

**FOUNDING MEETING REPORT:**  
**SOUTHERN GULF OF ST. LAWRENCE**  
**COALITION ON SUSTAINABILITY**

November 19-20, 1999

Summerside, P.E.I.

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## **Executive Summary**

On November 19-20, 1999, some 135 people representing many jurisdictions and interest groups within Atlantic Canada met in Summerside, PEI, to establish a multi-stakeholder organization which would focus on sustainability in the southern Gulf of St. Lawrence.

This Founding Meeting was the turning point of over two years of exploration work. The participants adopted the essence of the results of that exploration as the organizational basis of a Coalition of stakeholders.

A draft Constitution and Philosophy previously prepared by an Interim Steering Committee were adopted almost without change. A great number of possible improvements to these documents were also identified. The soon-to-be-elected Steering Committee was charged to bring improvement recommendations forward at subsequent Annual General Meetings. With an accepted structure on hand, participants then elected 22 of the potential 34 Steering Committee members.

The Founding Meeting also identified and prioritized a list of major sustainability issues in the region, which was to be a guide to the newly elected Steering Committee as it began its work.

The meeting ended after two days having accomplished its objective of establishing the Southern Gulf of St. Lawrence Coalition on Sustainability, and with an elected Steering Committee in place to pursue the mandate. The Interim Steering Committee officially passed into history. Immediately following the closure of the Founding Meeting, the Steering Committee met to elect Officers and other members of the Management Committee.

### **1. Introduction**

(Co-Chairs: Joe Arbour and Eric Guigere)

The Co-Chairs welcomed all participants to this Founding Meeting of the Southern Gulf of St. Lawrence Coalition on Sustainability being held in Summerside, PEI. In this capacity they represented the Interim Steering Committee (Appendix A) which had been working to bring this Coalition together for the past several years. In attendance were approximately 135 people representing many groups of stakeholders (Appendix B). The agenda for the Founding Meeting was presented, discussed and approved (Appendix C), and the meeting sponsors were thanked for their support (Appendix D).

This initiative began with the recognition that the southern Gulf of St. Lawrence is a very significant ecological and economic region of Atlantic Canada which directly influences the lives of many people who live in communities of the four Provinces bordering upon it. In recent years many activities have impacted detrimentally on Gulf waters, causing obvious concerns over its health and sustainability.

Two years ago numerous different agencies and community members got together in Miramichi, New Brunswick, to discuss the issues and formulate possible solutions. The following recommendations were made:

1. A multi-stakeholder organization should be established to review and set priorities among environmental-economic-social issues in the southern Gulf of St. Lawrence, to make recommendations to appropriate regulators/managers or others and to monitor response activities.
2. The stakeholders of the organization should include provincial, federal and municipal governments, businesses, NGOs, First Nations, scientists, managers and relevant others; in an equal partnership of government and community groups.
3. The organization should be community-based, inter-disciplinary in approach and proactive in attitude; and reflect the values and circumstances of the people of the southern Gulf of St. Lawrence.
4. The mission of the organization should be ecosystem focussed in both the long and short-term, and both local and global in perspective; and move forward on critical issues as quickly as possible.

The Interim Steering Committee was set up to bring these recommendations to fruition as soon as possible. Over the past two years many local meetings were held throughout the region to solicit interest, and several workshops were held to develop formation options for consideration at this Founding Meeting.

Our objective was to come away from this meeting with an approved organization which could get on with the task of addressing stakeholder's concerns in regard to the health of the southern Gulf of St. Lawrence.

## 2. **Setting the Stage** (presented by Harry Collins)

No one is likely to rush in to take credit for this ☆thing★ that was created on November 19<sup>th</sup> and 20<sup>th</sup>, 1999. The multi-stakeholder process as applied at this larger ecosystem level will present several challenges; in geographical scale, in languages, in diverse multi-stakeholder agendas, and may be subject to considerable growing pains. If in future there is a need to affix some responsibility there are a number of candidates:

(1) Environment Canada in a ☆National Program of Action for the Protection of the Marine Environment from Land-Based Activities○ can be held accountable for both long winded program titles, and seeing the Southern Gulf of St. Lawrence (SGSL) as an ecosystem unit in which to apply this program.

(2) The Province of New Brunswick since 1994 has been busily establishing a number of ☆Sustainable Development○ groups along the watersheds of New Brunswick★s eastern shore. Designers of this program saw the need to function at a larger ecosystem level.

(3) A number of ENGO★s (Environmental Non-government Organizations) associated with the ACAP (Atlantic Coastal Action Program) and with drainages into the SGSL, looked with some curiosity and some envy at the Bay of Fundy/Gulf of Maine Council initiative and asked among themselves: Why not have a comparable initiative along the SGSL?

While there may have been others, suffice it to say that these three share much of the responsibility and can claim that the thought process was generated in parallel.

The **thing** began to be articulated openly in 1996 within a forum that included all of the above proponents. Discussions were further advanced during that same year, hosted by, and held at Kouchibouguac National Park at an **Estuaries Workshop** that focused on estuaries on the SGSL. In 1997 there was a further test of the interest level when MREAC (Miramichi River Environmental Assessment Committee) hosted a SGSL Environmental Workshop. In plenary at this workshop it was suggested that a SGSL Planning Task Group be formed to advance toward an ecosystem initiative on the southern Gulf. A number of interested parties stepped forward and the work began.

In this process the **thing** was named the Southern Gulf of St. Lawrence Coalition on Sustainability; here-after referred to as the **Coalition**. Early in this process it was also deemed advisable to include environmental, social and economic interests within the realm of the Coalition's interests. From the 1997 workshop it was also recommended that this creation be community based as opposed to government led. This determination came with the challenge of finding the resources that would allow community leaders to sit with the other stakeholders. Financial support from various levels of government seemed the only likely solution. With all this in place the Founding Meeting was hosted by BBEMA (Bedeque Bay Environmental Management Association) in Summerside PEI with good support from the stakeholders around the Southern Gulf. From here the adventure begins.

### **3. Adopting a Philosophy** (presented by Clair Murphy)

When applied to an organization, its philosophy consists of four components necessary for a firm foundation: Vision, Mission, Mandate and Values. Draft interpretations of these factors were made available in the registration package of each participant. It was noted that these interpretations were the result of many open meetings and workshop sessions over the past two years. After considerable discussion, the following interpretations were approved without change.

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#### **VISION**

The Coalition envisions the future in which the Southern Gulf of St. Lawrence is environmentally, economically and socially sustainable.

#### **MISSION**

The Mission of the Southern Gulf of St. Lawrence Coalition on Sustainability is to promote the long-term viability of its ecosystem.

#### **MANDATE**

As a forum of partners, the Coalition will provide services to make it happen. The Coalition will:

1. Facilitate communications, networking and information sharing among Coalition partners.
2. Organize and facilitate inter-provincial, inter-regional and sectoral group meetings, workshops, forums or task forces.
3. Recommend priority strategies, policies and regulations.
4. Monitor the progress of implementing strategies, policies and regulations.
5. Encourage partners in assisting communities to build their capacity and achieve their sustainability goals.
6. Facilitate access to expertise.
7. Promote awareness and education on sustainability.

## **VALUES**

Our decisions and our actions are guided by the following values:

1. Residents prosper economically and socially in a sustainable community.
  2. Communities are empowered to shape and implement their own sustainability solutions.
  3. Coalition partners address sustainability in a proactive, comprehensive and interdisciplinary manner.
  4. The Coalition is community-based and membership-led.
  5. The Coalition respects the mandate of its member organizations, agencies and businesses.
  6. The governance structure of the Coalition is democratic and facilitates transparent decision-making.
  7. Coalition partners communicate with mutual understanding and respect.
  8. Coalition partners strive to build consensus.
  9. The Coalition manages its human, material and financial resources in a responsible manner.
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Many other valuable suggestions for Philosophical improvement were captured during the Round Table sessions. These are presented in Appendix E. Time and complexity did not allow their inclusion now. One constantly recurring recommendation that should be recognized was the need for the Coalition to define or come to an agreement on what many of our usual terms mean in our context, for example: sustainability, viability, community, partners, membership, consensus, environment and ecosystem. Clarification of these terms would greatly simplify our discussions. The soon-to-be-elected Steering Committee will be directed to give all of these points further consideration at the appropriate time, and bring recommendations back to subsequent Annual General Meetings.

#### **4. Adopting a Constitution**

(Presented by Barry Jones)

“A Constitution is a body of fundamental principles according to which an organization is governed”. In order for the Southern Gulf of St. Lawrence Coalition on Sustainability to function within its accepted philosophy, especially given the broad mandate and varied constituency anticipated, a strong, but flexible Constitution is essential. Such an instrument also gives the organization credibility in the eyes of its members and the agencies with which it deals, particularly

those with which it hopes to have financial or other legal arrangements.

A draft Constitution has been distributed to everyone in their registration packages for consideration at this meeting. Its essential elements include the following:

- Identification of the Organization (Article 1)
- Jurisdictional Area (Article 1)
- Purpose of Existence (Article 2)
- Structural Components (Article 3)
- Basis and Scope of Membership (Article 4)
- Function and Process (Articles 5,6,7 & 8)
- Operational Limitations (Articles 9 & 10)
- Change Mechanism (Article 11)

This draft is intended to provide a very basic model from which the new organization can grow and adapt to its changing circumstances over its early years, yet remain within a democratic framework. It purposefully does not include many normal elements found in a more comprehensive Constitution, such as the Coalition may ultimately adopt. It is derived from a 15- page draft which included all necessary elements, but was reduced to a “one-pager” for simplicity and to meet a particular challenge from the Interim Steering Committee. The challenge was to create something more comprehensible to the majority in order to promote a good debate within a short time frame and generate a Constitution for the Coalition that reflected the needs and expectations of this assembly.

It is expected that our Round Table discussions today will generate many diverse suggestions as to how even this basic document can be expanded and improved. We will then have to decide just how far we want to go in terms of changes at this meeting, and what instructions we want to leave with the newly elected body to come later today for further consideration at subsequent Annual General Meetings. It should be noted that this level of organization will not allow for incorporation and is less than desirable for application for charitable status. These can be further considered as the Coalition develops. It is also understood that many issues of a By-Law nature will have to be resolved by the organization as it moves through its early growth.

Barry Jones then went through the proposed Constitution draft in detail. Following the Round Table discussions (the results of which are summarized in Appendix F), the draft Constitution was debated at length in plenary session. Two amendments were proposed and accepted. The proposed draft Constitution was then adopted by the Coalition. The approved Constitution is as follows:

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## **Southern Gulf of St. Lawrence Coalition on Sustainability**

# **“CONSTITUTION”**

### **ARTICLE 1: STATUS**

The organization is called the Southern Gulf of St. Lawrence Coalition on Sustainability, and is a non-profit, non-partisan and non-sectarian bilingual organization which functions as a forum of equal partners. It serves the Southern Gulf of St. Lawrence drainage area landward, and the Magdellan Shallows seaward, encompassing some or all of the four provinces of Quebec, New Brunswick, Prince Edward Island and Nova Scotia.

### **ARTICLE 2: PURPOSE**

The Coalition envisions the future in which the Southern Gulf of St. Lawrence is environmentally, economically and socially sustainable, and its Mission is to promote the long-term viability of this ecosystem.

### **ARTICLE 3: STRUCTURE**

The structure of the Coalition shall consist of an Annual General Meeting of its Membership, a Steering Committee and a Management Committee. The Steering Committee may retain secretariat services, including a Coalition Coordinator and other support personnel.

### **ARTICLE 4: MEMBERSHIP**

The Membership shall consist of any organization or individual that registers as such and supports the Purpose of the Coalition. It shall hold an Annual General Meeting within the Southern Gulf area to decide upon Coalition philosophy, amendments to the Constitution, By-Laws and strategic goals, to approve annual operational reports and elect the Steering Committee. The quorum for Annual General Meetings shall consist of at least 25% of the number of recorded Membership.

### **ARTICLE 5 STEERING COMMITTEE**

Accountable to the Annual General Meeting, the Steering Committee shall be representative of all partners and consist of 2 federal government, 4 First Nations, and per province: 1 provincial government, 1 municipal government, 2 business/industry, 1 academic and 2 community; all vacancies to be filled by the Steering Committee. It is responsible for ensuring that Coalition decisions are in line with Coalition philosophy, for adopting policies and strategies, and for establishing committees and task forces. Steering Committee members will serve without remuneration until the next Annual General Meeting. The quorum for its meetings shall consist of half the number of its elected members, with 2 weeks notice given.

### **ARTICLE 6: OFFICERS**

There shall be four Officers of the Coalition, namely a Government Co-Chair, Community Co-Chair, Secretary and Treasurer. They shall be elected by the Steering Committee from among their number at a meeting immediately following each Annual General Meeting, and shall serve as such without remuneration until the next Annual General Meeting.



**ARTICLE 7: MANAGEMENT COMMITTEE**

Accountable to the Steering Committee, the Management Committee consists of the four Coalition Officers and three other Steering Committee representatives. Members should reflect the diversity of partners represented on the Steering Committee. In accordance with the policies approved by the Steering Committee, the Management Committee is responsible for recommending and ensuring implementation of the general orientation, strategies and action plans of the Coalition. It also ensures the efficient management of resources, programs and services to its clientele, and the operations of the Coalition. The quorum for Management Committee meetings shall consist of 4 members.

**ARTICLE 8: DECISION MAKING**

All issues addressed by the Coalition will be decided by consensus (by general agreement), except for the election of Steering Committee members, Officers and other Management Committee members, and amendments to the Constitution and any By-Laws, which will all be considered to be voting matters.

**ARTICLE 9: BORROWING POWERS**

The Coalition shall have no borrowing powers, nor will any of its Membership, committees, task forces, representatives or staff on its behalf.

**ARTICLE 10: FINANCIAL BOOKS, RECORDS AND MEETING MINUTES**

The financial books, records and meeting minutes of the Coalition may be inspected by any of the Membership at any reasonable time with seven days prior written notice to the Secretary at the registered office of the Coalition.

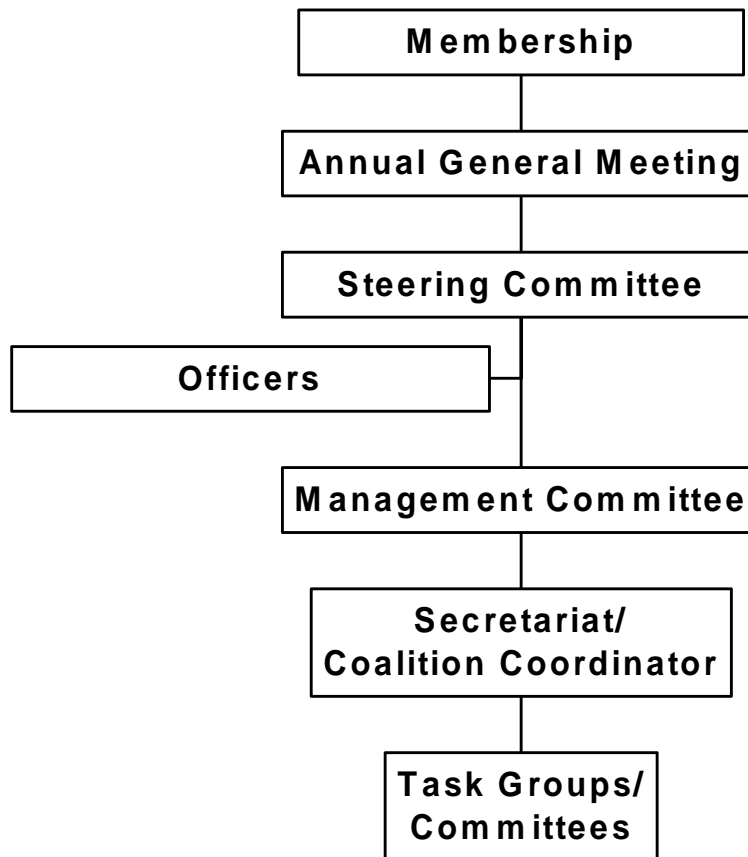
**ARTICLE 11: CONSTITUTION AND BY-LAWS**

The Coalition may amend its Constitution and establish and amend any By-Laws by a 2/3 majority vote of the Coalition Membership at their Annual General Meetings, provided that prior 30-day notice of such changes has been given to the Membership.

**Approved: November 20/99.**

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**Organization Chart** (as written in the Constitution):



**5. Electing the Steering Committee**  
(Chaired by Mike Butler)

As Chair of the Nominating Committee, Mike Butler solicited nominations for election to the first Steering Committee of the Southern Gulf of St. Lawrence Coalition on Sustainability from throughout the region over the past several months. The slate of candidates was presented to the Founding Meeting participants and further nominations from the floor were requested. It was noted that all in attendance had the right to vote.

He then reviewed the Constitutional requirements as just adopted by the group in terms of the number of positions available per category on the Steering Committee (34 positions in total), and discussed the proposed caucus approach to the election of members. The caucus approach for this Founding Meeting involved the following six groups:

- Federal Government (2 positions)
- First nations (4 positions)
- New Brunswick (7 positions)
- Prince Edward Island (7 positions)
- Nova Scotia (7 positions)

Quebec (7 positions)

Membership for the Provinces was further broken down into the following sectors:

- Provincial Government (1 position)
- Municipal Government (1 position)
- Business/Industry (2 positions)
- Academia (1 position)
- Community (2 positions)

These six caucuses were to meet separately and elect their own members, with the help of a facilitator provided by the Interim Steering Committee. They were to ask for further nominations from their caucus floors, but nominees must agree to stand for election. Under these terms, nominees could be elected in absentia. Voting was by secret ballot and elections decided on a simple majority basis. This approach was accepted by the Founding Meeting participants.

Subsequent discussions resulted in the recommendation that each of the recognized groups within each Provincial caucus should also vote in their own members separately rather than conduct this process together, in order to eliminate any undue influence or perception thereof of one sector on another.

At the completion of the caucus election process, the facilitators presented their caucus results to the Chair of the Nominating Committee, who in turn presented them to the Founding Meeting in plenary session for ratification. They were accepted unanimously and declared elected. Only 22 of the 34 positions were filled at this time. It was noted that the Steering Committee has the authority under the Constitution to fill all vacant positions, although with candidates appropriate to each sector. The newly elected first Steering Committee for the Coalition is as follows:

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**Southern Gulf of St. Lawrence Coalition on Sustainability**

**Steering Committee  
1999-2000**

Federal Government (2): Larry Hildebrand, Environment Canada  
John Legault, Fisheries and Oceans Canada

First Nations (4): (vacant)  
(vacant)  
(vacant)  
(vacant)

New Brunswick (7):  
Provincial Government (1) Mireille Chiasson, NBDFA  
Municipal Government (1) Vincent Robichaud, Ville de Shippagan

Business/Industry (2)	Paul Deveau, Noranda Inc. (vacant)
Academia (1)	Jean-Paul Vanderlinden, U. de Moncton
Community (2)	Omer Brun, SSEI Joel Corcoran, MREAC

Prince Edward Island (7):

Provincial Government (1)	Bruce Raymond, PEIDTE
Municipal Government (1)	(vacant)
Business/Industry (2)	Crystal McDonald, PEI Aquaculture Alliance Diane LaPointe, McCain Foods
Academia (1)	Irene Novaczek, UPEI
Community (2)	Mark MacLeod, TARRP Brenda Penak, BBEMA

Nova Scotia (7):

Provincial Government (1)	Andy Cameron, NSDFA
Municipal Government (1)	Monique Aucoin, Cape Breton, SHRD
Business/Industry (2)	(vacant) (vacant)
Academia (1)	Dan MacInnes, SFX University
Community (2)	Bob Christie, PHEPP Caroline Cameron, GBEP

Quebec (7):

Provincial Government (1)	(vacant)
Municipal Government (1)	(vacant)
Business/Industry (2)	Bruce Wafer, CASA (vacant)
Academia (1)	(vacant)
Community (2)	Eric Giguere, Comite ZIP Bair des Chaleurs Natalie Price, CASS

**6. Identification of Major Issues**

(presented by Conrad LeBlanc)

This was a facilitated discussion in plenary session to determine ◊What are some of the key Gulf-wide issues that this Coalition can address?◊. The objective was to expand on the list previously developed at the workshop held two years ago, and to try to prioritize the list to identify the most significant issues requiring the Coalition's attention at this time.

The group examined the previous list and added further issues to the list for a total of nearly 350 issues. These were then reviewed by the Interim Steering Committee and other volunteers to select the most pressing ones, and others were added in plenary; 16 issues emerged as being most relevant. The facilitator then conducted a ◊sticker◊ poll of the group to develop a priority ranking among

the issues. Each person had eight stickers to place on their top eight issues; only one sticker per issue. The results are summarized in Appendix G, but the top three were as follows:

1. Need to Harmonize Government Policies
2. Threats to our Natural Resource Habitats
3. Develop Awareness and Knowledge about our Region

These are intended to be a guide for the new Steering Committee as they begin the development of Coalition activities. No Action Plan was developed at this time.

## Appendix A: Interim Steering Committee

Name	Position	Affiliation
<u>Officers:</u>		
Joe Arbour	Govt. Co-Chair	Federal Govt.
Eric Giguere	NGO Co-Chair	Quebec-NGO
Sabine Dietz	previous NGO Co-Chair	NB-NGO
Barry Jones	Secretariat	NB-Govt.
<u>Members-at-Large:</u>		
John Legault		Federal Govt.
Clair Murphy		PEI-Govt.
Ernest Ferguson		Federal Govt.
Mike Butler		Federal NGO
Claudette LeBlanc		Regional NGO
Harry Collins		NB-NGO
Janell Chiasson		Federal Govt.
Sophie Bastien-Daigle		Federal Govt.
Laurent Legere		??
Linda Chiasson		Federal Govt.
Andy Cameron		NS-Govt.
Wayne Barchard		Federal Govt.
Larry Hildebrand		Federal Govt.
Omer Chouinard		NB-Academia
Brenda Penak		PEI-NGO
Carole Godin		Federal Govt.
Kim Hughes		NB-Govt.
Lucie D'Amours		??
David Boyce		PEI-NGO
Melanie Gallant		NB-NGO
Conrad LeBlanc		(consultant)

## Appendix B: Participants List

No.	Surname/ Nom de Famille	Given Name/Nom	Organization	Address	Prov.	Tel	Fax	Email/Courrier
1.	Allain	Nicole		RR1, Box 2220, Murray Rd. Cocagne	NB	506-525-2990		
2.	Andrew	Benji	Sir Sanford Fleming College	Lindsay	ON	902-566-9938	no	no
3.	Arbour	Joe	Environment Canada	45 Alderney Dr., Dartmouth	NS	902-465-4144	no	Joe.Arbour@ec.gc.ca
4.	Arsenault	Geraldine	Eco-Centre Irving la dune de Bouctouche	RR1 Site 3 Boite 5 Bouctouche	NB	506-743-2600	876-3707	gerdune@nbnet.nb.ca
5.	AuCoin	Monique	Strait Highlands Reg. Develop.	Box 1 Grande Tang	NS	902-224-1678	no	monique_a@auracom.com
6.	Audet	Andre	EVP - Groupe Ecologie	CP 1001 Maria G0C 1Y0	NB	506-759-5880	no	vertplus@globetrotter.gc.ca
7.	Audet	Yvon	Association forestiere du Bas st Laurent.	CP 221, New Richmond	QC			
8.	Augustine	Gerene	Big Cove Fisheries	no	NB	506-523-8267	no	okgirl@nbnet.nb.ca
9.	Barchard	Wayne	Environment Canada	Dartmouth	NS	902-426-4695	426-8373	wayne.barchand@ec.gc.ca
10.	Barnes	Cynthia	BBEMA	Summerside	PE	902-436-7090	436-7090	bbema@pei.sympatico.ca
11.	Barnes	Suzanne	Parks Canada	2 Palmer's Lane Charlottetown	PE	902-672-6366	672-6395	suzanne_barnes@pch.gc.ca
12.	Barrett	David	Island Waste Management	110 Watts Ave. Charlottetown	PE	902-894-0325	no	dbarrett@iwmc.pe.ca
13.	Bentley	Erin	BBEMA	RR3 Hunter River	PE	902-887-2584	no	bentleyerin@hotmail.com
14.	Biggar	Dave	O'Leary Wildlife	Box 5 Portage COB 1H0	PE	902-859-2124	no	jdbiggar@hotmail.com
15.	Bonnar	Donna	Meat Cove Fisherman's Assoc.	Meat Cove Cape Breton	NS	902-383-2989	no	no
16.	Bourque	Robin	Gulf NS Herring Fed & Save Our Shores	RR1 Merigonish B0K 1G0	NS	902-926-2229	no	mgorman@ns.sympatico.ca
17.	Bowron	Tony	Ecology Action Centre	1568 Argyle St. Suite 31 Halifax	NS	902-429-2202	422-6410	tbowron@is2.dal.ca
18.	Boyce	David	SEA	Montague	PE	902-838-0635	no	seaacap@pei.sympatico.ca
19.	Boyd	Austin	Island Plastex	52 Matwood Drive, Stratford, C1B1K6	PE	902-569-1965	no	austin@isn.net
20.	Boyd	Paul	DFO	133 Church ST. Antigonish	NS	902-863-5670	863-5818	boydp@mar.dfo-mpo.gc.ca
21.	Breau	Andrew	Dept. Natural Resources & Energy	PO Box 6000 Fredericton E3B 5H1	NB	506-453-6621	457-4802	abreau@gov.nb.ca
22.	Brideau	Clarence	Mega Bleu Inc	CP Boite 950 Tracadie-Sheila E1X 1G7	NB	506-358-6366	358-2155	MegaBleu@nbNet.nb.ca
23.	Brillant	Sean	ACAP Saint John	Box 6878 Saint John	NB	506-652-2227	no	acapsj@fundy.net
24.	Brun	Omer	Senateurs de l'Environnement, inc	CP 411 Cap-Pele E0A 1J0	NB	506-577-4503	no	no
25.	Butler	Mike	Oceans Institute of Canada	1226 LeMarchant St. Halifax B3H 3P7	NS	902-494-1977	494-1334	Mbutler@is.dal.ca
26.	Butler	Robert	Noranda	PO Box 300 Bathurst	NB	506-547-3099	no	butlerb@BMS.ca
27.	Cameron	Andrew	PRO of NS	PO Box 2223	NS	902-424-0406	no	cameroad@gov.ns.ca
28.	Cameron	Caroline	GBEP, St FXU	RR1 Antigonish B2G 2L4	NS	902-863-9268	no	caroline_camer@hotmail.com
29.	Campbell	Allan	Agriculture and Agri-Food Canada	PO Box 1210, Charlottetown, C1A 7M8	PE	902-566-6868	566-6821	CampbellAJ@em.agr.ca
30.	Campbell	Colin	Productions Co.	RR3 Wilmot C1N 4J9	PE	902-436-9415	no	Cpcamb.?

31.	Chiasson	Janelle	Ex-Coordinatrice de la Coalition	762 rue SA Dionne Tracadie-Sheila E1X 1B9	NB	506-395-9331	no	no
32.	Chiasson	Linda	DFO	3267 rue Principale CP 3420 Succ. Bureau Chef Tracadie-Sheila E1X 1G3	NB	506-395-7715	395-3809	chiassonlx@mar.dfo-mpo.gc.ca
33.	Chiasson	Mireille	DFA (Dev. Durable)	Bathurst	NB	506-547-7244	no	mireilch@nbnet.nb.ca
34.	Chou	Chiu	DFO	PO Box 1006 Dartmouth	NS	902-426-6277	no	chouc@mar.dfo-mpo.gc.ca
35.	Chouinard	Omer	U de Moncton	Moncton E1A 3E9	NB	506-858-4761	863-2000	chouino@umoncton.ca
36.	Christie	Bob	PHEPP	PO Box 414, NG	NS	902-928-0305	no	phepp@fox.nstn.ca
37.	Cole	Shelley	BBEMA	Summerside	PE	902-436-7090	436-7090	bbema@pei.sympatico.ca
38.	Collins	Harry	MREAC	133 Newcastle Blvd Miramichi E1V 2L9	NB	506-778-8591	773-9755	mreac@nbnet.nb.ca
39.	Comeau	Nada	Tabusintac Watershed Assoc.	4504 Route 11, Tabusintac, E9H 1J4	NB	506-779-1185	779-1101	comeaN@nbnet.nb.ca
40.	Daigle	Jean Yves	Centre R&D Tourbe	218 Blvd J D Gouthier Shippagan	NB	506-336-9719	336-0302	jydaigle@cus.ca
41.	Daigle	Ola	Maritime Fishermans Union	PO Box 471 Richibucto E0A 2M0	NB	506-523-6676	523-6676	no
42.	Dalcourt	Marie France	DFO	92 Principale Saint Gabriel de Rimouski	PQ	418-775-0671418-775-0658	775-0658	dalcourtmf@dfo-mpo.gc.ca
43.	Deveau	Paul	Noranda Incorporated, Brunswick Smelter	692 Main Street, Belledune, E8G2M1	NB	506-522-7005	522-7089	deveaup@bms.ca
44.	Dietz	Sabine	Piper Project	4800 Route 11, Tabusintac	NB	506-779-8304	779-8304	corvus@nbnet.nb.ca
45.	Dowd	Michael	Fisheries and Oceans Canada	General Delivery, Capstick Post Office, Meat Cove, Cape Breton	NB	506-529-5848	529-5897	dowdm@mar.dfo-mpo.gc.ca
46.	Dougan	Dianne	Tarrp		PE			
47.	Duffy	Clair	KABC	Box 37 Kinkora	PE	902-887-2303	887-3307	no
48.	Dupuis	Todd	ASF	Charlottetown	PE	902-368-6082	no	tddupuis@gov.pe.ca
49.	Dysart	Peter	NB Fish Packers' Assn	Suite 350, 1133 St. George Blvd Moncton	NB	506-857-3056	no	nbfp@the_alliance.com
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## Appendix C: Founding Meeting Agenda

### SOUTHERN GULF OF ST. LAWRENCE COALITION ON SUSTAINABILITY

#### **\*\* Founding Meeting \*\*** Summerside, P.E.I.

#### AGENDA

##### **Friday (November 19, 1999):**

1:00 pm	Welcome / Introduction
1:30 pm	Ice-Breaker
2:00 pm	Background
2:15 pm	Philosophy / Constitution
3:00 pm	Break
3:15 pm	Group Discussions on Philosophy / Constitution
5:00 pm	Adjourn for the day
6:30 pm	Dinner / Speaker

##### **Saturday (November 20, 1999):**

8:00 am	Breakfast / Speaker
9:00 am	Philosophy / Constitution Summaries and Adoption
10:00 am	Break
10:15 am	Steering Committee Elections / Ratification
12:00 noon	Lunch
1:00 pm	Group Discussions on Operations / Sustainability Issues
3:00 pm	Break
3:15 pm	Reports / Action Plan
4:00 pm	Adjournment

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4:00 pm      Steering Committee Meeting

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#### Appendix D: Sponsors List

JK Irving, New Brunswick  
GeoNet, Bedeque Summerside, PEI  
Department of Fisheries and Oceans  
Environment Canada

Bedeque Bay Environmental Management Association  
PEI Department of Technology and Environment  
Community Animation Program, PEI  
NB Department of Fisheries and Aquaculture

## Appendix E: Future Philosophical Considerations

The following points are summarized for each of the four philosophical components of an organization from lengthy discussions among all Round Tables. They should be considered as suggestions for further consideration rather than as recommendations, since there were typically arguments for both sides of each issue:

### **Vision:**

Adopted:     ⬠The Coalition envisions the future in which the Southern Gulf of St. Lawrence is environmentally, economically and socially sustainable⬠.

1. Should there be other elements in the Vision, such as spiritual, ethical and cultural?
2. Should the fundamental basis be a healthy environment? Should the local community be responsible for its environmental management?
3. What is the distinction between environmental and ecological in terms of sustainability? Is the latter more inclusive, and should the Vision be all-inclusive?
4. How is sustainability defined? Is it unchanging? Should we include ⬠long-term⬠ or ⬠optimization⬠ here? Is ⬠balance⬠ a better description than sustainable?
5. Should the Vision be more definite, action-oriented or emotional/dramatic?
6. Does the Vision fit with aboriginal perspectives, such as the seventh-generation idea?
7. Should the Vision have a local-to-global dimension?

### **Mission:**

Adopted:     ⬠The Mission of the Southern Gulf of St. Lawrence Coalition on Sustainability is to promote the long-term viability of its ecosystem⬠.

1. Should the Mission include the concept of focusing the application of its mandate through communities (empowerment) and/or partners? How is ⬠community⬠ defined? Should the partner groups be identified? Is linking community groups an objective? Equality status among partners should be stressed.
2. Will the Coalition ever do more than ⬠promote⬠? What does it mean? Does it cover our accepted Mandate or do we need some more definite action words to describe our proposed activities? Is ⬠motivate⬠ better? Will we ever ⬠conserve, enhance, protect or improve⬠ the ecosystem?
3. We must acknowledge that the ecosystem includes all of its living and non-living components, that is, biological, geological, chemical and physical. The Coalition should develop an agreed upon definitions list.
4. The Coalition should recognize that people must change their behavior for us to achieve this mandate. We should promote behavioral change by example. Who are the clientele we are trying to influence?

5. Human beings are part of the ecosystem, therefore sustainable development must be a Mission objective. Does this fit within our Mission statement? Does viability include healthy use of the resources of the Gulf, and viability of communities?
6. How should the Coalition evaluate or address possible social or economic impacts of its recommendations and activities?
7. Should the Mission include an educational perspective, and particularly something that brings youth into the process?
8. The Coalition should encompass all stakeholders, derive positions by consensus and speak with one voice. What if we can't?

### **Mandate:**

1. What is our current sustainability baseline? Is the southern Gulf sustainable now? How do we measure progress from our efforts? Will we identify standards/targets? Will our measurements include environmental, economic and social factors? Where is the Coalition's accountability?
2. Should the Coalition add identification and support/promotion for relevant scientific research to the Mandate in terms of understanding the ecosystem, the issues and possible solutions. This should include translating such material into a form readable by the general public.
3. Should the Coalition play an advocacy or lobby role, or have a Mandate to pursue legal action? Should part of our role be in conflict resolution or problem solving? Where does the Coalition actually do any hands-on/implementation work or will we?
4. The Coalition should focus on the real issue/the common enemy, not the perceived creator of the issue. By all working together (the polluter, the regulator and those impacted) we can be most effective in resolution; by focussing on blame we reduce our ability to address problems cooperatively.
5. Our Mandate should include more than just the Coalition partners. We need to include every possible stakeholder in order to have the greatest impact on the ecosystem. Perhaps the Mandate should reinforce our bilingual capability and orientation.
6. Should the Coalition provide tools to relevant sustainability groups in the southern Gulf so that they can do their jobs? What kind of tools are available for this purpose? Should the Coalition actually help to develop such tools or other expertise?
7. Should there be a prioritization among our Mandate statements such that our limited available resources can be directed to the most important functions or issues?

### **Values:**

1. How should the Coalition respond if a partner/member does something contrary to our stated Values?
2. Should the Coalition's Values include a recognition of financial support for those (particularly NGOs) who are less able to participate in its activities due to limited funding? This should also acknowledge that many receive salaries when participating and many do not.
3. Should sustainability education be the cornerstone of the Coalition's Values?
4. Should the Values include other attributes, such as honesty, harmony or quality of life?

5. Is there a conflict between prosperity and sustainability? Is well-being more compatible?
6. What are the differences among residents, communities, partners and citizens?
7. Where do ecosystem stewardship and partner equality come in among the Coalition's Values?
8. Should the Coalition officially endorse the precautionary approach to resource management?
9. Is there a conflict between community empowerment and Coalition unification?
10. Do the Coalition's Values include "think globally and act locally"? Should they?
11. Will "respect" for Coalition members limit our ability to act? Are "recognition", having "no negative impact on them" or treating them with "professionalism" better?
12. Should the Coalition take a position on rights and/or privileges in terms of access to the natural resources of the Gulf, or only deal with the actual or potential impact of exploitation?

## **Appendix F: Future Constitutional Considerations**

The following points are summarized from often lively discussions among all Round Tables, and should be considered as suggestions for further consideration rather than recommendations, since there were typically arguments for both sides of each issue:

1. Should the Coalition's jurisdiction cover just the southern Gulf of St. Lawrence or should it cover the entire Gulf, and include Newfoundland among its members. The additional complexity of covering the entire Gulf was recognized, as was the possible timing of such a move should it happen.
2. It was generally considered that the Coalition should seek charitable status from Revenue Canada in order to provide financial benefits to potential donors to the organization.
3. Should the Coalition incorporate or remain unincorporated. An appropriate evaluation of the possible benefits and consequences should be done to allow for more informed debate on this issue. How are the Coalition Steering and Management Committee members protected against liability actions without incorporation? Or with it?
4. Should the Coalition be an advocate or a facilitator relative to issues, and what impact will a decision between these directions have on Coalition membership and function. Should an annual "State of the Gulf" be conducted and reported.
5. It was recognized that the Coalition needs to develop By-Laws for the appropriate regulation of its activities. Timing of meetings should reflect the ability of stakeholders to attend them, such as relative to fishing and ice cover. Are the quorums appropriate? Should numbers be used instead of percentages for quorums.
6. Are all stakeholders represented (for example, youth, fishermen or other natural resources representatives, aboriginals)? Should the numbers on the Steering and Management Committees be different to better reflect stakeholder interests. Are they all "equal" within the functioning of the Coalition, that is, do they all have an equal voice.
7. Should consensus or voting be the typical method of decision-making. If voting, should proxies be allowed.
8. Clarify the possible role of the individual in the Coalition relative to an organization or representative of a group. Do individuals represent themselves or the groups from which they have been elected? When does an individual represent his community?
9. Should Membership be open to all, or should the Coalition evaluate and decide on acceptability of potential members? On what basis should membership be withdrawn from current members? If an organization is a member, are all of its members also members of the Coalition?



10. It was generally agreed that future elections should be staggered to allow for some continuity of experience in the Steering and Management Committees, but that this should be done in such a way as to maintain a balance among stakeholder representation.
11. It is generally recognized that cost of participation is definitely a factor for some stakeholders, and that those in greater need should be supported at least in part by the Coalition. Should this issue be entrenched somehow in the Constitution or By-Laws.
12. The Coalition is recognized as a bilingual organization. Bilingualism must be a reality of the Coalition, not just an acknowledgement. The Coalition must function bilingually and be represented officially by both linguistic groups.
13. The authority of the individual Officers and the Management Committee must be appropriately contained. They must not be allowed to go beyond what is defined or appropriate for them to do on behalf of the Coalition.
14. Prohibiting borrowing on behalf of the Coalition is appropriate, but the ways and means by which it can raise money should be defined. Authority and process for financial decision-making and annual audits should be defined.
15. Should members who seek to represent a particular sector on the Steering Committee be elected from and by that particular sector, or elected by a larger group. The latter mechanism may have an undue influence on sector representation.
16. Is the Coalition too centralized in organization or function? Should more regionalized structures be developed to deal with more localized issues, such as provincial wings? Should there be some form of network level in the Coalition structure?
17. Should the reporting relationships be different, such as the Coalition Coordinator reporting directly to the Steering Committee, or the Officers reporting directly to the Annual General Meeting? This would require changes to the election process.

## Appendix G: Major Issues List

The major issues were identified as concerns and prioritized at the Southern Gulf of St Lawrence Coalition on Sustainability Founding Meeting. In order of descending priority the "sticker" poll results are as follows:

1. Lack of harmonization of government policies neutralizes their effectiveness on sustainability of our ecosystem (56 persons identified this as an issue)
2. The habitat of our natural resources is threatened (54 persons identified this as an issue)
3. The lack of awareness and knowledge about ecosystem sustainability is an obstacle to achieving sustainable communities (54 persons identified this as an issue)
4. Agricultural practices and land use pollute soil and waterways (51 Persons identified this as an issue)
5. Oil and gas exploration has the potential to negatively impact on the ecosystem of the Southern Gulf (47 persons identified this as an issue)
6. Lack of water management negatively impacts sustainability of the ecosystem (pollution, waste water treatment, limited quantities of water) (46 persons identified this as an issue)
7. Forestry practices have a negative impact on the sustainability of our ecosystem (43 persons identified this as an issue)
8. Need to develop a process to address First Nations's use of natural resources in the context of sustainability with respect to recent court decisions (40 persons identified this as an issue)
9. Develop criteria to evaluate state of the environment (38 persons identified this as an issue)
10. The perception that business and industry undertake economic development at the expense of environmental sustainability (32 Persons identified this as an issue)
11. Resource use conflicts undermine the optimal access to resources by the users and threatens resource habitats (27 persons identified this as an issue)
12. Post consumer industrial wastes have negative impacts on the sustainability of our ecosystem (19 persons identified this as an issue)
13. Air pollution negatively impacts on sustainability of the ecosystem (19 persons identified this as an issue)

14. The ecotourism industry is perceived as an economic opportunity and a threat to habitat and environmental sustainability (19 persons identified this as an issue)
15. The perception that environmentalists advocate environmental protection at the expense of economic development (18 persons identified this as an issue)
16. Lack of aquatic resources undermines potential economic and social sustainability of communities (16 persons identified this as an issue)