

**Final Report:
Integrated Coastal Zone Management (ICZM):
Coastal Planning in St. John Bay and Cow Head,
Great Northern Peninsula**

(January – March 2006)



Flowers Island Lighthouse



Cow Head Lighthouse

**Submitted to:
Great Northern Peninsula Integrated Coastal Zone Management (ICZM)
Steering Committee**

**Submitted by:
Intervale Associates, Inc.**

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I. INTRODUCTION

Canada's coastal resources are increasingly threatened as the result of the impacts of human development from transportation, fishing and aquaculture, oil and gas, and recreation and tourism. As these industries continue to expand, competing demand for scarce resources is threatening the sustainability of Canada's coastal environment. Historically, single sector management practices have resulted in disjointed approaches to coastal resource management. The collapse of the ground fishery in Atlantic Canada in the 1990s and again in 2003 provides one case of the reactive rather than proactive response of past resource management strategies and the need for a more integrated and comprehensive approach to coastal development and planning.

1.1 Canada Oceans Action Plan

In 1997, in an effort to address the numerous problems and support the further economic development opportunities facing Canada's coasts, Canada's Oceans Action Plan was introduced. The Canada Oceans Act calls on the Department of Fisheries and Oceans (DFO) to create a more integrated national oceans management approach:

- to provide a comprehensive vision for ocean management;
- to take advantage of economic opportunities while integrating social and environmental goals; and,
- to give Canadians an opportunity to become engaged in decisions affecting Canada's three oceans.

1.2 Integrated Coastal Zone Management (ICZM)

In order to achieve the goals of the Oceans Act, DFO adopted the Integrated Coastal Zone Management (ICZM) process. ICZM is a continuous planning process in which stakeholders and regulators reach general agreement on the best options for conservation, sustainable resource use, and economic development in coastal areas through an ecosystem-based approach that manages natural resources, conserves biological diversity and maximizes socio-economic benefits in a sustainable manner.

There are a number of key elements that are found in successful ICZM initiatives. These elements include:

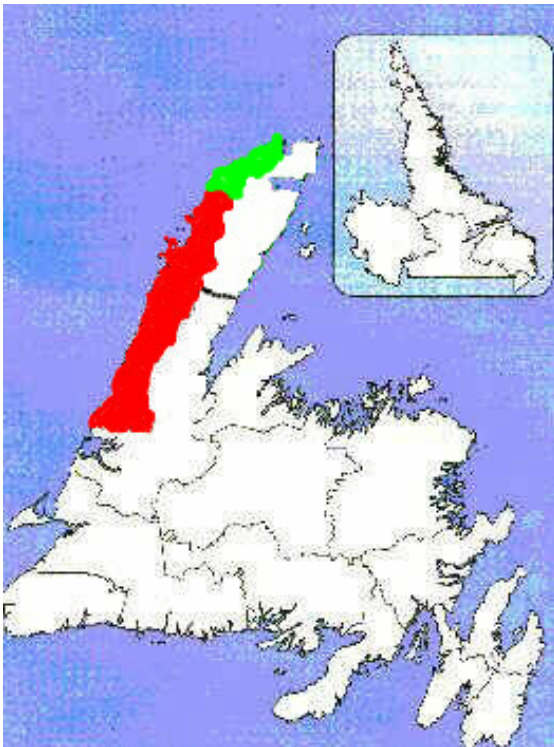
- A coordination, consultation and planning process, designed to derive general agreement, but providing for conflict resolution when required;
- A process to facilitate full stakeholder involvement in community-based decision-making, supported as required by appropriate levels and agencies of government;
- A comprehensive program of education, research, and communication;
- An improved system of access to information and to regulatory processes; and

- A program of monitoring, evaluation, and feedback.

ICZM assists coastal communities in setting priorities, identifying short and long-term actions, and in assessing their implications on existing management structures. The outcomes are to respect the needs of all sectors and the values and inputs of a multiple range of agencies in an effort to implement a strategic vision of integrated coastal zone management.

1.3 The Great Northern Peninsula ICZM

Since the year 2000, the Red Ochre Regional Economic Development Board (Zone 7) and the Nordic Economic Development Corporation (Zone 6), under the direction of DFO, have initiated an ICZM coastal planning strategy for the western side of the Great Northern Peninsula of Newfoundland. The region extends over 500 kms from Cape St. Gregory in the south to Cape Bauld in the north and includes approximately 61 municipalities and local service districts (see Figure 1).



In the winter of 2006, Intervale Associates, Inc. was contracted to assist with two ICZM pilot projects at Cow Head and St. John Bay. This report documents the ICZM process to date in the region. Section two provides background information on the ICZM program prior to 2006. Section three outlines the work plan from January to March 2006 while section four documents the outcomes of these meetings and workshops. Section five provides recommendations to advance the ICZM process and to further promote the sustainability of coastal communities in the region.

Figure 1: ICZM Planning Region 6 and 7

II. BACKGROUND

Since 2000, six steps of the coastal planning process have been completed as part of the ICZM program on the Great Northern Peninsula of Newfoundland. They include:

Step 1 – Community Based Coastal Resource Inventory (CCRI) (2000):

The overall goal of the CCRI was to conduct research to inventory and establish a baseline of information on marine species, habitat, shoreline, ice conditions, sewage outfalls, and waterfront infrastructure in the region. This information was gathered from local residents with knowledge of coastal and marine affairs and recorded on maps to assist in future education and informed decision-making as part of the ICZM process.

Step 2 – Stakeholder/User Group Database (2001):

In step two, a detailed, comprehensive listing of stakeholder and user groups from the region was compiled to provide contact names, addresses, telephone/fax numbers, and e-mail addresses to facilitate full stakeholder involvement in the planning process.

Step 3 – Preliminary Consultation with Stakeholders (2002):

Once a database of stakeholders was generated in Step 2, a survey was drafted to consult with stakeholder and user groups. This survey was administered through a series of interviews to gather information on coastal issues, activities, and concerns throughout the region. The goal of the survey was to identify priorities and short and long term actions for coastal planning in the region. Results of the survey revealed that residents were more likely to participate in the ICZM process once they were informed of its purpose and goals. The results of the consultation were published in 2002 in the report, *Integrated Coastal Zone Management, Investigating the Need for Coastal Planning on the Northern Peninsula*.

Step 4 – Data Collection (2003/2004):

During the fall of 2003 and winter of 2004, biological, physical, social and economic data on Zones 6 and 7 was compiled and archived at the Red Ochre Board office in Parsons Pond for easier public access. As part of this step, a library was set up that includes reports on marine quality, landed fishery resources, habitat, and socio-economic conditions on the Great Northern Peninsula. The library's resources are seen as an asset for future research and decision-making to assist with the ICZM process.

Step 5 – Public Education and Consultation (2004):

During the public education and consultation step, a presentation was delivered to educate residents about the process of ICZM and potential outcomes. As part of the presentations, consultations were conducted to gather information on relevant issues, potential solutions, and business/employment opportunities in sectors utilizing the coastal zone in the region (e.g. fisheries, tourism). Follow up information for stakeholders and user groups were also available on request. This information was compiled and published in a report, *Great Northern Peninsula Coastal Planning Initiative, Phase IV, Part II Public Education and Consultation Project*.

Step 6 – ICZM Action/Communications Plan (2005):

As part of this step, issues and concerns identified in the Public Education and Consultation step were prioritized into two main actions: (1) a communications plan for Zone 6 and 7 to educate resource users and stakeholders on the concepts and attributes of coastal planning and (2) a proposed series of focused local coastal planning pilot projects to demonstrate the need and advantages of ICZM and its inherent flexibility in addressing regional planning issues. The purpose of the pilot projects was to refine and strengthen the ICZM strategy for the whole Northern Peninsula. The two groups selected to participate in the pilot projects were the 14B Lobster Protection Committee and the Cow Head Conservation and Heritage Committee, Inc. (CHCHC).

III. WORKPLAN

3.1 The ICZM Team

In January 2006, Intervale Associates, Inc. was contracted to work with the RED Ochre Regional Board Inc. and the Nordic Economic Development Corporation from January to March 2006 (a period of twelve weeks) to implement the two ICZM pilot projects in St. John Bay and in Cow Head for the Great Northern Peninsula ICZM Steering Committee. The work represents **Step 7 of the ICZM Process – Implementing the Pilot Projects**.

The Intervale Associates, Inc. team consisted of Kathleen Blanchard, Ph D. in wildlife management and John Hull, Ph D. in tourism geography. Both consultants have extensive facilitation and workshop experience in the province as well as knowledge of current fisheries and tourism planning issues on the Great Northern Peninsula. Their expertise was selected to provide support to the 14B Lobster Committee and the Cow Head Conservation and Heritage Committee in their strategic planning efforts.

As part of Step 7, the Red Ochre Regional Board, Inc. also hired an ICZM Administrative Coordinator, Lynn Blanchard:

- to provide administrative support,
- to oversee communications and correspondence,
- to organize planning meetings and the workshops,
- to prepare minutes of the meetings, and
- to work in collaboration with Intervale Associates staff.

The ICZM team (Kathleen, John, Lynn) worked together on the implementation phase to heighten awareness of coastal planning in the region, to establish an overall willingness amongst stakeholders to participate in the pilot project planning process, to help clarify the sense of purpose of the meetings and workshops, and to promote a spirit of cooperation amongst stakeholders to move forward.

3.2 The Timeline and Work Responsibilities

The time line of activities and work responsibilities associated with implementing the ICZM pilot projects are outlined below.

3.2.1 General Overall Project Management

- The ICZM Team will be contracted to administer two meetings with the Great Northern Peninsula Integrated Coastal Zone Management Steering Committee.
 - 1) The first meeting will occur at the start of the contract. The ICZM Steering Committee will meet with the ICZM team to discuss implementation of work as outlined.

- 2) The second meeting will take place after the planning meetings and workshops with the ICZM Steering Committee, the 14B Lobster Protection Committee and the Cow Head Conservation and Heritage Committee. This meeting will be to discuss the recommendations, to make any suggested changes, and to provide input into the final planning document.
- The ICZM Administrative Coordinator will provide all relevant information (research, reports) to the Intervale Team to assist them in understanding the previous steps of the ICZM process at the beginning of the contract.
 - The ICZM Administrative Coordinator will utilize Stakeholder/User Group list to identify key stakeholder/user groups that should participate in the public meetings and workshops associated with the pilot projects (e.g. Town Councils, Fisher Committee Chairs, Government Departments, etc.).
 - The ICZM Administrative Coordinator will complete a series of posters on the ICZM process that will be displayed at the public meetings and workshops.
 - The ICZM Team will organize the agenda for the planning workshops, distribute the agendas to the ICZM steering committee for review, compile the information gathered at the workshops, rank priority items, provide recommendations, and complete final report regarding future ICZM steps.
 - The ICZM coordinator will provide administrative support to the ICZM Steering Committee and the Intervale team to assist in organizing meetings, taking minutes/notes, booking meeting rooms, preparing reports, mail, and other administrative duties as required.

3.2.2 St. John Bay Pilot Project -- Background

For over 100 years, the lobster fishery in the St. John Bay on the Great Northern Peninsula of Newfoundland has been a productive industry, traditionally supplemental to other more lucrative fisheries throughout the year. In the 1970's, the bay maintained approximately 75 harvesters with estimated landings up to 272 metric tons per season. Seasonal catch rates for this period were reported to average 8 kg per pot.

Over the past twenty years, the downturn in the ground fishery and changes in fisheries management practices resulted in increased fishing effort with a resultant reduction in catch rates. In 2003 there were approximately 165 lobster licenses exploiting the St. John Bay lobster fishery with lobster landings declining to approximately 181 metric tons, with catch rates reduced to 2 - 3 kg per pot.

In December 2004, as a result of the declines in lobster landings, area harvesters formed the 14B Lobster Protection Committee to stabilize the lobster population within the St. John Bay and to make informed decisions about future management activities. The mandate of the committee is to assess the St. John Bay lobster fishing industry and to

undertake actions to ensure its viability. The activities of the committee include: lobbying DFO to take a more visible role in protection activities within the bay; soliciting support from DFO in an attempt to re-establish a licence buyback program; reducing the number of pots fished from 425 to 350 for the 2005 fishing season; and, establishing a V-notch program with fishermen releasing ten marketable lobsters.

As part of the St. John Bay ICZM Pilot Project, the ICZM Team will collaborate with the 14B Lobster Protection Committee:

- To organize a public meeting to become familiar with fishery's resource management issues and review a draft workshop agenda.
- To contact representatives from the Eastport Lobster Protection Committee (EPLPC) to initiate information transfer and discussion of current research on the lobster fishery in Eastport.
- To work with 14B Lobster Protection Committee to identify a list of key stakeholders to attend the workshop, to set the date of the workshop, to invite key stakeholders to the workshop and to set the venue.
- To work with ICZM administrative coordinator to identify a EPLPC representative to attend the St. John Bay planning workshop.
- To facilitate a planning workshop for the 14B Lobster Protection Committee.
- To contact DFO staff and Memorial University researchers to identify ways in which these partners can work together on establishing a framework for improving the management of the lobster stocks and preservation of the ecology of St. John Bay.
- To write up the workshop minutes, gather copies of presentations by resource people in hardcopy or electronic files to document the workshop activities.

3.2.3 Cow Head Pilot Project – Background

Cow Head is a community of approximately 550 residents located on the west coast of the Great Northern Peninsula. The peninsula and mainland are linked by a narrow isthmus called, "The Sandbank." Historically, the Cow Head region was an important fishing site for the Maritime Archaic, Groswater Paleo Eskimo, and Recent Indian peoples dating back to 4,500 years ago. In the more recent past, European settlement consisted of two parts-- Summerside on 'The Head', adjacent to the fishing grounds and Winterside, on the 'mainland' close to the forests and hunting grounds. In 1964, the community was incorporated and in 1968, the last twenty four families were moved under the Fisheries Resettlement Program from 'Summerside' to the mainland. Since the

1968, the community has continued to grow but the residents have maintained an attachment to the Head.

The goal of the Cow Head Conservation & Heritage Committee Inc., (CHCHC) is to preserve and present the special features of the community including 'The Head.' The ICZM Team will collaborate with the Cow Head Conservation and Heritage Committee (CHCHC):

- To organize a public meeting to become familiar with the management issues facing Cow Head and to review a draft workshop agenda.
- To work with CHCHC to identify a list of key stakeholders to attend the workshop, to set the date of the workshop, to invite key stakeholders to the workshop and to set the venue.
- To meet with the key stakeholders (CHCHC, Parks Canada) to obtain information on the natural and cultural heritage and present resource use of Cow Head.
- To facilitate the Cow Head stakeholder workshop.
- To conduct a field trip for stakeholders attending workshop to Cow Head.
- To develop a series of panels with information on Cow Head on specific topics (ie: community history, geology, archaeology etc).
- To complete the workshop minutes, gather copies of presentations by resource people in hardcopy and electronic files to document the workshop activities.

IV. PROJECT OUTPUTS

4.1 Setting terms of reference

On January 16th, 2006 Sean St. George and John Hull met to discuss the terms of the ICZM contract between the Red Ochre Regional Board Inc., Nordic Economic Development Inc. and Intervale Associates, Inc. At the meeting, Sean St. George provided Dr. Hull with the background to the project and explained the six steps completed as of 2006 as part of the ICZM process on the Great Northern Peninsula. The following items were mentioned at the meeting. The ICZM Team (Intervale Associates, Inc. and the ICZM Administrative Coordinator) were required to:

- Coordinate work efforts, gather background data.
- Meet with Cow Head Conservation and Heritage Committee and 14B Lobster Protection Committee to identify dates for a planning meeting and to draft workshop agendas.
- Complete panels on the value of the ICZM process and heritage of the two pilot projects.
- Identify dates for a workshop meeting, venue with stakeholders in pilot projects.
- Compile meeting minutes.
- Complete a workshop report
- Agree to the Budget.

On January 19th, 2006, Intervale Associates, Inc. received a letter outlining the Statement of Work for administering **ICZM Step 7 – Implementing the Pilot Projects**. A copy of the letter is provided in Appendix A. This letter provided a breakdown of the professional fees and travel expenses associated with implementing the workshops and served as the contract agreement between the Red Ochre Regional Economic Board and Intervale Associates, Inc. The letter was accepted by Intervale Associates, Inc. on January 19th, 2006.

4.2 Gathering Background Data

One of the first steps in planning the workshops was for the ICZM Administrative Coordinator to compile relevant background information on the case studies at the Red Ochre Board Inc. office and distribute copies to the Intervale Associates Inc. team. The research materials were provided to assist in the facilitation of the workshops. Information was sent to Dr. Hull on January 23rd and February 6th, 2006. This information was used to assist in planning the agenda for the workshops for St. John Bay and Cow Head and also provided background data for Dr. Blanchard's presentation at the St. John Bay workshop and Dr. Hull's presentation at the Cow Head workshop. In addition, Dr. Blanchard also collected information on the lobster fishery from the Department of Fisheries and Oceans, Memorial University, and the Eastport Lobster Protection Committee while Dr. Hull collected information from the Cow Head

Conservation and Heritage Committee and Parks Canada. A list of resources is provided in Appendix B.

4.3 Planning the Workshops -- Finalizing Time Schedule/Workshop Outputs/Contacting Key Stakeholders/Posters

On February 7th 2006, Intervale Associates, Inc. met with members of the ICZM Steering Committee and The Cow Head Conservation and Heritage Committee (CHCHC) to finalize the dates for the planning meetings and workshops. The minutes for the meeting are provided in Appendix C.

The meeting on February 7th, 2006 provided an opportunity for general discussion between the ICZM Steering Committee and Intervale Associates, Inc. to finalize dates for the planning meetings and workshops and to identify the outputs for the Cow Head workshop. The time schedule is provided in Table 4.1:

Table 4.1: ICZM Planning Meetings and Workshop Time Schedule 2006

Community	Date	Type of Gathering
Cow Head	February 7, 2006	Planning Meeting
Cow Head	March 1, 2006	Workshop
St. John Bay	March 3, 2006	Planning Meeting
St. John Bay	March 7, 2006	Workshop

The workshop was scheduled for March 1, 2006 at the Ethie Room at the Shallow Bay Motel in Cow Head. The outputs for the Cow Head workshop were: (1) to finalize a broad vision for Cow Head; and (2) to identify planning priorities.

On March 3, 2006, Intervale Associates, Inc. met with the St. John Bay Lobster Protection Committee. The minutes for the meeting are provided in Appendix D. At the meeting, Dr. Blanchard led the discussion on a proposed agenda for the workshop. The workshop was scheduled for March 7, 2006 at the Plum Point Motel in Plum Point. At the end of the meeting, the outputs for the St. John Bay Lobster Protection Committee workshop were agreed: (1) to apply ICZM methods to the St. John Bay lobster fishery; (2) to identify next steps in working together, and (3) to achieve and maintain a sustainable lobster fishery. The minutes of the meeting are provided in Appendix D.

Once the dates for the meetings and workshops were finalized, the ICZM Administrative Coordinator proceeded to contact key stakeholders in the region and invite them to participate in the workshops. In addition, the ICZM Coordinator also proceeded to draft a series of three posters on the ICZM process to present and post at the workshops to heighten awareness of the program for participants.

4.4 The Workshops

The following section documents the activities and outcomes of the Cow Head and St. John Bay ICZM workshops held in March 2006. A list of key stakeholders invited to and in attendance at the workshops is provided in Appendix E.

4.4.1 The Cow Head Workshop

The Cow Head workshop took place on March 1, 2006. The agenda for the meeting is provided in Appendix F. The workshop activities focused on identifying stakeholders and setting norms, reviewing the ICZM process, conducting a visioning exercise, providing background natural and cultural heritage information on the Head, a review of best practice case studies from communities addressing similar planning priorities, in addition to a series of interactive exercises to build a vision and identify priorities and goals for future planning.

Identifying stakeholders and setting norms

At the beginning of the workshop, Dr. Hull welcomed everyone and invited Vachon Noel, Chair of the ICZM Committee, to formally open the workshop. A sheet of paper was circulated and stakeholders were asked to provide their name, affiliation, and email address for future contact.

Once the introductions were completed, Dr. Hull reviewed the agenda for the day and asked for any changes or additions. Dr. Blanchard then proceeded to explain that an important element of the ICZM planning process involves the adoption of norms. The following norms were adopted at the workshop:

- All stakeholders are welcome
- Respect and value differences of opinion
- Assume that all participants have a common passion
- Information will be available to all interested people.

Reviewing the ICZM process to date

Once the norms were agreed to by participants, Dr. Blanchard invited Sean St. George, Executive Director of the Red Ochre Regional Economic Development Board to present on the history of the Integrated Coastal Zone Management Program on the Great Northern Peninsula. His presentation is provided in Appendix G.

Conducting the visioning exercise

Dr. Hull then led participants into a visioning exercise for the community of Cow Head. A series of photographs were placed around the room. Dr. Hull invited participants to take ten minutes and pick a photograph that symbolized what their vision for Cow Head

would be in five to ten years. All stakeholders then shared their vision with the group. A summary of responses is provided in Table 4.2.

Table 4.2: Visioning Exercise

Explanations
The unique geology of the Head requires that we preserve the fossils of the area.
The Head is wild and windswept and is a place to get away from it all.
The Head is named after the sea cow. We need to preserve the ocean's resources. There should be a focus on the sustainability of wildlife on the Head.
We need as a community to reach a consensus between conservation and development.
We need to balance our use and protection of natural resources with traditional activities.
We need to protect the traditional lifestyles of residents.
We need to promote our heritage and rural lifestyle and integrate environmental concerns.
The potential negative impacts of tourism are a challenge that we need to address.
We need to celebrate our lifestyle and preserve our heritage.
We need environmental protection measures to maintain traditional uses and activities.
A part of our heritage is preserved in the rocks – they are of international importance.
We need to preserve our built heritage, fishery, and natural heritage of the Head.
We need to use lifestyle themes to build a story of the Head.
The Head is peaceful, important place for preserving the natural beauty of our community.
We need to protect the Head and its habitat and the endangered species there.
We need to preserve the Lighthouse on the Head, it is important to our heritage.
We need to preserve the personal connections of residents to the Head.
People should enjoy the idyllic fishing stages, clean water, pristine area and lack of people.
We need to remember our past in planning for the future.
Change is inevitable, many communities are dying, we need to offer residents, tourists, information that defines the rules and regulations for enjoying the Head.
We need to define the uses for the Head – need conservation and development.
The unique story of Cow Head is tied to the Head – fisher people, geology, fossils, plants, church, residents.
Protecting the Head will require a lot of resources.
The Head is beautiful; it generates feelings and emotions, a spiritual place.
We need to acknowledge the process – each stakeholder has an interest in the Head, we need to move together adding all ingredients and ideas, like making a good dish of food, to produce a final product that we all enjoy together.
Aboriginal people have a respect for the land and its resources. We need to also acknowledge this in protecting and preserving the Head.

Dr. Hull explained that these comments would be referred back to later in the workshop to help identify planning priorities, goals and actions for the Head.

Natural and cultural heritage of the Head/Land use in 2006

Once the visioning exercise was completed, Dr. Hull then presented a power point presentation on the natural and cultural heritage of the Head for workshop participants. The purpose of the presentation was to heighten awareness of the important natural and cultural heritage resources for community stakeholders. A copy of his presentation is provided in Appendix H.

Once the presentation was completed, Dr. Hull asked participants if they had comments and information to add to the group's understanding of the Head. A number of participants provided additional information on the unique features of the Head. A list of comments is provided in Table 4.3.

Table 4.3 Unique Features of the Head

Cow Head archaeology is unique and fills in a gap in the archaeological time period of the region. The tip of the Head contains remnants of subterranean homes that are representative of the Paleo-eskimos who hunted in the region. There is also a Maritime Archaic site near the gravel pit that contains chert, some of which is from Labrador. These two archaeological sites need to be protected. Municipalities have the authority to declare these types of sites as protected areas through the Department of Municipal Affairs.
There is a need to zone the Head to identify heritage districts/sites.
There are three additional municipal heritage sites that should be considered for protection. They include the lighthouse, the cemetery/first settlers' graves, and the museum in town.
The history of transhumance is important to acknowledge and document. Traditionally the main community of Cow Head existed at Summerside. This is where all the community services were located. In the winter, residents would move inland to Winterside, where the community is located today to find shelter.
The unique geological history of the Head must also recognize the fact that sea level rose 350 feet as a result of climate change.

In addition to gaining an understanding of the natural and cultural heritage of the Head, workshop participants were also asked to identify the present land use of the Head through a mapping exercise. Participants were divided into four groups and provided with a map of the Head. They were then asked to list and identify on the map the different uses of the area. Table 4.4 provides a listing of responses.

Table 4.4 Community Uses of the Head

Group 1	Group 2	Group 3	Group 4
Graveyards	Fishing village	Graveyards	Bird watching – Steams Island, Gulls, Guillemots, Harlequin Ducks, Terns, Purple Sandpipers
Fishing village	Cemetery	Hunting gauges	History/archaeological sites
Trails	Agriculture	Lighthouse	Fishing village
Gardening	Communications tower	Fishing village	Geology
Amphitheatre	Lighthouse	School	Gardens
Birdwatching	Trails	Post office	Geomorphology
Lighthouse	Satellite tracking site	Geological site	Scenery
Ice House	Old Hunting Gauges	Archaeological sites	Wildlife viewing -- seals
	Paleo-eskimo site	Trails	Trails
		Lighthouse	Kayaking
		Residential cabins	
		Harbour authority	
		Amphitheatre	
		Gardening	
		Satellite tracking system	
		Birdwatching	

As part of the exercise participants identified a number of competing interests that could have a negative impact on the Head if they are not addressed and properly managed for the future. The issues included:

- Crown land vs. private ownership
- Economics vs. conservation
- Continued development could lead to negative impacts
- Cutting tuckamore forest will negatively impact the visitor experience
- A need to protect green space – public vs. private land
- Regulations for building/commercial activities
- Need a municipal plan that identifies zoned land use areas
- Development is haphazard at the moment. The town bought a piece of land for the amphitheatre, one permit for a cabin, trail on Big Hill – partly on private land/owner gave permission for trail development.
- Need to identify top issues that committee can work with community on building support.
- Need a plan to protect/preserve the Head

- Need signage program
- Need to build community awareness and engagement

The uses and competing interests identified as part of the exercise will assist in providing direction on a vision and plan for proper resource management of the area for residents to be discussed in the afternoon sessions of the workshop.

A review of best practice case studies from communities addressing similar planning priorities

During the lunch break, Dr. Blanchard presented two best practice case study examples from Winterland and Stephenville Crossing. Both of these communities are participating in the Municipal Wetland Stewardship Program, a program coordinated by the provincial wildlife office as part of the North American Waterfowl Management Plan. The program was launched in 1994 in response to the need to protect habitat for waterfowl that breed in Newfoundland and Labrador and migrate south.

Key features of these case studies attractive to ICZM are the elements of the process and organizational structure. These include:

- local commitment,
- locally driven,
- the participation of resource experts,
- networking and peer support,
- monitoring and evaluation to provide tangible evidence its working,
- benefits to residents who have access to the site,
- a joint provincial, municipal planning program.

In addition, the case studies illustrated how local communities, like Cow Head, have taken the initiative to protect their natural resources resulting in cultural and economic benefits for their communities. The programs also illustrated how these programs have become: a source of pride for their communities; fostered community responsibility and stewardship practices as part of a continental conservation mandate; and had a positive influence on youth and future generations.

Dr. Blanchard pointed out that the ICZM planning program offers a similar opportunity for Cow Head to benefit from a federally funded program if residents clarify their vision for the Head and draft a management plan for the area that considers coastal planning priorities. A copy of Dr. Blanchard's presentation is provided in Appendix I.

Identifying a vision for the Head

One of the main outcomes of the Cow Head workshop is to begin working with stakeholders to define a vision for the Head. Visioning is part of the comprehensive planning process and assists a community in defining the future it wants. James Mapes from Foresight First describes a vision as, "like a lighthouse, which illuminates rather

than limits, giving direction rather than destination.” A vision helps to bring a community together to assist them in recognizing their shared values and purposes. The vision not only creates a sense of ownership in a community but also serves to identify what the community should look like in the future.

In an effort to have workshop participants begin formulating their vision for the Head, a poster exercise was organized to identify appropriate phrases and concepts to serve as a basis for Cow Head’s community vision.

As part of the exercise, participants were divided into four groups. They were given a blank piece of poster board and asked to identify their vision for the Head that they would promote to the general public. Participants were asked to consider the following three questions:

- Who is the audience?
- What is the outcome?
- What is the message?

Table 4.5 provides a summary of the responses.

Table 4.5 Visioning for the Head: Poster Exercise

Group	1	2	3	4
Audience	Tourists, local residents, youth	Townpeople, visitors	Residents of Cow Head	People, public (youth, community, tourists)
Outcome	Education, awareness, co-operation, sense of ownership, respect	Preservation of unique natural and cultural heritage (geology, ecology, archaeology, history)	Taking pride in community, taking ownership/ stewardship	Understanding our past and planning our future... looking forward to our future.
Message	Protect and preserve the Head. Bring people home.	Ours to share but being able to share requires preservation for future generations	Why it is worth preserving... its our history, our culture, our future.	Respect for where we’ve been and understanding where we are going.

In an effort to evaluate the success of the exercise, the comments generated by participants were evaluated in a context of the six necessary ingredients of a vision statement as outlined by the National Civic League Press. Table 4.6 evaluates the success of the poster exercise in having participants address these six ingredients:

Table 4.6 Six Ingredients of a Vision Statement

Ingredient	Addressed by Participants in Poster Presentation?
Positive, present-tense language	√
Qualities that provide the reader with a feeling for the region’s uniqueness	√
Inclusiveness of the region’s diverse population	√
A depiction of the highest standards of excellence and achievement	√
A focus on people and quality of life	√
A stated time period	

In evaluating the success of the poster exercise, participants incorporated five of the six ingredients of a vision statement – only a stated time period was not identified. Participants were not asked to include a time period as part of the exercise. The results of the poster exercise will serve as a baseline for future community visioning exercises.

Goal setting and identifying highest priorities

Once the visioning exercise was completed, workshop participants were asked to set a series of broad targets or goals for the future management the Head. Working as one group, the following list was generated and recorded on a flip chart and posted on the walls in the room:

Table 4.7 Strategic Goals

Terns and seabirds—promote birdwatching/birdbanding/protection
Gardening—plotting/signage/interpretation
Identify/maintenance/management of hiking trails
Cribbing on waterfront
Protect natural tombolo
Protect sand dunes
Understand impact of implementing these changes/plans
Newsletters to inform stakeholders
Identify a clear message/vision to explain ICZM
Identify municipal by laws that protect resources
Identify area/map for newsletter
Preserve cultural/natural heritage
Protect/preserve landscape/geology, cultural heritage
Consensus building
Identify all stakeholders and get them involved
Information available to stakeholders
Public consultation/open house
Collaborating with stakeholders
Identify a group to move plan forward

Identify and involve outside governing agencies/expertise
Prevent removal of beach material
Preserve George Payne’s house
Identify rare plants/habitat
Interpretation/documentation of human history
Management plan and by laws
Interpretation through signage
Identify of root cellars/gardens
Gulls gauge/hunting sites

Once a comprehensive list was generated, workshop participants were provided with two stickers. They were invited to place their stickers next to the goals that were of highest importance for managing the Head. Table 4.8 indicates the final results of the exercise in descending order of importance.

Table 4.8 Priority Setting for the Head

Priority
Organize a public consultation/open house
Preserve cultural/natural heritage
Management plan and by laws
Identify all stakeholders and get them involved
Newsletters to inform stakeholders
Identify area/map for newsletter
Identify a clear message/vision to explain ICZM
Identify a group to move plan forward

Dr. Hull then reviewed the accomplishments of the day and invited any further comments from participants. He indicated that a copy of the final report would be available in the spring 2006. Participants were then thanked for taking the time to participate in the workshop. The meeting minutes for the workshop are provided in Appendix J.

4.4.2 The St. John Bay Workshop

The St. John Bay workshop was held on March 7, 2006. The agenda for the meeting is provided in Appendix K. The workshop activities focused on identifying stakeholders and setting norms; reviewing the ICZM process; providing a summary of conservation measures and knowledge gaps linked to the lobster fishery in St. John Bay; a review of best practices from communities addressing similar planning priorities and; the establishment of a framework for tracking progress and prioritizing next steps. A teleconference with Memorial University also provided an opportunity to discuss a future research plan of action.

Identifying stakeholders and setting norms

At the beginning of the workshop, Dr. Blanchard welcomed everyone and invited Vachon Noel, Chair of the ICZM Committee, to formally open the workshop. A sheet of paper was circulated and stakeholders were asked to provide their name, affiliation, and email address for future contact.

Once the introductions were completed, Dr. Blanchard reviewed the agenda for the day and asked for any changes or additions. Dr. Kathleen Blanchard then proceeded to explain that an important element of the ICZM planning process involves the adoption of norms. The following norms were adopted at the workshop:

- All stakeholders are welcome
- Respect and value differences of opinion
- Assume that all participants have a common passion for the fishery and communities of St. John Bay.

Reviewing the ICZM process to date

Dr. Blanchard then invited Sean St. George, Executive Director of the Red Ochre Regional Economic Development Board to present on the history of the Integrated Coastal Zone Management Program on the Great Northern Peninsula. His presentation is provided in Appendix L.

Gary Wilton, consultant to Step 6 – ICZM Action/Communications Plan (2005) also provided an update on the St. John Bay Pilot Project. St. John Bay was selected as a pilot project:

- because research had been completed describing causes of reduced catch rates and;
- the 14B Lobster Committee was working to stabilize the fishery.

Mr. Wilton also pointed out that the 14B Lobster Committee had proposed a three point approach to establishing a viable lobster fishery that included:

- technology transfer,
 - networking sessions with Eastport Lobster Protection Committee
- lobster stock research,
 - initiate a mark – tag recapture program to define population size
 - initiate a tagging program to monitor seasonal movements to identify fertile areas
- habitat identification
 - identify potential breeding grounds and rearing habitat

Mr. Wilton's presentation is provided in Appendix M.

Conservation initiatives and monitoring, survey results

The 14B Lobster Committee’s conservation efforts were then presented by Vachon Noel. The presentation outlined:

- the background and historical landings pertaining to the St. John Bay fishery,
- a list of conservation measures,
- a summary of the results from the FFAW survey and at-sea sampling,
- the reason for adopting conservation measures

Table 4.9 outlines the conservation measures adopted in St. John Bay since 1995.

Table 4.9 St. John Bay Conservation Measures

Year	Conservation Measure
1995	Voluntary V-Notching Program
1996	No Sunday Fishing
1996	Maximum/Minimum Legal Size Adopted
2000, 2001	FFAW survey of daily fishing activity, At-sea sampling
2004	Shortening fishing season by two weeks, 14B Lobster Protection Committee founded, FFAW survey of daily fishing activity, At-sea sampling
2005	Reduction in total number of traps, FFAW survey of daily fishing activity, At-sea sampling

Vachon Noel outlined that the biggest problems facing lobster fishermen is over capacity, poaching, lack of research, and small quotas from other species that have created more dependence on the lobster resource in the bay. Mr. Noel’s summary emphasized that there are knowledge gaps in managing the stock and that there is a need to build a strong database that is credible on lobster populations in the bay. His presentation is available in Appendix N.

Knowledge gaps

Dr. Blanchard then led a discussion with workshop participants inviting them to identify the known knowledge gaps in managing the lobster fishery in St. John Bay. A list of responses is provided in Table 4.10.

Table 4.10 Knowledge gaps in managing St. John Bay lobster fishery

No data from at-sea sampling for 2005
No data on percentage of males of females taken
Lack of information/data available – need a comprehensive review to put all information/data in one place
Need a binder with all information gathered so that it can be used at meetings or for

planning
Need an organization to collect data – maybe the 14B Lobster Protection Committee
In Eastport, same challenges were faced. We could contact Jennifer Whalen to do a comprehensive report. This report would be very critical for review and the feedback would go back to the 14B Lobster Protection Committee
Poaching – need to know the audience (who is doing the poaching). Also need to understand more about poaching.
Identify who else should be involved in the management of these resources (i.e. lobster buyer)
Need to understand the impact of the gray seal population on the lobster fishery
Environmental factors – weather, sea birds, sea lice, water temperatures, etc...
Need the scientific results of conservation measures and then identify new steps to be taken <ul style="list-style-type: none"> -The impact on the resources -Is it better -What measures are working (validation)
What are the effects of outfalls on the lobster resource in places like Port au Choix harbour where there used to be an abundant resource.
Broad reports on poaching – no names given, landing information not clear.
Further north in St. John Bay, v-notching is less popular. Need to identify public participation measures that all fishers will abide by.

A review of best practices from communities addressing similar planning priorities

Ms. Nadine Wells from the Department of Fisheries and Oceans then provided a summary of best practices from lobster management programs in Eastport and Leading Tickle as models for present efforts in St. John Bay.

Table 4.11 provides a summary of conservation measures adopted in the two communities.

Table 4.11 Lobster Conservation Measures -- Eastport and Leading Tickle

Eastport	Leading Tickle
Decreased number of pots	Town and Fisherman’s Committee submit proposal to DFO for Marine Protected Area around Leading Tickle
Increased carapace length of commercial size lobster	Steering Committee formed
Voluntary v-notching program	Evaluation of area
Buying, selling, or possession of egg bearing or v-notched lobster prohibited	Glovers Harbour and Mouse Island closed to commercial fishing under <i>Fisheries Act</i>
Eastport Peninsula Lobster Management Area designated	Lobster tagging program initiated
<i>Fisheries Act</i> used to prohibit all commercial/recreational fishing around Round Island and Duck Islands	Commercial logbook program

Eastport Lobster Protection Committee formed with stakeholder groups, regulations prepared	Voluntary V-notching program
Eastport MPAs designated under <i>Oceans Act</i> by Minister of Fisheries	ACOA funded Lobster Conservation Project at 5 sites in province including Leading Tackles with NL Legacy Nature Trust, DFO, MUN, harvesters, interns
Voluntary logbook completion, catch-and-release sampling, at-sea sampling with participation of harvesters, MUN, DFO and CCFI	Voluntary logbook completion, at-sea sampling, juvenile assessments, closed areas research

Ms. Wells then summarized that conservation measures in Eastport and Leading Tackles have started to meet marine protected area objectives of conserving and protecting the lobster resource resulting in:

- stable catches over recent years
- increased average sizes of lobsters
- healthy v-notch components in both locations
- healthy lobster populations inside closed areas

Ms. Wells’ presentation is provided in Appendix O.

Establishing a framework for tracking progress

Dr. Blanchard then led a discussion to on how the fishers of St. John Bay could track their progress in a context of ICZM. She brought up a number of other studies in an effort to have workshop participants think about actions to broaden and engage all of the community in coastal planning.

She mentioned the Quebec North Shore (QNS) research project that she worked on over the past twenty five years to manage seabird populations. In the QNS case study, education played a role in creating overall public awareness and broadening the biological management options to assist in protecting seabird resources. As part of the program, children were taken to seabird colonies and through over night experiences they brought back home an awareness of the seabird mortality factor to their families. Gradually over a few years, communities became involved in looking after birds and improving management of resource leading to local participation in seabird management and further protection of the resource.

Vachon Noel also added that it is important to think about the lobster resource beyond just the harvest. Using lobster products for compost is also a potential product that could help support the community economically. He summarized that the 14B Lobster Committee needs to research additional options for management of the resource in St. John Bay to help diversify the economy and bring benefit to local residents who have direct contact with the resource.

Workshop participants were then invited to comment on what they had learned from the presentation generating a list of new management options for St. John Bay. These options are provided in Table 4.12

Table 4.12 New management options

Explore the idea of closed areas in St. John Bay
The number of lobster licenses in St. John Bay need to be reduced through an industry buy-back program.
Agreement that both closed areas and buy-back must be planned well before action can take place.
Consider reproduction options such as grow-outs of hatcheries.
Reduce illegal harvesting with support from DFO.
Education program that involve students working with fishers to identify goals.
Adopt a responsible fishing program - start in the schools with the grade 9 classes; measure social economic impacts.
Complete a study on management of industry – habitat/outfalls impact
Habitat enhancement program.
Provide accurate information to fishers on what lobsters to v-notch through a training program for lobster fishers.
Identify lobster habitat and how to protect it.
Engage in research around St. John Bay and lobster fishery resources.

As part of an effort to consider new management options, Dr. Blanchard divided participants into four groups and provided each group with a map of St. John Bay. She acknowledged that only 39% of lobster fishermen supported the concept of a protected area in the bay but pointed out that in Eastport and Leading Tickles small marine protected areas had been established and were helping to improve the lobster resource.

In an effort to consider where a marine protected area might be located in St. John Bay, participants were asked to consider the following:

- an area where a minimum number of fishers would be displaced,
- good habitat for spawning,
- proximity to communities to assist in enforcement
- currents

Table 4.13 provides a summary of the suggested marine protected areas for St. John Bay.

Table 4.13 Summary of Suggested Marine Protected Areas St. John Bay

Group	1	2	3	4
Geographic Area	Rock off Barr'd Harbour – Apps Rock,	No proposed area – rotating closures	Ellinor Shoal -- Shoal between Port au Choix and St. John	Close bay for whole season, otherwise Apps Rock

	Calculus Rock		Island	
Number of fishermen	Not mentioned	Too many in all of the bay to close an area	Few	Would need to buyout these fishermen
Habitat for spawning	Good	N/A	Good	Good
Proximity to communities	Close proximity to shoreline		Port au Choix and Eddie's Cove	Close proximity to shoreline
Currents	Not a lot of current	N/A	Exposed, spawn would disperse	Not alot of current

Participants mentioned that their biggest challenge is that there are, “so many fishers that you could walk on the traps in St. John Bay.” Conrad Mullins from the Department of Fisheries and Oceans commented that a selective buyout program, based on his experience, could assist in solving this problem.

Setting priorities

Dr. Blanchard then led workshop participants in a group activity to generate a list of priorities for the next six months. Participants were provided with two stickers to indicate their top priorities for managing the St. John Bay lobster fishery. The top six priorities are listed below in Table 4.14.

Table 4.14 Priority Setting for St. John Bay

Priority
Explore options for an industry led buyout of lobster fishers to reduce the number of licenses in St. John Bay
Continue research and at-sea sampling through an incentive program.
Support a seven week season
Explore idea of a closed area
A need for information sharing – organize, collect and analyze existing data to provide up to date, accessible information on lobster fishery to fishers and general public

Teleconference with Memorial University

Barbara Neis, professor and Jennifer Whalen, graduate student (who completed her master’s thesis on the lobster fishery in St. John Bay), then phoned into the meeting. Dr. Blanchard provided a summary of the day for Dr. Neis and Ms. Whalen and then asked if they would like to make any comments to the group.

Dr. Neis inquired about what progress had been made since her meeting with the fish harvesters last year. She was updated that harvesters have continued their conservation

and research measures as part of the FFAW program but that there is no other research presently being conducted.

Fishers from St. John Bay asked if the university might be able to partner with DFO, Red Ochre Board, Nordic Economic Development and the community to develop a more formalized management plan for the St. John Bay lobster fishery. The plan would address not only conservation measures but also economic research related to proposed management options to forecast how much fishers can sustainably harvest the lobster resource. Fishers mentioned that in 2005 they were catching all different sizes of lobsters in the traps, an encouraging sign.

Ms. Whalen explained that the best management options for the lobster fishery, based on the findings in Eastport and Leading Tickles, are a series of initiatives that include the establishment of marine protected areas, v-notching, at-sea sampling, enforcement to reduce poaching, and juvenile assessments to quantify and monitor changes in the resource over time.

Fishers pointed out that establishing a marine protected area under the Fisheries Act will result in driving out a number of fishers. They argued that there needs to be a strategy put in place to implement this plan and to do it fairly. The fishers added that the majority of them have no access to other species.

Dr. Neis then informed the workshop participants of her efforts to obtain funding for managing the lobster fishery in St. John Bay through the Social Science and Humanities Research Council (SSHRC) community university research alliance program. The program is a five year program that would provide research opportunities in fishing communities on the west coast. Dr. Neis pointed out that this program would provide one million dollars over five years and that this money would help leverage other funding. Dr. Neis pointed out that Gary Wilton was assisting with efforts to complete the application. Dr. Neis added that this research program would provide an opportunity for fishers to sustainably manage the lobster resource in St. John Bay.

Dr. Blanchard then summarized the results of the workshop. The minutes for the meeting are provided in Appendix P. Participants were then thanked for their participation.

V. CONCLUSIONS/RECOMMENDATIONS

5.1 Conclusions

Table 5.0 provides a checklist of the work requirements completed by the ICZM Team as part of **Step 7— Implementing the Pilot Projects** based on the original terms of reference agreed to in January 2006.

Table 5.0 Work Requirements for Step 7 – Implementing the Pilot Projects

Requirements	Task Completed
General Project Management	
Consultants meet with ICZM steering committee at start of contract to discuss implementation of work as outlined	√
Consultants meet with ICZM steering committee at end of program to discuss priorities and recommendations and to provide input into the final planning document	Recommendations and input provided by ICZM Steering Committee.
ICZM Administrative Coordinator provides all relevant information (research, reports) to the consultants to assist them in understanding the previous steps of the ICZM process at the beginning of the contract	√
The ICZM Administrative Coordinator will utilize Stakeholder/User Group list to identify key stakeholder/user groups that should participate in the public meetings and workshops associated with the pilot projects.	√
The ICZM Administrative Coordinator will complete a series of posters on the ICZM process that will be displayed at the public meetings and workshops.	√
The ICZM Team will organize the agenda for the planning workshops, distribute the agendas to the ICZM steering committee for review, compile the information gathered at the workshops, rank priority items, provide recommendations, and complete final report regarding future ICZM steps.	√
The ICZM coordinator will provide administrative support to the ICZM	√

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Steering Committee and the Intervale team to assist in organizing meetings, taking minutes/notes, booking meeting rooms, preparing reports, mail, and other administrative duties as required.	
Cow Head Pilot Project	
To organize a public meeting to become familiar with the management issues facing Cow Head and to review a draft workshop agenda.	√
To work with CHCHC to identify a list of key stakeholders to attend the workshop, to set the date of the workshop, to invite key stakeholders to the workshop and to set the venue.	√
To meet with the key stakeholders (CHCHC, Parks Canada) to obtain information on the natural and cultural heritage and present resource use of Cow Head.	√
To facilitate the Cow Head stakeholder workshop.	√
To conduct a field trip for stakeholders attending workshop to Cow Head.	Not identified as a priority by the ICZM steering committee as necessary for the workshop.
To develop a series of panels with information on Cow Head on specific topics	Panels completed on ICZM, not on specific topics. Recommendation made to make this part of management plan activity.
To complete the workshop minutes, gather copies of presentations by resource people in hardcopy and electronic files to document the workshop activities.	√
St. John Bay Pilot Project	
To organize a public meeting to become familiar with fishery's resource management issues and review a draft workshop agenda.	√
To contact representatives from the Eastport Lobster Protection Committee (EPLPC) to initiate information transfer and discussion of current research on the lobster fishery in Eastport.	√
To work with 14B Lobster Protection Committee to identify a list of key	√

stakeholders to attend the workshop, to set the date of the workshop, to invite key stakeholders to the workshop and to set the venue.	
To work with ICZM administrative coordinator to identify a EPLPC representative to attend the St. John Bay planning workshop.	Nadine Wells from DFO attended the workshop.
To facilitate a planning workshop for the 14B Lobster Protection Committee.	√
To contact DFO staff and Memorial University researchers to identify ways in which these partners can work together on establishing a framework for improving the management of the lobster stocks and preservation of the ecology of St. John Bay.	√
To write up the workshop minutes, gather copies of presentations by resource people in hardcopy or electronic files to document the workshop activities.	√

Based on Table 5.0, the ICZM team completed the work requirements as outlined in the contract. Once the final recommendations from the ICZM committee are integrated into the report, the Red Ochre Board and Nordic Economic Development will be able to move forward with key stakeholders to implement the priorities from the Cow Head and St. John Bay workshops.

5.2 Recommendations

Based on the outcome of the workshops, it is recommended that key stakeholders involved in the two pilot projects work cooperatively with the ICZM steering committee, Red Ochre Board, Nordic Economic Development and DFO to implement their respective set of priorities summarized in Table 5.1.

Table 5.1 Priority setting for Cow Head/St. John Bay ICZM pilot projects

Cow Head	St. John Bay
Organize a public consultation/open house.	Explore options for an industry led buyout of lobster fishers to reduce the number of licenses in St. John Bay
Preserve cultural/natural heritage.	Continue research and at-sea sampling through an incentive program.
Identify fishing industry needs in Cow Head	Develop a management plan for the Lobster Fishery in St. John Bay
Adopt management plan and by laws.	Support a seven week season.

Identify all stakeholders and get them involved.	Explore idea of a closed area.
Organize newsletters to inform stakeholders.	Establish lobster research for the Lobster Fishery in St. John Bay.
Identify area/map for newsletter.	Review existing conservation measures and identify new conservation measures for possible implementation.
Identify a clear message/vision to explain ICZM to the public.	Identify group and/or groups to move management plan forward.
Identify group and/or groups to move management plan forward.	A need for information sharing – organize, collect and analyze existing data to provide up to date, accessible information on lobster fishery to fishers and general public Identify group and/or groups to collect, hold, analyze and maintain this data.
Identify resources to assist in the implementation of the recommendations found in the ICZM Final Report March 31, 2006.	Identify resources to assist in the implementation of the recommendations found in the ICZM Final Report March 31 2006.

In addition, it is acknowledged that ICZM is a continuous planning process in which stakeholders and regulators reach general agreement on the best options for conservation, sustainable resource use, and economic development in coastal areas through an ecosystem-based approach that manages natural resources, conserves biological diversity and maximizes socio-economic benefits in a sustainable manner.

At the beginning of the report a number of key elements were identified as part of successful ICZM initiatives. The following recommendations for Cow Head and St. John Bay are based on considering these key elements in a context of the ICZM process to date on the Great Northern Peninsula. These elements include:

Recommendation #1

A coordination, consultation and planning process, designed to derive general agreement, but providing for conflict resolution when required

In the case of Cow Head and St. John Bay, the outcomes of the workshops reveal that there is a coordinated consultation and planning process presently in place. The outcomes of the workshops reveal that there is general agreement on the ICZM priorities. It is recommended that both groups work to clarify a vision, goals and objectives for a longer term comprehensive management plan that balances conservation and development priorities as part of Step 8 in the ICZM planning process. The planning

process should continue to respect the needs of all sectors, and the values and inputs of a multiple range of agencies, in an effort to implement a strategic vision of integrated coastal zone management.

Recommendation #1 Summary

St. John Bay	Cow Head
Clarify vision, goals and objectives for long term management plan	Clarify vision, goals and objectives for long term management plan
Balance conservation and development priorities	Balance conservation and development priorities
Respect needs of all sectors and stakeholders	Respect needs of all sectors and stakeholders
Implement strategic vision for coastal zone management	Implement strategic vision for coastal zone management

Recommendation #2

A process to facilitate full stakeholder involvement in community-based decision-making, supported as required by appropriate levels and agencies of government;

In the case of both workshops, participants identified that not all potential stakeholders were involved in the decision-making. Key representatives from the communities and public organizations were absent. It is recommended that the ICZM Steering Committee, Cow Head Conservation and Heritage Committee and the St. John Bay 14B Lobster Committee, along with the Red Ochre Regional Board and Nordic Economic Development continue to expand the list of key stakeholders involved in the ICZM process.

In the case of Cow Head this can be achieved through the proposed Open House and in St. John Bay through information sharing. It is recommended that Cow Head and St. John Bay schedule consistent meetings that invite the participation of these key representatives and the general public to help build further support for the ICZM process.

Recommendation #2 Summary

St. John Bay	Cow Head
Expand list of key stakeholders involved in ICZM process.	Expand list of key stakeholders involved in ICZM process.
Organize information sharing strategy in community.	Schedule an Open House to raise awareness in the community.
Schedule consistent meetings that invite participation of key	Schedule consistent meetings that invite participation of key

representatives and general public	representatives and general public
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Recommendation #3

A comprehensive program of education, research, and communication;

In the case of both pilot projects, it is recommended that a public education and awareness program be implemented based on the communications plan completed as part of Step 5 of the ICZM process in an effort to broaden public awareness on the Great Northern Peninsula and provincially of ICZM activities. The communications plan identified the need for awareness campaigns in the pilot project communities, regionally and provincially through mass communications that would target government members, municipal representatives, key stakeholders, and the general populace through a letter writing, ad and public consultation campaign in the region.

In addition, it is recommended that both pilot projects partner with public agencies to assist in implementing research and educational priorities. Stronger links to DFO and Memorial University, in particular, will provide funding opportunities and human resources to support and provide a more comprehensive approach to planning. Identifying a list of key individuals to act as champions to implement specific programming and research priorities from these institutions will assist in providing a more consistent, coordinated ICZM planning program. Priscilla Renouf, Barbara Neis and Bob Hooper from Memorial University provide examples of professors who are presently working in the region.

Recommendation #3 Summary

St. John Bay	Cow Head
Implement public education and awareness program	Implement public education and awareness program
Partner with public agencies to implement research and educational priorities such as with DFO, Memorial University, Centre of Excellence, Parks Canada	Partner with public agencies to implement research and educational priorities such as with DFO, Memorial University, Centre of Excellence, The Rooms, Parks Canada
Identify champions to implement program and research priorities.	Identify champions to implement program and research priorities.

Recommendation #4

An improved system of access to information and to regulatory processes

In both pilot projects, information sharing was identified as a top priority. In the case of Cow Head, an Open House and a newsletter provide two opportunities to improve access to information about the ICZM process. In the case of St. John Bay, an information sharing priority was identified as part of an effort to organize baseline data to make

information on the status of the fishery more available to the general public. In addition it is recommended that a weblog program be implemented and linked to the Red Ochre website to provide for feedback from the general public on the status of the project. This could be done through local schools.

In both pilot projects, there is a need to increase awareness of the ICZM program to all age groups. The participation of a school teacher at the Cow Head workshop provided an opportunity to involve the youth of the community in planning priorities for the Head. A similar strategy needs to be considered for youth in St. John Bay and more regionally to increase awareness of coastal management issues linked to the ICZM and provide a more integrated and comprehensive approach to planning.

Recommendation #4 Summary

St. John Bay	Cow Head
Information sharing through coordinated base line data that is organized clearly and presented to the public.	Information sharing through an Open House and newsletter.
Increase awareness of ICZM program to all age groups. This could be done through a weblog program that is done through the schools.	Participation of a school teacher in stakeholder meetings to keep youth informed of planning priorities.

Recommendation #5

A program of monitoring, evaluation, and feedback.

Cow Head and St. John Bay pilot projects both identified the need for a comprehensive management plan as part of their ICZM planning priorities. It is recommended that the ICZM steering committee identify funding to support the completion of management plans for the two pilot projects. The management plans should incorporate a program of monitoring, evaluation and feedback. Financial and technical support from DFO as well as the proposal being submitted by MUN to the Social Sciences Humanities Research Council to support community-based fisheries research on the Northern Peninsula should be supported and utilized to help leverage other funding opportunities for the ICZM planning process for both pilot projects.

Recommendation #5 Summary

St. John Bay	Cow Head
Identify funding to support completion of a management plan for St. John Bay (ie, SSHRC)	Identify funding to support completion of a management plan for Cow Head.
Incorporate a program of monitoring, evaluation and feedback.	Incorporate a program of monitoring, evaluation and feedback.