complementary agency efforts to better respond to issues requiring a regional response.

Possible tactics

- Agencies "host and/or perform" Council tasks (e.g., provide web services, support laboratory analysis, provide communications staff, etc.)
- Agencies proactively identify *Requests for Proposals* and the Council pursues these competitive funding opportunities that align with tasks in the work plan (e.g., ACOA, NB Environmental Trust, Maine Outdoor Heritage Fund – "fisheries, wildlife and habitat conservation", federal agency RFPs, etc.)
- Continue to seek discretionary funding (e.g., earmarks, internal funds, etc.)
- Support legislative efforts in the US Congress that enable regional ocean governance initiatives
- Increase the number of agencies participating in Council activities and leverage their resources

Strategy #2 -- Engage foundations and other non-profits with missions that align with the work plan

Presently non-profit organizations participate on the Council and through a number of its committees. Their work is valued, we share leadership and together we accelerate implementation of the annual work plan.



Possible tactics

- GOMC representatives continue to engage non-profits pursuing tasks and/or interests similar to the Council's to leverage their work (e.g., TNC ecological assessment, WWF seascapes, Biodiversity.org, GoMOOS, COMPASS, etc.)
- Identify 7-10 foundations that support issues in the work plan and that accept unsolicited proposals.¹ GOMC representatives draw on personal connections. Committees refine partnerships, prepare and submit competitive proposals.
- Cultivate ongoing relationships with 2-3 foundations with a demonstrated interest in the GOM and supportive of GOMC priorities.²

Strategy #3 – Engage businesses that have a demonstrated interest in Council priorities

The Council views the leaders of marine-dependent and other industries as key decision-makers in ensuring a healthy and productive Gulf of Maine. It values and needs their active participation.

Possible tactics

- Refine concept of a “contributing sponsors” program in support of the Council's communications infrastructure and enhanced dissemination of information to decision-makers on key issues in the Gulf of Maine
- Identify and engage companies that have a demonstrated interest in Council priorities to learn of partnering opportunities
- Prepare funding proposals responsive to shared Council and business community priorities

Submitted by David Keeley, Policy and Development Coordinator

¹ Davis Conservation, Oak Foundation, Henry P Kendall, Irving Oil, National Fish and Wildlife Foundation, Sewall Foundation, Island Foundation, Gordon and Betty Moore Foundation, etc.

² Gordon & Betty Moore, Pew Foundation, etc.

The Draft July 2008 through June 2009 Work Plan is a compilation of activities created by the Council's committees (posted as separate document with the briefing materials). It will be discussed at the December Working Group meeting and Council meetings. The activities are tied to the Council's five-year *Action Plan* and advance the Plan's stated outcomes. A final version of this work plan will be presented for approval to the Council at its June 2008 meeting.

Affirm Council Roles

The Council's Terms of Reference identifies three primary roles:

- a. Facilitators of integrated watershed, coastal and ocean management – The Council fosters an ecosystem-based management approach. It works to ensure decision-makers possess the necessary information to manage human effects on the ecosystem, to preserve ecological integrity and to sustain economically and socially healthy human communities.
- b. Enable the region's governments be more effective stewards – By working together in a regional forum the states, provinces and federal agencies learn from each other, try new approaches and as a result are better stewards of the resources they are legally responsible for.
- c. Sustain strong partnerships – The Council works to be an effective partner and build the capacity of local and regional organizations that are addressing issues of regional concern.

Fund development will focus on Signature/Priority Work Plan activities

While all of these activities are important, Management and Finance recommends that the following programs and services, previously identified by the Council as signature/priority, be the focus of our fund development work over the next six months:

- Ecosystem Indicators Partnership (ESIP)
- Gulf of Maine Mapping Initiative (GOMMI)
- Habitat Restoration Partnership Grant Program
- Gulfwatch
- *Gulf of Maine Times*
- Website/Information Technology Support
- Outreach
- Action Plan Grants (this is a priority/signature activity yet will not be a focus of fund development)

Note: Climate Change was identified as a priority and it is a cross cutting activity that is included in many of the activities listed above. Fund development will not be done specifically on this activity.

Estimated Incoming Funds for July, 2008 through June, 2009 as of November 30, 2007

Listed in US dollars unless otherwise noted

Activity	Funding Source	Amount
Restoration Grant Program	NOAA/National Marine Fisheries Service	\$400,000
Climate Change, Gulfwatch, ESIP, Outreach	Environment Canada	*79,500
Fully or partially fund the following: Secretariat, Policy Development/Council Advisor, <i>Gulf of Maine Times</i> , Web page/Technology Support, Fund Development	GOMC Dues	120,000
Technology Support	EPA Grant through New Hampshire DES (Exchanging Environmental Data for the Gulf of Maine)	19,200
Environmental Monitoring, Action Plan Grants	Remaining NOAA 06 funds (extension end-date is September 30, 2008)	30,000

*Canadian currency

Progress on 18 month Work Plan (January 2007 – June 2008)

An eighteen-month work plan activity report will be presented to the Council at its June 2008 meeting. The Council Coordinator has designed an online reporting tool for the 2007-2012 Action Plan. The Council's committees and subcommittees will use the database to report on their work plan activities so that Councilors and visitors to GulfofMaine.org can view progress through a relational database.

Prepared by Cynthia Krum, US Gulf of Maine Association and Michele Tremblay, Council Coordinator



On-line Excerpts about Fundraising

Fundraising Consultants Network -- Our goal is to provide under-resourced nonprofits in the New York City area with very affordable “starter-services” that can help your organization evaluate, design and expand its base of financial support. Our services cost from \$100 to \$1,500. We have joined together to bring our skills and experience to organizations that need highly skilled and specific help, but who can afford only modest fees.

www.fundraisingconsultants.net

Service	Description	Price	Deliverables	Useful for nonprofits that:
Foundation Proposal Review	Review of one foundation grant proposal already completed by your organization.	\$300	<ul style="list-style-type: none"> • Revised version with minor changes. • Recommendations for major changes and/or additions. 	<p>Have not yet submitted a proposal.</p> <p>Have unsuccessfully submitted a proposal.</p>
RFP Outline or Proposal Editing	Creating an outline for a proposal for funding, or editing an existing proposal.	\$1,000	<ul style="list-style-type: none"> • Full outline of a proposal or edited version of an existing proposal. 	Have staff who can write a proposal, but are not experienced with government RFPs
Foundation or Corporate Grant Proposal	Application for a specific foundation grant .	\$800 to \$1,500	<ul style="list-style-type: none"> • One complete application with all attachments. 	<p>Are new to foundation fundraising.</p> <p>Have basic documents such as program descriptions, budgets.</p> <p>Note: Price determined by complexity of proposal</p>

Paying Consultants

There are no standards or guidelines for how much to pay a consultant. Most consultants charge by the day or by the hour, but some charge by the job. The daily rate is less per hour than the hourly rate, and several days is less per day than one day. Consultants also charge for all their expenses: hotels, meals, telephone, photocopy, and travel are the most common.

Hiring a Fundraising Consultant
Grassroots Funding Journal
June, 1999

<http://www.nhi.org/online/issues/97/fundraising.html>



Association for Fundraising Professionals Code of Ethical Principles: Compensation

16. Members shall not accept compensation that is based on a percentage of contributions; nor shall they accept finder's fees.

17. Members may accept performance-based compensation, such as bonuses, provided such bonuses are in accord with prevailing practices within the members' own organizations, and are not based on a percentage of contributions.

18. Members shall not pay finder's fees, or commissions or percentage compensation based on contributions, and shall take care to discourage their organizations from making such payments.

Association for Fundraising Professionals
http://www.afpnet.org/ka/ka-3.cfm?content_item_id=1068&folder_id=897

Submitted by David Keeley, Policy and Development Coordinator



July 2008 to July 2009 GOMC Funding Priorities (Draft)

Title	Outcomes	Deliverables/Results	Amount
Ecosystem Indicators & State of the Environment Reporting	<ul style="list-style-type: none"> ▪ Increase coastal lawmakers' knowledge about how to minimize adverse effects of land-based activities on the coastal environment. ▪ Increase understanding of coastal lawmakers, decision-makers and managers working at the Gulf of Maine scale about how to apply ecosystem-based management to conserve and protect GOM habitats and resources. ▪ Coastal lawmakers have increased knowledge about the need to reduce releases of priority pollutants that may affect the Gulf of Maine. 	<ul style="list-style-type: none"> ▪ Gulf-wide information on the status and trends of contaminants, nutrients, coastal development, climate change, aquatic habitats, and fisheries. ▪ Communications initiative targeted at federal and state/provincial coastal lawmakers; public and private decision-makers; and public, private and non-profit managers about environmental conditions and public health effects ▪ <i>State of the Environment</i> type materials for public, private and non-profit participants for the 2009 Gulf of Maine Summit 	<p>Cash Available: \$ In-kind Support: \$TBD Funding Required \$123,360</p> <p>Note: Expenses for 2004 Summit was \$165,000</p>
Gulf of Maine Mapping Initiative	<ul style="list-style-type: none"> ▪ Government and non-profit sources are aware of the need to provide funding for seafloor mapping of the Gulf of Maine. ▪ Public agencies and non-government organizations have technical and financial capacity to undertake seafloor mapping of the Gulf of Maine annually. ▪ Managers and stakeholders will have seafloor maps of the entire Gulf of Maine for use in maintaining a healthy, productive ecosystem. 	<ul style="list-style-type: none"> ▪ Public, non-profit and business testimonials on the need for seafloor maps ▪ Preliminary habitat maps of Cashes Ledge disseminated to managers and interested public ▪ Communication materials on the need for and progress in creating seafloor maps ▪ New US federal position and support to implement GOMMI 	<p>Cash Available \$ In-kind Support \$TBD Funding Required \$47,100</p> <p>Note:</p> <ol style="list-style-type: none"> 1. Funding only needed if federal position is not funded. 2. Logistical and financial support for fieldwork, data analyses, production of maps and reports are not contained above



<p>Habitat Restoration Grant Program</p>	<ul style="list-style-type: none"> ▪ Impaired regionally significant coastal habitats (RSCH) support the desired functions and values of those habitats. ▪ Increase in local, non-profit and corporate funding that is used to leverage federal funds for the restoration of regionally significant coastal habitats on public and private lands. 	<ul style="list-style-type: none"> ▪ 10-15 on-the-ground habitat restoration projects completed and desired resource functions and values restored 	<p>Cash Available \$400,000 In-kind Support \$TBD Funding Required \$37,000</p>
<p>Gulfwatch Contaminants Monitoring Program</p>	<ul style="list-style-type: none"> ▪ Coastal lawmakers have increased knowledge about the need to reduce releases of priority pollutants that may affect the Gulf of Maine. 	<ul style="list-style-type: none"> ▪ Field sampling, sample processing (e.g., inorganic (metals) & organic (PCBs, PAHs, Pesticides) laboratory analysis performed ▪ Statistical analyses and synthesis report of Gulfwatch data prepared & disseminated ▪ Proposal for expanded contaminants monitoring written and disseminated to funders 	<p>Cash Available \$ In-kind Support \$TBD Funding Required \$224,000</p>
<p>Communicating about Gulf-wide issues</p> <ul style="list-style-type: none"> ➤ Gulf of Maine Times ➤ Web resources ➤ Outreach Services 	<ul style="list-style-type: none"> ▪ Coastal lawmakers, decision-makers, managers, Gulf residents marine-dependent industries and the science community have an increased understanding and access to resources about the Gulf of Maine 	<ul style="list-style-type: none"> ▪ Three on-line editions of the Times distributed to 10,000 readers ▪ A dynamic website that is an information clearinghouse on the Gulf of Maine ▪ Effective communication about Gulf-wide issues and Council activities with target audiences 	<p>Cash Available \$ In-kind Support \$TBD Funding Required \$50,000 Cash Available \$ In-kind Support \$TBD Funding Required \$19,000 Cash Available \$ In-kind Support \$ Funding Required \$24,500</p>
<p>Action Plan Grant Program</p>	<ul style="list-style-type: none"> ▪ Municipalities, non-profits and schools have increased their capacity to perform work activities that implement the Council's 5-year Action Plan 	<ul style="list-style-type: none"> ▪ Locally relevant projects that address gulf-wide issues are addressed 	<p>Cash Available \$0 In-kind Support \$TBD Funding Required \$100,000</p>



DRAFT Allocation of Dues & Annual Contributions (11/6/07)

Core Activities	2007-2008	2008-2009					
	Budgeted	A	B	C	D	E	F
Primary Support		Coordination & Meetings	Coordination, Web Support & Fund Development	GOMT & Web Support	Council Advisor	Council Advisor & Outreach	Balanced = Coordination, Council Advisor, Fund Development & Base Outreach
Council Coordinator	\$46,887	\$47,000	\$47,000	\$20,000 ⁽³⁾	\$30,000 ⁽³⁾	\$25,000 ⁽³⁾	\$40,000 ⁽³⁾
Administrative Assistant	\$19,880	\$15,000	\$0	\$0	\$0	\$0	\$0
Meeting Costs							
Framing (\$1,500)	\$14,220	\$10,000	\$10,000	\$10,000	\$7,000 ⁽⁶⁾	\$7,000 ⁽⁶⁾	\$7,000 ⁽⁶⁾
Conference Call Line (\$1,320)							
Policy Development/Council Advisor	\$42,864	\$0	\$0	\$10,000 ⁽³⁾	\$40,000	\$35,000	\$20,000
Gulf of Maine Times	\$82,780	\$0 ⁽¹⁾	\$0 ⁽¹⁾	\$45,000 ⁽⁴⁾	\$0 ⁽⁷⁾	\$50,000	\$35,000 ^(2,4,7)
Web Page/Technology Support	\$57,111	\$25,000 ⁽²⁾	\$30,000 ⁽²⁾	\$35,000 ⁽⁴⁾	\$30,000 ⁽²⁾	\$15,000	\$18,000
Fund Development	\$20,775	\$25,000	\$30,000	\$0 ⁽⁹⁾	?? ⁽⁸⁾	\$15,000	\$18,000
TOTAL	\$284,517	\$122,000	\$117,000	\$120,000	\$107,000+	\$132,000	\$120,000

- A, B M&F recommendation for Oct. WG meeting.
- C Result of closed discussion at Oct. WG meeting. NS and NH, the next 2 Secretariats, were absent from this discussion.
- D Executive M&F call on 10/25.
- E M&F call on 10/29.
- F **DRAFT recommendation for Secretariat feedback.**

- (1) No GOMT in print or online.
- (2) Dues used for maintenance. Project funds assessed for development.
- (3) Evaluate and modify scope. Requires additional jurisdictional support/staff time during Secretariat year.
- (4) Requires additional outside funds.
- (5) Professional fundraiser paid based on funds raised?
- (6) Reserve free meeting rooms, secure in kind conference call service through one of the jurisdictions, and explore lower cost awards.
- (7) Evaluate subscriptions, consider memberships/contributors, and identify corporate sponsor.
- (8) Identify base fee for fundraiser from the Association of Professional Fundraisers (APF).

- Additional comments**
- Need organizational review
 - Council development (board development)



Action: Management and Finance, without the contractors, will discuss revisiting the scopes for the council coordinator and administrative assistant, and also the policy development position. They will also discuss the merits of the Gulf of Maine Times and web page as the key means of communicating and loaning credibility to the organization. Management and Finance will explore the option of a fund raising development contractor that would receive compensation based on the amount of funds raised. Susan Russell-Robinson will be included in this discussion. The results of these calls will be presented at the December meeting.



Option analysis

Q: How does each option relate to Council’s stated roles?

Id. Roles of the Council

The Gulf of Maine Council has five primary roles in its focus on the health of the Gulf of Maine:

1. *Convening partners*
2. *marshaling resources and deciding how best they should be used to further the council's mission*
3. *coordinating parties of interest*
4. *in a limited fashion, executing projects*
5. *educating/raising consciousness*

Option A – \$122k

In this option 60% of the funds are for meetings, CC and AA. This is clearly a focus on *convening partners*. The remaining funds are for *education* (website) and *marshaling resources* (fund development). Although not a priority under Option A, *coordinating parties of interest* and *executing projects* could occur via meetings, webpage, and fund development.

[Secretariat note: \$62k for assistance in meeting preparation and implementation and day-to-day running of the Council, and \$10k for meetings.]

Council Role	%
<i>Convening partners</i>	60
<i>Marshaling resources</i>	20
<i>Coordinating parties of interest</i>	0
<i>Executing projects</i>	0
<i>Educating</i>	20

Option B – \$117k

This is a similar emphasis on *convening partners* as in Option A with 50% of the funds for meetings and CC, but has more resources *educating* through the webpage and *marshaling resources* through the fund development position.

[Secretariat note: \$47k for assistance in meeting preparation and implementation and day-to-day running of the Council, and \$10k for meetings.]

Council Role	%
<i>Convening partners</i>	50
<i>Marshaling resources</i>	25
<i>Coordinating parties of interest</i>	0
<i>Executing projects</i>	0
<i>Educating</i>	25



Option C – \$120k

Here the focus is primarily on *educating* through the web page and Gulf of Maine Times. There will be some funds to help with meetings and *convening partners* and a bit of time for *coordinating parties of interest* through policy development.

[Secretariat note: Only \$20k for assistance in meeting preparation and implementation and day-to-day running of the Council, and \$10k for meetings.]

Council Role	%
<i>Convening partners</i>	25
<i>Marshaling resources</i>	0
<i>Coordinating parties of interest</i>	10
<i>Executing projects</i>	0
<i>Educating</i>	65

Option D – \$107k

Here there is a stronger focus on *coordinating parties of interest* through policy development. An equal amount of funding is allocated to *convening partners* and *educating* via the web page.

[Secretariat note: \$30k for assistance in meeting preparation and implementation day-to-day running of the Council, and only \$7k for meetings.]

Council Role	%
<i>Convening partners</i>	35
<i>Marshaling resources</i>	0
<i>Coordinating parties of interest</i>	35
<i>Executing projects</i>	0
<i>Educating</i>	30

Option E – \$132k

Here there is a stronger focus on educating through the webpage and Times. Equal resources provided to *coordinating parties of interest* and *convening partners*, with some funds for *marshaling resources*.

[Secretariat note: Only \$25k for assistance in meeting preparation and implementation and day-to-day running of the Council, and only \$7k for meetings.]

Council Role	%
<i>Convening partners</i>	25
<i>Marshaling resources</i>	10
<i>Coordinating parties of interest</i>	25
<i>Executing projects</i>	0
<i>Educating</i>	40



Option F – \$120k

Here there is a focus on *convening partners* and *educating*. Some funding for *coordinating parties* and *marshalling resources*.

[Secretariat note: \$40k for assistance in meeting preparation and implementation day-to-day running of the Council, and only \$7k for meetings.]

Council Role	%
<i>Convening partners</i>	40
<i>Marshaling resources</i>	15
<i>Coordinating parties of interest</i>	15
<i>Executing projects</i>	0
<i>Educating</i>	35

QUESTIONS

What is our target budget? Presently, options range from \$107k-\$132k.

How do we address Council's need for financial accounting, a role currently filled by the US Association through indirect fees? What if the grant funding dries up completely? Council will still need an accountant/auditor. How will Council meet this need?

Conclusions from NS 08/09 and NH 09/10 Secretariats:

- **Convening partners is, and should remain, the primary role of Council. This means that regular meetings and day-to-day operation of Council are critical.**
- **Not unlike other secretariat years, both NS and NH will require significant support to effectively run Council.**
- **NS and NH are not comfortable with Options C, D, and E as they put too much pressure on the secretariat and move too far away from the convening role of the council.**
- **Under all options, given the lower levels of funding, the current job descriptions for the Council Coordinator, Administrative Assistant and Policy and Funding Development positions may need to change significantly.**
- **NS and NH Secretariats may be able to provide some of the AA services in-house.**

Submitted by Julia Knisel, MA Office of Coastal Zone Management and Working Group Chair

Project Evaluation 2007 - 2008:

Team Members:

Ann Rodney: Chair

Betsy Nicholson, Jane Spavold Tims, Michele L. Tremblay, Sacheen Tavares-Leighton, Adrienne Harrison, David Keeley, and Cindy Krum

In the spring of 2007 the Gulf of Maine Council distributed a Request of Proposals to hire a contractor to develop an evaluation strategy and to evaluate selected Gulf of Maine projects. The team reviewed the applications and conducted three phone interviews and hired Eastern Research Group, Inc. Eastern Research Group has ten years of experience in the evaluation field.

A ten month work-plan was developed and includes two major deliverables; an over all strategy for tracking the Council's progress toward attaining the desired outcomes stated in the 2007-2012 Action Plan, and identifies 3-5 activities from the 18 month work plan to be measured and evaluated.

The team has bi-monthly conference calls to discuss the possible activities to evaluate. First we developed screening criteria to be used to narrow the field for discussion on what activities we wanted to evaluate. Examples of the criteria were Signature Activity, Fund Development, Leadership, Available data.

The various criteria was applied to the 25 activities under Goal 1 – *Coastal and marine habitats are in a healthy, productive, and resilient condition*; the five activities under Goal 2 – *Environmental conditions in the Gulf of Maine support ecosystem and human health*; and the six activities under Goal 3 – *Gulf of Maine coastal communities are vibrant and have marine-dependent industries that are healthy and globally competitive*.

The short list of activities that floated to the top are:

Goal 1.1 - Continue to administer Habitat Restoration Partnership grants. (Habitat)

Goal 1.8 – Implement the Council's *Strategy for the Gulf of Maine Ecosystem Indicators and State of the Environment Reporting* (ESIP)

Goal 2.2 - Continue to conduct the Gulfwatch program, integrating recommendations from the scientific program review.

Communications in some form.

The logic model formed the basis for our discussion and it came to the team's attention that getting from the activities we are currently doing to the short-term outcomes in the logic model that we needed to develop bridges because the short-term outcomes were not "short enough". Various members of the team developed draft bridges. These bridges are under review.

ERG has developed a draft strategy which we received on Weds. November 28th, this is also under review.

Submitted by Ann Rodney, US Environmental Protection Agency and GOMC Evaluation Team leader

Industry Engagement

Issue

Council will discuss and provide direction on how it can increase industry interest and involvement.

Background

- In its most recent Action Plan, Council committed to strengthening “Goal 3” which focuses on sustainable industries and communities.
- A Sustainable Industries and Communities Committee (SICC) was formed and several actions were identified in the 5-year Action Plan.
- Under Goal 3, Council’s priority in 07-08 was to understand what barriers and opportunities exist for the Council to better engage marine industry sectors.
- MRAG Americas Inc. 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 Council.

Discussion

- Jennie Harrington and Jill Swasey of MRAG Americas will present their findings to Council and share their recommendations on next steps for Council.
- Justin Huston and Liz Hertz, SICC co-chairs, will lead the Council in a discussion about its interest and role in engaging industry.

Action Requested

Based on the outcomes of Council’s discussion, Council will be requested provide direction on where the SICC should focus Council’s time and resources in industry engagement.

Submitted by SICC Co-chairs: Liz Hertz, Maine State Planning Office and Justin Huston, NS Fisheries and Aquaculture

Stream Barrier Removal Monitoring Guide

Mathias Collins¹, Kevin Lucey², Beth Lambert³, Jon Kachmar⁴,
James Turek¹, Eric Hutchins¹, Tim Purinton³, and David Neills⁵

¹NOAA Restoration Center, ²New Hampshire Coastal Program, ³Massachusetts Riverways Program,
⁴Maine Coastal Program, ⁵New Hampshire Department of Environmental Services

I. ABSTRACT

Across the Gulf of Maine watershed, agencies, nongovernmental organizations, and private parties are removing dams and replacing culverts to restore stream processes and fish passage. Significant resources are invested in these stream barrier removal projects, but monitoring the outcomes of the projects usually has not been a priority. The lack of standardized monitoring information for stream barrier removal projects in the Gulf of Maine watershed mirrors a lack of river restoration monitoring nationwide and limits both the ability to document project success and learn from past experiences. The Gulf of Maine Council on the Marine Environment (GOMC) River Restoration Monitoring Steering Committee (Steering Committee) is addressing the need for consistent stream barrier removal monitoring. It has developed a framework of monitoring parameters that can be used for stream barrier removal projects throughout the Gulf of Maine watershed. The watershed covers approximately 70,000 square miles encompassing all of the state of Maine and portions of New Hampshire, Massachusetts, Nova Scotia, New Brunswick, and Quebec.

In June 2006, the Steering Committee convened a Stream Barrier Removal Monitoring Workshop to gather input on stream barrier removal monitoring from more than 70 natural resource scientists, resource managers, and watershed restoration practitioners. Structured breakout and plenary sessions generated priority lists of monitoring parameters specific to barrier removal in the Gulf of Maine watershed. The prioritized lists, the Steering Committee selected eight parameters that, when analyzed collectively, expected to provide valuable data that will characterize adequately the physical, chemical, and biological response of a given stream to a barrier removal.

These eight parameters, referred to in this document as **critical monitoring parameters**, include monumented cross-sections; longitudinal stream profile; bed sediment grain size distribution; photo stations; water quality; riparian plant community structure; macroinvertebrates; and fish passage assessment. This Stream Barrier Removal Monitoring Guide (Monitoring Guide) presents detailed methods for each the critical monitoring parameters except for macroinvertebrate and fish passage assessment. Because considerable variability associated with assessing biological parameters, only general guidance here. The Monitoring Guide also presents important additional monitoring parameters that practitioners may choose to use on a case-by-case basis.

Ecosystem Indicator Partnership

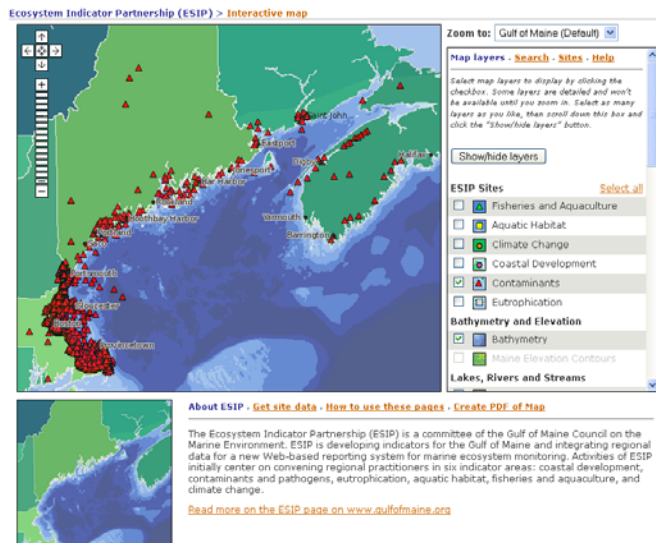
Background: Development of indicators of ecosystem health and state of the Environment reporting are priorities in the Action Plan and in the Council's 18-month plan. The Ecosystem Indicator Partnership (ESIP) is composed of approximately 100 volunteer members from 70 different agencies, universities, and organizations. Members are working to identify priority indicators in six areas: Aquatic Habitat, Fisheries/Aquaculture, Climate Change, Contaminants, Coastal Development, and Eutrophication.

Recent Progress:

- ESIP members are using an online collaboration tool to accomplish the majority of work on determining priority indicators. This tool can be seen at www.gulfofmaine.org/esiplanning. Comment and edit rights are password protected. However, documents are downloadable from the webpage and Council members are encouraged to look through call summaries and indicator work.

Specific Subcommittee Work:

- Climate Change: Conference Call on 10/16/07 and scheduled for 2nd week in December. Indicator matrix is in final organization and indicator search narrowed down.
 - Coastal Development: Conference Calls on 8/27/07, 9/28/07, 10/31/07, and 11/30/07. Indicator matrix is being utilized for indicator search.
 - Contaminants: Conference Calls on 10/17/07 and 11/30/07. Indicator search focused down to two indicators.
 - Eutrophication: Conference Call on 10/1/07 and 11/28/07. Indicator matrix is in final organization and indicator search narrowed down.
 - Fisheries and Aquaculture: Conference call scheduled for mid-December.
 - Aquatic Habitats: Indicators selected.
- ESIP Monitoring Map was revised and released to ESIP webpage in July 2007. Web usage immediately increased and positive feedback has been received. The new mapping tool can be seen at www.gulfofmaine.org/esip/map. Both the Monitoring Map and developing Indicator Reporting Tool were recently presented at two international meetings (Ocean Biodiversity Informatics 2007 and Estuarine Research Federation 2007).



Screen shot of newly revised ESIP Monitoring Map

- Due to increased exposure to scientists in the region and active membership and activity by the Subcommittees, it is time to start thinking about how to present ESIP webtools and indicator work to the coastal lawmakers/legislators the Action-Plan defined target audience for ESIP products.

Action needed by Council members: Clear guidance is needed on which legislators ESIP should be contacting to demonstrate ESIP products.



ESIP Subcommittee Progress: ESIP's subcommittees have made significant progress towards the goal of identifying priority indicators. In addition, the Action Plan grant awarded to the Saco River Corridor Commission has begun. Data discovery for the coastal development group will be largely done by the Action Plan Grant contractor in two phases. Work on the first phase (focus on point-sources and density/land use changes) has commenced.

Subcommittee	Audience Defined	Conference Calls	Work Commenced via ESIP Planning Webpage (www.gulfofmaine.org/esiplanning)	Indicators Selected
Aquatic Habitats	Yes	Work completed	Work Completed	Yes Extent of eelgrass Tidal Restriction Number and Locations
Climate Change	Yes	10/16/07, December call scheduled	Active (www.../subcommittees/climatechange)	
Coastal Development	Yes	8/27/07, 9/28/07/ 10/31/07, 11/30/07	Active (www.../subcommittees/coastaldevelopment)	
Contaminants	Yes	10/17/07 and 11/30/07	Active (www.../subcommittees/contaminants)	
Eutrophication	Yes	10/01/07 and 11/28/07	Active (www.../subcommittees/eutrophication)	
Fisheries/Aquaculture	Yes	Scheduled December	Commenced (www.../subcommittees/fisheriesandaquaculture)	

Due to ESIP's cross-cutting nature with other committees and subcommittees in the Council, ESIP would like to fine tune the 2008-2009 Work Plan with particular attention paid to interactions with other Council activities.

Action Needed: Comments and assistance are requested from the Working Group to finalize the ESIP 2008-2009 Work Plan. Importance in the Working Group setting will be placed on interactions and cooperation with other Council subcommittees.

Submitted by Susan Russell-Robinson, US Department of Interior - US Geological Survey; Anita Hamilton Department of Fisheries and Oceans; and Christine Tilburg, ESIP Program Manager

Regional Ocean Governance: Integrating regional and sub-regional efforts

Background

Each country has produced analyses in the past few years (e.g., US Commission on Ocean Policy, Canada's Oceans Action Plan, and Pew Oceans Commission) that identify a wide range of existing coastal and ocean programs and call for enhanced integration among these initiatives. (This integration could include administrative amendments, refocused priorities, improved coordination, and consolidation of complimentary programs.)

The Gulf of Maine and surrounding region is rich with coastal and ocean initiatives that focus on small embayments to larger sub-regional efforts (e.g., ACAP, NEP, NERR, etc.) and regional programs. Some of these are described in the attached table. There is a growing recognition, fueled in part by dwindling budgets and overlapping personnel, that there are important efficiencies that may accrue by taking a fresh look at the many institutional mechanisms we have in place and their interactions.

Status

In December, the Working Group and Council will begin to explore this matter by:

- Developing a more thorough understanding of existing regional coastal and ocean programs (including a brainstorming of programs not contained in the attached);
- Identifying areas of overlap and redundancy amongst these efforts;
- Reviewing ways to strengthen the integration of the Council's work with complimentary efforts (e.g., shared issues, scope, and scale) through strategic partnerships, agreements, consolidation, etc.;
- Identifying Council activities that would be better performed by other organizations, and activities that do not contribute to regional ocean governance and should be eliminated; And
- Identifying desired outcomes for the Council's discussion.

The Working Group will commence this discussion on December 5th and report-out their results to the Council on the 6th. The Council will consider and expand on this report-out.

Regional Ocean Governance in New England – Canadian Maritimes

Part I. US, CA and Bi-national Initiatives

Organizations	Member Agencies	Mission	Priorities
NEGC-ECP Oceans Working Committee	Six NE states and five maritime provinces	To make recommendations to the Governors and Premiers on all practical means to expand and enhance regional efforts on all oceans related issues	<ul style="list-style-type: none"> ▪ Oceans and marine R&D ▪ Technology transfer ▪ Education ▪ Sustainable development ▪ Exploration
NROC - Northeast Regional Ocean Council (US)	Six NE states and six SIMOR designated US federal agencies	To assist the region's Governors identify coastal and ocean management priorities that require a coordinated regional response and to foster collaboration that effectively addresses these issues.	<ul style="list-style-type: none"> ▪ Ocean ecosystem health ▪ Coastal hazards ▪ Ocean Energy planning & man ▪ Maritime security
Gulf of Maine Council (CA – US)	Three NE states & two provinces, five US/CA federal agencies	To maintain and enhance environmental quality in the GOM and to allow for sustainable resource use by existing & future generations	<ul style="list-style-type: none"> ▪ Coastal & marine habitats ▪ Contaminants in the foodchain ▪ Vibrant coastal communities
Southern New England – NY Council (US)	MA, RI, CT, NY, NOAA, DOI, EPA	To create a forum for southern NE states to collaborate on common issues and to serve as a sub-regional counterpart to GOMC in its interaction with NROC.	<ul style="list-style-type: none"> • Coastal hazards
Canadians Oceans Task Group (CA), under the umbrella of the Canadian Council of Fisheries and Aquaculture Ministers (CCFAM)	New Brunswick, Nova Scotia , Newfoundland, Prince Edward Island, British Columbia, Northwest Territories, Nunavut	To ensure healthy, safe and prosperous oceans for the benefit of current and future generations of Canadians.	<p>Health of the Oceans component of the National Water Strategy</p> <ul style="list-style-type: none"> ▪ Increase the scientific and consultative work being carried out to advance a network of marine protected areas ▪ Enhance our pollution prevention and response measures through improved surveillance, enforcement and containment ▪ Provide collaborative opportunities with our partners on ocean and trans-boundary water matters

Northeast Coastal Ocean Observing (NERACOOS)	Six NE states & one maritime province; academia, end-users, industry and non-profits	To develop and implement a coastal ocean observing system that engages users and integrates observing/monitoring, modeling and forecasting activities	<ul style="list-style-type: none"> ▪ Coordinate observing systems ▪ Produce products & services for end users ▪ Promote public-private interaction
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Part II. Sub-regional Initiatives

Organizations	Member Agencies	Mission	Priorities
Mass Ocean Partnership Fund	Three state agency representatives and four academic/non-profit representatives on Steering Committee (Strategic Planning Group and Science & Technical Committee have additional representatives)	A public-private partnership created to support and advance ecosystem-based integrated multi-use management of the Commonwealth's coastal ocean resources.	<ul style="list-style-type: none"> ▪ Facilitate collaboration and problem solving on tough issues among diverse stakeholders ▪ Foster effective integration of science and management, including improving the accessibility and synthesis of information and identifying options for ocean management ▪ Leverage financial, information and human resources.
Stellwagen Bank NMS	NOAA plus Sanctuary Advisory Council (15 non-government and 6 government reps)	To conserve, protect and enhance the biological diversity, ecological integrity and cultural legacy of the sanctuary while facilitating compatible use.	<ul style="list-style-type: none"> ▪ Education ▪ Science ▪ Maritime Heritage ▪ Resource Protection
Southwest NB Marine Initiative	Public, non-profit, private and first nations (Planning Process Committee)	To sustain the health of the Bay of Fundy ecosystem while realizing the social and economic benefits which can derive from activities in the marine environment present significant challenges for interests in the Bay of Fundy.	<p>Management Plan</p> <ul style="list-style-type: none"> ▪ Goals for current and future marine activities ▪ Allowed activities and development in particular areas ▪ Process for managing permitted activities ▪ Process for amending the management plan
Eastern Scotian Shelf Integrated Management Initiative	Fisheries and Oceans Canada (led and facilitated) & Fed-Pro Working Group	To develop and implement an Integrated Ocean Management Plan for the Eastern Scotian Shelf	<ul style="list-style-type: none"> ▪ Collaborative Governance and Integrated Management ▪ Sustainable Human Use ▪ Healthy Ecosystems



Initial Assessment

Organizational

1. There are three bi-national (Oceans Working Committee, Gulf of Maine Council and NERACOOS) organizations.
2. State fisheries and coastal management programs are engaged in seven of ten of these efforts.
3. Provincial fisheries and environmental agencies are engaged in five of these efforts.
4. Four of these efforts were established by the Governors and Premiers.

Geography and content

1. The geographic scope of these efforts range from wholly within a state/province to encompassing a region from Newfoundland/Labrador to Long Island Sound.
2. While the focus of each effort is on coasts and oceans, the range of issues addressed and the level of detail is highly variable.
3. No cooperative agreements exist between one or more of these efforts that clarify relationships and establish efficiencies.

Materials for Councilor EBM Work Session

Session Materials

Updated EBM Matrix (Stephenson)

What are coastal and marine ecosystem services

Summary of interviews (Environmental Law Institute)

Overview of Massachusetts Ocean Partnership Fund 5-phase EBM initiative

Group #1: Partnering to create a framework for ecosystem-based management

Background: In June 2007 the Council convened a session at their meeting that focused on a conceptual and operational framework for EBM. (Rob Stephenson with DFO presented this framework). Since then public, non-profit, and private sector interests in Massachusetts have organized to raise funds and pursue development of an EBM framework for the Commonwealth's marine waters. (The Mass Ocean Partnership Fund (MOPF) is funded to pursue a five-phase process that will use the DFO framework as a starting point. see below)

The work proposed by MOPF would likely be transferable to the entire Gulf of Maine region and is consistent with the Action Plan and the draft Council work plan. Thus how might the Council leverage the MOPF effort?

Work Group Instructions

The group will consider the following questions and present recommendations to the full Council during the report-out session.

1. As a threshold question, does the Council want to engage with others in developing a conceptual and operational EBM framework for the Gulf of Maine? Does it want to be an equal participant, involved in selected tasks or an observer?
2. How might the Council participate?
 - a. Roles for individual Council agencies (e.g., contribute staff to participate as advisors and/or as worker bees, provide funds, provide access to data/information, help with logistics, etc.)
 - b. Roles for the Council as an entity (e.g., provide contractor support, write proposals, manage funds, organize workshops/outreach, etc.)
3. Over the next 6-months what are the 2-3 key next steps for the Council to pursue? For example, each jurisdiction could identify a specific EBM project they want and together approach funders for support. In the US these projects might position the region to prepare for pending federal regional ocean governance requirements such as the development of a strategic plan.

Group #2: Council role(s) in promoting interaction among practitioners through an EBM learning network

The Council is partnering to develop an online EBM Toolkit for the Gulf of Maine. It will make existing EBM tools more accessible and respond to coastal managers evolving needs. Possible elements include:

- Dynamic information about what various groups are doing related to EBM in the region through such tools as web casting, interactive video conferencing, etc.;
- One-stop shopping for EBM tools such as web-based visualization and decision-support tools, data integration techniques, watershed point and non-point source assessments, communication methods, and mass-loadings, data synthesis tools specific to the Gulf of Maine that provide monitoring and observing data products that are useful to managers and linkages to others (e.g., EBM Tools Network, etc.);
- An evolving set of Gulf of Maine case studies of EBM activities that showcase innovation;
- Facilitated discussions for EBM practitioners in the Gulf of Maine where questions can be posed and responses obtained;
- Documentation of principles for EBM in the Gulf of Maine;
- Practical information and ideas about how to apply EBM approaches; and
- Lessons learned in other places, what's already been done, and how those approaches might be applied here rather than reinvented.

In sum, this effort facilitates the implementation of EBM in this region.



Instructions to the work group:

The group will consider the following questions and present recommendations to the full Council during the report-out session.

1. As a threshold question, does the Council want to engage with others in this effort? Does it want to be an equal participant, involved in selected aspects or an observer?
2. How might the proposed activity be improved on (e.g., additional ideas, elimination of tasks, etc.)?
3. How might the Council participate?
 - a. Roles for individual Council agencies (e.g., contribute staff to participate as advisors and/or as worker bees, provide funds, provide access to data/information, help with logistics, etc.)
 - b. Roles for the Council as an entity (e.g., provide contractor support, write proposals, manage funds, organize workshops/outreach, etc.)
4. Given that the EBM Toolkit will be built in stages, what do you see as the priority management issues or tasks that the Toolkit should focus on?
5. Over the next 6-months what are the 2-3 key next steps for the Council to pursue?



Science in support of management decisions

Ecoregion (with nested plans)

Managed activities

	Fisheries	Aquaculture	Energy	Transport
Conservation				
- Productivity				
- Biodiversity	Cumulative impacts across activities			
- Habitat				
Economic				
Social				

Objectives/strategies

Plans with diverse objectives

Audit of cumulative performance



Changes in Conservation Objectives

- **Productivity**
 - Primary Productivity
 - Community Productivity
 - Population Productivity
- **Biodiversity**
 - Species Diversity
 - Population Diversity
- **Habitat**



Fisheries – strategies/indicators

	Strategies (indicator)
Productivity	
<u>Population Productivity</u>	<ul style="list-style-type: none">• Keep fishing mortality moderate<ul style="list-style-type: none">- Promote positive biomass change when biomass is low- Manage discarded catch for all harvested species• Allow sufficient spawning biomass to escape exploitation• Target % size/age/sex of capture to avoid wastage• Limit disturbing activity in spawning areas/seasons
Primary Productivity	<ul style="list-style-type: none">• Control alteration of nutrient concentrations affecting primary production at the base of the food chain by algae
<u>Community Productivity</u>	<ul style="list-style-type: none">• Manage trophic level removals taking into account consumption requirements of higher trophic levels• Manage total removals taking into account system production capacity
Biodiversity	
Species Diversity	<ul style="list-style-type: none">• Control incidental mortality for all non-harvested species• Minimize unintended transmission of invasive species
<u>Population Diversity</u>	<ul style="list-style-type: none">• Distribute population component mortality in relation to component biomass
Habitat	
	<ul style="list-style-type: none">• Manage area disturbed of bottom habitat types• Limit amounts of contaminants, toxins and waste introduced in habitat• Minimize amount of lost gear• Control noise or light level/frequency

Gavaris et al 2005



Challenge of Science #3

- **Develop methods of determining cumulative effects**
 - Consider the impacts of all fisheries, plus aquaculture, plus other managed activities against conservation objectives
- **Product: Ability to audit the cumulative performance of the activities of an area against common conservation objectives**



Plan Evaluation

For a biogeographic region

Sum

	Strategies (performance indicator)	Managed Activity			
		GF	HF	SF	L/CF
Productivity					
Primary Productivity	<ul style="list-style-type: none"> Control alteration of <u>nutrient concentrations</u> affecting primary production at the base of the food chain by algae 				
Community Productivity	<ul style="list-style-type: none"> Manage <u>trophic level removals</u> taking into account consumption requirements of higher trophic levels Manage <u>total removals</u> taking into account system production capacity 				
<u>Population Productivity</u>	<ul style="list-style-type: none"> Keep <u>fishing mortality</u> moderate Allow sufficient <u>spawning biomass</u> to escape exploitation Promote positive <u>biomass change</u> when biomass is low Target <u>% size/age/sex</u> of capture to avoid wastage Limit disturbing <u>activity in spawning areas/seasons</u> Manage <u>discarded catch</u> for all harvested species 				
Biodiversity					
Species Diversity	<ul style="list-style-type: none"> Control <u>incidental mortality</u> for all non-harvested species Minimize <u>change in distribution</u> of invasive species 				
<u>Population Diversity</u>	<ul style="list-style-type: none"> Distribute population <u>component mortality in relation to component biomass</u> 				
Habitat					
	<ul style="list-style-type: none"> Manage <u>area disturbed</u> of bottom habitat types Limit <u>amounts of contaminants, toxins and waste</u> introduced in habitat Minimize <u>amount of lost gear</u> Control <u>noise or light level/frequency</u> 				

From Gavaris et al 2005



What is Ecosystem Based Management?

- **Manage human activities** to:
 - Control impact on ecosystem
 - Recognize ecosystem influence on how we conduct activity

What are Coastal and Marine Ecosystem Services?

Human beings depend on ecosystems for their survival and well-being through the delivery of ecosystem services. Ecosystem services are defined as the benefits that people obtain from ecosystems. Each ecosystem (forest, grassland, agricultural fields, estuary, wetland, kelp forest, open ocean, etc.) provides different services. These services are produced by the interactions between the plants, animals, microbes and people interacting with one another and with the physical environment. Scientists recognize four categories of ecosystem services: *provisioning services* such as food, fuelwood, fiber, water, and medicines; *regulating services* such as the regulation of climate, flood and storm protection, coastal erosion control, waste processing; *cultural services* including recreational, spiritual, religious and other nonmaterial benefits; and *supporting services* such as nutrient cycling and photosynthesis.

Oceans and coasts provide critical ecosystem services that are only beginning to be appreciated. Marine ecosystem services include the provision of seafood, medicines, filtration of nutrients coming from the land, control of pests and pathogens, climate regulation, flood and storm protection, erosion control, places for recreation or inspiration or cultural heritage, educational opportunities, and many more.

Ecosystem services are nearly always undervalued. Although some provisioning services (e.g., fish and shellfish) have significant economic value, most other essential services are neither appreciated nor commonly assigned economic worth. Examples of services that are at risk because they are undervalued include protection of shorelines from erosion, nutrient cycling, control of disease and pests, climate regulation, cultural heritage and spiritual benefits. Current economic systems attach no dollar values to these services; they are typically not considered in policy decisions and many are at risk.

Millennium Ecosystem Assessment (MA)

An international scientific assessment called the Millennium Ecosystem Assessment (MA) was conducted from 2002-2005. The MA evaluated the status of the world's ecosystems, the services they produce, and the consequences of changes to these services for human well-being. The MA involved more than 1360 leading scientists from 95 countries. The main findings of the MA were released on March 30, 2005. Syntheses for different audiences and technical reports are available at www.millenniumassessment.org. A synthesis document specific to marine and coastal ecosystems is available at http://www.sesame-ip.eu/doc/MMA_Marine_ecosystems_and_human_well_being.pdf



Ecosystem-Based Management in the Gulf of Maine: Legal and Institutional Considerations³

Scientific Consensus Statement Defining Ecosystem-Based Management

“Ecosystem-based management [EBM] is an integrated approach to management that considers the entire ecosystem, including humans. The goal of ecosystem-based management is to maintain an ecosystem in a healthy, productive and resilient condition so that it can provide the services humans want and need. Ecosystem-based management differs from current approaches that usually focus on a single species, sector, activity or concern; it considers the cumulative impacts of different sectors.”

- McLeod *et al.*, *Scientific Consensus Statement on Marine Ecosystem-Based Management (2005)*.

The Challenge: Existing and Increasing Pressure on Marine Ecosystems

More than half of the U.S. population lives along the coast—that is, more than 150 million people. In the Gulf of Maine states (Maine, New Hampshire, and Massachusetts), approximately 58% of the region’s more than nine million people live in coastal counties. According to the U.S. Census Bureau, by 2030, over 10 million people are predicted to be living in the region. In many areas, the marine environment is already overburdened by those living and working near and in the ocean and coastal areas. Because everything inland from the coastal environment runs downstream, the marine environment bears the brunt of all terrestrial activities making the challenge of marine EBM an especially complex one.

Governance bodies in the Gulf of Maine region must manage more people wanting to build in more places and more activities happening on land and at sea, while at the same time preserving and protecting the marine ecosystem services for future generations.

EBM: Management to Achieve Healthy, Productive and Resilient Ecosystems

EBM at its core recognizes that each individual activity cannot be evaluated in a vacuum, because impacts are cumulative and potentially greater than the sum of each individual activity. The people of the Gulf of Maine region must determine who gets to do what and where so as to conserve the integrity of the entire Gulf. This is not to say that the Gulf of Maine ecosystem will not or should not be impacted, but that impacts should be minimized so that the system continues to provide the desired ecosystem services now and in the future.

Key Question: How can the Gulf of Maine be managed so as to minimize not only individual impacts but cumulative and synergistic impacts on the marine environment?

³ This brief summary is a product of the Environmental Law Institute’s (ELI’s) project, *Ecosystem-Based Management: Governance Gaps, Conflicts, and Needs*. The summary is authored by Kathryn Mengerink and Rebecca Gruby. Jay Austin provided constructive editorial support. The summarized information and identified approaches suggested in this summary are a product of ELI’s own research in the Gulf of Maine and other U.S. regions, as well as multiple interviews with individuals belonging to federal and state agencies, academic institutions, and non-governmental organizations within the Gulf of Maine region. ELI is responsible for the views and research contained within this report including any inaccuracies that may appear.



1. UNDERSTAND THE ECOSYSTEM, ECONOMICS, AND SOCIAL SCIENCES

The first step is to understand the ecosystem in sufficient detail in order to make informed decisions. Ideally, all research should be coordinated and ecosystem-based. In reality, different sectors conduct different research with different objectives in mind. Often legal mandates and funding opportunities limit what is researched and how research is conducted. Information may come from academia, federal or state agencies, the private sector, or non-governmental organizations. It is important to point out that while information gaps do exist as described below, a lack of information should not be used to justify inaction. Decisions are and should be made based on the best available information.

Two approaches to address ecosystem information gaps are possible: (1) conduct ecosystem-based research; and (2) cobble together sector-based research to understand the ecosystem. Both approaches will likely be needed in order to develop an appropriate understanding of ecosystems and impacts that can inform decisions on how to use the coastal and marine environment in a way that minimizes cumulative/synergistic impacts.

Examples of Marine Ecosystem Research Programs in the Gulf of Maine

- Gulf of Maine Mapping Initiative
- Gulfwatch
- Ocean Observing Systems: Gulf of Maine Ocean Observing System (GoMOOS) and Northeastern Regional Association of Coastal Ocean Observing Systems (NERACOOS)
- Gulf of Maine Ocean Data Partnership
- U.S. GLOBEC (Global Ocean Ecosystem Dynamics) Georges Bank Projects
- Regional Association for Research on the Gulf of Maine (RARGOM)
- Recent collaboration to create pilot projects to develop the scientific basis for ecosystem-based management making use of the Multi-Integrated Model for Ecosystem Services (MIMES)

Information Gaps

- Biological information both on habitats and on how marine habitats are used by different organisms is needed in order to prioritize conservation and management decisions
- There is a lack of understanding about how activities in one sector affect the resources in another (e.g., how does coastal development affect coastal or oceanic fisheries habitat?)
- Economic valuation of ecosystem services is needed to inform decision-making
- Social science research is lacking

2. TAKE AN ECOSYSTEM APPROACH WITHIN EACH SECTOR AND JURISDICTION

The absence of a regional governance body in the Gulf of Maine does not limit the ability of each federal or state agency, non-governmental organization, or others to take the ecosystem approach to management within its jurisdiction or area of expertise.

Innovative Ecosystem Approaches

- **Beginning with Habitat** Program in Maine conducts GIS mapping of habitats, including riparian habitats, and makes conservation recommendations. It is a partnership with the Maine Department of Inland Fisheries and Wildlife, Maine Department of Conservation, Maine State Planning Office, Maine Audubon Society, U.S. Fish and Wildlife Service, Regional Planning Commissions, Wells National Estuarine Research Reserve, The Nature Conservancy, Maine Coast Heritage Trust, and the Maine Cooperative Fish and Wildlife Research Unit.



- **Saco River Corridor Commission** in Maine, established by the Saco River Corridor Act to prevent “intensive and poorly planned development,” is made up of municipal officers from each of the municipalities along the corridor and has the authority to regulate development of the region based on a comprehensive plan (Maine Code, Title 38, §§951 et seq.).
- **The Land Conservation Plan for New Hampshire’s Coastal Watersheds**, developed in partnership by The Nature Conservancy, Society for the Protection of New Hampshire Forests, Rockingham Planning Commission, and Strafford Regional Planning Commission, is a coastal watershed-scale plan that identified critical conservation areas and strategies to conserve natural resources.
- **Gateway Route 1 pilot project** in Maine Gateway 1 is a long-term strategic land-use and transportation planning project for the Midcoast Route 1 region in Maine. A collaboration among communities and state agencies, Gateway 1 explores new ways of combining transportation and land-use decision-making.
- **Down East Initiative** in Maine is a collaborative ecosystem-based management pilot project that seeks to rescale approaches to fisheries management and link fishermen and science-based knowledge systems.

3. COORDINATE AND COOPERATE ACROSS REGIONS, SECTORS, AND JURISDICTIONS

There are many regional bodies, working groups, councils, etc., that bring federal and state agencies and stakeholders together to address a variety of regional environmental issues, all of which can be linked to the ocean either directly or indirectly. Maine's Department of Environmental Protection has a 22-page document listing its collaborations, which provides one example of the level of cooperation occurring at any given time. Cross-jurisdiction or cross-sector regional collaborations often focus on education and outreach, information-sharing, coordinated research, and coordinated restoration.

Examples of Cooperative Approaches in the Gulf of Maine

- **Regional Bodies that address marine ecosystem challenges** include the Gulf of Maine Council on the Marine Environment and the new Northeast Regional Ocean Council.
- **Regional bodies that address a subset of regional challenges** that ultimately affect the marine ecosystem include the New England Interstate Water Pollution Control Commission, New England Regional Dredging Team (Sudbury Group), New England Fisheries Management Council, Atlantic States Marine Fisheries Commission, Conference of New England Governors and Eastern Canadian Premiers.
- **Sub-Regional bodies** that address marine ecosystem challenges include National Estuary Programs (Casco Bay Estuary Partnership, Massachusetts Bays Program, New Hampshire Estuaries Project), National Estuarine Research Reserves (Wells Reserve, Great Bay Reserve).
- **Memorandums of Understanding/Agreement** are often used by agencies to enable cross-sectoral collaboration among state and/or federal agencies in the absence of legal mandates. For example, an MOA between the Maine Department of Environmental Protection, the Maine Department of Transportation, and the Maine Turnpike Authority helps the agencies collaborate to manage stormwater.
- **Grassroots or NGO-led initiatives** include FishResearch.org and Friends of Taunton Bay (as part of the State of Maine 's Bay Management Study, Conservation Law Foundation participated on the Governance Committee of a pilot ecosystem-based management plan led by the Friends of Taunton Bay).



Challenges

- Regional approaches may provide a foundation to make decisions, but there are few instances where cumulative impacts, especially cross-sectoral and cross-jurisdictional, are addressed through regional approaches. Decisions about who can do what, and where, still happen at the sectoral level and rarely consider cumulative impacts within or across sectors.
- In the absence of a legal mandate to act, regional governance requires strong leadership that may be driven by grassroots support or individual motivation.
- Cooperative approaches may result in great plans but lack the institutional support to fund proposed activities.

4. PICK THE RIGHT ISSUES FOR THE REGION AND THE SCALE

The “right issue” is largely dependent upon the region and the scale. Of particular importance for the Gulf of Maine region are energy siting decisions (e.g., liquefied natural gas port siting) and management of living marine resources that move across jurisdictions, including both fisheries and protected species.

Challenges

- At some point, everything impacts the environment. The complexities of the relationships can quickly become mind-boggling and EBM seems to become the management of everything, soon making it meaningless. The challenge lies in picking the key issues that are most appropriately solved using regional collaboration.
- Too many objectives and action items can stall regional initiatives. A small number of achievable goals may be the best approach to achieve progress and allow expanded program development at a later point.

5. BRING THE RIGHT PEOPLE TO THE TABLE

The “right people” will depend on the issue and what is at stake in the decision.

Challenges

- Willingness and ability (both time and money) for participants to travel to regional meetings or otherwise participate in meetings. Getting the appropriate participants together may limit the size of the EBM region. Smaller-scale initiatives may have a greater chance of bringing the “on-the-ground” actors together to make decisions.
- Often missing from regional ocean governance programs are:
 - Important industries and the agencies that regulate them including, for example, transportation industries and transportation departments and offshore energy and mining industries and the Minerals Management Service.
 - Local-level actors.
- The more people that are involved, the more cumbersome the process. The usefulness of having multiple stakeholder involvement must be balanced against the weight of the process.

6. MINIMIZE CUMULATIVE IMPACTS TO MAXIMIZE ECOSYSTEM SERVICES

The biggest challenge for EBM implementation is minimizing cumulative impacts to maximize ecosystem services. Minimizing cumulative impacts is a major challenge within sectors and virtually nonexistent across sectors.



Challenges

- Project-level proposals drive decision-making at permitting agencies.
- Lack of information necessary to understand how one activity or action will affect the entire system makes it challenging for permitting agencies to effectively consider multiple impacts.
- Lack of explicit authority or mandate to consider cumulative impacts within or across sectors.
- Permitting decisions are sector-based. While agencies and the public may provide input and feedback into the permitting decision process, the final decision rests with one agency.
- If multiple sectors impact a single resource, one agency's course of action is typically limited to regulating a single sector. For example, if both water quality decline and fishing pressure cause a reduction in the number of fish, the main recourse for a fisheries permitting agency would be to limit fishing.

Existing Approaches

- **Maine Natural Resources Protection Act** finds that “the cumulative effect of frequent minor alterations and occasional major alterations of these resources [including coastal wetlands and coastal sand dunes systems, among others] poses a substantial threat to the environment and economy of the State and its quality of life” (Title 38 § 480-A). The Department of Environmental Protection has developed a “Cumulative Impact Assessment Form” to help permitting agencies evaluate proposed activities in light of other impacts (though there is no legal mandate to use the form, and the form may be limited in utility by the quality of the ecosystem information needed to support the analysis).

7. MAKE TRADEOFFS NECESSARY TO MAXIMIZE ECOSYSTEM SERVICES

Implicit in undertaking an EBM approach is the need to weigh competing objectives and make the necessary tradeoffs to ensure that cumulative impacts are limited.

Challenges

- Some issues are off the table for tradeoff discussions, for legal reasons or otherwise. These include, for example, protection of endangered species, protection of areas or items of historical significance, and issues of national security.
- There is no legal mandate to force decision-makers to make tradeoffs across sectors.
- There is a lack of scientific information available upon which to make tradeoffs based on the value of ecosystem services.
- Different stakeholders place different values on ecosystem services and have different perspectives on short-term versus long-term economic gain.

Existing and Potential Approaches

- **Massachusetts's Ocean Act** (a bill that has passed the Senate) would require the state to develop an ocean management plan that coordinates ocean uses in state water; create an Ocean Resources and Waterways Trust Fund to restore and enhance marine habitat and resources, create a Marine Fisheries Trust Fund for preservation, enhancement, restoration and management of fisheries; and create an ocean management advisory commission and an ocean science advisory council. The Act would require state agencies to conduct their activities in conformance with applicable provisions of the management plan. Presumably state agencies would make the necessary tradeoffs in development of the ocean management plan.

8. ADAPT TO CHANGES IN GOVERNANCE AND THE ECOSYSTEM

Adaptive management allows regions to test new ideas and make informed decisions based on past actions and their consequences. Because ecosystem information is limited and ecosystems are dynamic,



reevaluation of past decisions and actions is of critical importance to achieving healthy, productive and resilient coasts.

Challenges

- Adaptive management can provoke concerns from the regulated community, which often relies on final decisions in order to have some security in its investments.
- The adaptive management review process can be long and cumbersome, making regular reevaluations challenging.
- The legal and regulatory process can also be long and cumbersome, making adaptive management using legal and regulatory tools challenging.



Overview of Massachusetts Ocean Partnership Fund 5-phase EBM initiative

Phase 1: Develop preliminary conceptual and operational framework

Establish high-level, broadly representative Working Group in Massachusetts
Review and analyze existing EBM-related models including Canadian MSE/EAM model, UNESCO marine spatial planning (ocean "zoning"), Green Accounting, and other relevant models. Conduct interviews, meetings, literature search. Produce written summary of research: identify strengths and shortcomings of each model relative to applicability to the Gulf of Maine, identify preliminary architecture for framework. (Project to be funded by MOPF)
Conduct a workshop of Working Group and invited guests to review preliminary research and findings and develop preliminary architecture into preliminary framework.
Prepare preliminary framework.

Phase 2: Share preliminary framework with stakeholders through a series of forums, workshops, on-line forums, etc.

This may include:

- A) Coastal decision-makers workshop(s) – How to do spatially explicit integrated ocean management.
- B) Partners' forums – Interactive review of framework.
- C) Stakeholder/public meeting(s) – Introduce framework.

Phase 3: Forge general agreement among key partners on framework

Informed by input from Phase 2, revise preliminary framework to develop a broadly supported proposed framework. Conduct meetings as needed, produce iterative drafts.
Consider illustrating framework with one or two examples of policy goals, operational objectives and sector objectives.
Seek "endorsement" of key parties, if appropriate.

Phase 4: Prepare and distribute "consensus" framework report

Document process, identify framework options considered with pros and cons, provide rationale for selecting recommended framework.
Present at partners' forum; distribute broadly for consideration by political leaders, resource managers, user groups and others.

Phase 5: Produce implementation materials

In collaboration with partners and others produce an EBM technical manual to assist in development of structures and processes to support implementation of the EBM framework. The tech manual will be the *translation* of the common framework into tangible structures and processes for implementation. It is intended as technical support for managers and will be developed in collaboration with relevant agencies. The tech manual will identify options and recommendations for: formal and informal planning processes, science advisory structures, information needs, governmental and non-governmental roles, stakeholder involvement, funding and other resource requirements, timeframes, and monitoring and evaluation provisions to enable management actions to respond to changing conditions (ecosystem dynamics, new information, improved technologies, etc.)

Submitted by David Keeley, Policy and Development Coordinator

Preliminary Options on strengthening and funding Council's communications infrastructure: GOMT and web presence

Background

Management and Finance (M&F) and the Outreach Committee are exploring how we will deliver and fund our primary communication tools (GOM Times and web presence) commencing in July 2008. Our current annual allocation for these two activities is \$140,000.

The following are questions the Council Advisory Group considered on their 11/16 call.

#1 How can the Council, in partnership with others that share a similar mission, better use the Gulf of Maine Times and e-media to accelerate stewardship around the Gulf?

We have a well respected newspaper and content-rich web site. Many of our public and non-profit partners also have excellent communications tools. How can we make them collectively even more effective? Possible steps include:

Convene experts meeting to provide pro-bono advice on enhancing the stewardship content and circulation of the Council's communications infrastructure

The Outreach Committee (and its contractor) could organize a highly focused 1-day meeting in January of invited experts that would respond to 3-5 specific questions. These experts would be from such fields as regional newspaper advertising, business plan development, a major magazine (e.g., Downeast, Maine Boats and Harbors, etc.), web director at a local newspaper, development specialist that works with corporations or at a foundation, corporate office representative with a major non-profit such as TNC, etc. The Outreach Committee would then fashion a proposal for Council consideration in June 2008.

Engage partners that share the Council's mission about how we can better collaborate and as a result accelerate stewardship around the Gulf?

Presently there are hundreds of organizations working separately to conserve the Gulf's environment and to promote sustainable communities. Often the audiences of these organizations are similar. The Outreach Committee (and its contractor) could initiative individual discussions with 5-10 of these organizations about how we might better serve our shared audiences through enhanced collaboration. The Outreach Committee would then fashion a proposal for Council consideration in June 2008.

#2 How might a contributing sponsors initiative be structured to support the Council's communications infrastructure (e.g., GOMT and web site) and how would the Council cultivate and sustain sponsors (e.g., the NPR model, etc.)?

A fundamental issue is how can the Council engage contributing sponsors so that they would become content and financial contributors to the Times and a web site addressing gulf-wide issues? In 2006 CAG discussed this concept and offered:

- The Council will need to be clear with donors about the benefits for them to participate (e.g., public recognition, charitable donation, etc.);
- Contributing sponsors would make a charitable donation and receive a statement from the Council that they can use when filing their taxes. The goal is that these would be annual, renewable gifts provided the donor concurs there is real value to them; and
- The Council, in administering the program, has sole control of how the funds are expended.



Examples of possible contributors follow.

Industry	Outfitters/Apparel	Other	Other
Hinckley (yacht boat manufacturers)	Cole Haan	Stonyfield Yogurt	Unum Provident
Minas Basin Pulp and Power	Cabelas	Shaws Grocers	DeLorme
Bay Ferries	Kittery Trading Post	Hannaford Foundation	Roxanne Quimby
PSNH/Northeast Utilities	Mountain Equipment Cooperative	Stonewall Kitchen	Libra Foundation
Sprague Energy	Timberland	Verizon	Henry P. Kendall Foundation
The New England Council	BAE Systems	Maine Bank and Trust	Barr Foundation
Irving		TD Bank North	Fidelity Non-Profit Management Foundation
		Bank of America	
		Stantec Consulting	
		Foss manufacturing	

Questions:

1. Can the Council could be successful in securing contributing sponsors?
2. How can we learn of personal connections Councilors and WG members have with these and other contributing sponsor prospects? This will help to narrow the list to genuine prospects.

Submitted by David Keeley, Policy and Development Coordinator