

VISION 2020
FOR THE GLOUCESTER FISHING INDUSTRY
IN NORTHWEST ATLANTIC FISHERIES
Working Draft □ May 13, 1998

GOAL 1

NORTHWEST ATLANTIC FISHERIES IN THE YEAR 2020 WILL BE AN INTERNATIONAL STRING OF DIVERSE COMMUNITIES WHERE MIXED-SIZED -- INCLUDING FAMILY OWNED AND OPERATED BUSINESSES -- HARVEST, PROCESS AND MARKET HIGH VALUE SEAFOOD PRODUCTS. THESE BUSINESSES WILL HAVE FLEXIBILITY TO ROTATE FROM SPECIES TO SPECIES DEPENDING ON CHANGING NATURAL ECOLOGICAL CYCLES, AND ALL FISH WILL HAVE VALUE IN THE MARKET.

Objectives	Strategies	Responsibility	Date	Status
1.1 To create a Strategic Economic Development Plan for the Gloucester Fishing Industry that is compatible with the MA Fishermen's Partnership Plan.	1.1.1 Assemble a working group to research what has been done. 1.1.2 Obtain a comprehensive analysis of the economic management, and marketing possibilities of the fishing industry, as a whole, in Gloucester, including community in-put and response. 1.1.3 Scope a process to develop a local plan based on the research. 1.1.4 Develop a Strategic Economic Development Plan for the MA Fishing Industry. 1.1.5 Create a mechanism to ensure that the local plan and state plan interface and are mutually supportive.	Goal 1 group MA Fishermen's Partnership (MFP) David Bergeron	5-13-98	
1.2 To promote capacity for establishing & sustaining cooperative economic organizations.	1.2.1 Achieve regulatory stability to improve feasibility for development & investment. 1.2.2 Model group purchasing power through organized fishermen in health, auto & other insurance programs or products. 1.2.3 Create & market a fishing related entrepreneurial mentoring program to guide new business planning. 1.2.4 Create a capital reserve specifically to provide grants to help establish fishing related cooperative business ventures. 1.2.5 Sufficiently capitalize the CA Commercial Fishermen's Loan Fund to provide loans in support of solid business plans.	NE Fisheries Mgmt. Council (NEFMC) MA Fishermen's Partnership (MFP) Salem State & CBWL No. Shore Community Foundation CA Commercial Fishermen's Loan Fund		
1.3 Increase market value of MA fish & seafood.	1.3.1 Establish & market a MA Seafood Quality Seal to promote MA landed fish & shellfish. 1.3.2 Coordinate new product development, quality control & marketing	MFP GFWA		

	1.3.3	with fishermen's wives organizations in other ports. Market Gloucester Fishermen's Wives products as a model cottage industry.	GFWA, CA Food Co-Op, Bread & Circus		
1.4 To complete construction of the new Stalls Building on the State Fish Pier in Gloucester.	1.4.1	Assist MDFA & Archdiocese in finding suitable tenants to fill the facility.			
1.5 To update processing capacity.	1.5.1 1.5.2 1.5.3 1.5.4 1.5.5	Evaluate & report technologies that would lower the costs of processing waste and waste water. Invite processors to a forum to assess capacity & needs for inclusion in the Gloucester Harbor Master Plan. Create strategy for processing that also achieves technology transfer & establish capacity to process value-added products in Gloucester. Develop capital resources to implement strategy to update processing capacity. Evaluate feasibility of building a modern - odor free - protein recovery plant in a central MA location outside Cape Ann that may include an attached hydrolysate system to handle gurry from any New England seaport.			
1.6 To establish training capacity to enable new business & organization growth, quality control, marketing, fish cutting, collaboration, research, etc. in support of a sustainable fishing industry.	1.6.1 1.6.2	Conduct a statewide study of the need. Create an implementation plan.	MFP		
1.7 To promote/market diverse species through traditional ethnic cuisine, Gloucester's cultural traditions and identity (tourism, education, events, PR campaign); to support further development of new seafood products which add value through processing as well as promote flexible buying habits to reflect natural ecological changes of species.	1.7.1 1.7.2	Develop an Education Strategic Plan to create and implement a project oriented (community-based) curriculum in Gloucester schools that will simultaneously feed skills & resources into Gloucester's fishing cultural activities. Develop a coalition to promote educational strategies in other communities of MA & beyond that tie educational development with sustainable economic and marketing activities.			
1.8 To maintain & promote the Fishing Partnership Health Plan (FPHP) for all fishing families.	1.8.1 1.8.2 1.8.3	Expand FPHP coverage to fishing families in other states. Seek federal funding for years 2-5 of the FPHP. Support legislative actions in other states to fund the FPHP for fishermen in those states.	FPHP FPHP/MFP FPHP		

<p>1.9 To create a Gloucester Harbor Master Plan that is consistent with Vision 2020.</p>	<p>1.9.1 Designate representatives to advocate Vision 2020 goals & objectives in the Harbor Plan development process.</p> <p>1.9.2 Notify the state of Vision 2020 goals & objectives relevant to the Harbor Plan.</p>			
<p>1.10 To create effective communication links with other ports (1) in MA, (2) in the larger region.</p>	<p>1.10.1 Maintain and support the MFP and the FPHP.</p> <p>1.10.1 Establish an e-forum on the GFWA website to continue dialogue on implementation of Vision 2020.</p> <p>1.10.2 <i>Continue the Collaboration of Community Foundations for the Gulf of Maine Fisheries Project.</i></p>	<p>MFP & FPHP GFWA</p> <p>Collaboration of Community Foundations (CCF)</p>		

GOAL 2

FISH HARVESTING AND ECOSYSTEMS MANAGEMENT WILL BE COORDINATED AMONG NORTHWEST ATLANTIC FISHING COMMUNITIES IN SUCH MANNER AS TO MAINTAIN HEALTHY STOCKS AS WELL AS PROTECT THE COASTAL AND OCEAN ENVIRONMENT IN AN INTERNATIONAL CONTEXT.

Objectives	Strategies	Responsibility	Date	Status
2.1 To ensure the Magnuson-Stevens Act Reauthorization process aimed for 1999 includes Ecosystem protection for sustainable fisheries	2.1.1 Form a National Sustainable Fisheries organization	GFWA with national orgs such as Audubon WWF, NFI, Greenpeace		
	2.1.2 Recruit members for National and World Fish Forum through the use of the web, Fish Expo and fish publications.			
2.2 To participate and influence the implementation of the already reauthorized Magnuson-Stevens Act a.k.a., (SFA) the Sustainable Fisheries Act of 1996	2.2.1 Analyze and monitor the implementation of SFA	GFWA Cape Ann Sust.Comm		
	2.2.2 Educate the fishing community about how they can influence the SFA process and how they will be impacted by it			
2.3 To coordinate and link economic development strategies with sound ecosystems management	2.3.1 Develop and support quality seal processes which are ecologically and socially responsible.	GFWA, MFP		
2.4 To protect, improve and enhance fish habitats	2.4.1 Establish a task force to monitor developments, <i>archive information</i> , attend meetings, and alert the community to threats and opportunities to enhance fish habitats.	<i>Cape Ann League of Women's Voters</i>		
2.5 To work together with fishermen, environmentalists, and scientists to ensure that the Magnuson Stevenson Act habitat provisions result in fisheries management regulations that protect the long-term interests of fishermen and fishing communities	2.5.1 <i>Conduct a workshop with fishermen, environmentalists, and scientists to establish a baseline of factual information on the impacts of fishing on habitat, reduce needless conflicts and confusion, and educate the public.</i>			
	2.5.2 <i>Provide representation at NEFMC Habitat Committee meetings to ask relevant questions and report progress to fishermen.</i>			
2.6 To establish and maintain a fisheries PR task force to promote the positive efforts of the fishing communities while countering negative PR forces	2.6.1 Form a balanced committee to investigate pollution issues and problems of overfishing and by-catch.			
2.7 To ensure a continuing process which enables fishermen, fish-processors, and others to develop socially and ecologically responsible fisheries priorities.	2.7.1 Educate the community about <i>the long-term economic & community benefits of socially and ecologically responsible fishing issues. (component of Strategic Education Plan, e.g. strategies 1.7.1 & 3.2.1).</i>	Cape Ann Sustainable Communities (CASC) Salem State College, GFWA, GI, MDFA		
	2.7.2 <i>Create a plan for a Marine & Technology Research Center based in Gloucester's working harbor with the goal of facilitating collaborative research & day-to-day interface between fishermen, aquaculturists, processors,</i>			

		<i>physical & social scientists, educators, and others.</i>		
2.8 To develop ecosystems-based management.	2.8.1	<i>Convene a round-table including fishermen, scientists and managers with the goal of developing a management proposal utilizing a collaborative problem solving process.</i>	<i>NEFMC, GFWA, MFP</i>	
	2.8.2	<i>Provide training for round-table participants in consensus decision-making techniques.</i>	<i>NH Seagrant</i>	
	2.8.3	<i>Select a management issue to test the process.</i>	<i>Gulf of ME</i>	
	2.8.4	<i>Evaluate process experience and repeat steps.</i>	<i>Fishermen's Alliance</i>	
	2.8.5	Request more frequent and more timely council postings of proposed regulations.	GFWA	
	2.8.6	Set-up an E-mail forum to monitor and influence the management plan process.		
	2.8.7	Ensure that the precautionary principle is integrated into all management plans.		
2.9 To identify and utilize international efforts.	2.9.1	Monitor and coordinate UN fishing related efforts including Year of the Ocean.	<i>World Forum</i>	
	2.9.2	<i>Establish a standing committee to liaison and coordinate World Forum and UN activities.</i>	<i>GFWA/League of Women's Voters</i>	

GOAL 3

FISHERIES MANAGEMENT AND IMPLEMENTATION WILL BE A *CONTINUOUSLY IMPROVING* COLLABORATION OF PHYSICAL AND SOCIAL SCIENTISTS, FISHERMEN AND OTHER COMMUNITY STAKEHOLDERS WHO ASSESS ECOSYSTEM *COMPONENTS* INCLUDING STOCK CONDITIONS, ENVIRONMENTAL QUALITY, SOCIO-CULTURAL, AND *ECONOMIC* INTERDEPENDENCIES.

Objectives	Strategies	Responsibility	Date	Status
3.1 To establish an institutional structure to promote Vision 2020.	3.1.1 <i>Continue</i> to request GFWA to coordinate and facilitate of Vision 2020.	GFWA		
	3.1.2 <i>Explore implementation of an on-line electronic forum to support ongoing dialogue on networking and promoting implementation of Vision 2020.</i>	GFWA		
	3.1.3 <i>Sponsor a special evening meeting with all fishermen to review Vision 2020 and invite additional in-put.</i>	GFWA		
	3.1.4 Contact all levels of political officials (by letter) who influence Gloucester (City Council, local, state, <i>and federal officials and leaders in the fishing industry</i>) to attend a launch event of Vision 2020.			
	3.1.5 <i>Support development of a broad-based, grass-roots, Inter-faith organization on Cape Ann to organize on behalf of the fishing community and industry.</i>	Essex County Community Organization (ECCO)		
3.2 To bridge classes, generations, ethnic groups and cultural diversity through education strategies and better communication skills. (e.g. education for the public)	3.2.1 Form a coalition to develop an Education Strategic Plan that will network local school systems, Human Rights Commission, Inter-Faith Commission, library, senior center, museums, and arts organizations.			
	3.2.2 Develop an Education Strategic Plan to create and implement a project oriented (community-based) curriculum in Gloucester schools that will: <ul style="list-style-type: none"> • Teach people about the ocean in grades K-12 and beyond using all disciplines in schools; • Promote study of local oral histories, local knowledge systems, and cultural/ethnic traditions; • Promote opportunities for children to apply skills in community, e.g. performing science project research on local fishing vessels and applying arts in social, cultural, religious and other community settings. 			
	3.3.3 Sponsor a “lyceum” or lecture forum on an ongoing basis (neutral ground).	Sawyer Free Library		

<p>3.3 To critically evaluate the economic measures relevant to fishing communities and fisheries management.</p>	<p>3.3.1 Create a Social Economic Panel (SEP) at the N.E. Fisheries Management Council to determine social, cultural and economic impacts of fisheries management regulations.</p> <p>3.3.2 Organize an Advisory SEP in Gloucester to provide in-put to the Council SEP.</p>	<p>N.E. Fisheries Management Council (NEFMC) NEFMC</p>		
<p>3.4 To promote the role of fishermen in fisheries management.</p>	<p>3.4.1 Collect and make available information on fishermen’s involvement in successful fisheries management.</p> <p>3.4.2 Form a work group <i>including commercial fishermen</i> to recommend management processes.</p> <p>3.4.3 Analyze and make recommendations about fisheries management decision-making process to improve fishing industry & community stake-holders participation.</p> <p>3.4.4 Produce a white paper report to promote fishermen’s roles.</p>			
<p>3.5 To enhance education & communication which furthers these implementation and management objectives. (e.g. industry specific education needs)</p>	<p>3.5.1 Contract community organizations to translate fisheries management regulations, publications & notices in the various languages of the communities.</p> <p>3.5.2 Provide a forum (<i>an institutional structure</i>) to archive and disseminate information in order to enhance fishermen’s ability to participate in fisheries management and fishing.</p> <p>3.5.3 Provide English as a Second Language (ESL) and adult education.</p> <p>3.5.4 Increase citizenship & voter participation</p> <p>3.5.5 Continue facilitating training fishermen for new careers.</p>	<p>NEFMC</p> <p>CBWL and Library</p> <p>CBWL</p>		
<p>3.6 To identify species and location where available with the active participation of working fishermen for present and future development of the Gloucester Fishing Industry.</p>	<p>3.6.1 Assess implications of new vessels using presently latent groundfish permits as stocks rebuild.</p> <p>3.6.2 Develop a survey to find out what fishermen, processors, and fish retailers want to see happen.</p> <p>3.6.3 Call a meeting of 300 Cape Ann boat owners to update and invite participation.</p> <p>3.6.4 Implement the survey in other communities of the state.</p> <p>3.6.5 Conduct focus groups to help interpret survey results.</p> <p>3.6.6 Analyze data and make results available to local planning process.</p> <p>3.6.7 Create a comprehensive database including information from the oral record of historic and present fishing patterns.</p> <p>3.6.8 Assess establishing ongoing capacity to archive and analyze economic and resource trends (e.g. Marine & Technology Research Center).</p> <p>3.6.9 Identify other groups that we need to be involved with in developing a communications network and feedback loop.</p> <p>3.6.10 Develop a newsletter, web site, and on-line forum to exchange information.</p>	<p>GFWA/MFP</p> <p>GFWA</p> <p>MFP</p> <p>MFP / local group</p> <p>MFP</p> <p>GFWA Oral History Project/Salem State C</p> <p>GFWA / Gloucester Initiatives / Salem State College</p>		
<p>3.7 To establish the capacity (including legal input) to monitor programs and</p>	<p>3.7.1 Monitor and influence economic, NGO, and political activities at the U.N. and other international organizations to provide timely action</p>	<p>World Forum (WFF)</p>		

<p>regulations at the state, federal, and international levels to ensure that policy and procedures including grants and contract awards:</p> <ul style="list-style-type: none"> • Are not counter-productive to Vision 2020; • Comply with Magnuson-Stevens Act National Standards; • Are not used on research which doesn't provide practical benefits to present or future fisheries; • Ensure awards are competitive, based on proposed work's merit; • Ensure proposal organization has proper capabilities or prior performance and ensure appropriate screening is performed as part of award procedure. 	<p>3.7.2 alerts to counter threats to fishing communities. 3.7.2 Convene a national coalition to create a strategy to develop national organizational capacity for fishing communities. 3.7.3 Support statewide capacity building through the MFP. 3.7.4 Meet with the Administrator of NOAA to request changes in the S-K program to focus research grants into industry generated research. 3.7.5 Support continued development of the MARFIN grant program in the Northeast.</p>	<p>MFP</p>		
<p>3.8 To promote collaborative problem-solving in fisheries management between the decision-makers and their advisors AND fishermen, scientists, environmentalists, and all other community stakeholders.</p>	<p>3.8.1 Sponsor consensus decision-making workshops with fishermen, scientists, managers <i>and community stake-holders</i>. 3.8.2 Promote & fund program to employ fishermen on NOAA research cruises & train them to participate in the interpretation of data.. 3.8.3 Use the SEP to provide more social and economic data for development of management plans. 3.8.4 Complete Phase 2 of the GFWA Oral History Project to pilot new database capacity necessary to facilitate better management & future business planning.</p>	<p>NH Sea Grant MFP (S-K pilot project) NEFMC GFWA</p>		
<p>3.9 To develop a consistent funding and investment plan which attracts investment in the fishing industry from both public and private sectors.</p>	<p>3.9.1 Develop, implement, and make results available of an Investment Opportunity Survey for the MA Fishing Industry. 3.9.2 Publicize success of rebuilding stocks on Georges Bank. 3.9.3 Develop an industrial strategic plan for the MA fishing industry which provides for the long-term economic viability of resource sustainability of the fishing industry. 3.9.4 Develop an industrial strategic plan for the Gloucester fishing industry (e.g. Objective 1.1). 3.9.5 Establish a state supported loan pool or loan guarantee program for the MA fishing industry. 3.9.6 Revisit EDA fishing industry funds not utilized by the City to ensure resources are invested in the Gloucester fishing industry. 3.9.7 Meet with local banks to discuss investment possibilities. (e.g. Investment Opportunity Survey per Strategy 3.9.1).</p>	<p>MFP (e.g. Task Force for Objective 2.6) NEFMC (e.g. Task Force for Obj. 2.6) MFP MFP</p>		

<p>3.10 To promote values & ethics that are socially and ecologically [healthy] informed to improve cooperation in democratic processes AND support sound environmental strategies.</p>	<p>3.10.1 Identify traditional ecological messages through education methods. (e.g. Education Plan). 3.10.2 Celebrate ethical ecological and social values through arts and cultural activities such as civic events, concerts, festivals, worship, etc. (e.g. community component of Education Plan).</p>	<p>Schools St. Peter's Fiesta CA Interfaith Commission</p>		
<p>3.11 To critically evaluate the potential for environmentally and socially friendly shellfish aquaculture.</p>	<p>3.11.1 .Hold meetings to familiarize community members about aquaculture as an enhancement tool, to provide periodic updates, to answer questions, and to appreciate community needs/expectations. 3.11.2 Inform middle and high school teachers about the value of aquaculture as an educational experience. 3.11.3 Assess current status of water quality and the benthic community off Gloucester and Cape Ann. 3.11.4 Implement a demonstration project to assess the biological and logistical impact of shellfish culture in nearshore, subtidal waters off Coffin Beach. 3.11.5 Develop training program for commercial fishermen, that will ultimately culminate in a certificate. 3.11.6 Determine what aquaculture options may be most appropriate for Gloucester and Cape Ann.</p>	<p>Salem State College</p>		
<p>3.12 To critically evaluate the potential for environmentally and socially friendly finfish aquaculture.</p>	<p>3.12.1</p>	<p>Salem State College</p>		