

Winter  
2005

# NAMA Newsletter

NORTHWEST ATLANTIC MARINE ALLIANCE



An aerial photo shows the ferocity of the waves that washed far inshore in Sri Lanka. (Reuters)

## NAMA Coordinates Tsunami Relief Fund

It is the law of the sea: when a fellow mariner is in trouble you get him help as soon as possible.

In response to the devastation wrought by tsunamis in the Indian Ocean, members of the Northwest Atlantic Marine Alliance have extended the province of fishing's most venerable code to people in need half a world away.

"On New England's coast there is a long tradition of people helping people, considering the circumstances, it seemed natural to lend our hands to those who have been affected by this unimaginable catastrophe," said Craig Pendleton, NAMA's coordinating director.

Even before the full scale of the calamity had come to light, Craig was in touch with Ted Hoskins, a Board member and minister with the Maine Seacoast mission, who has years of experience in international aid.

"Ted and I were deeply affected by the tragedy and wanted to find a way to help. We knew the first step was to get in touch with the right people, who knew how and

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## NAMA Relief (continued)

where we could direct aid immediately,” he said.

First on the list was longtime NAMA friend John Kearney, of the Centre for Community-based Resource Management and



Fishermen in Sri Lanka gather nets gather nest washed away by the tsunami. Many of the fishing boats and the shoreside infrastructure along the island's coast were destroyed by the waves. 100 percent of donations raised by NAMA goes directly to these communities. (Reuters Photo)

COADY Institute at St. Francis Xavier University in Antigonish, Nova Scotia. Two years ago, Craig and Ted studied under Kearney during a community-based management seminar at COADY. At the seminar, they met fishermen from all over the world, including Sri Lanka, one of the areas hardest hit by the waves.

John regularly works with the World Forum of Fisher People and the Sri Lanka Center for Development Facilitation, both headquartered in Sri Lanka, and he passed along emails from friends affected by the disaster. In some cases, whole villages were literally washed from the face of the earth. Survivors urgently needed the most basic necessities of life.

To get cash to the affected areas quickly, NAMA approached the St. Joseph's Credit Union in Biddeford, Maine, where Craig sits on the board of trustees. Within hours, the NAMA Tsunamis Relief Fund was established, and St. Joe's agreed to wave all fees for wiring money and expanded the program to the Maine Credit Union League's 75 member locations.

To spread the word, NAMA sought the assistance of Robinson Productions, a Maine public relations firm that has worked with NAMA on many previous campaigns, to notify the media. Soon the story was on the front page of the Portland Press Herald, and picked up by the local NBC affiliate, as well as morning radio programs, including NPR.

Calls rolled in from across the state with hundreds of individual pledges, as of Jan. 11 over \$12,000 had been raised.

Luke Labbe, CEO of St. Joseph's Credit Union, said the effort was a perfect example of how communities can work together to make a difference.

The rebuilding of Sri Lanka's fleet and onshore communities will likely take years and our support must continue.

To contribute please mail checks payable to the NAMA Relief Fund, 200 Maine Street/ Suite A Saco, Maine 04072

2. A Letter From The Coordinating Director:

### **Building upon existing relationships in order to forge new ones.**

Last year was a time of change for NAMA. Although, as I reflect back over the years, maybe I should say things were normal. We had board

turnover, we lost a couple key staff, we gained a couple new staff, we fell apart yet came back together as solidly as ever. NAMA has proven that an organization built upon a solid foundation can endure and readily adapt to change.

On Dec. 26, the greatest natural disaster ever known to most of us occurred in South Asia and Africa. The tsunami wave wreaked devastation and death like no one has ever seen. It began a series of events that made me realize that one day we really could have a network of organizations and individuals uniquely connected by the power of community based resource management.

Within 24 hours after the waves struck, I was connected to people around the globe as I received e-mails and phone calls from people NAMA had come into contact with over the years. Our call to action was embraced by the many relationships we have built, from Ted Hoskins in Blue Hill, Maine, to Father Thomas Kocherry in India, to Luke Labbe at St Joseph's Credit Union in Biddeford, Maine, to John Kearney at the COADY International Institute in Antigonish, Nova Scotia, to Jon Paradise and John Murphy at the Maine Credit Union League, to W.P.P. Abeydeera (Abey) at the Sri Lanka Centre for Development Facilitation, to Herman Kumara at the World Forum of Fisher People back to all the generous individuals who have made contributions to the relief effort.

These connections are powerful. The actions taken were swift and concise. To capitalize on these relationships long term and under less dire circumstances, we must ask ourselves: What can we do here in New England to keep this momentum alive and flowing? How do we strengthen the network of organizations and individuals who are committed to community based resource management? How do we stay connected to partners on the West Coast? The answer lies in our commitment to success and our ability to compromise and collaborate for the greater good.

In 2005, NAMA will engage in efforts to define ecosystem based management, engage people in ecosystem mapping as a way to build consensus, and undertake a Fleet Visioning Project that will help people determine their futures. I hope you will join us.

Finally, the NAMA Board of Trustees has voted to redesign our organizational structure, to make it easier and more welcoming to join in our efforts to restore and enhance an enduring northwest Atlantic marine system that supports a healthy diversity and abundance of marine life and human uses. We look forward to working closely with our many talented and committed partners of today and in the future.



### 3. Setting the Stage: Planning, Scheduling, Making it Work.

*In our last newsletter we discussed the history of the Fleet Visioning Project. It is now underway with a newly hired project director and support from a variety of stakeholders (see description on page 4 if you missed it). The story picks up with the challenges and accomplishments of the past two months.*

Developing a Vision for the future of the northeast groundfishing fleet is no small task. In fact, a large part of it involves a challenge familiar to many involved in grassroots organization efforts: How big is too big? And, for that matter, how small is too small?



In the months since the Fleet Visioning Project hit the ground in November, Liz Rettenmaier, the project’s director, has been faced with the challenge of designing a project that is large enough to be effective, yet still manageable for just one full-time staff person.

“The first problem to sort out was determining the appropriate scope. We want to involve as many stakeholders as possible, but as a matter of practicality, there are limitations in time and money,” she said.

Liz drew on her experience at the Maine State Planning Office to get the ball rolling. Her first weeks on the job were spent compiling detailed calendars, schedules, lists, charts, graphs—and questions.

Who needed to be involved?  
How do you get them involved?  
Where and when would they meet?

Traditionally, facilitation efforts like this one begin by meeting individually with each stakeholder group. However, given that the communities involved in groundfishing stretch from Maine to New Jersey, such a cumbersome format was out of the question.

So Liz opted to take a regional approach in order to reach and engage those directly involved in the groundfishery.

“With a geographic area so big, and a staff so small, we had to be creative in our project design,” she said. “Dividing the fishery into regions will be especially useful when we are inviting people to participate in workshops to explore and

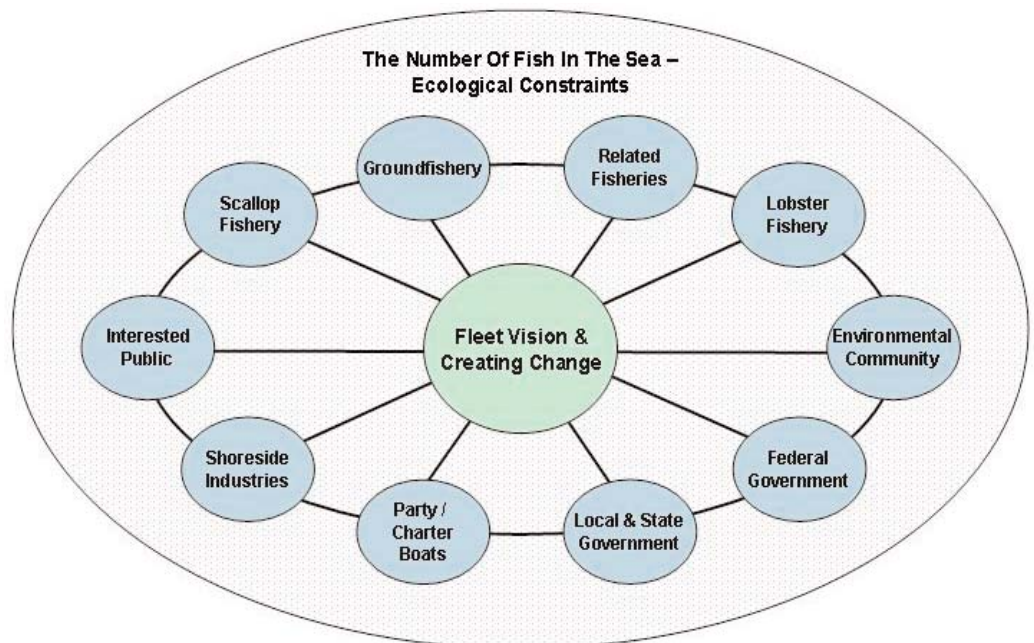
Liz Rettenmaier,  
Fleet Visioning  
Project Director



Liz brings a diverse background in community engagement, facilitation, communications and outreach, natural resource policy development and project management to the Fleet Visioning Project.

Liz took the reins of the Project in early November, and has been enjoying a crash course in fisheries management and the northeast groundfishing fleet ever since. Her career focus is working with communities, industry and regulatory agencies to develop policies and programs that both reflect local concerns and protect or improve the environment; areas addressed have included comprehensive planning, brownfields redevelopment, energy conservation, and pollution cleanup and reduction. For the last several years, Liz was a Senior Planner on the Maine State Planning Office Land Use Team.

She holds a B.Sc. in biology and environmental science from the College of William & Mary, as well as a M.S. in natural resources policy and Masters in Urban Planning from the University of Michigan.



*The diagram above outlines the various stakeholder groups directly involved in the Northeast Groundfishery, and how their input will contribute to the development of a common vision. A regional approach has been taken in order to reach and engage those involved.*

Continued on page 4

# Why do we need a vision for the fleet?

## The northeast groundfish industry is at a crossroads.

The northeast groundfleet is among the most diverse in the world. Fishing boats –large, small and in between – set out from ports that stretch the coastline from Virginia to Maine. Whether fishing inshore or offshore, the boats of the groundfish fleet play an important economic and social role in their communities.

Capacity reduction is among the government's top priorities for bringing long-term stability to the fishery.

There are approximately 1,000 permits in the northeast groundfishery. The National Marine Fisheries Service has suggested that 300 to 500 boats are capable of harvesting the Northeast multi-species fishery over the long term. What does this mean for you?

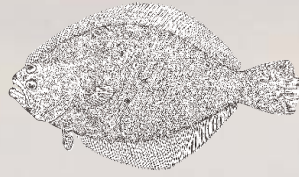
We are asking questions that need answers: If the current fleet is to be cut in at least half, what will it look like?

What will the mix of boats be?

Which communities will retain their ports and working waterfronts?

How will the fleet restructuring occur?

How will new management approaches such as Days-at-Sea, Individual Transferable Quotas (ITQ), and Individual Fishing Quotas (IFQ) impact your lives?



Summer Flounder (*Paralichthys dentatus*)

We need a plan that protects the fish stocks *and* considers the social and economic goals of fishermen and fishing communities.

We need a plan that comes from the people whose lives are most affected by changes in fisheries management: fishermen; their families; and their communities.

We have designed a project to allow those involved in the groundfishery to do just that.

### How does it work?

Everyone involved with the groundfishery will be given an opportunity to have their voices heard, and opinions expressed, online or in writing.

You will be asked about the type of groundfish fleet you want – its composition, capacity, and geographic distribution.

A “Vision” of the fleet will be developed and agreed to by members of the ground-fishing industry and those that the industry affects.

With a vision in hand, fishing communities and decision-makers will have clear social and economic targets for future management policies.

Fleet Visioning questionnaires will be widely distributed, online and in paper, beginning in February 2005.

Regional workshops will be held between April and July 2005 to discuss your vision for the future and what you think it will take to get us there.

For more information:

Web: [www.fleetvision.org](http://www.fleetvision.org)

Email: [info@fleetvision.org](mailto:info@fleetvision.org)

Telephone: 207.284.1905



Haddock (*Melanogrammus aeglefinus*)

### Acknowledgements:

*The Fleet Visioning Project is funded by the Andrus Family Fund and was conceived by the Northwest Atlantic Marine Alliance. The project receives and welcomes the support of several other private, state, and federal entities.*

## Fleet Vision (continued)

develop a common Vision.”

Still, gathering and processing hundreds of questionnaires, each describing participants' hopes and plans for the future of the Northeast's groundfishery is a daunting task.

One, which Liz believes, can be aided by the use of technology.

“The Internet allows us to engage many people across large distances in the project, and customized computer software allows for a large number of online responses to be processed efficiently,” she said.

Paper questionnaires will also be distributed, collected, and processed to ensure that everyone has an opportunity to have their voices heard.

A Website, [www.fleetvision.org](http://www.fleetvision.org), has been created to educate the public about the project and will soon allow stakeholders to enter their individual vision online. Additionally, a presentation will be made at the Maine Fishermen's Forum in March, kicking off the public promotion phase of the effort.

With much of the background planning accomplished, the next step is to build a steering committee made of leaders from across groundfish stakeholder groups. The committee will oversee the direction of the project and help ensure that its products are implemented down the road.

## NAMA Teams With Leading Scientists to Harness Fishermen's Knowledge

*Information will further a move to ecosystem-based management.*

Three years before the U.S. Ocean Commission recommended that NMFS begin transitioning to ecosystem-based management (EBM), fishermen, scientists, and community leaders affiliated with NAMA had already drafted a EBM plan for the inshore Gulf of Maine.

During the Amendment 13 hearings, the "Inshore Gulf of Maine Fisheries Conservation and Stewardship Plan" was called visionary by government managers and scientists.

The plan was put on the books as a "frameworkable" item, which means it will be on a fast-track for implementation during the next fishing rules amendment process.

In the meantime, the plan is still catching the attention of oceanographers and leading scientific institutions.

Janet Campbell, of the UNH Center for Excellence in Coastal Observation and Analysis (COOA), and Jefferey Runge of the UNH Institute for the Study of Earth, Oceans and Space, said the plan reflected the kind of synthesis of local and scientific knowledge needed to make ecosystem-based management work.

The conversation led to a \$10,000 grant from COOA to pay for a series of meetings between scientists and fishermen to discuss what kind of information was needed to begin thinking about EBM in the western Gulf of Maine.

NAMA's Science Director, Heather Deese, headed up the project by inviting some of the region's leading fishermen and scientists and putting together an agenda (see figure at right).

"The motivation is the growing demand for ecosystem-based management at a variety of levels. In these meetings we will begin a dialogue, absent from the pressures of fundraising deadlines or looming management changes, about the ways collabora-

## Western Gulf of Maine inshore fisheries-ecosystems project:

Fishermen and researchers collaborating to develop innovative illustrations and descriptions of how fished species interact with other species and their environment

*A joint project of the UNH Center for Excellence in Coastal Ocean Observing and Analysis and the Northwest Atlantic Marine Alliance (NAMA)*

### Why (what is the problem):

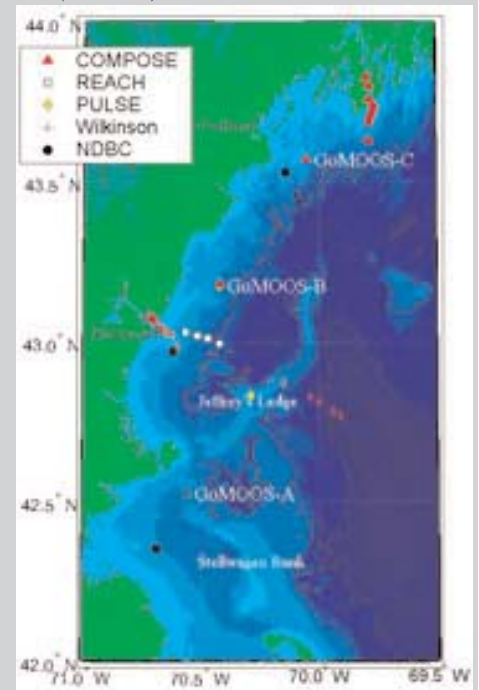
- β Desire for 'Ecosystem-based management' – but what does it mean? What kind of science will it require?
- β Both scientists and fishermen know a lot about marine ecosystems, need to start better integrating and using knowledge
- β No clear agreement - which relationships and environmental factors are key for fisheries and their management?

### What (results from this project):

- β Pamphlets, posters and other materials focused on some example species (cod, whiting, herring, dogfish or shrimp?)
- β Materials developed jointly by fishermen and researchers, including cartoon diagrams & text
- β 'Ecosystem conceptual models' known and suspected ecosystem relationships at key life stages (plankton, larval fish, juveniles, spawning grounds, feeding relationships)
- β 'Climate change scenarios' illustrating possible impacts on fisheries from broad-scale, long-time changes such as temperature, storm frequency, sea level.
- β Hard copies for all participants to share with fishing and research communities, decision-makers, managers, environmentalist throughout New England.
- β Will not change management tomorrow, but building management for the future

### HOW:

- β A series of discussions (3 meetings) between fishermen and researchers during 2004-2005. (travel costs and nominal per diem for participants)
- β Share information, discuss ecosystem-fishery factors for focus species
- β Sketch out diagrams & text during meetings, NAMA and UNH staff will work to design graphics for review by the group
- β Begin to articulate which ecosystem-fishery variables we can possibly measure, manage, and predict; as another step toward designing science needed for EBM



Western Gulf of Maine focus area

tive research can improve our understanding of ecosystems," said Deese.

In December, the first meeting was held in New Hampshire and the participants began talking about areas where research was needed on a species by species basis.

The meeting sparked a similar partnership with the Gulf of Maine Ocean Observing System (GoMOOS), a network of environmental monitors, headquartered in Portland, to expand the effort to ecosystems across the coast.

For more information about the projects please contact [heather@namanet.org](mailto:heather@namanet.org).

# Snapshot: ecosystem-based management in the Gulf of Maine

The Gulf of Maine, officially the waters between Cape Cod and Cape Sable, Nova Scotia, is a highly dynamic place. Each day millions of gallons of water, fortified by decomposing leaves and soil from New England's North Woods, flows down the region's great rivers and into the Atlantic.

Beneath the waves, banks and ledges—Browns, Jeffereys, Georges, and Stellwagen—formed by receding glaciers during the Ice Age trap the nutrient-rich water in a perpetual state of circulation, driven by wind and tide. When the sea meets the face of these submerged mountains and plateaus, things get particularly interesting.

The process is called upwelling, and results from the fluid dynamics created when deep water suddenly encounters a shallow. The water is pushed up from the seafloor and carries phytoplankton (microscopic ocean plants) and dissolved nitrogen and oxygen with it. Think of it as a giant rotating compost pile. When light penetrates the surface, photosynthesis occurs and the sea blooms into a fertile soup of plants and algae—forming the base of a food chain for hundreds of species of invertebrates, fish, mammals, and birds that call this sea within a sea home.

As we learn more about this process and the environment, it becomes increasingly clear that we need to consider the dynamic and connected nature of whole marine ecosystem in managing human activities there.

Traditionally, management has focused on individual activities in isolation, such as fishing, shipping, petroleum explo-

ration, and recreation.

Ecosystem-based management is different.

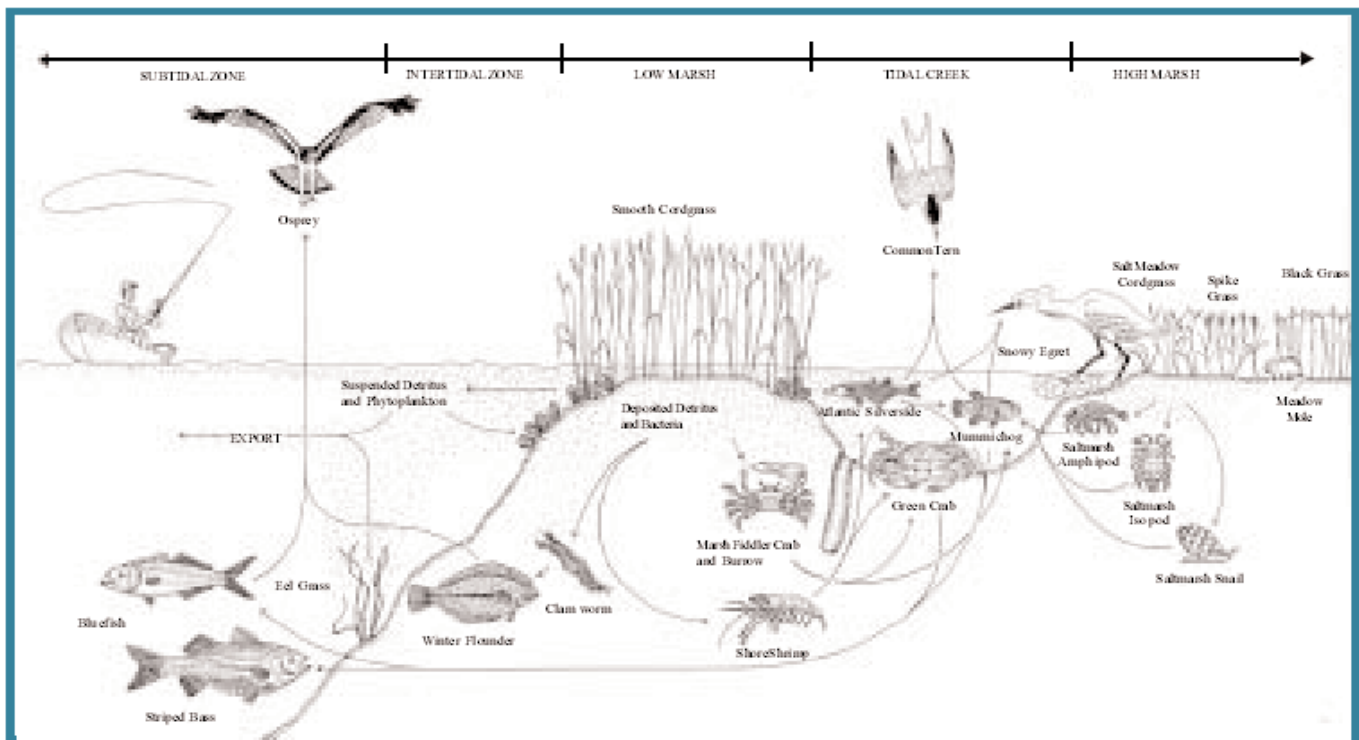
The approach considers all of the pressures put on resources together in order to develop management rules that reflect what is actually happening in the water. Thus, regulations are based on the constraints of an ecosystem, rather than the arbitrary lines of politics and convenience.

It should be said that EBM need not as an additional layer of regulation, but rather lead to a streamlining of existing regulations based on comprehensive scientific understanding.

The first step is to assess what is known about individual ecosystems, how people use them, and how they may be used in the future. Such a process requires gathering more and different information about the ocean than is currently available, and the commercial fishing fleet is well positioned to help.

For one, few understand the ocean better than the fishermen who make their livelihoods there. This knowledge can greatly aid scientists in capturing the essential information needed to make wise management decisions. It is also important to work with the industry to craft rules that work, by aligning the economic needs of fishermen with the social and ecological good. Collaboration among stakeholders will therefore be an essential component of EBM.

(The figure below from Maine Sea Grant is an example of the kinds of interactions that impact a coastal ecosystem in southern Maine.)



*Illustration by Thomas R. Ouellette*

Maine Sea Grant figure shows the interactions of a number of species in a coastal ecosystem.

## New Grant from the Sudbury Foundation Allows NAMA to create Director of Operations Position; and Gives Technical Support from Non-Profit Expert

In October, NAMA was awarded an \$75,000 grant from the Sudbury Foundation in Massachusetts. The money, which will come in three installments, was given to support an office manager position. "Adding this key administrative position will free staff to devote energies to leadership, fundraising, and external relations," according to the grant announcement.

The funding opportunity came out of a meeting with Jay Voght, a consultant with 20 years of experience working with scores of nonprofit organizations across the country. "I was very impressed with NAMA's quality of staff and mission. It seemed to me that their efforts would be furthered by having an office manager in house to allow more time to be allocated to specific organizational goals," said Voght.

An additional \$5,000 technical assistance grant was awarded to develop a grassroots funding plan and a community organization strategy consistent with NAMA's mission.

"This grant came at a very important time in NAMA's history. The past few years have really been spent building an organization and partnerships with people and institutions across the region. Now that we've done that we can focus on accomplishing our mission: to restore, enhance, and rebuild a northwest Atlantic marine system that supports an abundance of marine life and human uses. And to do that we need a master organizer," said Craig.

Voght has already visited Saco twice to offer consultation on developing a longterm fundraising plan and creating a "brand" that appeals to the public.

In January, Jen Levin was hired as the new director of operations. NAMA was first introduced to Jen during the Fleet Vision Project Director search.

Originally from Wisconsin, she has a background in wildlife ecology and natural resource management. Most recently she worked as a program manager for the Recreational Boating and Fishing Foundation, headquartered in Alexandria, Virginia (see box inset to right).

"Jen brings diverse experience to NAMA. She has worked on a number of campaigns that deal with multi-stakeholder groups negotiating resource management issues. Also, her background in outreach and education fits nicely with our plans to engage more communities in marine resource issues regionwide," said Craig.

She's now living with her husband and 10-month-old daughter, Remy, at a small house near the water in Old Orchard Beach, while they look for a permanent residence in Maine.

Greetings Friends and Partners!

I'm excited to introduce myself as NAMA's newest staff person. As the Director of Operations, a newly created position, I will focus on helping to grow NAMA and its ability to serve the northwest Atlantic region. Primarily, my responsibilities include managing internal organizational matters, as well as helping to build more partnerships with coastal communities, and a bit of fundraising.



When I first learned about NAMA and its programs, I was truly inspired. It's so critical to make management decisions that make sense for both the resource and the people who interact with it. Additionally, it's vital to include a broad range of diverse perspectives to develop management recommendations. NAMA works hard to help make those things happen, and I count myself truly fortunate to be a part of the team and your community.

A little about me: I relocated to Maine from Virginia where I worked for the Recreational Boating and Fishing Foundation as a program manager overseeing the education and market research programs. Originally, I hail from Wisconsin where I earned my degree in Wildlife Ecology at the University of Wisconsin, and worked for the Department of Natural Resources in the communications and wildlife bureaus.

My work experience has revolved around growing partnerships and programs that serve both natural resources and the livelihoods that depend on them. For example, I've dealt with issues around trapping, hunting, forestry, and other wildlife and land use issues. As partnerships are the most important part of the work, I look forward to meeting and working with you as we do great things for the region. In the meantime, please don't hesitate to drop me a line to say hi.

Sincerely,  
Jen Levin  
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Email: [jen@namanet.org](mailto:jen@namanet.org)

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