

Southern Gulf of St. Lawrence
Coalition on Sustainability



Coalition pour la viabilité du sud
du Golfe du Saint-Laurent

Strategic Plan 2002-2022
&
Work Plan 2002-2003

SOUTHERN GULF OF ST. LAWRENCE COALITION ON SUSTAINABILITY STRATEGIC PLAN

BACKGROUND:

The Southern Gulf of St. Lawrence Coalition on Sustainability (SGSLCS) was formally established at its Founding Meeting in Summerside, Prince Edward Island in November, 1999. This followed two years of broad inter-sectoral consultation and planning and a consensus to form a multi-stakeholder regional body. Representation and membership is drawn from those portions of Nova Scotia, New Brunswick, Prince Edward Island and Quebec, that form the Southern Gulf of St. Lawrence ecosystem. For the initial years of its formal existence (1999-2001) the focus of the Coalition's activities has been on building its capacity, that is, setting up the necessary structures and tools for the realization of its mandate. This included, but was not limited to: the stabilization of its institutional structures (e.g., revision to Constitution, establishment of Management and Steering Committees); the hiring of a bilingual coordinator; and the development of communication tools (e.g., e-news, website). Following these first months of existence, a series of other tasks and further structural and functional development has increased the capacity for the Coalition to fulfill its mandate.

VISION / MISSION / MANDATE:

The Coalition envisions the future in which the Southern Gulf of St. Lawrence ecosystem is environmentally, economically and socially sustainable. The Mission of the Coalition is to promote the long-term viability of this ecosystem. As a forum of community, NGO, academic, business, First Nation and government partners - that is, all those interested in, affected by and/or responsible for the future of the S. Gulf ecosystem - the Coalition will provide the common forum, energy and services to make it happen. To this end, the Coalition will:

- Facilitate communications, networking and information sharing across sectors, governments and community interests
- Organize and facilitate inter-provincial, intra-regional and sectoral group meetings, workshops, forums or task groups
- Recommend priority strategies, policies and regulations
- Monitor the progress of implementing strategies, policies and regulations
- Encourage partners in assisting communities to build their capacity and achieve their sustainability goals
- Facilitate access to expertise; and
- Promote awareness and education on sustainability.

STRATEGIC PLANNING:

In support of realizing this ambitious agenda, the Coalition has identified a number of: broad strategies that it will pursue; long-term outcomes (i.e., the next 20 years) that it hopes to encourage and contribute to; a series of supporting mid-term (i.e., the five-year period of 2001-2006) outcomes it will work toward, and a set of targeted short-term (i.e., one-year) outcomes. In support of each of these interrelated outcomes, a set of present-year activities and deliverables (i.e., outputs) have been adopted by the Coalition, with specific responsibilities for their realization identified in each case. Each activity has a related status/progress column to document and track our forward movement.

STRATEGIES:

Eight broad strategies have been identified for the Coalition in support of realizing its Vision, Mission and Mandate:

1. Build and maintain the capacity of the Coalition to lead and facilitate the realization of sustainability
2. Build and maintain the capacity of the Coalition's members to participate in and contribute toward this goal
3. Create and nurture an informed and engaged citizenry that can take direct action in support of sustainability throughout the ecosystem
4. Build the science and research capacity of the Coalition and its members so that decisions are soundly based
5. Secure personal and organizational commitment to the Coalition's Vision, Mission and Mandate
6. Identify priority issues and work toward their resolution
7. Participate in the development and implementation of an integrated management regime for the Southern Gulf ecosystem
8. Encourage harmonization of government policies and programs so that they better serve the public and the goal of sustainability

OUTCOMES:

It is important to understand and appreciate the relationship between and the differences among 'outputs' and 'outcomes'. Outputs are the specific products that result from the activities of the Coalition. Outputs may include such things as a report, a workshop, a newsletter, or a website. Outcomes are the results that are achieved or the 'difference that is made' through the activities and outputs contained in our yearly plans. Outcomes may include such results as a better informed public, improvements in water quality, more protected wetlands, or more financially secure community-based organizations. A 'nested' series of outcomes, each building from one to the other, are developed for each one-, five- and twenty-year period.

- **LONG-TERM OUTCOMES (20 YEARS):** These are, in a broad sense, what we are trying to realize for the Southern Gulf of St. Lawrence ecosystem within a generation.
- **MID-TERM OUTCOMES (2001-2006):** These are the measurable objectives we plan to achieve within five years (e.g., "20% more shellfish growing areas open to harvesting by 2006 than there were in 2001). In order to measure our progress, baseline conditions - most probably at or about the year 2000 - must be established.
- **SHORT-TERM OUTCOMES (2002-2002):** Are also measurable objectives, but those to be achieved within a one-year time frame. These will guide the activities the Coalition will undertake or support each year.

ACTIVITIES & DELIVERABLES (Outputs):

This constitutes the Coalition's annual work plan. It outlines the specific projects and activities that will be undertaken in the present year. All of the activities and deliverables relate directly to the one-, five- and twenty-year outcomes.

RESPONSIBILITIES:

The activities and deliverables that comprise the work of this Plan, must be clearly tied to a specific person or group that commits to making this work happen. While the Coalition's Management and Steering Committees provide oversight and direction to the activities of the group, specific Working Groups must take on the responsibility for the planning and delivery of each activity. To this end, and with specific focus on activities to be undertaken in the 2001-02 business year, nine (9) Working Groups have been established, each with specific responsibilities and accountability (see Appendix A).

SGSLCS WORKING GROUPS

1. Constitution & Policy
2. Communications
3. Public Environmental Education
4. Science & Research
5. Harmonization of Government Policies
6. Ecosystem Charter
7. Petroleum Development
8. Habitat Management
9. Annual General Meeting

This current list of Working Groups is not intended to be exclusive, nor does it necessarily imply an equal focus or level of activity in each group throughout a specific year. Further, there will always be issues that emerge or that members feel warrant specific attention, and new Working Groups may be constituted to address these. For instance, the issue of invasive marine species has recently been identified as a potentially significant issue in the Southern Gulf, that may warrant the Coalition's attention.

The key factors in making the Working Group structure effective, are clear and identifiable leadership (Steering Committee members commit to chair each WG) and strong representation by Coalition members. The Working Groups are our mechanism for achieving the work of the Coalition. They are also the opportunities for Coalition members – current and those yet to join – to get involved in the realization of the Coalition's objectives.

STATUS:

The framework of this Strategic Plan is designed to facilitate a clear relationship among specific activities and the longer-term outcomes they are designed to support. It is important for the Coalition to constantly be tracking and reporting to its membership the progress (or lack thereof), in the pursuit of our goals. This field of the Strategic Plan will be regularly updated and provide the basis for the focus and tracking of our activities.

Some short term outcomes with associated activities should be Maintained in next year's plan (M). Others can be Built upon with extended or new activities (B). Others have to be Rolled over because they were not completed this year (R) ; and some are Finished and can be dropped from the work plan(F)

STRATEGY # 1 – Build and maintain the capacity of the Coalition to lead and facilitate the realization of sustainability			
Long-Term Outcome (20 years): <i>A well-functioning, community-based and membership-led multi-stakeholder organization is in place and continues to work toward and provide the leadership for its vision of sustainability for the Southern Gulf of St. Lawrence</i>			
Mid-Term Outcome (5 years): <i>The Coalition has a well-functioning institutional structure with a fully-representative Steering Committee and 1,000 members from all stakeholder groups</i>			
Short-term Outcome (1 year)	Activities & Deliverables (2001-2002)	Responsibility	Status (AGM 2002)
A well managed, multi-stakeholder regional organization is in place and functioning well (M)	<ul style="list-style-type: none"> Meetings of Steering Committee (quarterly) and Management Committee (monthly) 	<ul style="list-style-type: none"> Co-chairs Mgmt. Committee Coordinator 	3 Management and 4 Steering Committee meetings held to date
Support to the Coalition and its members is provided in a timely fashion, equally in English and French (M)	<ul style="list-style-type: none"> Maintain and support a bilingual Coordinator Consolidate membership list 	<ul style="list-style-type: none"> Mgmt. Committee Coordinator 	Membership list includes groups from 7 sectors and 4 provinces
The Coalition's finances are managed professionally and transparently (M)	<ul style="list-style-type: none"> Fiscal Agent in place to manage finances provides regular financial reports to Management Committee 	<ul style="list-style-type: none"> Mgmt. Committee Fiscal Agent Coordinator 	SEA acted as fiscal agent; reports to mgmt committee
Sufficient resources secured (cash and in-kind) to support the operation of the Coalition and its Annual Work Plan (M)	<ul style="list-style-type: none"> Enter into Letters of Agreement with Environment Canada and DFO for financial support Maintain in-kind office support for Coordinator from Province of NB 	<ul style="list-style-type: none"> Mgmt. Committee Fiscal Agent Coordinator 	Funding secured for 2002-2003
A consensus-based Annual work plan was developed and implemented (M)	<ul style="list-style-type: none"> Develop and approve a Strategic Plan Develop an Annual Work Plan 	<ul style="list-style-type: none"> Steering Committee Coordinator 	Strategic plan and work plans developed and initiated; new committee work plans for 2002-2003 drafted
200 Coalition members convened at AGM to review the Coalition's progress and recommend future directions (B)	<ul style="list-style-type: none"> Organize and convene 2001 Annual General Meeting Organize 2002 Annual General Meeting Provide support for NGO participation 	<ul style="list-style-type: none"> AGM WG Steering Committee 	70 members attended 2001 AGM; NGO's received assistance; 187 members invited to 2002 AGM

The Coalition secures Federal Incorporation (F) and Charitable status (R)	<ul style="list-style-type: none"> Pursue Federal Incorporation Get registration in all 4 provinces Charitable Status process 	<ul style="list-style-type: none"> Mgmt. Committee Const. & Policy WG Coordinator 	Coalition incorporated in April 2002. Registration in provinces to be done. Charitable status application in progress.
STRATEGY # 2 - Build and maintain the capacity of the Coalition's members to participate in and contribute toward the goal of sustainability			
Long-Term Outcome (20 years): <i>The Coalition's constituent members have the institutional, policy, technical, scientific and individual capacity to influence and directly affect the sustainability of the Southern Gulf ecosystem</i>			
Mid-Term Outcome (5 years): <i>The capacity of the Coalition's constituent members has been enhanced significantly to influence and directly affect the sustainability of the Southern Gulf ecosystem</i>			
Short-term Outcome (1 year)	Activities & Deliverables (2001-2002)	Responsibility	Status (AGM 2002)
3 community organizations have increased their membership and ability to effectively represent their membership through the assistance of other Coalition members (R)	<ul style="list-style-type: none"> Establish an inter-community Mentoring Program Match mentors to communities in need 	<ul style="list-style-type: none"> Steering Committee Coordinator 	Mentors identified Partnerships initiated Results to be reported in 2002-03
6 member groups have secured funding with the support of the Coalition (R)	<ul style="list-style-type: none"> Provide Letters of Support to members seeking funds Advise members of funding opportunities 	<ul style="list-style-type: none"> Co-chairs Coordinator 	Letters of support provided; applications successful; E-news highlighted funding opportunities
6 community organizations have the technical capacity to develop and maintain GIS systems for their areas (M)	<ul style="list-style-type: none"> Finalize and implement agreement with NRCan-SCI for mapping/GIS support Hire a technical GIS mentor Convene a workshop to introduce the communities to the potential of GIS 	<ul style="list-style-type: none"> Coordinator Mgmt. Committee 	GIS mentor hired for 12months; GIS workshop Feb 2002 involved 6 member groups; report to 2002 AGM
Steering Committee members supported to attend SC meetings and AGM (M)	<ul style="list-style-type: none"> Provide travel support for non-gov't members to attend meetings Coordinator Fiscal Agent 	Quorum met at 4 Steering committee meetings	

100 new members of the Coalition R	<ul style="list-style-type: none"> Solicit and secure new members of the Coalition; emphasis on First Nations and renewable resource industry groups 	<ul style="list-style-type: none"> Coordinator 	135 members in 2000; 187 members in 2001
STRATEGY # 3 - Create and nurture an informed and engaged citizenry that can take direct action in support of sustainability throughout the ecosystem			
Long-Term Outcome (20 years): <i>All stakeholders of the Southern Gulf are aware of the environmental, social, economic and cultural state-of-health of the ecosystem and have taken action to contribute toward its sustainability</i>			
Mid-Term Outcome (5 years): <i>25% of the stakeholders of the Southern Gulf are aware of the state-of-health of the S. Gulf through a state-of-the-Gulf reporting system and have taken action to contribute toward its sustainability</i>			
Short-term Outcome (1 year)	Activities & Deliverables (2001-2002)	Responsibility	Status (AGM 2002)
All current members are well informed about key developments and opportunities through 4 E-Newsletters (M)	<ul style="list-style-type: none"> Solicit input from members and other networks on key information sources Produce and distribute Quarterly E-News 	<ul style="list-style-type: none"> Coordinator 3 E-news distributed online to over 500 recipients; mailed out to other groups without internet access	
A comprehensive communications strategy is finalized and 3 key components are implemented (B)	<ul style="list-style-type: none"> Revise the communications strategy Implement 3 key components of strategy 	<ul style="list-style-type: none"> Communications WG 	Strategy revised; E-news regular, web site prototype in place, 3 information sheets developed
Stakeholders have ready access to key information about the Coalition and its activities via the website (M)	<ul style="list-style-type: none"> Complete Website design Formally launch the website publicly Regularly update and further development 	<ul style="list-style-type: none"> Communications WG 	Website developed and going public soon
The Coalition is starting to be recognized as a 'network of networks' for information flow and exchange specific to the S. Gulf (B)	<ul style="list-style-type: none"> Identify and establish working linkages with other networks and information sources 	<ul style="list-style-type: none"> Coordinator Communications WG 	Links made to SGRN; exchange of ideas with Gulf of Maine Coalition; 9 posters or presentations to conferences
All members are aware of the activities and their contributions toward sustainability of the S. Gulf (B)	<ul style="list-style-type: none"> Track and report on the activities of members and their contributions toward sustainability 	<ul style="list-style-type: none"> Coordinator 	Reports of coalition progress by enews and AGM reports; 2 press releases

Members are better informed about the mission and activities of 12 regional organizations (B)	<ul style="list-style-type: none"> • Presentations by 3 stakeholder groups given at each Steering Committee mtg. • Make this information widely available to members via minutes, E-News and Website 	<ul style="list-style-type: none"> • Steering Committee & Coordinator • Coordinator 	12 presentations made to SC and 6 at AGM; information is available on website
A preliminary inventory of all public environmental education information and resources was made available (R)	<ul style="list-style-type: none"> • Inventory and make available on the Coalition's website, public environmental education resources relevant to S. Gulf 	<ul style="list-style-type: none"> • Public Environmental Education WG 	
Stakeholders of the S. Gulf are aware of and have access to key experts and contacts relevant to S. Gulf issues (R)	<ul style="list-style-type: none"> • Create a preliminary list of 'experts' and contacts on key issues in the S. Gulf and make this widely known to members 	<ul style="list-style-type: none"> • Public Environmental Education WG 	
A prioritized list of Fact Sheets to be produced that are relevant to the sustainability of the S. Gulf ecosystem is approved (F?)	<ul style="list-style-type: none"> • Create a prioritized list of Fact Sheets that can be produced on issues relevant to the S. Gulf 	<ul style="list-style-type: none"> • Coordinator • Communications WG 	List of 5 issues developed by communications WG
An Evaluation Framework is developed as a basis for monitoring the effectiveness of the Coalition in advancing sustainability (R)	<ul style="list-style-type: none"> • Develop an evaluation framework 	<ul style="list-style-type: none"> • Steering Committee 	Work was begun through development of and reporting on strategic plan; X media hits logged
An approach for a state-of-the-Gulf measuring/reporting system is submitted for approval to the membership and widely discussed (R)	<ul style="list-style-type: none"> • Develop a framework for a State-of-the-Gulf measuring/reporting system 	<ul style="list-style-type: none"> • Science & Research WG 	Initial workshop on indicators to be held in April 2002
A narrative vision of sustainability for the S. Gulf is widely available and members react and offer input (R)	<ul style="list-style-type: none"> • Revise and seek consensus on a narrative vision of sustainability for the S. Gulf 	<ul style="list-style-type: none"> • Communications WG & ecosystem charter 	L. Hildebrand document to be posted on the website

STRATEGY # 4 - Build the science and research capacity of the Coalition and its members so that decisions are soundly based			
Long-Term Outcome (20 years): <i>The Science priorities for the Southern Gulf ecosystem are well established and an integrated monitoring and research <u>program</u> is in place and functioning</i>			
Mid-Term Outcome (5 years): <i>The Science priorities for the Southern Gulf ecosystem are well established and an integrated monitoring and research <u>plan</u> is in place and priority components are being implemented</i>			
Short-term Outcome (1 year)	Activities & Deliverables (2001-2002)	Responsibility	Status (AGM 2002)
5 Regional science and research bodies are aware of the Coalition and have agreed to collaborate on a S. Gulf-wide science and research agenda (R)	<ul style="list-style-type: none"> Identify and contact regional science and research organizations active in the S. Gulf and invite their collaboration with the Coalition 	<ul style="list-style-type: none"> Science & Research WG 	SGSLCS members attended and presented at the Sept. 7 S. Gulf Research Network meeting; link to GSLERS maintained; other potential links identified i.e. Invasive spp network, St George's Bay research group, other
Consensus is reached on a preliminary list of the key science and research priorities in the S. Gulf (R)	<ul style="list-style-type: none"> Develop a preliminary list of and seek consensus on the science and research priorities related to sustainability for the S. Gulf ecosystem Present, discuss, seek further input and consensus on this list at the AGM 	<ul style="list-style-type: none"> Science & Research WG 	Participated in SGRN meeting and adopt their priorities as base list to take to AGM for discussion
A Framework for a S. Gulf-wide science and research plan is approved (R)	<ul style="list-style-type: none"> Develop a framework for a S. Gulf-wide science and research for sustainability plan 	<ul style="list-style-type: none"> Science & Research WG 	Plan to negotiate with SGRN on respective roles, means for communities to solicit research
A preliminary set of sustainability indicators for the S. Gulf ecosystem is developed (B)	<ul style="list-style-type: none"> Begin the process of developing key ecosystem-specific sustainability indicators as a basis for tracking and measuring progress 	<ul style="list-style-type: none"> Science & Research WG 	Initial workshop April 2002; plan to employ grad student to work on indicators
A preliminary list of the key sources for baseline information on key indicators is developed and approved (R)	<ul style="list-style-type: none"> Begin the process of identifying the sources of baseline information for the key indicators 	<ul style="list-style-type: none"> Science & Research WG 	In progress; resources to be identified

STRATEGY # 5 - Secure personal and organizational commitment to the Coalition's Vision, Mission and Mandate			
Long-Term Outcome (20 years): <i>1,000 Stakeholders of the Southern Gulf are committed to sustainability and have expressed this formally and through their actions</i>			
Mid-Term Outcome (5 years): <i>500 Southern Gulf stakeholders have formally expressed their commitment to the sustainability of the ecosystem by signing the Ecosystem Charter and playing an active role in the Coalition</i>			
Short-term Outcome (1 year)	Activities & Deliverables (2001-2002)	Responsibility	Status (AGM 2002)
Framework for an Ecosystem Charter developed and discussed (R)	<ul style="list-style-type: none"> Develop a draft of an Ecosystem Charter for the S. Gulf Secure agreement within Steering Committee on approach and content Post Eco-Charter on website and seek reaction and further input 	<ul style="list-style-type: none"> Ecosystem Charter WG 	WG has 2 members; not yet functional
100 members are actively participating on Working Groups (R)	<ul style="list-style-type: none"> Each WG convenes 2 meetings, develops Terms of Reference and a plan of action, and builds a multi-stakeholder membership 	<ul style="list-style-type: none"> All Working Groups 	In progress; As of AGM 2002, 45 members have joined one or more of the 9 working groups
200 members participate in the AGM, evaluate progress and provide direction for future (R)	<ul style="list-style-type: none"> Organize and convene the Coalition's 2nd Annual General Meeting Organize the Coalition's 3rd AGM Members attend AGM 	<ul style="list-style-type: none"> Coordinator AGM WG 	70 members attended 2001 AGM; 187 members invited to 2002 AGM
Members' activities in support of the Coalition's mission are inventoried and widely known (R)	<ul style="list-style-type: none"> Members undertake actions in support of sustainability within their own realms Track these activities and post on website 	<ul style="list-style-type: none"> Steering Committee Coordinator 	Website prototype in place; enews actively distributed and contained 4 member group profiles

STRATEGY # 6 - Identify priority issues and work toward their resolution			
Long-Term Outcome (20 years): <i>The Coalition and its members have a clear and current sense of the key sustainability challenges and priorities in the Southern Gulf and have made positive and tangible progress toward their resolution</i>			
Mid-Term Outcome (5 years): <i>The Coalition and its members have a clear sense of the key sustainability challenges and priorities in the Southern Gulf and are working toward their resolution through issue-specific Working Groups</i>			
Short-term Outcome (1 year)	Activities & Deliverables (2001-2002)	Responsibility	Status (AGM 2002)
All currently-identified key issues are being addressed through specific working groups (R)	9 WGs established & functioning on key Gulf issues; each chaired by a Steering Committee member	<ul style="list-style-type: none"> Steering Committee 	Of top 10 issues identified in founding meeting, 5 now are the focus of working groups; WGs just getting started
<p>The Coalition is incorporated (F) and has the Charitable Status (R)</p> <p>Policies regarding issues that arise are ready for submission at the AGM (B)</p>	<ul style="list-style-type: none"> The Constitution and Policy Working Group will rely on the services of the Pro-bono program at l'Université de Moncton for submitting the applications for the incorporation and charitable status Review the constitution and policies and submit amendments for adoption at the AGM 	<ul style="list-style-type: none"> Constitution & Policy WG 	<p>Coalition incorporated in April 2002, Charitable Status in progress</p> <p>New policy on representation to be brought to AGM</p>

Through the development and the implementation of a Communications Strategy, members of the Coalition are well informed about key developments, opportunities and other stakeholders and have ready access to information	<ul style="list-style-type: none"> • Develop and implement a Communications Strategy • Co-ordinate the networking of information-sharing between working groups and the Steering Committee • Launch the website • Develop an outreach program for members and non-members • Produce a quarterly enews • Develop 3 fact sheets • Develop press releases • Develop promotional material (logo, pamphlet, folders) • Participate in two conferences or public events to explain the Coalition's mandate and recruit new members 	<ul style="list-style-type: none"> • Communications WG 	
(input required from WG)	<ul style="list-style-type: none"> • Public Environmental Education ... (input required from WG) 	<ul style="list-style-type: none"> • Public Environmental Education WG 	
<p>Raise awareness of need for improved cooperation and communication</p> <p>Open lines of communication among gov't agencies (input required from WG) (B)</p>	<ul style="list-style-type: none"> • Harmonization of Gov't Policies will convene a meeting of federal and provincial agencies with jurisdiction in the S. Gulf to explain the Coalition's objectives and to explore their support and participation • Explore additional means of financial and in-kind support of the Coalition from other governments and private sector interests • Two federal and 4 provincial agencies will explore opportunities to streamline their support of community organizations. 	<ul style="list-style-type: none"> • Harmonization of Gov't Policies WG 	Up-coming Federal-provincial meeting of DM's & RDG's from different sectors within the coalition jurisdiction- April-2002
An ecosystem charter for the southern gulf is available for members to endorse (input required from WG) (R)	<ul style="list-style-type: none"> • Review existing Ecosystem Charter for great lakes... (input required from WG) 	<ul style="list-style-type: none"> • Ecosystem Charter WG 	

Members are aware of the top priority habitat issues on land, in estuaries and in the marine environment of the S. Gulf (input required from WG) (R ?)	<ul style="list-style-type: none"> determine the top priority habitat issues on land, in estuaries and in the marine environment of the S. Gulf 	<ul style="list-style-type: none"> Habitat Management WG 	
Members are well informed about current and emerging issues wrt potential oil & gas development in the S. Gulf and have developed informed opinions (R, B)	<ul style="list-style-type: none"> Compile and make readily available in a timely fashion on the Coalition's website, all relevant factual and opinion-based information related to potential petroleum development in the S. Gulf 	<ul style="list-style-type: none"> Petroleum Development WG 	Information being loaded onto special petroleum development section of web page
Members participate in the AGM, evaluate progress and provide direction for the future (B)	<ul style="list-style-type: none"> Organize and convened the AGM in a member community Send a broad invitation to Coalition members and friends Report on the activities accomplished by the Coalition's committees and working groups Vote on policies and provide direction on the future of the Coalition Elect a Steering Committee with a balanced representation of all partners Provide support to communities for their participation 	<ul style="list-style-type: none"> AGM WG 	AGM held in Buctouche, 2001 Elected SC includes representatives from 7 sectors, 4 provinces
Additional S. Gulf issues are identified and discussed for further development (B)	<ul style="list-style-type: none"> Solicit and/or respond to input from members on additional S. Gulf issues they feel the Coalition should address Invite an individual or group to assume leadership on the issue, scope out the required actions and build the membership for the new Working Group 	<ul style="list-style-type: none"> Coordinator 	5 issue discussion groups at 2001 AGM; 8 issue-based WGs established but participation levels still low
A preliminary list of 5-year measurable objectives for 10 key ecosystem components is developed and widely discussed with members (R)	<ul style="list-style-type: none"> Develop a preliminary list of 5-year measurable objectives for key ecosystem components (e.g. restoration of wetland habitats; re-opening shellfish growing areas, etc.) 	<ul style="list-style-type: none"> Science & Research WG 	Not yet begun

STRATEGY # 7 - Participate in the development and implementation of an integrated management regime for the S. Gulf of St. Lawrence ecosystem			
Long-Term Outcome (20 years): <i>An integrated coastal and ocean planning and management regime is well established and running for the Southern Gulf of St. Lawrence ecosystem</i>			
Mid-Term Outcome (5 years): <i>A Comprehensive Management Plan is developed and adopted for the Southern Gulf ecosystem</i> ...			
Short-term Outcome (1 year)	Activities & Deliverables (2001-2002)	Responsibility	Status (Current Date)
Exploratory discussions held with DFO-Gulf Region re the Coalition serving as the Integrated Management body for the Southern Gulf ecosystem (R)	<ul style="list-style-type: none"> Explore with DFO-Gulf Region, mutual interest in the Coalition assuming the role as the Integrated Management body for the S. Gulf ecosystem 	<ul style="list-style-type: none"> Steering Committee DFO-Gulf reps 	
Agreement reached on the specific goals and objectives the CMP would entail (R)	<ul style="list-style-type: none"> Review existing Comprehensive Management Plans (CMP) from member organizations for process, structure and content guidance Develop a framework for a CMP for the S. Gulf ecosystem (R to next year) or year after) 	<ul style="list-style-type: none"> Steering Committee Science & Research WG 	Requires active participation in committees, resource staff and money

STRATEGY # 8 - Encourage harmonization of government policies and programs so that they better serve the public and the goal of sustainability			
Long-Term Outcome (20 years): <i>The governments of the Southern Gulf of St. Lawrence jurisdictions are aware of and engaged with other constituents through the Coalition and have achieved significant integration of their policies and programs and improved service to the public and business interests</i>			
Mid-Term Outcome (5 years): <i>All federal, provincial, municipal and First Nations governments with jurisdiction in the Southern Gulf ecosystem are aware of the Coalition and look to it as a legitimate source of public policy advice and as an effective body for implementation</i>			
Short-term Outcome (1 year)	Activities & Deliverables (2001-2002)	Responsibility	Status (Current Date)
The Coalition has produced a list of policies and programs that they feel governments should better harmonize and/or streamline (R)	<ul style="list-style-type: none"> • Compile a list of the government policies and programs that the Coalition members feel could be better harmonized and/or streamlined • Consult broadly with the membership for input to this listing 	<ul style="list-style-type: none"> • Steering Committee • Harmonization of Government Policies WG 	
5 Federal and 8 provincial agencies are aware of the Coalition and its activities and agree to support it (F?)	<ul style="list-style-type: none"> • Convene a meeting of federal and provincial agencies with jurisdiction in the S. Gulf to explain its objectives and to explore their support and participation 	<ul style="list-style-type: none"> • Harmonization of Government Policies WG 	DFO to convene this meeting April 19, 2002
3 additional government agencies agree to provide financial and/or in-kind support of the Coalition in subsequent years (B)	<ul style="list-style-type: none"> • Explore additional means of financial and/or in-kind support of the Coalition from other governments and private sector 	<ul style="list-style-type: none"> • Mgnt. Committee 	Funding received from NRCAN, Environment Dpt. Of Quebec and NB
Federal and provincial agencies have explored the means of streamlining their support of communities	<ul style="list-style-type: none"> • 2 Federal and 4 provincial agencies will explore opportunities to streamline their support of community organizations 	<ul style="list-style-type: none"> • Harmonization of Government Policies WG 	

APPENDIX A
2001-2002 WORKPLAN
FOR COALITION COMMITTEES, WORKING GROUPS, STAFF AND MEMBERS

COMMITTEE / WORKING GROUP	LEAD	ACTIVITIES IN FY 2001-2002
Management Committee	Co-chairs	<ul style="list-style-type: none"> • Provide oversight on the Coalition's finances and operations • Support and supervise the Coordinator • Convene monthly, via teleconference or in person • Ensure adequate financial and in-kind support for Coalition activities • Finalize and implement agreement with NRCan-SCI • Sign letters of support for member organizations seeking funding
Steering Committee	Co-chairs	<ul style="list-style-type: none"> • Develop a Strategic and Annual Workplan • Provide oversight and direction on Strategic and Annual Plans • Convene quarterly, in person and at AGM • Report to and consult with membership on activities and direction • Establish an inter-community mentoring program • Schedule 3 organizations to present at each Steering Committee meeting • Explore with DFO-Gulf Region, mutual interest in the Coalition assuming the role as the Integrated Management body for the ecosystem • Develop a framework for a Comprehensive Management Plan (CMP) • Compile a list of government policies and programs that the Coalition members feel could be better harmonized and/or streamlined

Coordinator	To be determined	<ul style="list-style-type: none"> • Facilitate LOAs with funders • Consolidate membership list • Produce and distribute 4 E-News' • Organize and convene SC and MC meetings and produce minutes • Process travel compensation for SC members • Match mentors to communities in need • Draft letters of support for members seeking funding • Track and report on the activities of members and their contributions • Distribute summaries of information presented by SC members via minutes, E-News and website • Solicit and/or respond to input from members on additional S. Gulf issues that should be addressed • Draft general correspondence for Coalition • Other related duties as directed by the co-chairs
Fiscal Agent	David Boyce	<ul style="list-style-type: none"> • Provide bookkeeping/administration services for the Coalition • Responsible for payroll for Coordinator, contractors and other employees • Maintain all financial materials of the Coalition in an orderly fashion • Provide financial tracking services • Assist the Coordinator with authorized purchasing requirements • Ensure all LOAs/MOUs are processed correctly and allocated funds deposited into SGSLCS account • Ensure timely disbursement of funds for travel support • Prepare year-end un-audited statements; arrange for independent audit • Transfer all Coalition financial records to new fiscal agent at year end
Coalition Members	All members	<ul style="list-style-type: none"> • Attend AGM • Participate on Working Groups • Provide input to and regularly access the Coalition's website • Undertake and report on their activities in support of sustainability • Identify and put forward candidates for the Steering Committee
Constitution & Policy WG	J.-P. Vanderlinden	<ul style="list-style-type: none"> • Revisit suggested concerns and/or changes and bring forward to Steering Committee and AGM for ratification • Pursue federal incorporation and charitable status for Coalition
Communications WG	Paul Jordan	<ul style="list-style-type: none"> • Build membership and develop Terms of Reference and action plan • Revise and finalize a Communications Strategy

Public Environmental Education WG	David Boyce	
Science & Research WG	Irene Novaczek & Jean-Paul Vanderlinden	<ul style="list-style-type: none"> • Build membership and develop Terms of Reference and action plan • Identify and contact regional science and research organizations and institutions active in the S. Gulf and invite their collaboration with the Coalition • Develop a preliminary list of and seek consensus on the science and research priorities related to sustainability for the S. Gulf ecosystem • Present, discuss, seek further input and consensus on this list at AGM • Develop a framework and mechanism for identifying and supporting science and research in support of sustainability • Begin the process of identifying the sources of baseline information for the key indicators • Begin the process of developing key ecosystem-specific sustainability indicators as a basis for tracking and measuring environmental, social and economic progress • • Develop a preliminary list of 5-year measurable objectives for key ecosystem components
Harmonization of Government Policies WG	Larry Hildebrand	<ul style="list-style-type: none"> • Build membership and develop Terms of Reference and action plan • Convene a meeting of federal and provincial agencies with jurisdiction in the S. Gulf to explain its objectives and explore their support and participation
Ecosystem Charter WG	Joseph LaBelle	<ul style="list-style-type: none"> • Build membership and develop Terms of Reference and action plan • Develop a draft of an Ecosystem Charter for the S. Gulf • Secure agreement within Steering Committee on approach and content • Post Eco-Charter on website and seek reaction and further input
Petroleum Development WG	Larry Hildebrand	<ul style="list-style-type: none"> • Maintain and further develop membership and action plan • Compile all relevant information sources wrt to this issue • Load this information on the Coalition's website • Respond to specific information requests • Interact with the Commissioner ...
Habitat Management WG	Sophie Bastien-Daigle	<ul style="list-style-type: none"> • Build membership and develop Terms of Reference and action plan • Cooperate with the Gulf of St. Lawrence Research Network on habitat issues • Cooperate with the Gulf of St. Lawrence Estuarine Research Society on estuarine habitat issues • Focus on invasive species awareness and management strategies
Annual General Meeting WG	Brigitte Julien & Valérie Godbout	<ul style="list-style-type: none"> • Build membership and develop Terms of Reference and action plan • Organize and convene AGM in a member community • Provide support for members' participation