

**LONG TERM VISION FOR THE HERRING AND MACKEREL FISHERIES
IN THE SOUTHERN GULF OF ST. LAWRENCE**

OPTIONS

**PROCESS AND STRUCTURE
TO BRING THE INITIATIVE FORWARD**

**Report submitted to the Gulf Small Pelagic Advisory Committee
by the Ad Hoc Focus Group**

July 2005

Introduction

Following a consultation with the herring and mackerel fisheries stakeholders at the Gulf Small Pelagic Advisory Committee meeting of December 1st and 2nd 2004, the department of Fisheries and Oceans (DFO) hired consultants to assist DFO and industry in developing a long-term vision for the Southern Gulf herring and mackerel fisheries, including the validation/identification of, fishery objectives important to both industry and DFO; key threats and challenges impacting on the objectives; performance indicators to determine progression in relation to objectives and the potential strategies to attain the objectives.

The purpose of this initiative was to establish an independent process that would enable stakeholders to define their goals and objectives in relation to the southern Gulf of St. Lawrence herring and mackerel fisheries.

The establishment of objectives is considered an essential element in helping resolve issues surrounding these fisheries as well as establishing a more cohesive direction for the industry to ensure sustainable use of these resources as well as to respond to market trends.

Background

On March 17, 2005, an announcement by Minister Regan and Parliamentary Secretary Shawn Murphy of the initiative to develop a long-term strategy for herring and mackerel fisheries in the southern Gulf of St. Lawrence was made. Economist Pierre-Marcel Desjardins, Resource manager Robert Johnston and Professor Michael Healey were appointed as consultants to lead the discussions with fishing industry representatives and provincial governments on developing the strategic long-term framework for herring and mackerel fisheries. It was judged critical that the year-to-year management of fisheries resources be guided by a long-term vision of the overall objectives to be set and challenges to be met.

On April 19-20, 2005, an industry/government workshop was held by Professor Michael Healey to guide his review of the current herring assessment and research program and the direction of future scientific activities. In addition, a presentation was made by a panel of fishers, managers, and biologist involved in the roe herring fishery in British Columbia to explore approaches used in that fishery.

All three consultants presented the content of their preliminary reports to stakeholders at the June 29th and 30th information session which was held in Moncton, NB. The Powerpoint presentations of the consultants' reports were distributed to participants in both official languages and thoroughly discussed during the two day session. In addition, stakeholders were given until July 7 to provide any additional comments to the consultants.

As part of the discussions regarding the next steps to be followed, it was agreed by participating stakeholders that a small ad hoc focus group of individuals would examine options on processes and structures (working groups/ committees) to bring the long term vision initiative forward for an announcement in 2006. The first meeting of the focus group was held in Moncton in the afternoon of June 30th, just after the information session. During this meeting the mandate, timetable and logistics of the next meeting were discussed. Participants were also asked to start thinking about ideas along the line of the objectives. The second meeting of the focus group was held on July 6, 2005 in Shippagan NB at the Coastal Zones Research Institute Inc. Most of the work presented in this report was accomplished during this meeting. Participants were required to provide final input on the draft report via e-mail.

On September 9, 2005, DFO released the three consultants reports to the public and indicated that it would set up a review board with key individuals from the industry (fishers/processors) to validate the options contained in the ad hoc group report before circulating the report to the rest of the industry for comments. In early November, Mr. Bernie Matte, a retired advisor for DFO Resource Management and former inspector with the CFIA was requested to act as project manager to move the long term vision forward.

Mr. Matte's tasks consisted of coordinating all of the activities for the review of the ad hoc group report with the review board in order to validate the options before the end of November so that the ad hoc focus group report could be tabled at the December 8 and 9 Gulf Small Pelagic Advisory Committee meeting to be held in Moncton NB.

On November 18, 2005, a meeting of the ad hoc focus group report review board was held in Moncton NB. Participants included key persons in the industry suggested by the DFO Area Offices and provincial representatives (list of attendees outlined in **ANNEX 1**). Participants were to offer their perspective in the context of a validation exercise. An update of the current process was presented to the participants along with a detailed presentation of the ad hoc focus group report and its options. The mandate of the Review Board was to validate the ad hoc focus group report to ensure that the contents were valid and applicable, as well as to ensure that all major options were included and made sense in the context of moving forward the long term vision for the herring and mackerel fisheries in the southern Gulf of St. Lawrence. Participants were not to choose an option but merely to indicate if the options were all-inclusive and viable. Participants were also not required to consult their organization but to offer their personal perspective in the discussion.

A workshop with all stakeholders involved is tentatively scheduled for the beginning of 2006 to seek comments on the options outlined in the ad hoc report and further move the long term vision forward

Composition of the ad hoc focus group

The ad hoc focus group was established at the June 29th and 30th information session in response to discussions regarding next steps to move the initiative forward. The following are the members that were identified:

Sylvain Poirier, Coastal Zones Research Institute Inc.

Eda Rousel, Association des senneurs du Golfe

Sara Roach-Lewis, Women for Environment Sustainability

Zoel Thériault, Maritime Fishermen's Union

Annie Ferguson, Province of New-Brunswick Department of Agriculture, Fisheries and Aquaculture

David Courtemanche, Area Chief Resource Management Gaspé

Alain Hébert, A/Chief Groundfish and Pelagic Species, Gulf Region

Mandate for the ad hoc focus group

- To develop options on processes and structures (working group/ committee) to bring the long term vision initiative forward for an announcement in 2006.
- The ad hoc group is to provide options to the Department by July 15 for subsequent translation and mail-out to stakeholders for comments.

Results of the Review Board

General comments after the update and presentation of the report and its options included:

- Why the need for a second structure besides the Gulf Small Pelagic Advisory Committee?
- How does the Gulf Small Pelagic Advisory Committee operate? By consensus? By votes? By vocal minority?
- Should strive to make the process as simple as possible and reduce the complexity.
- Some participants were of the opinion members of the Gulf Small Pelagic Advisory Committee not included in the working groups would tend to automatically reject any recommendation because they were not part of that discussion.

Participants were generally in agreement with the scope in the report with the exception of one participant who felt the wording of the first bullet needed to be examined i.e. "...by concentrating on the value of the fishery and not the volume of the harvest." This statement was felt to be implying that a higher monetary value could be reached simply by catching a smaller quantity of fish., This was felt to be not necessarily true.

Participants were also generally in agreement with the objectives of the report. Some concern was expressed over the decision-making process and that the formality of the process made it more difficult to achieve compromise and reach agreement; informal discussions over a dinner quite often were more productive. Some participants felt that the decision-making process was made at too high a level in DFO.

It was agreed that the list of stakeholders outlined in the report was representative of the current industry but that provision should be made that would allow for new entrants to the Committee as the industry changes.

Participants generally felt that several of the options were too complex to function properly and that every attempt should be made to make the process and structure simpler and less complex.

1. STRATEGIC PLANNING

Managing a consultation requires strategic planning so that the process can remain consistent with consultation objectives. Planning helps to create understanding of the objectives and the process for the consultations so that everyone involved has similar expectations. The Ad Hoc focus group did a planning exercise and brainstorming session before elaborating the options on process and structures that would move the long term vision forward. This planning exercise allowed the focus group an opportunity to:

- Examine the process and its resource requirements;
- Set strategic objectives for the consultation process that are clear, feasible and measurable, and set specific goals throughout the process;
- Assign roles and responsibilities;
- Agree on time constraints;
- Anticipate areas of concern and outline possible solutions;
- Identify areas for coordination within the department and other departments; and
- Establish criteria for evaluation

The following sections are the results of this planning exercise. First, we will elaborate on suggested scope, objectives and participants' identification to move the long-term vision forward and we will then present 3 options with their variants for a total of 7 different options on structures and process.

a) Scope

Clarifying the scope of the decision is important for ensuring that the proponents of the consultation and the participants know what type of decision is being made at the end of the process. The scope of the decision is a simple broad definition or statement of what has to be decided in order to provide more opportunity for the development of creative solutions. It is understood that the content of the three reports will be used by stakeholders and DFO as an important tool for the development of the long-term vision for the herring and mackerel fisheries in the southern Gulf of St. Lawrence. In this context, the scope for the structure and process to deliver and implement such a long term vision would be:

- To develop with stakeholders a vision for the future of the Southern Gulf Herring and Mackerel fisheries with a special focus on sustainability of the resources and the viability of the industry by concentrating on the value of the fishery and not the volume of the harvest.
- To elaborate and implement the strategic framework for the long term vision in herring and mackerel fisheries in the southern Gulf of St. Lawrence.

b) Objectives

It is important for participants to know the overall objectives of the consultation, and the sub-objectives if there are any. Clearly defining the objectives of the consultation can reduce the potential for conflict that might arise when participants are left to make assumptions about objectives. In clarifying realistic and feasible objectives, it is useful to determine how feedback will be used in the decision-making process, and to establish performance indicators for evaluating the success of the consultation process. Objectives describe in a very specific way the expected changes or effect on the consultation process. They help to focus the consultation, and provide a basis for evaluating the activities and the overall consultation process. In the context of using the consultants' findings and recommendation on socio-economic, scientific and fishery elements as a tool to help stakeholders and DFO in the development of the long-term vision for the herring and mackerel fisheries in the southern Gulf of St. Lawrence, objectives are:

1. Determining and prioritizing the elements contained in the reports and any other elements that may be pertinent that will be included in the long term vision.
2. Elaborating a road map for the implementation of each identified element.
3. Defining timetables/deadlines/steps for each identified element.
4. Identifying potential obstacles and possible approaches to address these for each element.

c) Identifying participants

Decision-makers need to consider the contributions of people with a wide variety of backgrounds, perspectives, and expertise. The extent of participants' involvement will depend on the level of their interest, and the extent to which the decisions are likely to affect them. It is also a matter of seeking input and involvement from those who can make a "meaningful" contribution to the decision-making process. The quality of the information collected and the overall effectiveness of the consultation will depend on who is selected to participate, and how they are consulted. Intensive consultations target specific clients and stakeholders; jurisdictional issues, for example, might require consultation with provincial partners. In other situations, participants might be selected on the basis of technical or local knowledge, their expertise about the subject being discussed, or the level of impact on their activities. It might be necessary to ensure that the diversity of interests is represented in order to gather the full range of opinions. When consultations are broad-based, assessing and determining representation can be difficult. In these instances, it might be hard to predict what issues will be raised, or to gauge the level of understanding or knowledge of participants; some people might even raise issues peripheral to the consultation.

A code of conduct can be distributed to participants to provide guidance on the responsibilities of participants in consultations. This code can also help in the selection of participants. (See ANNEX 2 for an example of code of conduct)

Given various obligations and requirements, if there is no established process, then, consultation planning can consider the following external groups, although it might vary depending on the issue:

DFO's staff
Other federal departments and agencies
Provinces and local governments
Academic and private research & development institutions
Aboriginal groups
Stakeholders and the general public

The following is a list of the principal stakeholders in the southern Gulf herring and mackerel fisheries:

Fishers' Associations

Association des Pêcheurs Propriétaires des Îles-de-la-Madeleine (APPIM),
Association des senneurs du Golfe (ASG)
Fédération Régionale Acadienne des Pêcheurs Professionnels (FRAPP)
First Nations
Gulf Nova Scotia Bonafide Fishermen's Association (GNSBFA)
Gulf Nova Scotia Fishermen's Coalition (GNSFC)
Maritimes Fishermen's Union,
Newfoundland and Labrador large seiners representatives
North of Smokey Fishermen's Association (NSFA) and Inverness South Fishermen's Association (ISFA)
Northumberland Fishermen's Association (NFA)
Nova Scotia Herring Federation (NSHF)
Prince Edward Island Fishermen's Association (PEIFA),
Regroupement des Pêcheurs Professionnels du Nord de la Gaspésie (RPPNG),
Regroupement des Pêcheurs Professionnels du Sud de la Gaspésie (RPPSG),

Provincial Governments

Ministère de l'Agriculture, des Pêcheries et de l'Alimentation du Québec (MAPAQ),
NB Department of Agriculture, Fisheries and Aquaculture (NBDIFA)
Newfoundland and Labrador Department of Fisheries and Aquaculture
NS Department of Agriculture, Fisheries and Aquaculture (NSDAFA)
PEI Department of Fisheries, Aquaculture and Forestry (PEIDFAF)

Seafood Processors

Association Québécoise de l'Industrie de la Pêche (AQIP)

Representative groups of seafood processors in each of the provinces of Newfoundland and Labrador, New Brunswick, Nova Scotia and Prince Edward Island

Non Governmental Organisations

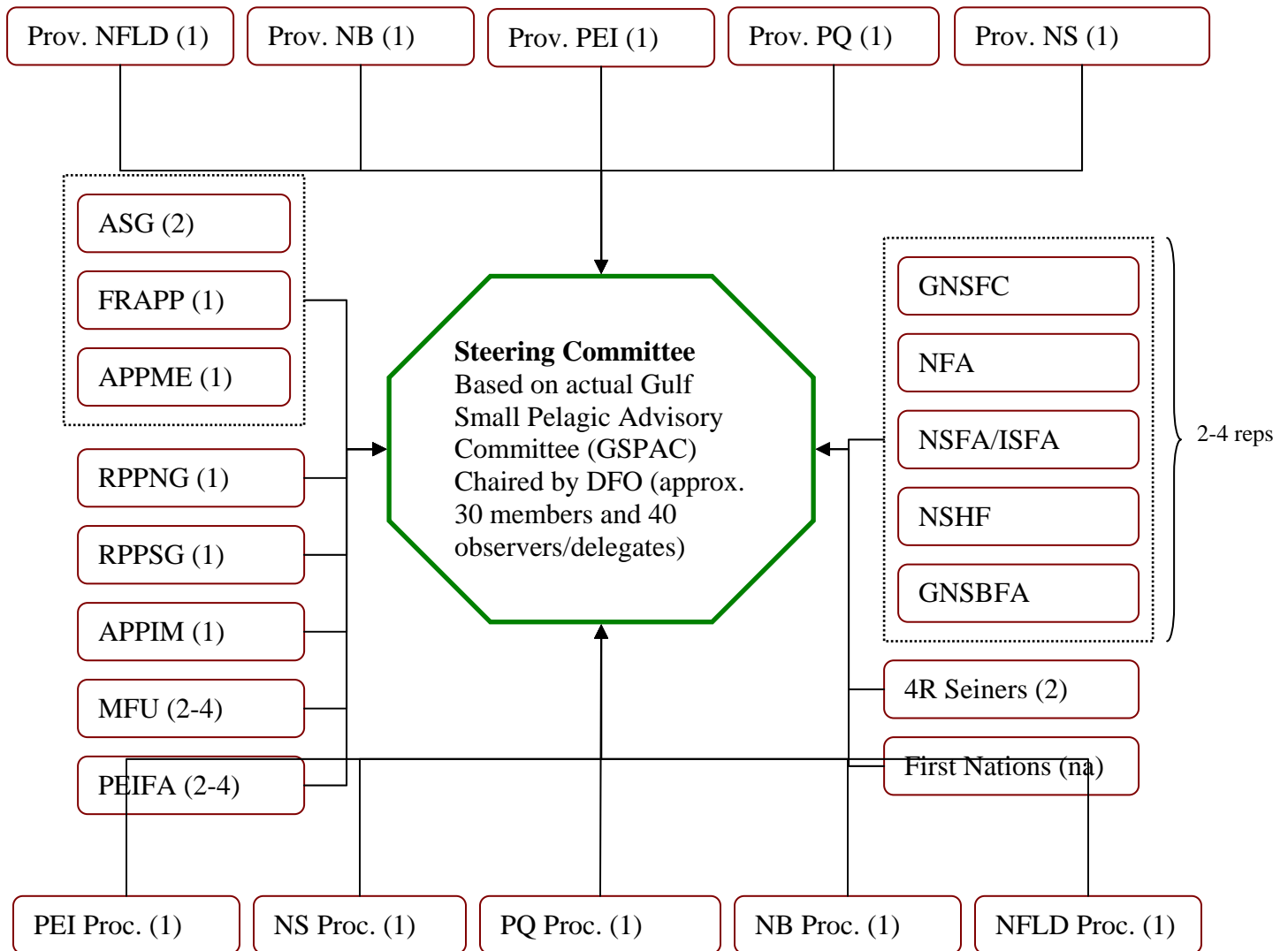
Coastal Zone Research Institute, Inc. (CZRI)

Women for Environmental Sustainability (WES)

OPTION 1A

Gulf Small Pelagic Advisory Committee acting as a Steering committee

Option 1A: GSPAC Status Quo



Purpose of GSPAC

The annual meeting of the Department of Fisheries and Oceans (DFO) Gulf Small Pelagic Advisory Committee (GSPAC) is the usual forum for discussions of herring, mackerel and capelin issues in the southern Gulf of St. Lawrence. Its main purpose is:

1. To obtain input and seek consensus on elements for the preparation and approval of a new multi-year herring management plan for the southern Gulf of St. Lawrence (4T stock) and;
2. To solicit the opinions of industry on past regional management practices and on proposed management measures for the yearly Gulf mackerel fishery as a component of the existing Atlantic Mackerel Management Plan.

Description

This structure is not meant to replace the GSPAC and its purpose, but will be complementing it for the strict purpose of delivering the long-term vision initiative. The regular GSPAC membership would still meet once a year to provide input on management plans.

The role of the Steering committee would be to:

- Make recommendations to the Minister of DFO on process to implement the long-term vision;
- Identify ways to facilitate the implementation of long term vision;
- Establish a code of conduct for meetings;
- Establish a board of director structure to look at management of funds and/or management of assigned quota for research and management purpose;
- Integrate other federal, provincial and NGO agencies appropriately for identification of funds and ideas for moving the long-term vision forward.

Advantages

- Structure already existing;
- Efficient to achieve its main purpose (see “1” and “2” above);
- Is useful when ongoing feedback or technical expertise are essential to decision-making process;
- Can enhance the understandings of natural events and impacts from certain problem that are essential to policy, program or service development;
- Good for relationship-building;
- Easier to schedule than public or large scale meetings

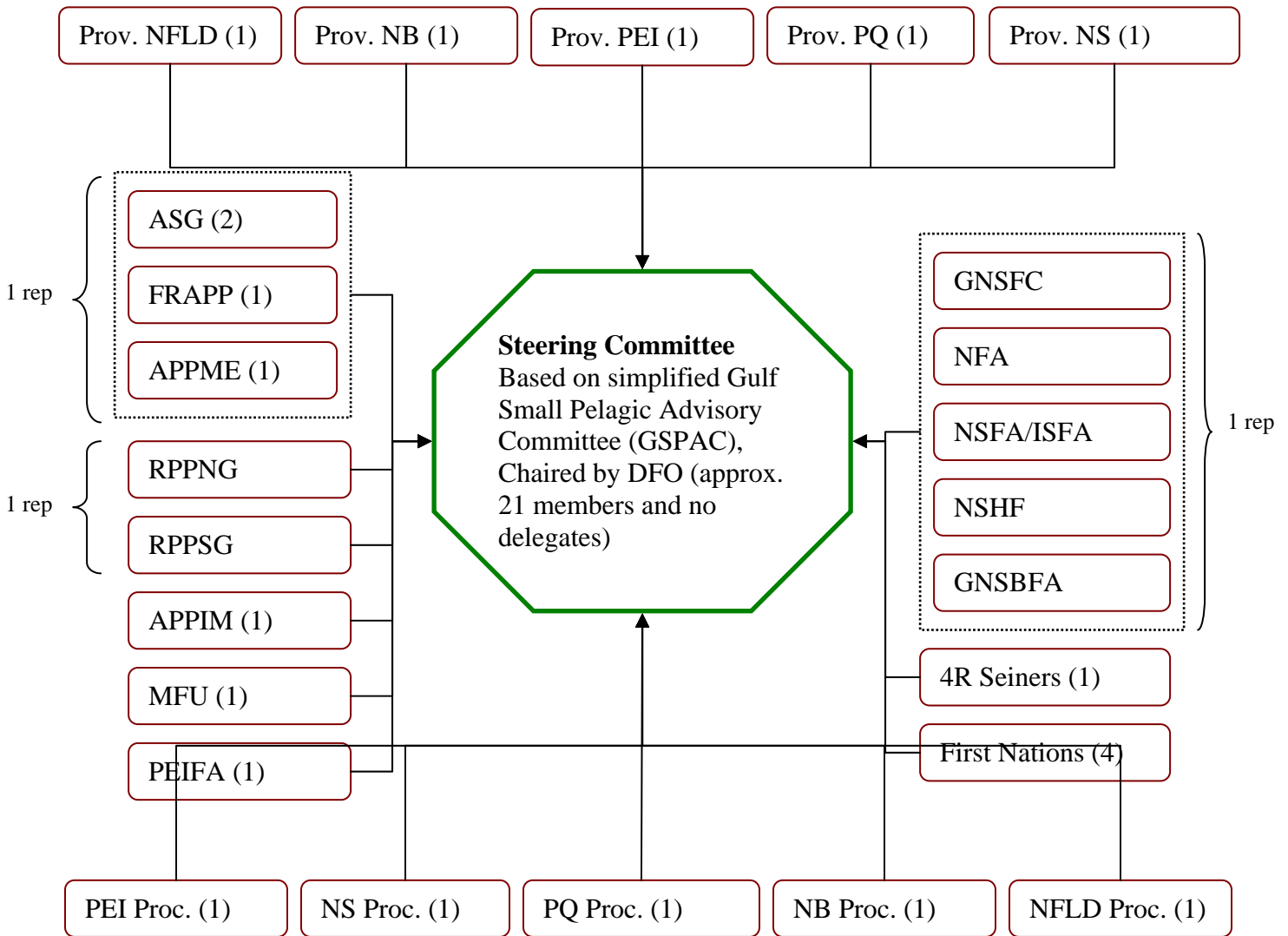
Disadvantages

- Not efficient to move forward the long-term vision;
- Costly for industry;
- Is highly structured, require planning, participation and detailed logistical efforts;
- Can be taken over by vocal minority;
- Can be criticized for under-representativity;
- Might give the impression that advisors are decision-makers;
- Need clear direction on the expectations, mandate and role in decision-making process

OPTION 1B

Simplified Gulf Small Pelagic Advisory Committee acting as a Steering committee

Option 1B: Simplified GSPAC



Description

This structure is not meant to replace the GSPAC and its purpose but will be complementing it for the strict purpose of delivering the long-term vision initiative. The regular GSPAC membership would still meet once a year to provide input on management plans. The simplified version of GSPAC (i.e. Steering Committee) could meet more often to move the long-term vision initiative forward.

The role of the Steering committee would be to:

- Make recommendations to the Minister of DFO on process to implement the long-term vision;
- Identify ways to facilitate the implementation of long term vision

Options on processes and structures for moving the long-term vision forward

- Establish a code of conduct for meetings;
- Establish a board of director structure to look at management of funds and/or management of assigned quota for research and management purpose;
- Integrate other federal, provincial and NGO agencies appropriately for identification of funds and ideas for moving the long-term vision forward

Advantages

- Already existing structure easy to modify;
- May improve efficiency of delivering the long-term vision if a clear mandate and objectives are identified with more frequent meetings.

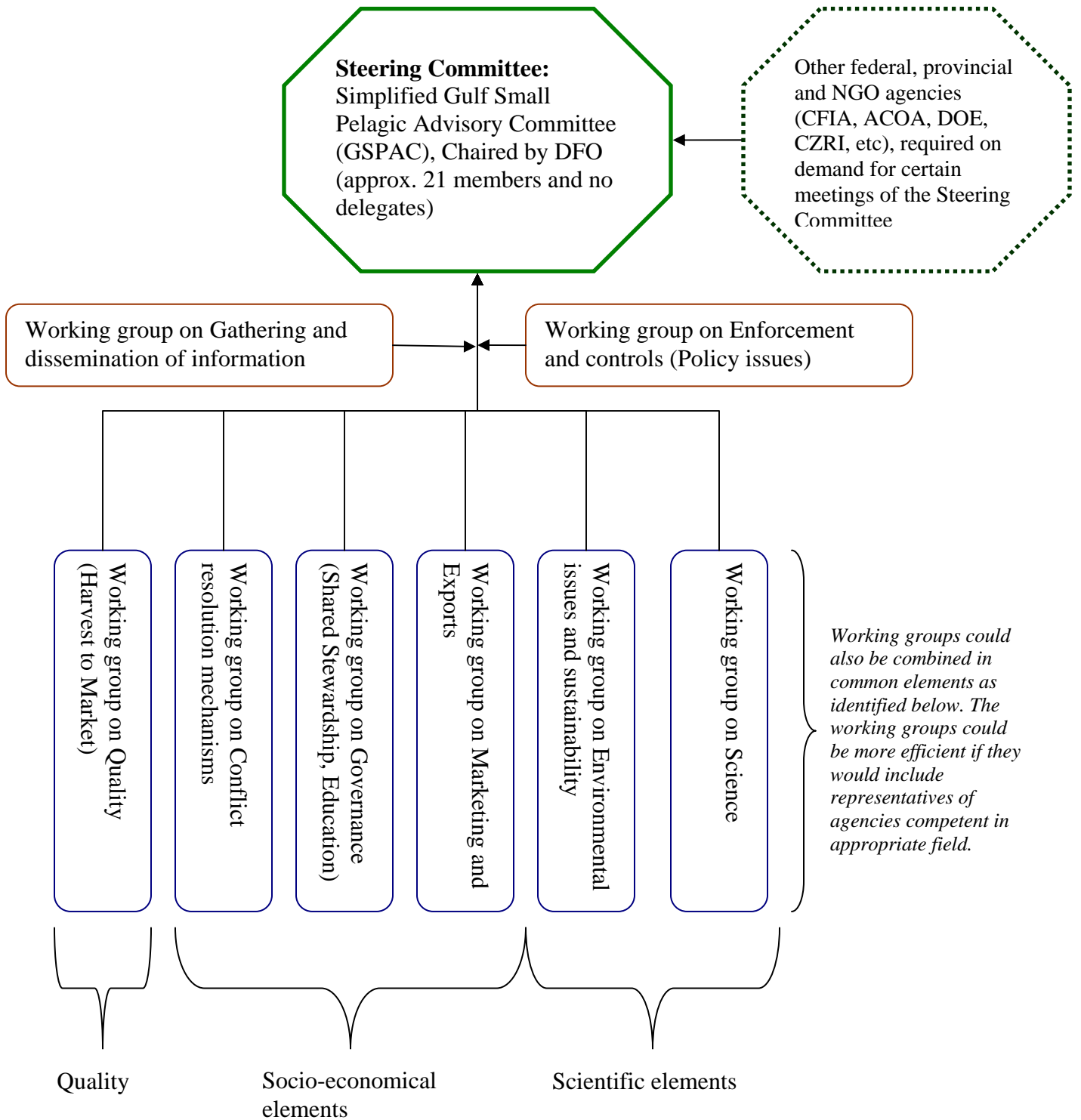
Disadvantages

- Still heavy;
- Not very efficient to move forward the long-term vision (single structure, no focus groups);
- Costly for industry.

OPTION 2A

Simplified Gulf Small Pelagic Advisory Committee acting as a Steering committee for implementation via working groups

Option 2A: Simplified GSPAC acting as a steering committee for implementation via working groups



Description

The Steering Committee is not meant to replace the GSPAC and its purpose but will be complementing it for the strict purpose of delivering the long-term vision initiative. The regular GSPAC membership would still meet once a year to provide input on management plans. The simplified version of GSPAC (i.e. Steering Committee) could meet more often to move the long-term vision initiative forward. This structure offers positive improvement from Options 1A and B and would facilitate the implementation of the long term vision. Focused working groups are structured processes for collecting information where pre-selected participants provide reaction to specific policies projects or issues. This process tends to be issue focused.

The role of the Steering committee would be to:

- Make recommendations to the Minister of DFO on process to implement the long-term vision;
- Identify ways to facilitate the implementation of a working group structure and long term vision;
- Establish a code of conduct for working group meetings;
- Establish a board of directors structure to look at management of funds and/or management of assigned quota (if applicable) for research and management purposes;
- Integrate other federal, provincial and NGO agencies as appropriate for identification of funds and ideas for moving the long-term vision forward;
- Find effective facilitator(s) for each working group meeting (one each or one for all). Working group could also be combined in common elements as identified in the diagram to reduce the number of working groups;
- The Steering Committee could also look at elaborating a questionnaire for ongoing evaluation of the facilitator(s) to ensure optimum efficiency of working groups.

Working Groups:

- The working group could be more efficient if they would include representatives of agencies competent in appropriate field (Example: Working group on conflict resolution could have a member of the Center for Conflict Resolution at UPEI, Working group on Quality could have a member of the Coastal Zones Research Institute, Working group on Governance and marketing and export could have a member of the Canadian Institute for Regional Development and/or the St-François Xavier Social Research for Sustainable Fisheries).
- Working groups will likely produce innovative ideas for moving forward each of the elements of the long-term vision. Those innovative ideas may require effective communication mechanisms to stakeholders as well as policy changes.
- Working groups on gathering and dissemination of information and on enforcement and controls should work in close collaboration with the Steering Committee to ensure proper

communication of information to appropriate stakeholders and for required policy changes as a result of working group production.

Advantages

- Already existing structure for GSPAC easy to modify;
- Considerable improvement of efficiency for delivering the long-term vision if clear mandates and objectives are identified with timely meetings of Steering Committee and working groups;
- Working groups can explore questions of particular interest;
- Working groups can allow participants to hear others ideas and test their thinking against the reaction of other participants;
- Working groups can allow more detailed responses to be produced;
- Working groups can provide an opportunity to determine the range of views on a specific issue or proposed changes;
- Working groups can be very useful for conducting background research prior to consultation and/or for testing clarity of options at the end of the consultation;
- This structure can be relatively inexpensive for both government and industry.

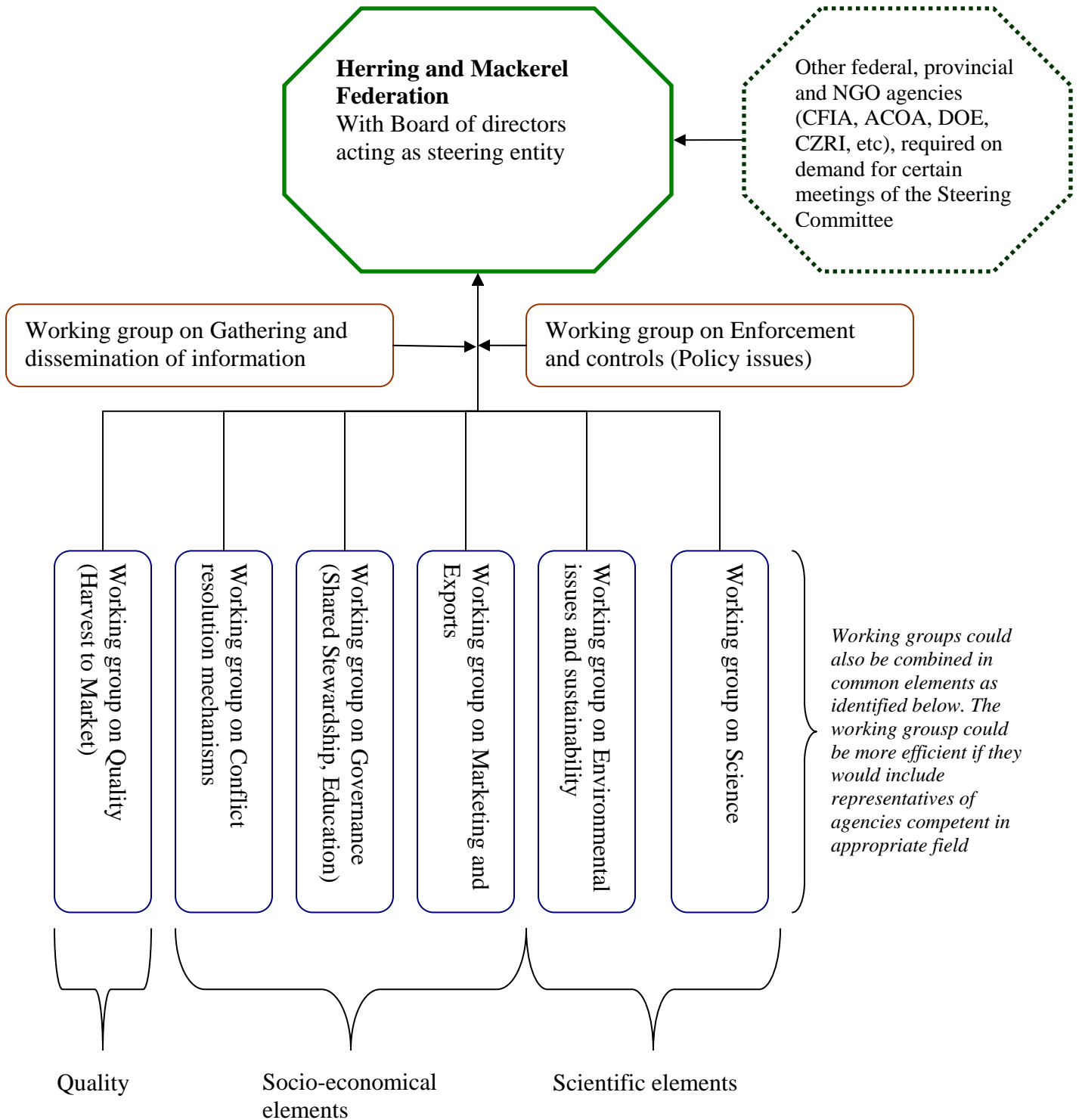
Disadvantages

- Facilitator required for each working group meeting (one each or one for all). However, working group could also be combined in common elements as identified above;
- Can be subject to working groups wandering off topic unless clear questions articulated, thus the importance of selecting a good facilitator;
- Working group efficiency relies on careful preparation and documentary research;
- Working groups cannot be used to generalize from findings– views are not representative of all the stakeholders.

OPTION 2B

Permanent structure (Federation) acting as a steering committee for implementation via working groups and long term maintenance of fisheries objectives

Option 2B: Permanent structure (Federation) acting as a steering committee for implementation via working groups and long term maintenance of fisheries objectives



Description

The Federation is not meant to replace the GSPAC and its purpose but will be complementing it for the strict purpose of delivering the long-term vision initiative. The regular GSPAC membership would still meet once a year to provide input on management plans. The description of this structure is similar to Option 2A, except that the Steering Committee would be replaced by a permanent Federation on Herring and Mackerel comprised of a board of directors whose role would be similar to the Steering Committee (See Description in Option 2A). Furthermore, the Federation would be responsible not only to implement the strategic framework but also to maintain it over the long term and ensure that each element and its objectives are on target to meet their deadline (ensure continuity). The Federation could also oversee on a continuous basis that the fisheries are adapting to new changes in economy, markets and fisheries. It was also the view of the ad hoc group that this Federation could improve trust between stakeholders over the long term. This permanent Federation could also look at the management of funds coming from different sources (i.e. Special quota set aside, funding agencies, etc.).

Advantages

- A permanent structure like the Federation would ensure continuity in the implementation of the long-term vision and could adjust its targets with industry trends (moving targets);
- Working groups can be relatively inexpensive for both government and industry;
- Already existing structure for GSPAC easy to modify;
- Offers improvement of efficiency for delivering the long-term vision if clear mandates and objectives are identified with timely meetings, when compare to Option 2A;
- Working groups can explore questions of particular interest;
- Working groups can allow participants to hear others ideas and test their thinking against the reaction of other participants;
- Working groups can allow more detailed responses to be produced;
- Working groups can provide an opportunity to determine the range of views on a specific issue or proposed changes, and;
- Working groups can be very useful for conducting background research prior to consultation and/or for testing clarity of options at the end of the consultation;

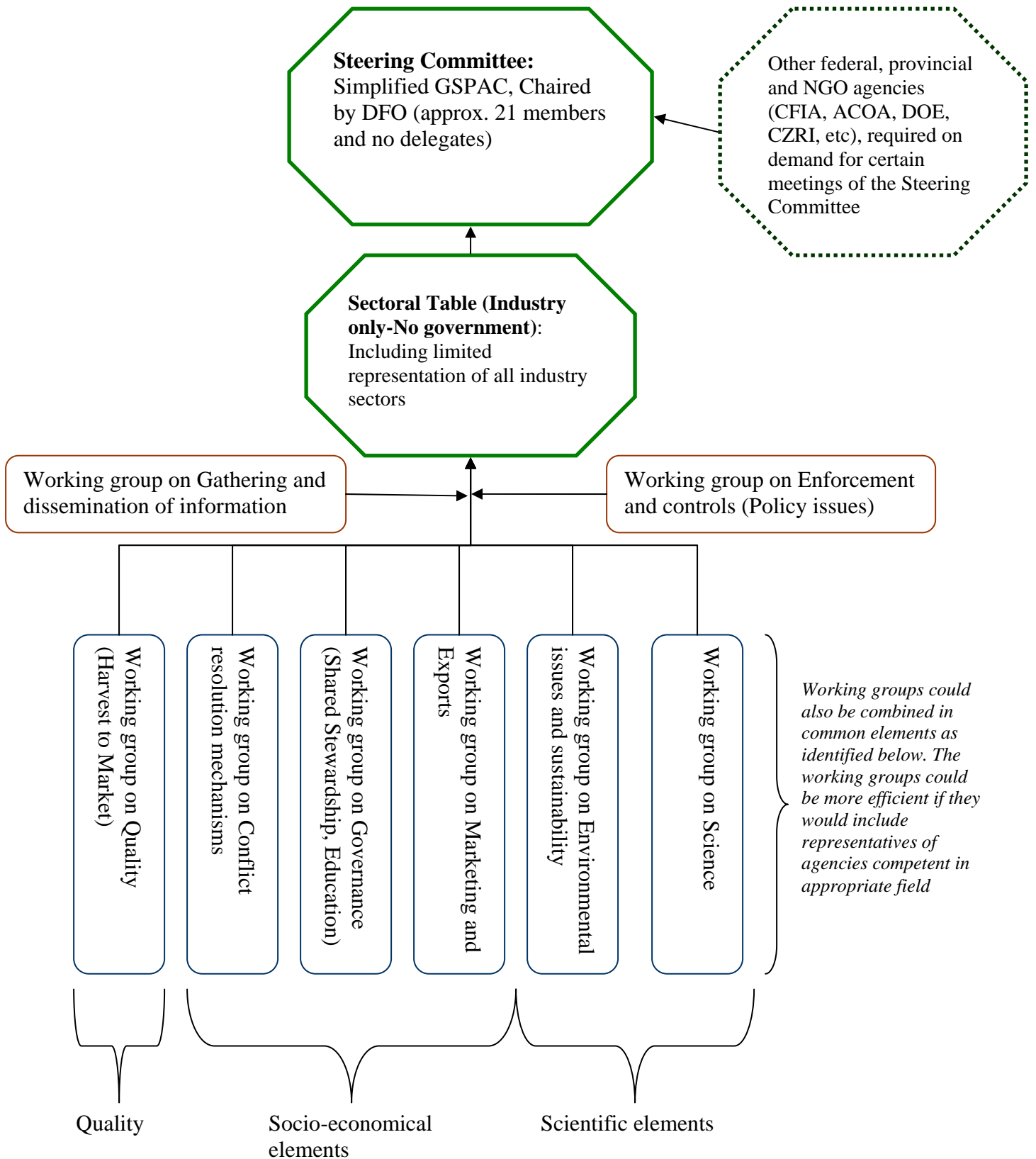
Disadvantages

- Financing the Federation would be an issue;
- Facilitator required for each working group meeting (one each or one for all). However, working group could also be combined in common elements as identified above;
- Can be subject to working groups wandering off topic unless clear questions articulated, thus the importance of selecting a good facilitator;
- Working group efficiency relies on careful preparation and documentary research, and;
- Working groups cannot be used to generalize from findings– views are not representative of all the stakeholders.

OPTION 2C

Steering committee overseeing non governmental sectoral table

OPTION 2C: Steering committee overseeing non governmental sectoral table



Description

This Steering Committee is not meant to replace the GSPAC and its purpose but will be complementing it for the strict purpose of delivering the long-term vision initiative. The regular GSPAC membership would still meet once a year to provide input on management plans. The simplified version of GSPAC (i.e. Steering Committee) could meet more often to move the long-term vision initiative forward. The description of this structure is similar to Option 2A, except that the roles of implementing the long-term vision in the southern Gulf of St. Lawrence would be assigned to a Regional Sectoral Table comprised of industry members only and no governments. The Steering Committee would keep all other roles identified in Option 2A and would basically ensure that the proper tools are provided to the Regional Sectoral table to ensure a proper implementation (See Description in Option 2A). It was also the view of the ad hoc focus group that the Regional Sectoral table could improve trust between stakeholders over the long term and would promote with shared stewardship.

Advantages

- Having a Sectoral table for implementing the long-term vision would promote shared stewardship and could improve trust between stakeholders over the long term;
- Already existing structure for GSPAC easy to modify;
- Offers improvement of efficiency for delivering the long-term vision if clear mandates and objectives are identified with timely meetings of Steering Committee, sectoral Table and working groups, when compared to Option 2A;
- Working groups can explore questions of particular interest;
- Working groups can allow participants to hear others ideas and test their thinking against the reaction of other participants;
- Working groups can allow more detailed responses to be produced;
- Working groups can provide an opportunity to determine the range of views on a specific issue or proposed changes, and;
- Working groups can be very useful for conducting background research prior to consultation and/or for testing clarity of options at the end of the consultation;
- This structure can be relatively inexpensive for both government and industry.

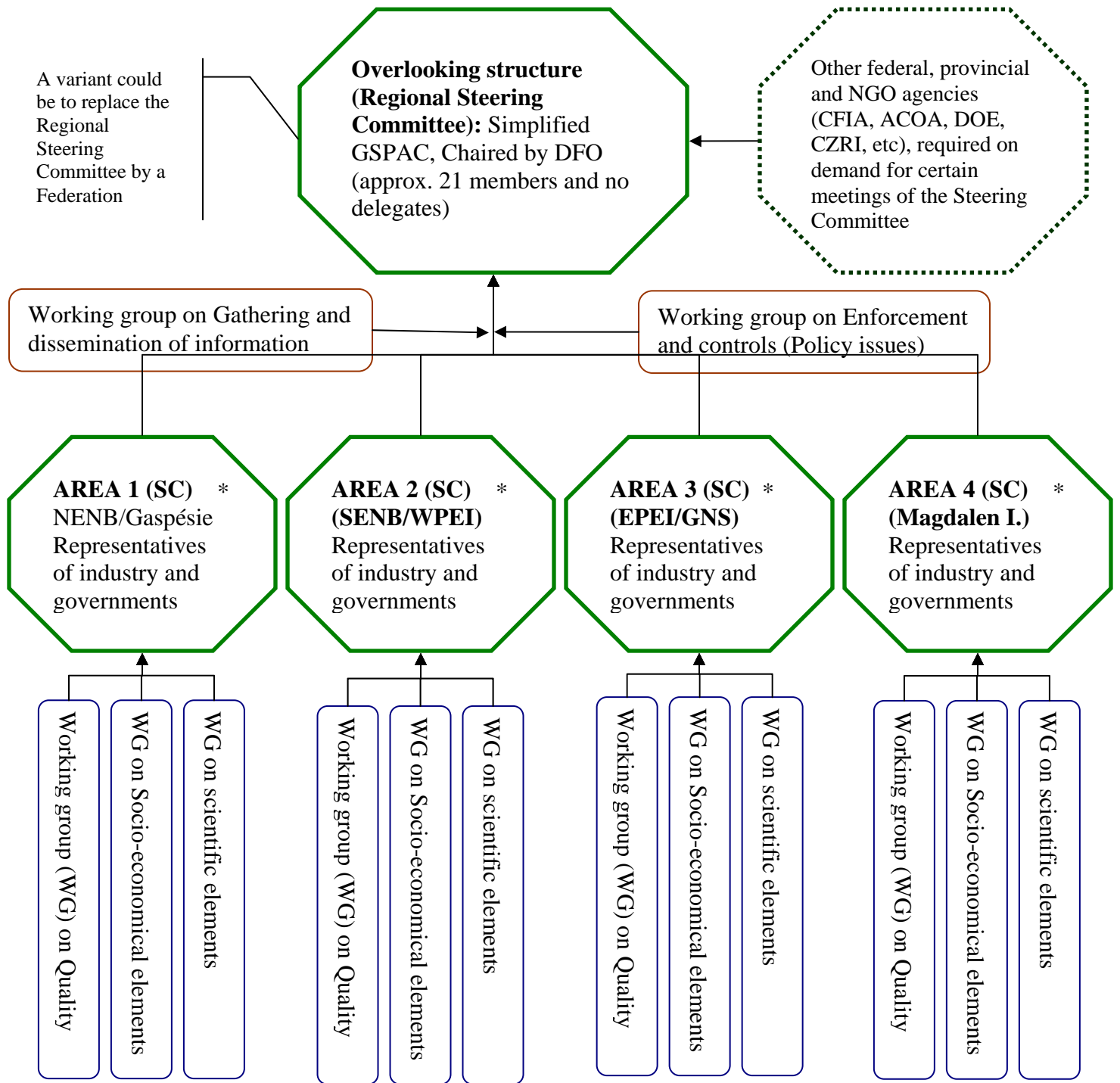
Disadvantages

- Facilitator required for each working group meeting (one each or one for all). However, working groups could also be combined in common elements as identified above;
- Can be subject to working groups wandering off topic unless clear questions articulated, thus the importance of selecting a good facilitator;
- Working group efficiency relies on careful preparation and documentary research;
- Working groups cannot be used to generalize from findings– views are not representative of all the stakeholders.

OPTION 3

**Regional industry/government structure overlooking area based
industry/government structure**

OPTION 3: Regional industry/government structure overlooking area based industry structure



* Area Steering Committee offers the possibility of including local municipality and resource for support in implementing the long term vision.

Description

The Regional Steering Committee is not meant to replace the GSPAC and its purpose but will be complementing it for the strict purpose of delivering the long-term vision initiative. The regular GSPAC membership would still meet once a year to provide input on management plans. The simplified version of GSPAC (i.e. Regional Steering Committee) could meet more often to move the long-term vision initiative forward. This structure is an extension of how each DFO area of the southern Gulf fishery operates in relation with the annual GSPAC and offers a combination between Option 2 and the “communities of interest” approach. In this option each area steering committee is to provide their input to the regional steering committee on the long-term vision throughout focused working group while taking in consideration their respective local particularities. The regional steering committee would in turn be tasked with identifying common elements amongst all areas. Those common elements would be part of the strategic plan guiding the long-term vision and would result in a road map that all areas would be required to follow. Areas that would have area specific elements or area specific means of reaching an objective would be allowed to operate on a different management regime within the boundaries and parameters of the long term vision. Another variant for this option would be to replace the Regional Steering committee by a Federation described previously in Option 2B.

The role of the Regional Steering committee would be to:

- Make recommendations to the minister of DFO on process to implement the long-term vision.
- Define the general boundaries and parameters (road map) of the long-term vision in the southern Gulf of St. Lawrence by taking in consideration input received from Area Steering Committees;
- Identify, coordinate and guide the implementation of area specific elements or area specific means of reaching an objective within general boundaries and parameters of the long-term vision in the southern Gulf of St. Lawrence;
- Establish a code of conduct for working group meetings;
- Establish a board of directors structure to look at management of funds and/or management of assigned quota (if applicable) for research and management purposes;
- Integrate other federal, provincial and NGO agencies as appropriate for identification of funds and ideas for moving the long-term vision forward;
- Working groups on gathering and dissemination of information and on enforcement and controls should work in close collaboration with the Regional Steering Committee to ensure proper communication of information to appropriate stakeholders in each area and for required policy changes as a result of Area Steering Committees and their working group production.

The role of the Area Steering committee would be to:

Options on processes and structures for moving the long-term vision forward

- Implement the long-term vision in the southern Gulf of St. Lawrence as per established regional general boundaries and parameters;
- Identify ways to facilitate the implementation of a working group structure and long term vision consistent with general boundaries and parameters;
- Find effective facilitator(s) for each working group meeting (one each or one for all). Working groups could also be combined in common elements as identified in the diagram to reduce the number of working groups;
- The Area Steering Committee could also look at elaborating a questionnaire for ongoing evaluation of the facilitator(s) to ensure optimum efficiency of working groups;
- The Working groups should include representatives of competent local based agencies in pertinent fields;
- Working groups will likely produce innovative ideas for moving forward each of the elements of the long-term vision that may require effective communication to stakeholders and policy changes.

Advantages

- Allow each area of the southern Gulf of St. Lawrence to implement the long term vision by taking in consideration local particularity (Decentralized structure);
- Area Steering Committee offers the possibility of including local municipalities and resources for support in implementing the long term vision;
- Area Steering Committee allows for community based management;
- Already existing structure for GSPAC easy to modify;
- Considerable improvement of efficiency for delivering the long-term vision if clear mandates and objectives are identified with timely meetings of Steering Committees and working groups;
- Working groups can explore questions of particular interest;
- Working groups can allow participants to hear others' ideas and test their thinking against the reaction of other participants;
- Working groups can allow more detailed responses to be produced;
- Working groups can provide an opportunity to determine the range of views on a specific issue or proposed changes;
- Working groups can be very useful for conducting background research prior to consultation and/or for testing clarity of options at the end of the consultation, and;
- This structure can be relatively inexpensive for both government and industry.

Disadvantages

- Community management does not promote inter-fleet (inshore/seiner) relationship improvement. This could be resolved by having representatives of the seiner fleet on all area steering committees since they fish in most areas.
- Facilitator required for each working group meeting (one each or one for all). However, working groups could also be combined in common elements as identified above.
- Can be subject to working groups wandering off topic unless clear questions articulated, thus the importance of selecting a good facilitator;
- Working group efficiency relies on careful preparation and documentary research;
- Working groups cannot be used to generalize from findings– views are not representative of all the stakeholders.

AD-HOC GROUP REPORT REVIEW BOARD

NAME	AFFILIATION	AREA	ATTEND
<u>QUEBEC</u>			
Jean-Yves Cyr	Producer	Magdalen Islands	YES
Albert Assels	Producer	Gaspé	NO
Mario Désraspe	Fisher / APPIM	Magdalen Islands	NO
Jean-François Martel	Fisher / RPPSG	Gaspé	NO
Pierre Bédard	MAPAQ	Québec	NO
<u>Prince Edward Island</u>			
Michael MacInnis	Producer / PEISPA	PEI	YES
Mickey Rose	Producer / PEISPA	PEI	YES
Terry Carter	Fisher / PEIFA	PEI	YES
Jamie Ellsworth	Fisher / PEIFA	PEI	YES
Dave MacEwen	PEI Dept. of A.F.A.	PEI	YES
<u>New Brunswick</u>			
Joanne Cormier-Baldwin	Producer	NB (North)	NO
François Beaudin	Fisher / MFU	NB (North)	YES
Louis-Marie Gionet	Fisher / MFU	NB (North)	YES
André Martin	Fisher / MFU	NB (South)	YES
Ted Williston	Fisher / MFU	NB (South)	YES
Annie Ferguson	Producer NB Dept. of APA	NB	YES
<u>Nova Scotia</u>			
Colin MacDonald	Producer	NS	NO
Paul Logan	Producer	NS	YES
Greg Egilsson	Fisher / GNSHF	Gulf NS	YES
Ronnie Heighton	Fisher	Gulf NS	YES
Alan Chandler	Province of NS	NS	YES
<u>Newfoundland & Lab.</u>			
Olin Gregan	Producer / Seiners	NL (West)	YES
<u>DFO</u>			
Bernie Matte Alain Hébert	Consultant A/Chief, Groundfish & Small Pelagics	Gulf	YES

AD-HOC GROUP REPORT REVIEW BOARD

NAME	AFFILIATION	AREA	ATTEND
<u>OBSERVERS</u>			
Janet Smith	Chief, Resource Management,	Charlottetown	YES
Mac Campbell Shari Cormier	Communication Officer, Staff Officer, Resource Management	Charlottetown Moncton	YES YES
Marc LeCouffe	Senior Advisor Resource Management	Moncton	YES
Paul Boyd	Chief, Resource Management	Antigonish	YES

SAMPLE PARTICIPANTS' CODE OF CONDUCT FOR CONSULTATIONS

Individual and stakeholder rights to participate in consultations are accompanied by responsibilities. Parties that participate in consultation processes should do so in good faith and with the public interest, as well as their own interest, in mind. Participants also have a responsibility to engage in effective, balanced and civil communication. All representatives have a responsibility to ensure that they are accountable to their constituents, that the government gets the information it needs to make a well-informed and balanced decisions, and that consultation processes operate as efficiently as possible.

Participants in consultation processes should:

1. Maximize the exchange of information among parties and minimize misunderstandings, by:
 - speaking clearly, listening carefully and asking for clarification if a point is not understood;
 - sharing information related to the issues at hand;
 - stating concerns about other participants, the issues or the process openly and directly;
 - clearly explaining what is important to them, what their interests are and why and;
 - stating their perspective as concisely and briefly as possible.

2. Ensure that all participants have the opportunity to speak and all perspectives and interests are taken into account, by:
 - seeking the participation of all participants; and
 - providing opportunities for affected parties to be heard before making a decision.

3. Maintain a respectful atmosphere, by:
 - respecting each others' values and interests;
 - separating issues from people;
 - avoiding accusatory or critical language, rude behaviour, and stereotyping;
 - listening to what others have to say without interrupting;
 - beginning meetings on time; and
 - seeking a better understanding of other perspectives with an open mind.

4. Ensure accountability to constituencies, if applicable, by:
 - making every effort to attend all important consultation meetings, or sending an alternate as agreed upon by participants;
 - establishing clear lines of accountability with those they represent, and with other representatives;
 - acting in accordance with the authority granted by constituents and ensuring that other representatives understand this authority;
 - sharing pertinent information with their constituencies regularly and seeking support for areas of agreement; and

- acting quickly to raise and resolve any concerns regarding the accountability of the process or any of the representatives to protect the integrity and trust of the group.
5. When negotiating in a consultation process, facilitate agreements across the full spectrum of interests, by:
- negotiating in good faith, building as much agreement as possible;
 - avoiding participation in activities that might undermine the consultation process;
 - focusing on underlying interests or objectives rather than positions and seek to understand the interests of others;
 - acknowledging agreement on mutual interests, values and principles, as a basis for fostering positive relationships;
 - recognizing the legitimacy of all interests;
 - treating issues as problems to be solved not as personal or sectoral conflicts;
 - allowing participants the freedom to be creative, brainstorm, and test ideas without prejudice to future discussions; and
 - positively supporting consensus agreements once they have been reached.
6. Engaging in appropriate communications activities and media involvement, by:
- ensuring that descriptions of the process and the views of other representatives are accurate and acceptable to all representatives before communicating them to the general public or the media; and
 - ensuring that contact with the media is respectful of others.