

# Fleet Vision



## **The Northeast Region's Vision for the Future of the Groundfish Fleet: A Comprehensive Report**

**December, 2005**

**The FLEET VISIONING  
PROJECT**





# Executive Summary

For nearly 30 years, the Northeast's commercial fishing industry has been locked in a highly contentious debate over how to best manage the region's depleted groundfish stocks (cod, haddock, flounder, and other species that dwell near the sea-floor). The dispute generally involves four groups: fishermen, scientists, managers, and environmentalists. Previous conflicts and continuing misperceptions between these groups have led to a deep well of distrust that has proved exceedingly difficult to overcome.

This social crisis on land has prolonged the ecological crisis at sea, as action needed to rebuild fish stocks is stalled by prolonged court battles and politically motivated indecision. Most experts close to the conflict agree that before fish stocks recover, these groups must first reach consensus on the direction and goals of management.

To that end, the Fleet Visioning Project engaged diverse stakeholders from throughout the Northeast region to develop a vision for the future of the groundfish fleet. The project had two primary goals. The first goal was to develop a community and consensus-based vision that would guide resource managers as they make difficult decisions to end overfishing while maintaining maximum sustainable harvest. The second primary goal sought to build bridges across the often divergent stakeholder groups in order to decrease conflict in favor of a collaborative approach to managing the Northeast fishery.

The Fleet Visioning Project accomplished both goals. Utilizing the Collaborative Change Approach, the project engaged a diversity of participants in visioning and conflict resolution. In the end, 250 individuals responded to a survey that asked, 1) If anything were possible, what is your vision for the future of the groundfishing fleet?, 2) Why is the future of the groundfishing fleet important to you?, and 3) How can your vision of the groundfishing fleet be most effectively implemented, and what might you do to help? Sixty-five survey respondents participated at area workshops that enabled new conversations between diverse stakeholders that ultimately led to the region's vision for the future.

This report contains a comprehensive review of the process, participation, the outcomes, and implications for future management.



# Table of Contents

<b>The Need for a Vision</b> .....	1
<b>Genesis of the Fleet Visioning Project</b> .....	2
<b>Goals of the Fleet Visioning Project</b> .....	3
<b>Project Summary</b> .....	4
<b>Participation</b> .....	5
<b>The Northeast Region’s Vision</b> .....	9
<b>The Community’s Values</b> .....	11
<b>Realizing the Vision</b> .....	42
<b>Conclusion</b> .....	55
<b>Acknowledgements</b> .....	57
 <b>Appendices</b>	
Appendix A: The Collaborative Change Approach .....	62
Appendix B: Fleet Visioning Press Coverage .....	64
Appendix C: The Fleet Visioning Project Survey .....	65
Appendix D: Outcomes by Geographic Area.....	68
Appendix E: Letters of Support.....	70





# The Need for a Vision

The Northeast groundfish community is at a crossroads. Over the past 15 years, decreased landings and increased regulations have reduced the region's fleet by nearly 50%. Today, approximately 1,000 permits remain, yet the National Marine Fisheries Service (NMFS) has suggested that the fishery can only support 300-500 vessels over the long term.

How do we create a situation in which the catching capability of the fleet matches a sustainable, yet dynamic harvest of a renewable resource? This is a complex question with many potential answers.

What should the fishery look like in the future? What are we managing toward? Who's in and who's out? Is efficiency important? Open access? Flexibility? Diversity? Profit?

Strong guidance is necessary to answer these difficult questions. It is vital to understand what the community values as management decisions are made that determine the future of the groundfish fleet.

Fisheries managers are tasked with the responsibility of sustainably managing fisheries resources using the best available science, while also taking into account the socio-economic effects of their decisions. Recognizing that management decisions affect individuals' livelihoods and the integrity of waterfront communities, value judgments must be made.

A vision for the future is essential in guiding those decisions. Without a clear and concise understanding of where the community wants to go, it is impossible to decide the best avenue for getting there. The vision provides guidance and goals from the community for management.

The vision outlined in this document provides guidance for the future management of the groundfishery. Developed by individuals who live and work throughout the Northeast region from a multitude of stakeholder groups, this vision describes the desired future of the groundfishing fleet.

# Genesis of the Fleet Visioning Project

The past decade has been a tumultuous time for the Northeast groundfishery. Depleted resources have led to management decisions that impact who is fishing, where fish are landed, what gear is used, how shoreside businesses operate, and much more.

Many fishermen have lost access to the resource, affecting their ability to make a living and their community's shoreside vitality. Additionally, this has often resulted in increased pressure on other fisheries as fishermen switch target species.

Amidst all of this change, more adjustments to the groundfish fleet are on the horizon. As overfishing and poor recruitment continue, and as the National Marine Fisheries Service communicates its desire for a smaller fleet, the Northeast fisheries community is bracing itself for even more cuts in groundfishing.

In March, 2004 the Northwest Atlantic Marine Alliance (NAMA) Board of Trustees and staff identified this issue as a priority. NAMA resolved to engage the Northeast fisheries community in discussions to develop a vision for the future of the groundfish fleet.

In line with its principles of practice, NAMA understood that a sound vision must reflect as many perspectives as possible. This vision had to be developed by all stakeholders in the groundfish community. Everyone engaged in the groundfishery had a role and a responsibility in defining the vision. In an atmosphere mired in lawsuits, distrust, finger-pointing and competitiveness, this would be a difficult undertaking.

How could commercial fishermen, recreational fishermen, researchers, managers, and environmentalists talk with each other and find agreement?

NAMA also recognized that it was itself a stakeholder with its own views, as well as perceived agenda. In the quest to run a fair, credible, and trusted project, NAMA engaged an outside panel of individuals to assist in selecting a Fleet Visioning Project Director who would manage the project as a separate





entity funded and supported by NAMA.

Additionally, the Project Director established a Fleet Visioning Project Steering Committee that reflected the industry's diversity across geography and stakeholder groups to assist in guiding the project and engaging multiple networks. At a February 11-12, 2005 meeting in Rhode Island, this group outlined the project's direction and goals.

Initial funding for the project was secured through the Andrus Family Fund, a foundation focused on community reconciliation. In addition, the Project Director began working with consultants who specialized in the Collaborative Change Approach (See Appendix A: The Collaborative Change Approach), a process that includes community reconciliation and conflict resolution strategies in visioning. This is the process used throughout the project.

## Goals of the Fleet Visioning Project

Two main goals shaped the Fleet Visioning Project. The primary goal was to develop a vision for the groundfish fleet. This vision would serve as guidance that would allow new regulations to reflect the will of those who care about the groundfishery. The need for a vision for fisheries decision-making has permeated discussions in the northeast for several years. The vision needed to compliment already-established biological goals for federal fisheries management, and reflect what individuals throughout the fisheries community want to see happen in the future.

Thus, the second principal goal of this project was to engage individuals from the groundfish community, across all stakeholder groups, and throughout the entire northeast region in productive, meaningful discussions. As importantly, the discussions intended to find agreement, even consensus, among these diverse individuals.

In addition to the two main goals for the project, NAMA set a significant organizational goal to create and maintain a fair, open, honest, and credible process that allowed individuals a voice in the future of the groundfishing fleet. All participants were to be treated the same, with respect and openness, regardless of their opinions and desires. Furthermore, the process was open to anyone who chose to participate. Great effort was made to communicate about this opportunity as broadly and effectively as possible.

## Project Summary

The Fleet Visioning Project reached out to thousands of people in the groundfishing community, including recreational and commercial fishermen, researchers, managers, environmentalists, shoreside business owners, and others to answer important questions about what the community values and what the community should be working toward.

To get the word out, project staff presented at the Maine Fishermen's Forum, hosted booths at the Massachusetts Lobstermen's Association annual meeting and the Maine Fishermen's Forum, and worked with industry publications to place stories (See Appendix B: Fleet Visioning Press Coverage).

The first method of gathering information for the vision was a survey. Over seven thousand surveys (See Appendix C: The Fleet Visioning Project Survey) were distributed by U.S. mail. Every groundfish permit holder received one thanks to labels provided by the New England Fishery Management Council. Hundreds of phone calls and e-mails were placed to individuals and businesses to encourage participation. Personal visits to shoreside businesses, piers, and fisheries organization's offices were made to distribute and collect surveys, and to encourage participation in project workshops.

The survey asked three questions:

- *If Anything Were Possible...What is your vision for the future of the groundfishing fleet?*
- *Why is the future of the groundfishing fleet important to you?*
- *How can your vision of the groundfishing fleet be most effectively implemented, and what might you do to help?*

Survey respondents provided their answers online, via U.S. mail, by fax, e-mail, and over the phone. In the end, 250 individuals responded to the survey.

Ten area workshops, distributed geographically, invited survey respondents from each area to discuss their responses and develop consensus around vision statements.

While not all survey respondents were able to

### Fleet Visioning Project Workshop Schedule

June 14 – Bourne, MA  
July 26 – Rockland, ME  
July 28 – Narragansett, RI  
September 20 – Manomet, MA  
October 11 – Winter Harbor, ME  
October 12 – Portsmouth, NH  
October 14 – Gloucester, MA  
November 9 – New Bedford, MA  
November 11 – Riverhead, NY  
November 14 – Portland, ME

**Full Final Workshop**  
**December 6 , Danvers, MA**

participate at their area workshops, their responses fed into the process. Project coordinators drafted vision statements that incorporated all survey responses from each area. Using the drafted statements as starting points, workshop participants revised, refined, and developed vision statements that clearly communicated their desires for the future of the groundfishing fleet. In addition, workshop participants received a print-out of all the responses from their area.

At each workshop, participants began by sharing why the future of the groundfishing fleet is important to them. Beginning with a recognition of values, participants from various stakeholder groups were able to see commonalities in their desires and forge a vision they could all agree on.

The 65 individuals who participated in area workshops were then invited to the Full Final Northeast Regional Workshop held December 6, 2005 in Danvers, Massachusetts. This final workshop sought consensus across stakeholder groups and geographic areas to develop a final vision for the future of the region's groundfishing fleet. In addition, participants began developing action ideas for how best to achieve this vision.

## Participation

A total of 250 individuals responded to the surveys, 65 participated at area workshops, and 21 attended the Full Final Northeast Regional Workshop. The pie charts in this section represent the 250 survey respondents.

Participants represented a diversity of stakeholder groups, geographic locations, boat sizes, and gear types. The project clearly attracted interest from throughout the industry.

There were also individuals who chose not to participate. Communications throughout the project revealed several reasons for this.

Many individuals had good intentions to participate, but never completed a survey, which was a requirement for participation at the workshops.

Others took a sidelines approach, eager to see the outcomes, but hesitant to add their own voice, often because they didn't feel it was their place to influence the fate of groundfishing. In some cases, people chose not to participate because of reservations about the Northwest Atlantic Marine Alliance, which coordinated the project.

# Participation

Many confessed they felt it would be a waste of their time, since they had attempted to influence decision-making in the past and had always been ignored. The comment, “Government managers will do whatever they want anyway,” echoed throughout the industry. This sentiment was nearly always coupled with the greatest reason for not participating: A lack of hope that anything positive lay ahead for the groundfish industry.

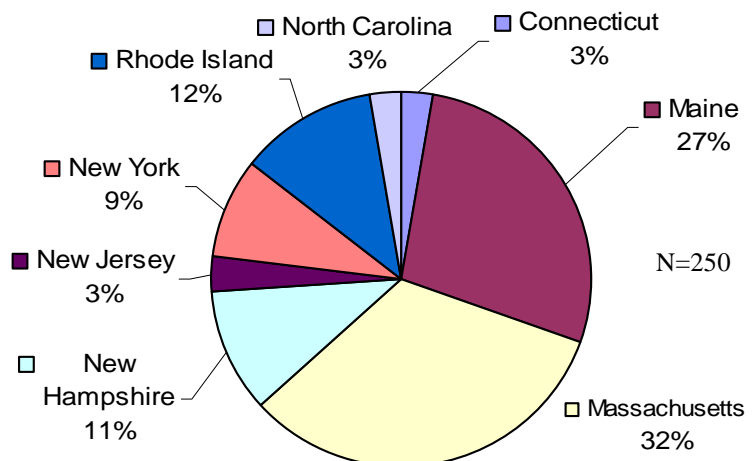
It’s important to recognize these reasons and understand their implications. Should the community at large, and decision-makers in particular, disregard the results of this effort, they will reinforce the belief that it doesn’t matter whether individuals engage in policy discussions – they will be ignored.

The individuals who did participate must be heralded as courageous purveyors of hope. By choosing to have a voice, and by taking the time from their other commitments, these individuals have acted as leaders carrying the industry toward a preferred future.

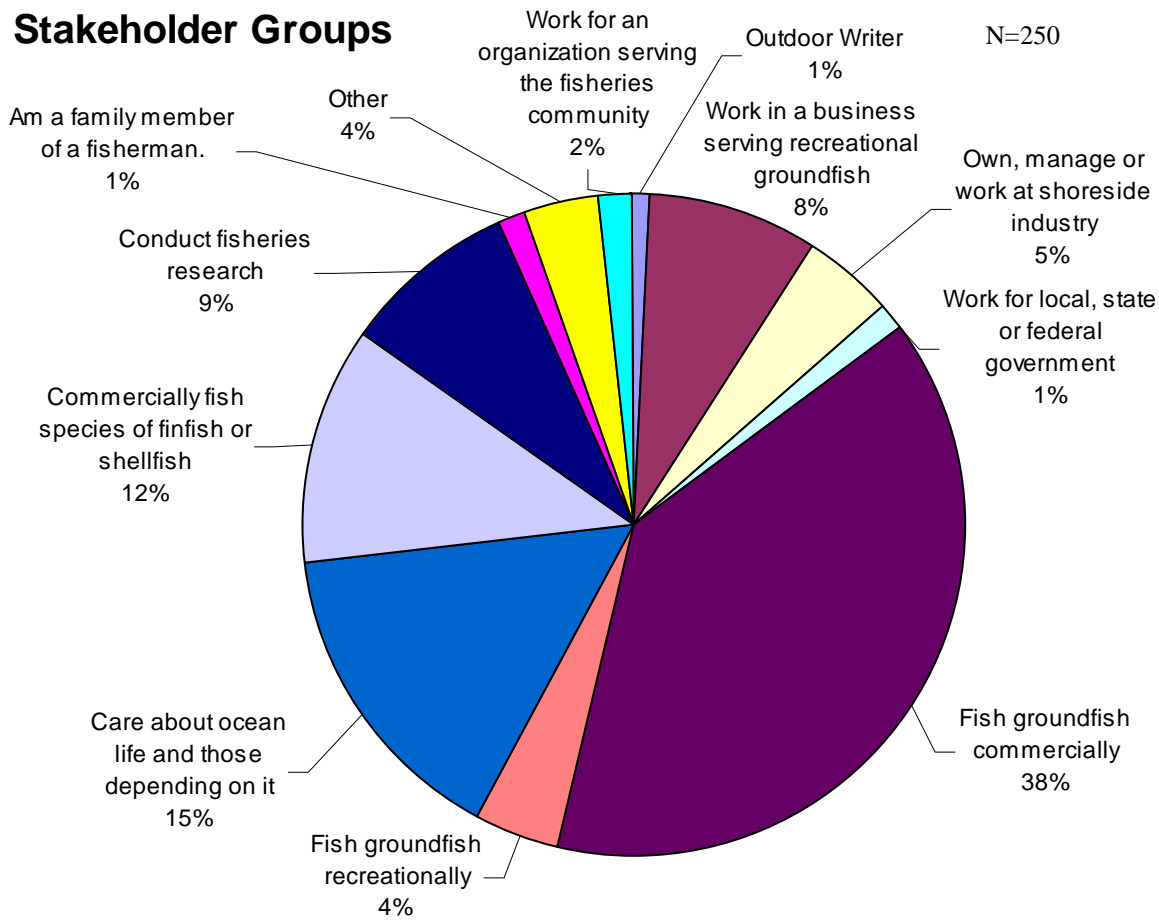
Some who chose the sidelines approach did so as silent supporters, ready to help see the vision forward once developed. Many silent supporters helped to spread the word to their peers and offered project coordinators advice, guidance, and words of encouragement (See Appendix D: Letters of Support) throughout the project.

The breadth of participation, support, and guidance from throughout the fisheries community paved the way for the development of a meaningful vision for the future of the groundfish fleet, as well as new relationships between individuals and stakeholder groups.

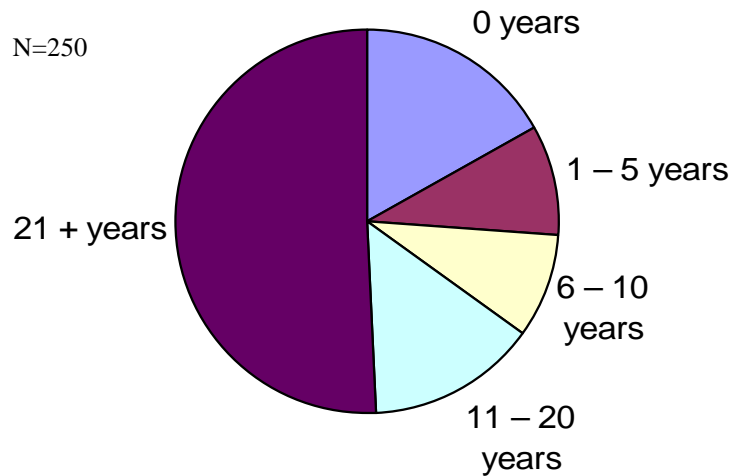
**Breakdown of Participation by State**



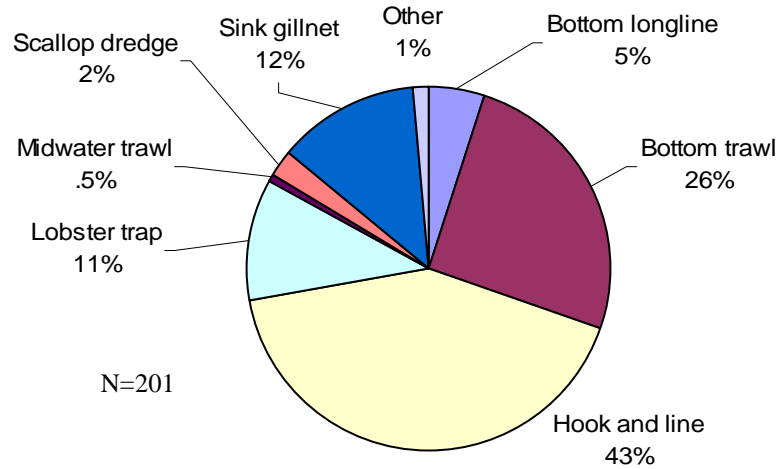
### Stakeholder Groups



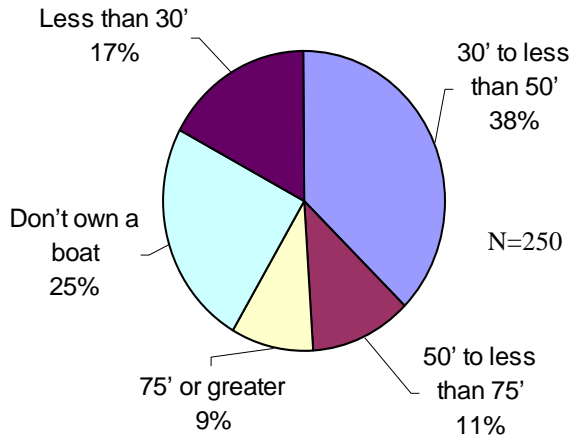
### Years Engaged with the Groundfish Industry



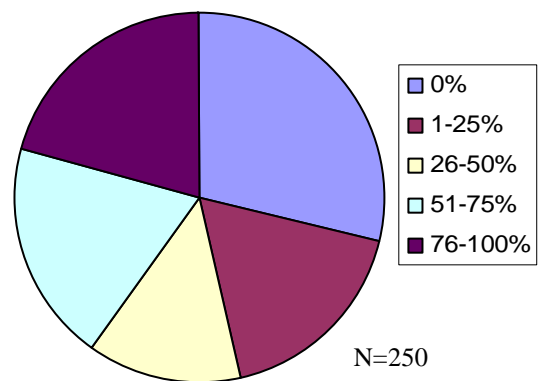
**Primary Gear Types**



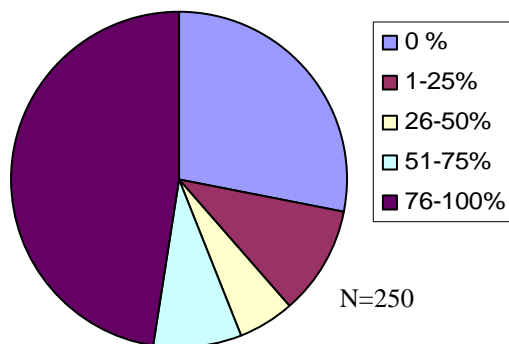
**Boat Size**



**Percent of Household Income from Groundfishing**



**Percent of Household Income from Fishing**



# The Northeast Region's Vision

Every survey respondent received an invitation to attend an area Fleet Visioning Workshop. At these workshops, participants established consensus around vision statements that clearly communicate their desires for the future of the groundfish fleet (See Appendix D: Outcomes By Geographic Area).

Once each area had defined its vision, representatives from throughout the region met at a December 6, 2005 workshop in Danvers, Massachusetts. Focusing on similarities between area vision statements, participants collaboratively forged the following vision that transcends geographic areas and stakeholder groups.

Below is the Northeast region's vision for the future of the groundfishing fleet. As you read through these statements, remember the diverse participants who developed this vision and ask yourself, "What is my vision for the future of the groundfishing fleet?"

## The Northeast Region's Vision for the Future of the Groundfish Fleet

### **DIVERSITY**

A geographically distributed commercial and recreational fleet that includes all gear types and boat sizes.

### **ECONOMIC VIABILITY**

An economically viable, safe, and sustainable fleet that works with shoreside infrastructure to supply seafood and job opportunities for coastal communities.

### **GOVERNANCE**

Participatory, accountable, and decentralized governance structures at various scales that include local involvement in decision-making and maintain an adaptive regulatory environment.

### **ENVIRONMENTAL RESILIENCE**

Fishery stakeholders who exhibit stewardship of resources that is consistent with the long-term health and restoration of the marine ecosystem.

### **In Summary,**

A diverse, economically viable, and environmentally sustainable fleet that is managed through a participatory governance structure.

## What Does the Vision Mean?

All of the Fleet Visioning participants devoted time, energy, and thoughtfulness to find the right words to accurately express the vision. Understanding that this vision would be used by many and might be left open for interpretation, the statements were designed to be direct, explanatory, and complete.

The four aspects of the vision – Diversity, Economic Viability, Governance, and Environmental Resilience – are parts of the whole and can and should be accomplished simultaneously. It is important to emphasize that participants were very aware of the challenges that face the industry; that action must be taken to establish a balanced fishery where the sustained harvest matches the capacity of the fleet.

Clearly, the community values and understands the need for many different boat sizes and gear types that provide diverse products to markets. The community strongly dislikes the possibility of a fleet that is consolidated either by ownership or geography, and participants in this project advocate many jobs and coastal community welfare over economic efficiency.

Discussions highlighted a firm conservation ethic and a sense that everyone shares responsibility for stewardship of the resource. Stewardship includes both environmental responsibility and active participation in governance. Participants believe that individual opportunities in decision-making need to be expanded, and that this empowerment leads to people taking greater responsibility for care of the resource.

“A diverse, economically viable, and environmentally sustainable fleet that is managed through a participatory governance structure” is the summary vision statement. This is what the groundfish community chooses to work toward.

This vision has incredible significance especially when one considers the diversity of individuals who came to agreement that this is what the fisheries community is working toward. Now that the community can point to this vision and recognize that it is working toward the same goal, solutions to today's complex marine resource issues are much more likely to surface. With thoughtful consideration and incremental change, this vision opens the door to new conversations, new trust, and new answers.

Changes are continually on the horizon in this dynamic fishery. The decisions that will determine these changes need guidance, and this vision provides it.



# The Community's Values

## Why the Groundfish Fleet Is Important

*Below are the Passion Points individuals used to summarize their stories.*

- fairness
- pride
- cooperation
- future
- tradition
- heritage
- smell
- diversity
- balance
- community-based responsibility
- respect
- sustainability
- working waterfront
- identity
- eco-system
- culture
- personal responsibility
- stability
- subsistence
- Inclusion
- conservation
- potential
- freedom
- consideration
- place
- community
- local food supply
- tradition
- entrepreneurship
- personal connection
- future generations
- lived it
- healthy eco-system
- legacy
- participation
- family
- community integrity
- connections
- personal relevance
- love of fishing
- income-winter flounder
- passion

Everyone has a story. Being a part of the Northeast fisheries community signifies a personal connection to the resource, the community, family tradition, and much more. Answering why the issue is important is a vital aspect of the Collaborative Change Approach used throughout this effort. These stories speak volumes and ground the industry in what is important.

By sharing these stories at the workshops, participants established a better understanding of each other's values, as well as a foundation to begin articulating the vision.

To gain a more intimate understanding of what underlies the vision statements above, peruse these stories and consider how you might answer the question, "Why is the future of the groundfishing fleet important to me?"

### Sharing

We were hugely overcapitalized in the 80s, it is easier to be generous when there was plenty to go around. When restriction began, our backs were against the wall with the bills climbing. As the fish bottomed out, with the regulatory process limiting Days-At-Sea, etc., it was difficult to make it. We have lost the sense of community that used to be part of fishing. I want to leave the legacy of what I found so important about fishing, this sense of community and taking care of each other. We are a culture, sharing with each other and feeding people.

### Heritage

The future of groundfishing is important to me because I am the last of a long line of family fishermen. For generations, my family has fished the waters of the Atlantic Ocean. I have fished for almost 40 years and I do not want to see three corporate vessels controlling the entire Northeast fishery. Fishing has been my way of life and I had hoped that my vessel and licenses would secure my retirement.

I remember as a boy going down to the pier. No one under twelve was allowed on the dock, so as a child I would watch from a distance. At the age of twelve, I began to fish off the pier. My grandparents were fishermen and from a young age, I wanted to be a fisherman. I've been gillnetting for 26 years and am now converting my boat to dragging because I cannot survive in the industry, even though with gillnetting we go offshore at night and are habitat and size friendly. When I

started fishing, you worked on a boat, saved money and bought a boat. Later this was taken over by government funded boats, and anyone could become a fisherman. As a result, there is no longer an apprenticeship program and few young people are entering the industry. This is because it is difficult to get into, there is little pay off with fewer Days-At-Sea, and it requires an upfront investment. I'm trying to preserve what is left of the heritage. Keeping the heritage alive in these small coastal communities is important.

#### **Fairness**

I am the owner of a boat built in 1924 that still goes fishing today. Fishing is about our heritage. I bought a boat 25 years ago that was already 50 years old. I bought a permit to support my family and feed my people. My boat, in 1933, when it came to Provincetown was the biggest at the time. Now there are only 12 working boats left in our town. Today, we can't sell it. We used to have a license that I could fish 365 days a year, which included various boxes of fish every day, with scallops one day and tuna the next. I've held onto this to maintain the permit, which is down to 34 Days-At-Sea now.

#### **Cooperation**

Over the years I've seen everyone pointing a finger at everyone else, instead of dealing with the issues or trying to work them out together. There are so many different user groups; we've all got so many regulations against us that we are fighting amongst each other. We are pointing a finger at others to save ourselves. I would like to see more sharing and working together on issues of management conflicts, etc., so that we can stop pointing fingers at each other and begin to save ourselves cooperatively. Very rarely do we see different gear types together at the same table. We don't ask each other how we all feel about the different issues.

We have always cooperated with helping lobstermen take their gear out, and lobstermen have even sold us their permits. Though, normally, there is too much conflict for even this type of interaction. I wish I could say that I remember a time when there was more cooperation. I experienced cooperation once, when we were experimenting with aquaculture, and we worked hand-in-hand with scientists, government officials and other fisherman. I even did research on how aquaculture was done in other countries, to see how we could get our whole community together to work on it. I would like to see more cooperation and less hostility between us because when it comes down to it, we all want conservation. We need to work together to find solutions if we want the next generation to be able to fish.

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*Fishing is about our heritage. I bought a permit to support my family and feed my people.*

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*I love fishermen. I really enjoy hanging out with fishermen and fishing communities.*

### **Future**

I've devoted my life to it and it's too late to do anything else. My younger son wanted to be a fisherman, and I had some angst over it because I wasn't sure if it was going to be a good move or not. We've been successful in rebuilding stocks, but we're lacking in building a future of fishermen. My sons' and his friends' futures are not yet stable. I love fishermen. I really enjoy hanging out with fishermen and fishing communities. I always want to go hang with the fishermen on the pier and that's what I really love to do. I don't want to see that culture disappear and I'm really afraid that it might. We could easily disappear, just like the cowboys in the west. It's interesting that as soon as land reverted into private hands the cowboys disappeared and I don't want to see that happen to fishing. But I can see that happening because of the enormous wealth that can be made from the east's fish stocks. It would really bother me to see someone who has nothing to do with the fishing culture of today end up with the fishing stocks tomorrow.

### **Future**

I'm not a fisherman; I'm a young guy who as been involved in the industry for 11 years. I'm most interested in the future of the groundfish fishery and all the fisheries in general. I was in the Coast Guard for 10 years, and I had to learn all the fisheries regulations to be able to answer all the questions. I learned everything I could and got really interest in the fishery industry, going back to school to get my masters in environmental economics. I want to be able to take my kids down to the pier and do what we used to do when I was a kid, to watch the boats unload. My son can tell the different gear types at the age of three; I hope that the fishing industry is still around for future generations.

*I want to be able to take my kids down to the pier and do what we used to do when I was a kid, to watch the boats unload.*

### **Hope**

I started fishing 10-15 years ago with a rod and reel for recreation, giving the fish to friends and neighbors. I began to sell fish when I got laid off. The fact that I have a groundfish permit is dumb luck because I don't depend on it as my main source of income. Right now, I got a kid that is ten; I would like to let him fish during the summer. I'm in the heating business; I take summers off to go fishing. When they started all the conservation methods, I began to think that I should get rid of the boat and the permit. I don't know what the future of the industry is, but everyone is talking about eliminating certain types of boats and gear. I believe that we have to be diverse. Now I fish so that I can keep the permit. It is tremendously frustrating that it is all crisis management. How do we hit a moving target? Ten years ago, we all had hope that the fisheries would recover, now everyone is looking for a knife in their back. No one has a heads-up what is going on. There has to be

some long-term plan that the fishermen can base their future decisions on. Give me a clue of what management is thinking. I could give up fishing tomorrow; these people in this room can't.

### Conservation

I hate to see anything killed needlessly. In the fishing industry, if there is one big problem in my opinion, it is the things getting killed needlessly. I own a lobster boat, when I see small fish on my deck people laugh at me when I flip them back in the water. For example, the typical cod fisherman will throw the small fish back so that these don't count toward reaching the legal limit. The chance of survival for these little fish is nil, though they have to throw it back because of the limit. I find this incredibly wasteful. When the dragger pulls the net up, whatever he pulls up he should keep, utilizing everything he catches, and not throwing away the "bycatch." In lobstering, it is different, because the lobster is going to survive if I throw it back in. Conservation is important to me, meaning we need to utilize everything we pull over the side.

### Pride

I've kept at it through all the regulations of the 80s. When I first showed up on the dock with a cell phone, my son threw a fit because we were going to have to call the government every morning we went fishing. I started to work the boat alone because my son quit fishing after these regulations; I felt like I lost my right arm. I've held onto this to maintain the permit, which is down to 34 Days-At-Sea now. The fish that I catch are beautiful and I see the fish stocks are coming back, but now the prices are bottoming out with pure protein selling for nothing a pound. How do I, after 40 years, get out of the fishing industry with my pride? My boat is 81 years old, kept up like new and I can't even separate the licenses or sell my boat. We worked with the government, we grew sea scallops, and my boat lost half of its Days-At-Sea because I was doing work with the government. I've been working on a 60-foot boat, by myself, for 15 years and I'm proud of it.

I've fished for the last 42 years. I've been on the water since I was ten when my parents moved to a coastal town. In high school, my friends and I were fishing groupies, hanging around the fishing docks, wanting to be future fishermen. Out of high school, I didn't want to go to college, I wanted to be a fisherman. My dad made a deal with me, that if I would graduate from college, he would support me becoming a fisherman. So after college, my friends from high school became my crew, but more than that, we were friends fishing together. I was pretty successful, adapting to the technologies of the industries all the while, the relationship of friendship continued

*In high school, my friends and I were fishing groupies, hanging around the fishing docks, wanting to be future fishermen.*

with my crewmembers. We shared work, risks and rewards. The work has been less difficult this way, everyone is fulfilling a role, as a team we've been successful together. My business has paid for a lot of houses and college educations. I've helped people through fishing.

Fishing is not about killing fish; it is about feeding people. We see the product as beneficial to our communities. Many years ago, our town used to have a cultural celebration and one year, I was in charge of the fish dinner, so we caught 200 or 300 fish. I filleted it all myself in one day. A friend of mine, a restaurant owner, cooked the fish, throwing in the side dishes. We fed 300 people; everyone loved it, complimenting the fish. This felt really good.

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*I value this way of life and the communities that exist here.*

### **Community**

I grew up in two small towns in Maine. My mother was from Camden, in third grade we moved to Edgecomb, where my father took over the country store and post office from his mother who had been the postmaster for 50 years. All different types of people shopped in the store and I knew them all. I remember being inducted into the grange when I was 12 years old, so I had a real sense of what a community should be. In high school we moved back to Camden, during this time, I got to understand the Downeast coast working on the vacation schooners during the summer. After going to college, I left Maine only to come back for a career at the University of Maine. After retiring I came back to the coast at Prospect Harbor where I got involved with the community and did some lobster fishing. I watched this shift happen along the coast with the prices of real estate going up and the properties being bought up by seasonal folks. This trend concerned me so I began to work on the Downeast Groundfish Initiative. I value this way of life and the communities that exist here.

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*I've spent so much of my life fishing and have been honored by the fact that I provide good nutrition to my community.*

### **Local Food Supply**

I've always lived in walking communities: Waterford, Chatham and Bar Harbor. In 1970 I began to fish in Bar Harbor until the 90s, selling as much locally as I could. Through the 80s we saw the fleet grow to about 15 gill netters and draggers that were bringing in a lot of fish. We cleaned them out. I've spent so much of my life fishing and have been honored by the fact that I provide good nutrition to my community. Now as the stocks are regenerating we need to consider just how dependent our communities are on fishing as an industry and as a food source. I look at this as our local food supply which is essential for human survival.

### **Tradition**

The torrent of words would not be enough to change the world. I grew up in a small town and my family was fishermen. The fishermen lived on the water in nice homes. There were 40-50 fishermen in our community who were good, prosperous folks. These people were thrifty, buying boats with cash, saving what they made and giving back to their communities. Our country is losing this hardworking ethos; the big interests are ruining the industry. In this area, there were hundreds of fisherman, now there are none in this room because they are gone or they are so heart broken that they couldn't show up here today. Fishermen are the most prosperous people in their communities if allowed to be.

### **Personal Connection**

I feel very close to our local society and I want to bring what I catch to this community instead of to a dealer or shipping it. I used to deliver mussels to 20 local restaurants and I had personal relationships with all these folks, selling them scallops in the 70s. In the 80s I sold groundfish to a local restaurant who hand delivered it to several other restaurants. I was amazed how much better local seafood was since it is a challenge to keep the dead groundfish fresh. If we turn it over locally we are giving people the best product. The personal connections were an important part of my career. These were far more important to me than the financial gains. The love of hard work and the social connection with those who appreciated what I caught.

### **Family**

My father was a free spirited fisherman. Everyone in the family was involved in the business. Then, as he started to fish, things started to change and trawls came into existence. Talking about family, most dads have sons to come in to take over the business. My father had three girls, so I ended up being his "son". He taught me to go lobstering. He put me in contests with all males to go fishing. I won a fishing contest in Boston and the Globe had to change my name because I was supposed to be a boy. In high school I fished 50 traps. I made enough money to buy a car, one of the few in my community. I went out of the industry for a while. And went back into it when my husband wanted to run a coop with my son who now runs the boat. So, it's three generations in the business now. The best times we ever had were spent together on the boat.

### **Community**

My story starts when I was young. In high school, Jacques Cousteau was an inspiration to me and the undersea world fascinated me. There were two weeks of the year when I would definitely be spending every day on the beach. Jacques

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*The personal connections were an important part of my career. These were far more important to me than the financial gains. The love of hard work and the social connection with those who appreciated what I caught.*

Cousteau made me see that I wanted to be a marine biologist. I ended up becoming what everyone remembers me saying I was going to be when I grew up. Also, I like to eat. A year ago I had 70 more pounds on this frame. I definitely like to eat fish and I want to continue. I want everyone's children and grandchildren to be able to eat fish. Since I'm Italian and there are a lot of Italian fishermen out there, I feel very comfortable in that community. I haven't had the fortune of going out on the boat, but I feel comfortable in that community. For me, this is about helping family members, members of my community. It feels like home to me and I feel very comfortable in it.

### **Nutrition**

The reason I got into fishing goes back a long way and marrying a fisherman's daughter sure helped. When I was a little boy I discovered that my neighbor was heading out to his boat at 4:30 and at 4:15 I would be in his truck waiting with my sandwich to go with him. What I do for a living is quite noble in my mind. I heard someone talking about loving fish. What I do and what my wife does...we put the freshest, all natural, no preservatives, nutritious food on the table of America and the world. We bring in the best. We bring lobster in; we sell lobster live. It's the only animal that you can buy today that's still alive and there's nothing fresher than that. We provide this to people looking for a good source of nutrition. It makes me very proud to know that I'm a part of that. It makes me feel very good to know that I'm a farmer. Until crustaceans get to a certain size, they go in and out of traps and the traps act as feeding stations on the bottom of the ocean. When the feed is there the animals are there, and when the feed is gone the animals are gone. That's what my job is and that's as noble a calling as you can get.

*What I do and what my wife does...we put the freshest, all natural, no preservatives, nutritious food on the table of America and the world.*

### **Community Integrity**

One of the ways that I earn my living is working for Sailor's Snug Harbor. I chose to work and live here because I love this part of the world. I am a mother and when my daughter was about five, she said to me "Mom, it seems to me that fish should eat other fish and animals should eat other animals, and I think that people shouldn't eat other animals." She is now a vegan, and we are a household where one member won't eat anything that has ever touched another animal. My dilemma is that I earn a small part of my living that one of my family members thinks is abhorrent. I believe very strongly about what I do on behalf of fishing families and fishing communities. We are working to maintain a way of life in coastal communities that I have seen changing in the last 30 years. I think that groundfishing is important because it is a big part of the communities.



### **Power**

I've done two things: I've played hockey and I've gone fishing. My dad is an electrical engineer. I'd have to go way back to find a historical connection to fishing. Lobstering won't fund my lifestyle. When I was a kid I loved it because everyone was having fun hanging around and learning so many different things... working on engines, hauling boats out. It was a lot of fun working on that stuff and hearing the stories. I could've played hockey, but I was 100% fisherman. It was a waste of time for me to go on to higher education but I could go out and run a boat as an 18 year old and be as successful as anyone else. In order to find something else and have the kind of individuality is a tough thing to do. When they stick you with these problems, the solutions aren't easy. I like to go out on the water; I enjoy the monkfish and have a huge smile on my face when I see a cod coming onto my boat. There have been so many changes in the past seven years. I have a long way to go because I'm still young and have a family to support and kids to send to college. How many things do you really know in life that you can go out and make a good living doing? How many people look back on their life and think about what could have been? My thing is power. It makes me who I am today. It's about controlling my own destiny. There are other things I could do, but what I want to do is get on my boat and go fishing like I have since I was about five years old.

*I believe very strongly about what I do on behalf of fishing families and fishing communities. We are working to maintain a way of life in coastal communities that I have seen changing in the last 30 years.*

### **Boundless Freedom**

I grew up loving sailing and I was born into it so I've never thought about why I love it. It wasn't until I moved out west for a while and had the experience of wilderness that I realized what is so important to me about sailing. And it is wilderness. You have that same sense of wilderness on a boat way off the shore: sense of boundless freedom. It is the place where you can go out and be self reliant and make your living and have substantial freedom in doing that. The same issues with the fishing fleet are going on with other land-based activities with people competing against each other for scarce resources. I admire that spirit and we're all seeing and feeling the loss of that. I think it's uplifting. It's a spiritual thing that everyone can tap into and something that everyone needs. How can we make that happen in a world that is constantly shrinking?

*There are other things I could do, but what I want to do is get on my boat and go fishing like I have since I was about five years old.*

### **Abundant Legacy**

When I was a kid in Maine, my father owned a party boat that he converted from a lobster boat. It was also the family boat and we went out all the time. I don't remember everything, but I've seen pictures of me holding codfish that were bigger than I was. I remember through high school going out to certain places and routinely catching fish. That connection be-



*There isn't a soul in the world who gets lobster because they're hungry. They have a lobster dinner because they are celebrating something: a wedding, a birthday.*

tween catching and eating what you caught is so important. I have two young sons and I really want to be able to do that with them some day. I would love to see those kinds of stocks grow back. I don't know how it's going to happen because I don't know if there is a possible way of having stocks that are so generous that they would support that kind of activity and still have a viable commercial fishery. Commercial fishing is the most important thing because recreational fishing is a luxury that I'm not sure we all deserve. My boys are 6 and 8, so I can't claim that that's the only reason I care about the future, but they are a renewed reason. I think there's some good that can come from combining some of the skills that I have combined with the skills that fishermen have to find the right solutions. I think that more and more talents have to be brought to the table to develop the right answers.

### **Celebration**

I'm also in the happiness business. There isn't a soul in the world who gets lobster because they're hungry. They have a lobster dinner because they are celebrating something: a wedding, a birthday. My son and I both have state gillnet permits. We fish under a strange checkerboard of rules and regulations of the day. It's important to everyone that there be a viable fishing community and a strong fishing fleet. Gloucester is falling apart and without Gloucester for supplies and infrastructure, the other communities wouldn't be able to survive because there is such interdependence. We need our fishing communities with Gloucester as a hub to be very strong.

### **People**

We used to catch flounders off the edge of the pier and then the eel grass went away and there weren't any flounders anymore. We make grants and we make grants for the elderly, but there are a lot of people doing that but not a lot of people worried about the fishermen and what happens with the fishermen when they're pushed out. We are now in the fisherpeople business. I used to be a legislator. I went to a lot of fish meetings. It seemed to me that the fish were getting smaller all the time. As near as I can tell, it got less and less. Somehow it needs to be recovered. For a while, eastern Canada just about shut themselves down. I worry about the fishermen. Perhaps we'll learn something from these sorts of discussions. The Saltonstall-Kennedy act – Saltonstall was my father. In those days the issue was tariffs and the foreign fish was coming in and out-competing the guys here.

### **Heritage**

I can remember as a youngster down in Narragansett there was a crusty old guy that my father hung around with in the summer time. He said you used to be able to walk on cod fish

from Point Judith to Block Island. As I got older and pursued other business avenues and as I went back to college later in life, I wanted to find out if there really was a field of codfish from Point Judith to Block Island. Like the old gentleman from my youth, fishermen were held in high regard. They went out because they had someone on land who counted on them and they did what needed to be done. This was their passion and this was the only thing they knew. The scientists would come with their 25 million dollar words and the fishermen would sum it up in three words. The scientist wants to keep a fish population where it needs to be. And so does a fisherman because when there are no more fish they can't make a living. This area started out as a whaling community and when there were no more whales they couldn't make a living. The fishing community has changed from the day of the harpoon and the day of sailing to Georges Bank, and it will change again. There are some guys who can't get deck hands. There's a boy who plays on a mock-up of his father's boat and says "Dad you can't talk to me, I'm out on Georges." This boy took his first trip to Georges at four or five years old. It's kind of like the old Irish Catholic firemen...that's what dad does. Dad brings home and we eat and it might go unnoticed for the first part of his life, and then there's the realization that Dad gave a lot up and made sacrifices. It's just that in this instance the Dad's are doing it 150 miles away from anything.

#### **Sustainability/Viability**

My brother's a fisherman and I grew up going out to sea. Seeing the net come up with all the fish and seeing the food and dollars. This made me want to be a part of fisheries and see if I could make a difference and keep the tradition going: keep the food coming in and keep the ability of people to make a living. My knowledge says that if we get the right numbers to the fishery service we can make better decisions. I realized that they were not using the information I gathered, so I shifted to doing the right research to figure out the right gear to use to get this protein out of the ocean in the most sustainable manner. By gathering this information and testing out devices to use these solutions to these challenges we have the ability to create sustainability. Every dollar generated in fishing is five dollars to local economies. My fear is that there will be three factory trawlers and they're all catching the fish and big corporations are running the show. Having smaller fisheries scattered about is much more effective as long as they're using the right gear. As long as we do things right and we are creative and we learn how to do things effectively and efficiently.

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**Livelihood/Strong Infrastructure**

I grew up visiting Point Judith and I remember the port being full of fishing boats with bustling fish houses and the infrastructure. I've seen it shrink and change and as that infrastructure is lost you lose the people and the livelihood. I see it as a livelihood and a way of life that has always been here and a part of the history of New England. My family wasn't associated with fish, but I felt connected because we were down there so often. Perhaps my love of being on boats and watching the guys on the boats is what led me to do what I do today. There's the ability of people being able to make a living and feed themselves and pass it down to their kids. The experiences as a kid of being down there and seeing the boats come back in made me want to be a part of it. I wanted to see what it was that they did when they went out there. I didn't have that opportunity until I went out to see what the draggers do, what the fish weirs did. I miss the trips and being out there on the boats.

*The experiences as a kid of being down there and seeing the boats come back in made me want to be a part of it. I wanted to see what it was that they did when they went out there.*

**Good Life**

Everyone here has spoken about their memory. They've used the memory of their experiences to tell us about why the future is important. Mine is no different. My memory is telling me that I had such a useful experience and it was so good that it allowed me to justify my own existence. My career has been conducted on such a comfortable scale – small scale – that I was able to enjoy and get the most out of my town and my family. Therefore since I firmly believe in this I would like others to have the same experience in the future. It's such a good life. In the first ten or twenty years of fishing, I was reticent about telling the story to other people because I couldn't believe that people could see what I was doing and couldn't see that it was a great life. People saw it.

*My memory is telling me that I had such a useful experience and it was so good that it allowed me to justify my own existence... It's such a good life.*

**Small Scale**

The scale of things. The small scale. And the other scale... the other scale isn't that big. I went to Georges for twelve days at a time with a crew of nine. Small scale and good life. Would I do it again? I would say yes. And I would say I want to catch more fish. Work and family are my priorities, and I was able to have them very close to each other. I didn't want to tell my wife that I love fishing because she might worry that I enjoyed fishing more than my family. But it was both that were important. Some people like to go for a boat ride in January and some people don't. The beauty is incomparable. It's beautiful: being surrounded by nothing but ocean. My father took me fishing when I was four in a lake in Ohio. A strong work ethic was always present in my house. Hard work was not a punishment. It's a very good way to live. It's very honest. You can fulfill many basic human elements.

### Connection

I've been supported by fishing my whole life. I've always felt that fishing is a natural thing and that seafood is a natural food source. When I was a little girl, I used to go with my father in the boat, sitting in the scallop box painting. I remember the '54 hurricane. I've worked across the bay at the shipping channel my whole life, so I know this community, having delivered supplies to them. During the times there was enough work for everyone, when sword fishing was big, everyone went out fishing. Now this area is very poor with a high unemployment rate, where will they get jobs? These fishermen do not have alternatives, making less than they could at fishing. Men not being able to support their families are creating havoc in our society, causing issues. Our society's attitude towards fishing has changed significantly with many viewing it as bad. Fishing is a good way for good people to make a good living. I have a problem with management and science's attitude that there is a problem with capacity. The fish are still available.

*The beauty is incomparable. It's beautiful: being surrounded by nothing but ocean.*

### Personal Relevance

I have a different personal history. I'm learning so much when I talk to folks on the coast. For me fishing was always taking my two boys out of the docks to see if we could catch a bluegill. In my work life I do quite a bit of traveling around the world, trying to improve the way people dialogue. It is exciting to dig into this for me because it is around my home, unlike when I work in Bolivia and come home, this issue matters to me and directly effects my community. I don't know much about the fishing life, because we don't have seaside life in Somerville. It has been the same issues for many years, and I think it's crazy that we haven't come up with good solutions. If you leave a complex problem like this to the government to solve, it will get screwed up. The solution of what happens to the future of groundfishing has to come from the community. I feel honored to be taking my experience of bringing together all the perspectives of an issue and applying it in my home town. The substantive issue of groundfishing does not directly affect my personal life. It does directly affect folks around me, meaning that outcomes matter, especially for those around me.

*I've been supported by fishing my whole life. I've always felt that fishing is a natural thing and that seafood is a natural food source.*

### Stability

I've been involved in the industry since '63 here in New Bedford. At the time there was not fisheries management, you could do whatever you wanted with your boat. There was no begging for a permit, there was no problem in having a boat, though you struggled with your prices like you do today. You always ended up with a stock that you could make a living on. Today you can't do this because we are boxed up in different

ways. If scalloping ever went bust they would be out. This could happen just like in the 60s when there was a stable stock and it bottomed out, the fleet was down to 15 boats, today there are over 200 boats.

On Friday afternoons, I remember unloading the boat because by the time Monday came around, your fish would be shaky, at that time we were yellow tail fishing 50-60K pounds a trip. You felt great, the worst part of the trip was taking the fish out and fighting for your prices; the best part was fishing.

**Culture**

My background coming from a fishing family is deep Norwegian roots. I'm a history teacher and I don't think people realize that what is happening right now to the fishery is an attack on a culture and lifestyle. In this country, you dare to say something negative about someone's culture –God forbid! This culture is being regulated.

I am from a Norwegian fishing family. Portuguese and so many different ethnicities depend on the sea. We share this in common. Fishermen are resourceful people with an independent lifestyle and it is almost insulting to be treated as if you don't care what's going on in the industry and the ocean. Of course we care. We've always taken what was marketable; you understood not to harvest juvenile fish so that they would grow.

Recently we've gone to an educational theme for the waterfront festival because of this importance. The regulations affect people and their livelihoods. You grow up in a fishing family, you are used to growing up without your dad – you are a kid who knows there is danger out there that your father is in the middle of it. There needs to be stability, there needs to be a plan. Do not let this turn into the Wal-Mart of the fisheries.

I have always felt proud. One thing that was always exciting to me, when it was snowing out and things were iced down, was to see my dad walk out of the boat with a huge smile on his face. You could see your dad out doing what he loves.

**Stability**

Growing up in this industry with all the changes, I'd like to see it stabilize. Being able to make a business plan is very important to me. I don't know if I should hire new employees or if the regulations are going to change and shut me down. Do I take on inventory with the possibility of changes in regulation sized nets. I haven't seen stability yet, I often wonder what the heck happened. I'm still passionate about it, it's part of my upbringing, touring around Norway, etc.

*The solution of what happens to the future of groundfishing has to come from the community.*

*Fishermen are resourceful people with an independent lifestyle and it is almost insulting to be treated as if you don't care what's going on in the industry and the ocean. Of course we care.*

I often times look outside of the industry, thinking about what I would be if I wasn't a net builder. I went fishing when I was 13 years old, going every summer on my father's boat. My passion came with net design, looking outside the box. There isn't something else that comes to mind that I would enjoy doing. When I traveled to different places, I met people like myself with common goals, sharing stories and a bond. I've seen the hardship experienced in Denmark and United Kingdom is very different than here. We used to go out for 12 days bringing in 12K pounds. Nowadays folks are going out for 3-4 days bringing in over 55K pounds. In Denmark I talked with a fisherman, one told me, "often times people get passionate about fish, they fear that fisherman are going to wipe out the fish. Fishing becomes commercially extinct because of the expenses involved, when you can't afford to go out and catch the fish, the stocks rebuild— then there is commercial extinction."

#### **Heritage**

I've always loved fishing and the ocean...catching fish and eating them. My parents immigrated from St. Michael's Island in Portugal. It was common for all of us to go fishing. It was subsistence fishing that we loved. All my uncles and aunts would go together to harvest the fish and took great enjoyment in eating the fish. Later in my career I got involved as a fishery observer. I developed a profound respect for the fishermen and their work ethic and creativity and ability to get out of any jam out on the water. These people have tremendous life stories and are incredibly intelligent. This thinking was contrary to what popular belief was about fisherman in popular culture or on television. I'm interested in seeing stability so it is easier for them to do the difficult work that they do. Dealing with the myriad of regulation makes a difficult life that much more difficult. I wish they could have a good quality of life. I'm concerned about the societal impacts of the loss of fishermen. If there is not an abundant fish stock for the Portuguese community to harvest, then they get behind on their payments. In the last ten years, I'm tired of hearing the same stories of the troubles in the fishing industry.

Fishing was a natural process that we derived pleasure from, fishing and harvesting and eating them. I want to see this continue. This notion that environmentalists believe that fishermen are going to rape the ocean is not true.

#### **Sustainability**

I would like to see a fishery that would sustain itself and allow the participants to fish in a responsible manner yet allow them to have a profitable business. I have been involved in the fishery for a number of years and have attended a number of

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council meetings and it appears that from day to day, year to year, month to month, someone is tightening the clamps as to where you can fish, how much fish you can take. At some point in time the clamp becomes so tight, you have no place to turn. I'm against a GM type fishery where you have a half dozen fishing vessels; I believe we need a diversity of boats. The ultimate product that goes to the consumer needs to be in a variety of stages. This is what I do for a living. I've invested heavily in it. I would like to see other people be able to do it. I don't have any of my own children who want to go fishing, but there are others who would like to be able to do it. Today's situation doesn't leave any room for the mom and pop businesses or the private business person.

### **Culture**

For me, I hate to see a small town disappear, and with fisheries, I would hate this industrialized, making New England what it is disappear. I want to support that culture and whatever it's going to look like, there will always be a fishing culture in New England. There will be some kind of fishery, but maintaining it the way you want to see it so it doesn't become a corporate fleet. I grew up in a very small town in New Hampshire and we were a hunting family and it's nice to have a small community culture. We all had our own places to go hunting and it's just like that in the fishery. For me it's keeping that culture alive for the people who grew up here. It was a family connection – we had our own hunting areas, apple orchards that would give the opportunity for deer to feed and we used it for several generations. I remember going with my brother, cousins, uncles and father. It was the thing to do. You looked forward to doing it. I enjoyed it because it was a beginning and an end. You all went together, and you all produced something together. You had an end when you went and got your prey.

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### **Lived It**

I grew up on Hampton Beach. It has one main road, Ocean Blvd and I grew up at 1 Ocean Blvd. We had a family charter operation and it's still in the same place it was years ago. I've known every commercial fisherman who has come out of Hampton beach and you get to know how they feel and what their views are and you got to know a long time ago whether you agreed with them or not, it didn't matter. I would have to say I don't want to see it change. I know it changes, but I don't want to see it. It's "Where's this going to go? What's going to happen? Is it going to be a conglomerate?" I drive an oil truck and I've gotten to know the oil business and it's all about power. I don't want to see the fishery become about power. I don't want to see the fishery sustain just a few. I'm afraid to see, and it's a hard thing to explain, to see the fishing



community come together and do what's happening in other businesses. Pretty soon, the oil industry will be managed by just a few. You used to have people who owned various aspects of the oil business. Now you have just one who is buying out all the small companies. They used to have to buy the business, now the businesses fold and they don't have to buy them anymore...they know they're going to own it anyway. My boat was a family business and I never had any children and I didn't have anyone I could pass it on to.

### **Ecosystem**

My father was a commercial fisherman on Lake Superior and he helped collapse that fishery. He regretted that the rest of this life and had to go find a new profession. That fishery has been collapsed until really recently and even now you can't eat the fish. Since I've been on the east coast and in New England, I've seen not just the decline of fish populations, but the decline of communities and cultures. I remember sitting down to breakfast after the judge made a difficult fisheries management decision, to see a room full of grown men in tears because of what the implications were. To enable people to continue to survive economically and culturally in communities that have a healthy and sustainable fishery. Somehow we need to find out how to do that. My word is ecosystem with fishermen and rest of us part of that. How can we manage so that humans and those of us who are dependent on it can continue?

I want to be able to stand on the deck of a boat where I'm knee deep in fish that just came over the side. They were abundant and I didn't have to worry whether there would be more the next year. I could eat them. Now, I don't want to eat fish that come from the top of the food chain. The hulk of boats that you find along the great lakes shoreline are sitting there on their sides rotting away. The economy doesn't have fishing fleets. I like to see both.

### **Legacy**

A few years ago when I was working, stock options were good to me and I have the opportunity to sit back and think about what I want the world to be. Because of the enjoyment that I've experienced, I want others to experience that as well. Without stability, you don't know whether you can hand your business down to your children. I'm concerned with the industry collapsing. My great-grandfather was a whaler, and when that industry collapsed, all the children were shipped out to foster care in separate homes around New England. I don't want to see that happen here. I hope it doesn't become that drastic, but I think it's a possibility. It's the whole experience, it's not just catching fish or reeling them in. If you're steam-

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ing out to Cashes, and you're sea sick, it's part of the experience, and it's not always good, but it's just like life. I've experienced incredible feelings when I'm out on the water, like the time I saw my sons catch their first fish. It's amazing.

### Participation

I have done this all my life. I started when I was 13, recreational when I was 7. I like to catch stuff and I don't like to sit around. And I like to be my own boss. What made America great was entrepreneurship. We can't have an unlimited number of entrepreneurs in the fishery anymore. If you were a highline fisherman, you brought home a lot of fish. We've been trying to cut down on the mortality, but we need to get out of our box. New England is the only region that has strong fishing communities left. We have a strong tie to the ocean here and I want to see those ties preserved. My family is my community. I have a house, garage, two kids through college. If we disappeared tomorrow, my town wouldn't know and wouldn't care. When they see us, we're working on the dock in the daytime because we can't go fishing.

The way I was brought up is that you're supposed to leave the place better than when you came. Way back when I was in my teens, I was going to fishery meetings. There has always been a disconnect between science and management, and it was a battle mentality. We marched on the statehouse en masse and confronted the legal authorities and they backed down. We decided that was effective fisheries management: march up to the state house with a harpoon, threatening to beat to a pulp anyone who disagreed and stay until you get your own way. I think we've always danced around the issue that we have a finite resource and an infinite number of people who want access to it.

### Passion

I'm a consummate bow rider. I'm sitting here because of my very close ties to individuals who make their livelihoods fishing. Also, I work with the people on the dock and the people in the service industries. The reason I leave my dog at home, and get off the dock and sit in this stuffy room, is that the passion I'm hearing in this room is what I hear day in and day out and these are the people I work for and with. I can take that passion and do something with it. What's really going on is politics. Here we are talking about a fishery that is governed by the NEFMC where people from Maine have said that over their dead body will New York ever get a seat. I am waiting to see, since southern New England now has a day and a half for every day at sea...It's politics. When I found out that 16 million dollars in groundfish relief had been granted by the government and that New York doesn't get any, I stomped

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around the dock and I am joined by fishermen who are also very angry and pissed off. They have this vessel and their ability to fish has been taken away and they aren't reimbursed for that like the others.

### Heritage

My family's been in the fishing business since the mid 1800s and unfortunately I think I'm the last in line because my sons are in the landscaping business and they don't want to deal with the regulations even though they love to fish. I have no debt. My boat is 50 years old and it has caught a lot of fish, but I can't keep up with the maintenance because of the regulations. I hope my grandson would get into it because fishing is passed on through the family.

Fishermen have been in this business as families for generations. I've been fishing part-time since I was in high school and then I went to Hampton and studied marine biology. I made more money fishing and it was fun. When you put something on the deck you kept it. You didn't kick anything over the deck. Now you kick the undesirable fish overboard dead. You throw several thousand dollars of perfectly good fish overboard because management says you can only have a certain poundage of fish. It's very bleak right now for the future. The way fisheries are being run, there's no future for the next generation. It's a way of life. If you like fishing, you do that. It's your job and you like doing it and you like catching fish. The government is putting us out of business little by little and the government is getting rid of the heritage little by little and the small communities and the infrastructure. The waterfront is getting bought up by condos and people in the city, people who have no connection to the fishery. They don't want to hear the boats or smell the fish. The whole demographic of the people in the area is changing. The way we used to operate is now illegal. The people who run things should get out on the boats to see what's going on and how they're messing up people's lives.

When my sons were teenagers they used to go fishing with me. They were my deckhands and that felt great. I made them get out of bed early, just like my father did to me. Everybody made money and things were really good and we spent time together. We don't go fishing anymore. We've lost that connection of being on the boat since they were six years old. That's how they grew up.

### Heritage

I started fishing when I was six years old. I'm a twelfth generation in my community and my family's been in the fishing business since the late 1600s. Heritage is very important to

*The reason I leave my dog at home, and get off the dock and sit in this stuffy room, is that the passion I'm hearing in this room is what I hear day in and day out and these are the people I work for and with.*

me. My father died at sea. It's important to me to preserve that heritage that has gone on for generations. I first had a passion for fishing when I was 17 and I came home from the coast guard and my dad had an extra trawler and I asked him if I could fish yellowtail for three weeks. I took classmates from my academy class and they got tired after three days. There was nothing like the independence out there that I felt doing my thing, making a living in an environment that I love. My grandkids are all out there fishing with me just as I did with my father and grandfather. We went groundfishing, swordfishing and that's what we did every summer. That's what I want to share with my children and my grandchildren.

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*There was nothing like the independence out there that I felt doing my thing, making a living in an environment that I love. My grandkids are all out there fishing with me just as I did with my father and grandfather.*

**Income-Winter Flounder**

Its stock is at a low point right now. That decline started in the late 80s. For the inshore fishery the winter flounder stock started to drop because of water quality. When the brown tide came, the spawning fish was on the decline. The government based DAS on landing from 1996-2001, when they were at an all-time low. The striped bass were coming up at record highs. What happens in managing fisheries is trying to set the balance in managing different species. We aren't there yet. But we need to start recognizing the need for that. The conditions weren't taken into account. I am at 0 DAS. That has me upset, because it makes my permit almost useless. When I look at the blackback flounder and income and the potential of that when the stock returns, I can fish on that in March, April and May and I can make a living on that. I think that income is important. I think that potential income is important and I want to emphasize that. Right now I'm fishing 150-175 days a year on mid-Atlantic stocks on a 40' boat.

**Love of Fishing**

My family has been on Long Island since the 1850s when we farmed and started the fire and police department. The depression came, and my family left farming and went to the police department and all the good jobs.

I started clamming in high school, I was naturally good at it. I have the farming gene. I am a mule, what can I say? Flounder changed everything. It was an important part of our income. From there, with the regulations, it became something that you did on Long Island in the Spring when it was there. We catch them, and we discard them. Nobody wants to talk about how we're always catching them, but we're also always throwing them back. We should have an exemption for the boats where we're allowed to keep so many pounds per boat all the time. Income is important, everything is expensive. With the price of fuel, everything costs more. When I first started, it was a 15 hour day and I ended up with 40 or 50 dol-

lars. It was a struggle, a challenge and it was life-threatening at times. All that a kid needed to fall in love with it.

### **Fairness**

I married a fisherman and then I got my MBA in Florida so that I could be a better desk jockey. I wrote for some publications and did some bookkeeping. Then I got to Montauk. Mid-Atlantic fishermen throw over dead fish because of regulations, unless the squid are on the beach or we're bringing in whiting. I have people come stomping on the dock in June talking about throwing over lots and lots of fish all the time, and that's passion. That's heartbreaking. You've got boats in New York that caught thousands of pounds of fish and now we're looking at wanting a by-catch industry. If four boats go for whiting at the same time, you get \$.25 a pound for it. Herring and mackerel and elex and butterfish are developing limited access permits. It's truly heartbreaking.

### **Hope**

I see a lot of hope for this state if we can rebuild what we've destroyed. We have along way to go to get to where we need to get to. Compare what we had when I was a child compared to what we have now. We have nothing. I've seen some sign of something but then it disappears. It's a great economic engine for the state of Maine. Fisheries as a whole...I own gear and I could go tomorrow. But with no groundfish, the herring don't come in shore. My part of groundfish has been hooks and that's basically all I've ever seen. I grew up looking at the water and I got a boat when I was 7 or 8 and rowed around trying to figure out how to catch something and how to make money. I did too well to stay in school and I wanted to explore it and I did and now I'm still exploring. I just love being on the ocean and being on boats and chasing herring is great fun. Come dark, and the fish just come up to the surface and play all over the place. There were tons of fish back then and it was fun. Just incredible amounts of fish. And then it all disappeared. There's really been nothing to speak of since then. I like to catch fish. It's a lot more fun to catch fish commercially because you catch a lot more fish. There's a use for fish, and you use what you catch. We were supplying a factory with fish. Some of the hope I see in fishing...there's such a demand for quality fish today which isn't what we're bringing into shore. Fresh fish, right on ice, right on the truck, right to the market. There's a live fish market that hasn't yet developed. There's a whole segment who want to eat fresh product. As long as we're thinking the way we're thinking, we won't go there.

*It was a struggle, a challenge and it was life-threatening at times. All that a kid needed to fall in love with it.*

**Living**

I was raised 35 miles south of Boston. Hard for people in this room to imagine but it was rural. I lived on a river. I used to lay in the woods and listen to the crows and have deer walk up within ten feet of me while I lie in the meadow. Living. Didn't even want to go to work. Waste of time going to work...miss too much. Took me 28 years to figure out how to go fishing and that was the best move I ever made. Have an agricultural background...processed food, dairy plants, food. Church background...I was in every youth group, student council... thousand miles an hour for a kid. All I wanted was to live. Slow, comfortable pace. Went fishing, tripled my shoreside income as a deckhand. 140 days on the ocean. 187 days out of 365...you know how much free time that gives you to lay in a meadow. Very selfish? Very self-centered? I don't apologize for that. It's what I do. It's what I want to do. I come to these meetings because they want me out. I worked for the Department of Agriculture right out of college in Boston, MA. I was on the job 4 months and I said, boss, what are we doing, we're taking the markets away...what are we doing? He said no no no...and explained how that wasn't what we were doing. Made sense to me and I walked away. But in one year I knew that my government wanted the dairy business consolidated. We know some dairyman, who still makes it. I want to be like him. He hung in there survived as a farmer. I want to make it as a fisherman. I have an analytical tech background and for two years I couldn't get a job. We have food companies. I worked for a company where they didn't want the union in the house. The more I produce, the more I earn; the more competent I am, the better I do. How do we make this business self-supporting? That's why I'm here this afternoon.

*I grew up looking at the water and I got a boat when I was 7 or 8 and rowed around trying to figure out how to catch something and how to make money. I did too well to stay in school and I wanted to explore it and I did and now I'm still exploring.*

**Truly Love Fishing**

Loved it since I was a kid and caught my first fish when I was ten years old and I thought that was the best thing. Free food is how I looked at it. I was always in learning disabled classes and I had a terrible time in school. I was dyslexic and had a terrible time. It was either fishing or farming or carpentry and I grew up in a fishing community. My passion lies in seeing the fishing industry go in a sustainable direction. My ideas might not be the same as everyone else's and everyone has a different story about how they got started and why they chose the direction they chose. My father was never particularly proud of me fishing. My father's a psychiatrist and he understood that my paths were challenged. He was supportive that way. For me fishing was more a curiosity. Why is it that I caught fish yesterday and not today? It's the constant trying to figure out things that I can't. As soon as I figure it out, I won't be interested anymore.

*I used to lay in the woods and listen to the crows and have deer walk up within ten feet of me while I lie in the meadow. Living.*

### **Economy**

I got involved in groundfishing right out of Vietnam. I went offshore for a number of years and really enjoyed the opportunity to bring food in. I was on Georges with the foreign fleet and have seen the management come into play. In my life as a public policy person, it's important to me to make it clear that this should be part of the economy in the state of Maine.

There are a lot of people who want to write off commercial fishing and they want to sleep well knowing that there are fish swimming around. But we're getting farther and farther away from the source of our food. There are a lot of people at the table who continually move the goal posts on us. I'm here because I want to hear what others are saying and I want to be informed enough to help guide this into the future and make it thrive. We are the first ever to realize that we can deplete the resource and we've begun to turn it around in the last several years. We've been fishing the ocean for food for centuries around here and it's a sustainable strategic food resource and it's one of the best foods you can eat health wise and I've enjoyed being a part of that. I've seen more and more people who don't want to be informed about the science. They don't have the long-term interest of healthy fishing communities in mind. Now we need to start talking about rebuilding coastal fishing communities in Maine. I'd like to see the communities Down east become part of this industry again.

### **Community and Family**

It's not so much my family as it is the sense of family in a small community. I'm part of a community that used to be a lot bigger than it is now. I started fifty or sixty years ago there and you can't catch any fish in the harbor anymore and that's where I started. I hauled gear because we didn't have any mechanical haulers then. I purse seined. Just remembering going out at night looking for fish. I was a city boy and they would go out and listen for them and it was all magic to me. You watch the gulls all day and you go out where they were. You go and feel them a little and you would see the whole bottom of the ocean light up; and that was awesome and it just blew me away. My dad's a minister and he had some folks over and my mother started bragging about me being out on the boat which she thought was great, but didn't know that there was plenty of drinking going on. I'm a minister too. I spent my whole life in Connecticut and came up in the summers and then got a job with Maine Sea Coast Mission and spent time with the guys on the water. My happy thought would be fishing. I was a minister on these islands and I spent all my time talking to the fishermen and listening to all that was going on and all was going to hell in a hand basket and they would try different things like aquaculture. Just listening to them...they came in and switched from groundfishing to lobster and I

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could see that there were bad things coming up, like the loss of territories. So I talked to the mission, and said that I think someone needs to pay attention to the fisheries. So now I'm minister to the coastal community and fisheries. The key to community is fisheries. We need to pay attention to them in a way that is not a user.

**Action**

I'm concerned about the way we're making decisions. That we're making decisions without any forethought and goals. I'm concerned that my son doesn't want to go fishing and that interrupts the heritage that my family has had for a long, long time. I've been trying to find ways of getting more people involved. I lie awake at night trying to figure out what to do. As long as I stay concerned, it keeps my mind looking toward the future and trying to figure out what we can do to make this work better. I want future generations to see what it's like to go out and fill the boat and make money. Hope is a commodity that I would compare to the oil situation right now. For a lot of us it's running dry. Every time there's a glimmer on the horizon, something happens and it strips that hope away. I consistently try to keep my battery charged with hope that things are going to get better. I love owning my boat and having a connection to fishing. I've been fishing since I was nine. I made more than my mother at the age of nine. I would love to get it back to that point.

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*You watch the gulls all day and you go out where they were. You go and feel them a little and you would see the whole bottom of the ocean light up; and that was awesome and it just blew me away.*

Who's going to be standing over the pier, smiling and proud that I brought in food? The hope I get out of things like this is that eventually this will become the normal - all the different people come together and make decent decisions before they impact 500 or 600 people who never had the chance to see the paper or comment on what was going to happen to them.

A lot of things came later in my life. I went to the University of Rhode Island commercial fishing school and that was really important and set the stage and gave me practical experience. What makes me the most proud now is that when I was nine years old my mother let me go out on the boat because she saw the passion that I had and she knew there were good men to work with downtown.

**Potential**

Freedom for fishing families to develop a successful fishing business. This ties together stability and inclusion we've talked about earlier. When we own something, we have freedom. Most of us came into the fisheries when there was open access; we thought we could have a good lifestyle. As time went on, we found ourselves participating in the depletion of this precious resource. The response to this is the taking away of



the freedom from our profession...the independence that goes along with it. Our peers began to tell us our boat size, the gear type to use, number of crewmembers we should have, and number of days, etc. We need to get a place where people can run their business with freedom without deciding how much a family can make. We ought to bring fisheries into the rest of the economy.

### Respect

I feel deeply connected to the ocean and I feel responsible to do what I can to ensure its health, including clean water and thriving marine life. We all share responsibility for taking care of the earth - land and water.

I've come to deeply appreciate the people who work and live on the water in New England. Growing up in suburban Boston, one didn't know that people worked on the water. I grew up spending a lot of time on the water and have always felt a deep connection to the ocean, dedicating my career to gaining knowledge of it. I respect the people who risk their lives to go out into the ocean to harvest the fish to make a living. I go out to do research in government funded boats that are safe. I also respect the rest of the ocean, the fish, plankton and the system itself. We have done a pitiful job taking care of the ocean. I'm very saddened by this poor job and the greed that exists. This motivates me to help figure out how we can do a better job. I'm driven by the respect and the sadness. Our history of the use of this earth, is one of people not doing a good job of respecting the ecological systems in which they work, taking more than is healthy. Very few people work off the earth any more.

I saw that a set of very wealthy people have the power to make the decision for the masses, so I began to work in environmental groups. In Camden, there is limited port space, everyone respects everyone else's space and helps each other out. In the house that I live in my landlord is sinking the foundation, so that the neighbors can see Mt. Batty. In no other place, do people have this respect for each other.

### Consideration

We need to have consideration for each other as humans, for the fisheries, and we need consideration from the government. Scientists get paid no matter what; we have to catch our livelihood. Consideration is that people are looking at what we do, what we say, what we bring home, and using that information to better write the laws, to write appropriate conservation regulations. We should be able to maintain a decent lifestyle. I don't need the biggest house, I'd like a nice house. Within my community, we can't even get a status quo house for under

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\$350K. I want the ability to do better for myself. I want to see people being considerate to each other, so that we can create better fisheries together.

### **Personal Responsibility**

My grandfather raised me and from this I walked away with a good sense of right versus wrong. When I got my first boat, I participated in the largest stock decline in history. I really don't feel good about this. If the fishery is healthy, sound and vibrant, the family nature will be preserved in New England. We have to individually look at how we have gone wrong and address these issues. Conservation starts with the guy in the mirror. We can't expect that someone else is watching out for our livelihood. Commercial fishing, thirty years ago, was much less a rush to get rich, it was about the rush to have a good lifestyle. Healthy stocks are tied to a healthy lifestyle. This is one of my attempts to right the ship. I don't want to work 8 days a week, 26 hours a day to make ends meet. Responsibility happens with a lot of little acts. We have to treat the fishery like we own it, not like something we take advantage of. This conservation is an on-going mindset.

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*We all share responsibility for taking care of the earth - land and water.*

### **Sustainability**

A diversified fleet is key to sustaining not just groundfish - but all fisheries. The lobster fishery is especially vulnerable to change or decline in the fishery. This is not just about groundfish - but sustaining all small and multi-use fisheries on the coast of Maine.

From the point of view of a resource user, I began to work in marine world in 1991. Sustainability goes beyond the resource to the people dependent on it. I grew up in New Hampshire, where we used to hook and line black backs. I fish recreationally, I hunt, I used to cut wood in high school. When I say sustainability, I mean using the resources but also making sure they are available for future generations. When I drive down the road, with the farmers cutting hay; When I go on a boat and see the fish coming up in the net...I think about sustainability and am hopeful because of the creative energetic people that I work with.

### **Inclusion**

In the last few years, I've gone all over New England to work with the deck hands. I've had the privilege to discuss these very real issues with these guys, who have had little input into the process. These guys need to be included and to know that there is a future for them. I'm looking at 100s of friends of mine who have a dead end view of their industry. Inclusion would involve raising the standards for on-deck fisherman, better training and a guarantee for a future. I want these men

to have good lives as a professional fishermen. I want to see these men have safe, prosperous futures with piece of mind with the social status and respect for their profession. If you are on the boat, you are a fisherman.

### **Flexibility**

I've spent the last 40 years as a fisherman. We are focused on ITQs and area management, which is causing conflict between ports and those in the ports. Flexibility gives us the ability to fish what has healthy stocks. When I was younger, I started off with my family boat raking, catching bass, skiff netting. We used to go from one fishery to another depending on the year. We are losing this flexibility to fish abundant resources. We are put into a box where we have to go out at times and fish amounts that we know aren't right. We have to throw overboard good catches because of regulations. We are stuck between regulations, safety, etc making our jobs nearly impossible. To develop the fishery to be clean and better, flexibility is necessary especially for safety. We're going to see guys fishing on things that they don't want to fish on.

Our management system places constraints on adjusting fishing behavior as far as habitat, by-catch, etc. that are needed for sustainability. Flexibility is the ability to alter the situation to your individual needs. We have allowed the off-shore gill netters to operate under different rules. Providing them with this helped them to change their behavior, creating personal empowerment and making our jobs easier as management. Sustainability is the core of everything that is going in terms of our communities. Fishermen cannot exist if they don't have vibrant resources, this entire coast is dependent on it.

### **Economy**

I want our fisheries to make a contribution to our economy and communities. When our country was founded, the fisheries supported it. Over the years, fishing has become a drain with needed public support. I'd like to see fishing regain status as a provider for our economy.

### **Place**

Sense of place is important to us as people, not just an industry or as a collection of individuals. This is one of the few schools that has a program on Marine Policy. Sustainability in terms of fisheries diversity is important. This is related to vibrancy. I want people to be able to start small in a skiff and work their way up. There used to be many points of entry.

### **Open Access**

I hate the conflict in the fisheries between the different boats. I want to see a way where smaller groups and bigger boats can

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*When I say sustainability, I mean using the resources but also making sure they are available for future generations.*

work together. We need to share our knowledge and have understanding. I see access as a means to make sure that people can start in the fisheries without a need for a huge investment. There is so much pressure from those with big boats who have the large capacity who are needed to fulfill their quotas. With the strict rebuilding limits, who is going to be included?

### Subsistence

I'm a first generation American; my parents didn't speak English. Subsistence fishing is how we provided for ourselves. We sold fish and ate fish. To a degree this is what I still do with my rod and reel; I sell fish and run a charter boat. This is a supplemental income. I'm retired from the marine corp. There are people who need subsistence fishing to make it. We need to protect the part-time people, this provides for the local market, not for the nation. I provide a specialty product, which is fresh when I get to the docks. This is not a competitive market. I don't feel bad about what I catch because I'm providing food and have low by-catch. There is a social conscience that goes with this business. My empathy lies with these people, the people who need to have the ability to rod and reel to provide for their families.

### Visions

We need to accommodate everyone who is in the fisheries. Rifts between all the different boats, a lot of conflicts came to the surface.

### Culture

I grew up fishing with my grandfather, bringing me out trap fishing before I was 7 years old. Fishing is something that should be passed on along with the culture of hard work that is getting lost in our society. There is no better job, where you use your brains and your body. I have the opportunity to work everyday with my father, brother and sister. I'm afraid it's slipping away. Every spring, we go trap fishing with my entire family. I used to look forward to this when I was a child and all the way up until now. When I was little, I asked a friend what his dad did for a living and he didn't know. I knew what my dad did. We are fishermen because it is in our hearts. There is not room for half-ass work as mother nature keeps us in check. I believe that we are all individual business owners who are easy targets for divide and conquer. I'm afraid that if the government puts values on permits, so that people with money can get the permits, not for those who do the best for the resource or who work the hardest, one big corporation can come in and buy up all the permits. This is taking away from the traditional set-up of the cultural heritage that we pass on through the generations. I don't want the fisheries to take the Wal-Mart way.

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### Balance

I grew up in Waterville Maine, my dad was an insurance salesman who took me fishing and walking in the woods all the time. My dad was very business oriented but with a conservation ethic. He taught me that we had to find a balance between business and conservation. They used to send logs down the river to transport them; we couldn't go fishing during that time. I would get upset that I couldn't go fishing, but these businesses depended on sending the logs down. My dad taught me to put back the small fish into the water, so that they would grow to be big fish and reproduce so that we would have fish in the days to come. We need to have balance between the needs of the fishing communities and the fish, between the in-shore and offshore. I feel like this is missing in today's management.

The balance I aspire to today in my work and organization is the one between having an in-shore fleet and offshore fleet. I think that we need to have a system where the offshore vessels have incentives to go off-shore, leaving fish for in-shore fishing. I don't see the balance right now with matching the healthy fish populations and fishing communities. I'm a little more hopeful now than when I was a kid waiting for the logs passing. This project gives me hope, because people are asking what do we want the future fleet to look like.

### Diversity

I worked with a group of ranchers in southwest New Mexico where they were experiencing similar issues of loss of livelihood. Our current approach of fighting everything is a battle of attrition. So we began to reach out to the traditional adversaries, to bring them together. Now congressional delegations come to the people, flipping the power relationships in innovative collaboration and science. This is a message of hope, where communities have turned things around. Fisheries still have the resources to access. As we give up this freedom, there is a way to do this that doesn't limit folks. It is about creating ecological and economic diversity for effective functioning, if we measure output as a loss of diversification. In the natural system, if you measure the output as flow, we end up in a very different place than traditional ecological model.

### Working Waterfront

We are very fortunate that we have a lobster industry to keep our infrastructure in place. If it were not for this, we couldn't be here. One family owns the wharf, but the community feels like they own it. I depend on trucks; I depend on 12 feet of water, etc. A working waterfront is a pier where I'm not going to disturb someone with noise, that I can make arrangements to use it at any time. At this point, I am very vulnerable.

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*We need to protect the part-time people. This provides for the local market not for the nation.*

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*Fishing is something that should be passed on along with the culture of hard work that is getting lost in our society. There is no better job, where you use your brains and your body.*

**Community-based Responsibility**

I used to groundfish in various ways. I averaged about .5 million lbs per year, for up to 5 months of fishing. My brother's best day hand lugging was 18,000lbs. My dad used to be in the million pound club, that was in the fleet of 16 draggers. If you landing 1M lbs per month for 12 months a year. Now you don't find these guys out there anymore. We had the technology to wipe out fisheries long before the sophisticated technology. We succeeded in wiping them out. What we are seeing now is not something that jumped out of a box, this has been a long trip to get to where we are. The hope is that we can learn to constrain our technology so that we are harvesting at the rate of rehabilitation. We need to protect the fish from being over fished, so we can regain the stocks.

*This is a message of hope, where communities have turned things around. Fisheries still have the resources to access. As we give up this freedom, there is a way to do this that doesn't limit folks.*

**Connection**

I grew up spending time on the water in the summer, my father was a schoolteacher who grew up mooring boats for my uncle. I became aware, writing for a local newspaper, that the whole town ran on the fishery, an invisible part of the shore-side world. By talking to fisherman, I became aware of the same intuitive processing with the resources that they chase, I was struck by sitting in a conference with a fisherman talking about shrimp, who knew an incredible amount about fish and there was a scientist there who clearly knew about shrimp as well. They were at odds, not able to hear each other. The fisherman, pointed down to his own shirt and said, "I have paint on my shirt, have you ever had paint on your shirt?" This gave me the idea to start a newspaper where we could talk about these issues.

My naturalist father believed you could make a living by conserving the resource. Policy drives us toward alienation and greed. There is the seed of the answer in our traditional communities to those with a connection to the resource. This connection between people and a diversified fishery is the seed of how we might be able to live on this planet with balance.

**Ecosystem**

I love being out on the water. I started out on the schooners on the coast of Maine, then moved to New York to do environmental education. I loved both. Then I was a deck hand and captain on education vessels. Grad school brought me right back to the incredible struggle I have with the use of the resources, the communities and the values that are critically important. This is the way life is supposed to be, which goes against the business mentality that is becoming more prevalent. It was clear to me from day one that if we are going to take a certain amount of the eco-system, we need to know how this impacts the rest of the system. I struggle with how to find

the balance between the communities' use of the resources and the ill nearshore environment due to overuse and too many people. How do we get over this so that communities like Stonington can run on fish?

### **Tradition/Heritage**

Fishing is a way of life in New England, and I want to see it continue. However, to assure there are fish for the future, capacity of the fleet must be closely aligned with the productive capacity of fish stocks. Healthy, sustainable fish populations = healthy fishing communities.

The heritage of Maine is fishing. Hundreds of years ago the aboriginals came here to catch fish. Through the generation, the fisheries draw us here as a community. I moved here 13 years ago, which in the history of Maine, is only a blink of an eye. In this time, I have seen the dragger moving on to mussels farming. I went out dragging recently, it was a neat experience. Being out there and seeing all of the species was an incredible experience for me as a marine biologist. I was surprised by how little that came in. This is Maine, the way life should be. I've talked to a lot of fisherman, living in these small towns and I interact with them on a daily basis. This creates a sense that we are all in this together. As the supply is depleted, they will come around to the need of making bigger changes.

I was brought up on an island over sixty years ago. My father and his friends were fisherman, they were lobstermen when they could be. People fished whatever was in season. Now we have lost our way of life and instead it has become a job. In traditional ways you knew what you fished, how you fished and who you fished with. Everyone has forgotten the ground rules that were set over 100 years ago. Greed has taken over. We need to bring back the tradition.

I do the best that I can to speak for the small fisherman whether a lobsterman, scalloper, etc. For 35 years, I taught these people in schools and I've heard all of their stories of licensing issues, not being able to afford the waterfronts, as well as the other common issues fishermen face. Fishermen are honest, hardworking, "shake hands on it" type of people. Fishing used to be a way of life, meaning that one did whatever it takes, even if it means getting up at 2am to help someone out, not expecting any payment in return. This doesn't happen anymore.

### **Identity**

I have been a part or full time resident of Maine and New England coastal communities all my life. I have lived in two

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*The hope is that we can learn to constrain our technology so that we are harvesting at the rate of rehabilitation. We need to protect the fish from being over fished, so we can regain the stocks.*

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*This connection between people and a diversified fishery is the seed of how we might be able to live on this planet with balance.*

fishing dependent households. I spent many years working in shoreside restaurants and other businesses. I am now an academic researcher and policy professional doing fisheries related work. Although I do not rely directly on fishing for my personal income, I have made a conscious choice to live and work around the fishing industry.

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*I struggle with how to find the balance between the communities' use of the resources and the ill nearshore environment due to overuse and too many people.*

I share the feelings of loss. Rockland used to be the groundfish capital of Maine. Also, I feel anger and determination. Port Clyde and New Harbor still have the boats going in and out. It isn't what it used to be but there are still folks hanging on. I haven't commercially fished for a living. I've spent enough of my life in the industry. It is a part of my identity and I want this to continue.

### **Smell**

I grew up on an island where I still live. We used to smell fish, knowing what was in season from the distinct smells. When I went away to college, I met my wife from Eastport where there was an industrial herring factory. They used to say, "St. Andrews by the Sea, Eastport by the smell." In 1970, when I got back from college, the fish were gone. It was greed. Now Portland has all the fishing power. I spent a lot of money to be a sport fisherman and there are no fish. This is one of the most productive fisheries systems in the world. We've lost tuna, swordfish, herring, and in-shore groundfish. A fisherman died last year; he was the last one you could go to get the fresh fish. Fishermen are a dying breed.

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*In traditional ways you knew what you fished, how you fished and who you fished with. Everyone has forgotten the ground rules that were set over 100 years ago.*

## Realizing the Vision

With proper consideration, various fisheries management plans can go a long way towards achieving the vision. And, there are many other ways to move forward. The following pages contain ideas from the original survey responses that reflect great diversity in thought, some contradiction, and a lot of commonalities.

The community's next task is to implement the vision. By addressing a few questions, the most successful options will more easily surface.

### **Who's Responsible?**

Throughout the Fleet Visioning Project, it was apparent that everyone has a role to play in achieving the vision. Rather than ask, "Who's responsible?" the more pertinent question is "What is each stakeholder's role in achieving this vision?"

Researchers, managers, fishermen, and environmentalists working together are more likely to find a point of balance and solutions to complex resource management issues. Thankfully, this vision provides a starting point of agreement, leaving behind the more common impulse to focus on areas of dispute.

Additionally, identifying a role for everyone and providing opportunities to be involved allows for new, and perhaps better, ideas to surface.

### **Who Stands to Lose What?**

Fleet Visioning participants expressed the awareness that in order to achieve this vision, there are likely to be some losses in favor of the greater good. Certainly, there will be some resistance to any plan moving forward. The better the community anticipates and addresses the reasons for resistance, the more effective it will be in realizing the vision. To ensure that a plan has the greatest potential for implementation, it is important to recognize and acknowledge the resistances individuals and groups in the community might have to this change. Some losses could include income, power, authority, flexibility, or tradition.

As action plans are developed, asking "Who stands to lose what in the implementation of this plan" can lead to ideas that will mitigate or replace those losses. Additionally, openly acknowledging these losses, as well as the gains, will enable greater acceptance of the action plan.



*I plan to touch base and report back to those in my group to tell them what happened today. They have a stake because they have expressed this by participating and filling out a questionnaire. They can take this and generate getting the word out. There is a lot of misconception in the industry, outside in the communities and this needs to be corrected.*

*I will continue to advocate for a fleet reduction and continue to go to meetings about consolidation and buy back. I will promote banking capacity for future years especially in parts of the fleet where capacity isn't as great as others. When the cod fish come back in the Gulf of Maine and there aren't the boats, then this will go to waste.*

### Participant Action Plans

The feeling of personal empowerment and responsibility grew stronger throughout the Fleet Visioning process. Building on the recognition that it will take all fisheries stakeholders working together to realize the vision, participants at the final Fleet Visioning Workshop each shared their commitment to moving the vision forward. The quotes throughout this section are the participants' answers to the question, "What do you plan to do after this meeting to help move the vision forward?"

### Management Strategies

Now that the Northeast region has articulated a vision for the groundfish fleet, it is appropriate to start discussing strategies to realize that vision.

Fisheries management discussions often begin with a comparison of strategies without first clearly understanding the overarching goals. The vision provides guidance that enables the fisheries community to more easily identify the strategies and lay out plans that make the most sense in accomplishing this shared vision.

During the survey phase of the Fleet Visioning Project, participants shared their thoughts on how to realize their personal vision. No effort was made in this project to develop consensus around the best strategies for moving forward. In fact, the individual responses typify a disjointed fisheries community. This is in sharp contrast to the agreement found throughout the visioning process once participants shared their stories, recognized common values, and developed a vision.

Today, fisheries stakeholders are working toward a common vision based on shared principles. With this new foundation, the best ideas for how to move forward will more easily surface. For a sense of how participants felt the industry should proceed, read through the following action ideas and ask yourself, "How can the vision for the groundfishing fleet be most effectively implemented, and what might I do to help?"

*Special Disclaimer: The following summary of action ideas was edited from the original Fleet Vision survey responses in order to present individuals' thoughts in a more manageable way. Every attempt was made to reflect the many ideas presented in individual surveys. The original unedited responses spanned over 40 pages and can be made available upon request.*

## DIVERSITY – Action Ideas From Individual Survey Responses

Small boats are limited to inshore grounds. Big boats should be kept offshore. Management should be gear-oriented. Every gear gets a certain percentage.

Stay away from quotas. Watch regulations that endanger the smaller operators' ability to stay in business. Ensure that some young blood is allowed into the industry.

Implement regulations that require the individual boat owners to be the sole operators of their vessels.

I would like to see less reliance on IFQs and more access for small boat fishermen. Move toward greater access, not less access.

I think we should do some research and see what the fleet composition was prior to 1986 to see how it should be composed and located.

IFQs should be allowed in fisheries management, but there needs to be good safeguards so the mistakes of established ITQ systems are not repeated. If all the Northeast regional fisheries were managed at an ecosystem level it may be appropriate for IFQs in some fisheries.

We need to more effectively consider and incorporate the allocative consequences of various fishery management measures into management decision making. That is, how do particular management measures impact various sectors of the fleet and are those impacts acceptable?

Reverse the trend toward fisheries privatization. This means lowering (rather than raising!) financial and permitting barriers to fishery entry/exit, and reversing saleability/leasability of permits, days at sea, individual quotas, etc.

Do everything necessary to prevent ITQs in Maine, New England, and nationwide. Allocate fishery access in ways that are fair. Maybe base access on historical regional participation, or allocate access to states and let them allocate within their own industry. Grant access to more firms and more boats, not fewer firms and fewer boats.

Make rules that don't favor one size vessel over another.

I believe the first move is to separate the inshore area from the

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*I'm going to shanghai the energy from this and run the last two miles of the marathon of this project. This has to go forward and there are a number of groups and efforts ongoing to solve the problems that we've addressed here. We need to maintain contact with the other folks in this room.*

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*I plan to keep the group talking and working together, I want to keep asking this question to keep the momentum going across the region.*

*After this meeting, I plan to build on the Gulf of Maine plan and pick a small region to operationalize this. I want to make science relevant for fishermen, involving fishermen and making it timelier. I don't want science to be inflicted on fishermen, but make them part of it and make it meaningful to them and to management.*

offshore area in order to recognize the difference in fishing practice, politics, social and economic needs and rebuild a community ethic that was lost with Amendment 5.

Allocate permits to communities based on the historical distribution (perhaps at the time of Amendment 5, though even then there had been severe attrition of small boats) and let them, working with regulatory authorities, decide how to distribute the permits.

We need to try experimental approaches that will apply local area management approaches to conservation and allocation of the groundfish resources. The allocation of permits needs to be looked at, as the system based solely on past activity is unfair.

Properly thought out ITQs to all groundfish vessels that give vessels fair and equitable quotas and ample time with which to meet them. Give fishermen back the choice of where and when to catch their limits without wasteful and (sometimes) dangerous restrictions.

Effort is called units and all units are treated equally. It should not matter how much fish was caught in the past. Each vessel should have an equal share.

Separate vessels into several size categories, and each category should be allotted a given number of DAS to be divided evenly among themselves. Also, the current leasing program, although better than nothing, is actually leading to consolidation.

For the short term I believe restricting new entries to the fishery and federal buy-back of existing licenses/boats offers some relief.

Keep days at sea as an overall effort control system. It has many advantages of individual transferable quotas, including avoiding a race to fish and allowing fishermen to allocate their effort when they want during the calendar year. DAS system also already has many of the necessary controls to keep the fleet from tending toward industrial/monopoly conditions which is often an issue in ITQ systems, although these will need to be continually improved.

By having an owner operator under 40' boat inshore fishery, they would have very little effect on the resource but it would create small fishing communities which have historically flourished in the state of Maine.

*As a science partner for collaborative research and gear with an eye to emphasize how to make the process better, getting research to management. The stewardship of fishermen needs to get to a place it can make a difference.*

Perhaps instead of having individual quotas, you could designate community shares which they then can use or lease and they can do some planning as a group to determine what is the best way of using the quota. We need to get groups together (whether based on boat size, geography, gear type or whatever) to be organized and work together in the allocation of the quota.

Bring back the small boats from the small fishing communities as the stock progresses up the east coast of Maine. Restrict the larger boats to off-shore and deeper water sectors.

By acknowledging that there is a place for all classes of fishermen in the fleet, and establishing policies that protect the viability of these classes, while creating incentives for marginal operators to leave the fishery.

Consolidate and downsize the current fleet. Allow the current mix of gears but provide incentives for fishermen to switch to selective gears that minimize discards and habitat destruction. Place a cap on the amount of consolidation that can take place in the industry and grandfather those industry members who currently exceed that level.

### **ECONOMIC VIABILITY – Action Ideas From Individual Survey Responses**

Less restrictive fishing days for under 30' boats and reasonable landing limits for them. We have less opportunities to fish. Longer fishing periods. Reasonable catch limits for said boats. Help convince managers and fishermen the importance for these small boats.

The way to reduce the fleet proportionally across all sectors is to buy the boats and permits as people retire. That way, people will know they have a secure retirement and the fleet will be shrunk in an orderly manner.

Industry funded buyback on top of government money to get rid of latent permits and no leasing of DAS. This will be the death of us all; it's just more pressure on the fish.

A real buyback program, not the penny ante ones we have seen. Something around 2 billion dollars funded by a government loan, grant combination. This allows the exiting people to either retire or establish a new business, which takes time.

Make the hard decisions of eliminating a few jobs for the better of the majority. Cut down the size of the fleet, both drag-

*I've never attended a council meeting, but I plan to do so after this. I will also write articles for the fishery magazine. I'd hate not to see something good come out of this.*

*I will be looking at the report that comes out of this and see that the personal connections are continued. I can see developing a research project or working group.*

*I will remain honest and available to deal with the issues. As time has gone on, I've found it more frustrating on getting innovation in government. I'm reverting back with working one on one with fishermen to help him solve his problems instead of focusing on regulation.*

*I'm one of the people who started community action credit union group. We have a number of boats and seafood businesses on our portfolio. Credit and capital is vital to staying in business, so I'm going to keep pushing more lending to the industry.*

gers and gillnetters.

An honest government buy-out (with a little financial support from the remaining permit holders).

Vessel buy-out with the industry paying 50-60% of buy-back funds over 20-25 years. Work with the legislators to develop one-time tax incentives for greater retention and retirement funding. Then consider ITQs and create low-interest, long-term loans for new young commercial fishermen.

In Maine we need processing to be more spread out, not so focused in Portland or Massachusetts. Maine does have some processing, but lots of our (non groundfish) fish is shipped out of state or to Canada for processing.

Industry funded buy-backs to facilitate elimination of excess capacity - This would be implemented through the formal Council process. It would require cooperation and support from fishermen and conservation groups.

ITQs with fewer regulations and a smaller fleet.

Effective (in terms of jobs and economics) implementation of fleet reductions would take place over time, 10-12 years - to reduce large scale economic shocks and job reduction.

Need to allow the market conditions that will change the fleet on its own will happen.

Revoke the permits that are not being used. And limiting access to the fishery is a good place to start. Also separating the Charter party and recreational fisheries to get a better idea of the number of fish being caught. Time for everybody to work together.

By vessel, place a dollar value to be landed per (by) vessel by length and type of gear per year. All catch (except the largest of the species) must be landed and sold. If you landed excessive amounts of large fish, you would not be rewarded with more dollar landings.

My vision would most effectively be implemented through a combination of government and industry buyout.

You'd have to find an infrastructure that is eco friendly and make those jobs open to people who lost fishing rights who probably shouldn't have. I'm very curious about what would happen if you had high quality fish caught in an eco friendly

way. Let's put those types of businesses back to work.

Solutions would include allowing Maine fishermen to land lobsters that are presently not allowed to do so because of restrictions. Multi-species permit holders that have not been allowed access to Maine State lobster licenses should be allowed to do so.

Realize that fishery resources can become an engine for economic growth if those resources have a recognized and secure asset value as well as their recognized production value.

We can rebuild the fishery by limiting catch but at the same time, we have to allow the catch to be caught. There are certain species that are more available. We should split it up throughout the year to keep the prices high, not limiting it to one season. We need to spread quotas throughout the year, so that we could regulate catches and prices.

Have pound limits for entire fleet so there aren't big drops in prices or wasting fish.

We need to reach a point where we fish to sustain markets and then to expand both market and catch in a controlled manner. We ought to change our present management system. Scrap the days at sea program and closed areas management for a system allowing consolidation of permits or transfer of permits for different fisheries.

The commercial industry is now going to have to step forward with a self funded buy-out system which will force a matching of capacity to sustainable TAC.

Buyout & ITQs. Stop derby fishing, establish a steady supply of fish into the market, improve prices. Fish with quality the priority instead of quantity. Fish in safer weather conditions.

Incentives for towns to keep the waterfront working instead of becoming private property for second home owners.

Protection for the ACTIVE survivors so they can retool and return to profitability. Limit the size and horsepower of harvesting units before new vessels get on the drawing board. Retire or buyout latent capacity. Allow us to prosecute several fisheries by only retiring duplicate permits on a permit consolidation.

Let all serious groundfishermen voluntarily put \$20,000 into a fund. The fund would be used to buy out other permits, on a

*I will continue to talk within anyone who wants to engage on the in-shore/off-shore management plan. This is getting management at a local scale and balance between in/off-shore. Short term capacity reduction to get through the lean times with opportunities for reentry is the way to get this across.*

*I will work with NMFS and the Council so they give respect to the things we've said here, to show that 250 people participated and agreed on 4 goals. I'm going to remind them to respect this every chance I get.*

voluntary basis. When a permit is bought out, half of the DAS on that permit would be lost forever and the other half would be split up between the boats that donated to the fund.

We need to have an industry sponsored buy-back program in place that will gradually remove fishers from the industry in a dignified manner.

Focus buyouts on the largest most mobile vessels. Subsidize processing plant construction in small communities.

Abandon the goal of achieving highest net profit for the industry overall. Look instead toward achieving the greatest rewards to the communities - maintaining social values/capital and natural capital - ecosystem function.

Short term by regulating the fishery so that it is allowed to come back and be sustainable. Long term by reducing the number of groundfish permits through a buyback program so that capacity is reduced and latent permits are non-existent.

So many fewer fish would be killed if we were allowed to keep what we catch. I would bet that just as many good marketable fish are thrown overboard right now, as are landed.

**GOVERNANCE – Action Ideas From Individual Survey Responses**

We need a true consciousness-raising effort to clarify the issues so that possible solutions become evident - leading to decisive action.

My vision would be for less regulations, not more. Fisheries have a way of balancing themselves out.

The most important part is to become involved. Visioning workshops are a great idea. Everyone's voice should be heard. Long term, the goal should be to include as many groups as possible in sharing of the resource.

Area management by fishermen with the assistance of government agencies would allow fishermen to choose their area and control the effort. There has to be collaboration with scientists, agencies, and fishermen.

Requirement is the empowerment of fishermen and the shift of some decision making from NMFS to localized group who understand the full breadth of social and scientific issues.

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*The diversity at this table is amazing. As I work with my counterparts in DC on the re-authorization of Magnuson Stevens act, I'll be keeping this project and its outcomes in mind.*

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*I resolve to be more politically involved.*

The industry needs to stop fighting with each other. We need (nearly) all people to participate.

Accountable management system to assure healthy, sustainable fish populations.

Sector allocations and area-based management should be explored as a way to promote and protect the long-term viability of this small boat fleet.

Stop trying to make the council's job solely allocation. The wisdom of the fishing industry lies in what they know about fish behavior, the impact of regulations, how fishermen react to rules, etc. If the managers shifted responsibility to fishermen and asked, "What would you do to solve this problem, meet this goal, etc.?" then we would start enlisting solutions from the industry.

Work WITH the industry on more ecosystem based management approaches. Fishermen understand fish behavior, and relationships among fish species, habitat, human activities, climate, water quality, etc. This might or might not include a greater focus on area based management.

As we work together toward solutions, recruit people from the Canadian fishing community to describe what their experience has been with groundfish quotas. Be sure to include the people from the Bay of Fundy small boat and fixed gear sectors, not just those who have ended up with all the quota.

Get appropriate people on the NEFMC.

Create local management units/groups (under council and NMFS oversight and to meet council management goals) that include individuals who are knowledgeable of each local area. Compose each management group with fishermen of the gear types used, local fishing community reps, an enviro rep, a scientist-advisor, and a riparian council member.

Opt for local management. Establish a partnership among local fishermen, fisheries scientists, and government managers. Make sure the smaller vessel interests are represented. Give them some sense of "ownership" of the resource.

I believe that we need new management and governance structures in order to further refine rules that make sense.

Set up regional co-management councils and allow communities to hold permits in reserve.

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*I'd like to talk about this vision out on the islands with my congregations. I think that this work needs to get out and I will encourage discussion. We've got an awful lot of work to do with local community-based management to make local people capable of participating. Otherwise if the structure isn't in place, then we won't get this.*

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*I'd like to keep my mind open and also share my ideas that I sold tonight to help fisheries management to do this. I'd like to make this happen.*



The inshore areas would be managed by a governance group from the communities along the coast and include varied stakeholders in addition to fishermen.

My vision can be effectively implemented by managers and government demonstrating true leadership and doing their job to secure the future of a public trust resource. They can do this in part by ensuring that decision making is open, credible, applies scientific information, and incorporates all stakeholder concerns.

We need to find a way to organize. Creating a "fishermen's union" or if an organization like NAMA could emerge to be the glue and the locomotive engine for change, reformation and reestablishment of decency that would be a great move forward.

New York needs a seat on the NEFMC

Need to have an inclusive visioning process. Need to have clear decision making authority and process for the vision.

Effective implementation would involve incorporating the principles of co-management, adaptive management, and ecosystem-based fisheries science. In the short-term, experiments in area-based co-management would be good.

You would have a market-based system with ways for reasonable people to get together with control of the fishery and let them decide what sort of effort is appropriate to get at the fishing limits the council or others set.

Decentralize fishery management decision making, such as to state agencies (either through ASMFC, or a reorganized Council, or through state allocations or management areas) with substantial guidance from representative/accountable members of the fishing industry and coastal communities.

Improved system of governance with a broader geographic reach that can deal with coastal and tributary impacts on near-shore environments. More active consideration of impacts of economic contributions of recreational and party boat fishery.

**ENVIRONMENTAL RESILIENCE– Action Ideas  
From Individual Survey Responses**

Make size limitations on boats. This will decrease the over-fishing dramatically, and hopefully pay us what the fish are worth.

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*I'm going to continue to advocate to allocate stocks to stewardship shares, to promote all of these visions we've put together.*

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*I will continue to work within and outside of the council process to try to further develop this vision. I want to talk to as many people about how to move forward.*

There is too much technology. The fish don't have a chance. No matter how many fish there are, they would be caught up very quickly.

I think a lot of fish are wasted (killed) when they cannot be taken. Maybe use quota rather than so much per day.

License recreational saltwater fishers, and use the license sales to buy back boats. Just like duck stamps hunters buy, of which the proceeds are then used to conserve wetlands and duck habitat. Or hunting licenses that are also used for land wildlife conservation.

Require fishermen to attend marine resource management, ecology and biology classes before they are allowed a permit to fish.

Enact restrictions to fishing on groundfish stocks that are depleted and being overfished until they rebuild. Reduce the number of groundfish permits through a buyback program so as to reduce the fleet capacity to optimum by the time the stocks are restored.

We need to get a handle on ecosystem management. The vision for the region needs to include all species - groundfish, herring, scallops, lobster, etc., and unfortunately should cover many disciplines including coastal development and energy development.

Start making rules that protect fish, like small inshore spawning and nursery areas. Be willing to talk about and act on more stringent scale and technology issues. We must restrain ourselves to have a future. Just cutting boats will NOT do this.

The Gulf of Maine should be broken down into areas that are micromanaged with one area as a pilot program. Work WITH the industry to develop common sense gear and technology restrictions. Most economists don't like to limit technology, and some fishermen don't, but many fishermen think it is the most effective, fair and ultimately the most efficient way to manage the fishery.

Limit technology. Wild resources like fish, ducks, deer, etc., have population ecologies which are impossible to completely comprehend or control. With land-based wild resources which have less reproductive potential as compared with fish, we reached this conclusion many years ago.

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*I'll keep in touch with this group and this initiative; and I'll continue to advocate about local seafood.*

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*I'm committed to heralding and talking about this tremendous project...this is amazing what has been accomplished. This has been a success even if it goes no further than today. I'm going to talk about this accomplishment.*

Develop equitable fishing rules to protect spawning areas and nursery grounds during critical periods, maintain the area forage base, and minimizes habitat damage.

Use better gear that is more efficient and safer to the fish to allow small fish to escape unharmed. Then we will have a rebuilt stock in the future and if fished properly, it will give a better price to the vessels and stop the overfishing that has destroyed the stocks already.

Keep the draggers out further from our shore lines, maybe increase their mesh size to let some of the smaller fish through, and the recreational boats could go to using more circle hooks for a good catch and release.

Invest serious money into a serious vessel buyback in order to achieve fleet consolidation of historical proportions. This is the only way to bring the fishing effort into proportion with appropriate harvesting levels. I propose this to be done by raising the funds via saltwater recreational fishing licenses with matching funds from the government.

Recreational: keep what you catch. With a number of fish per person and a total pound limit, no fish would be thrown back. No catch and release. No dead discards.

All boats would be owner operator in order to encourage conservation and stewardship.

Gear research - tailoring gear to be specific. This will help be able to fish on healthy stocks while letting weak ones grow.

Hook and line only, no limits. (By hook and line, I include handlers, rod & reel, tub gear and long lines, recreational or commercial.)

Close areas when spawning season is ongoing and limit catch size for species and trips.

Research on gear selectivity will be the answer. Gear developed to catch selectively will improve fish stocks and keep fishermen working. More data must be collected to help foster management decisions that work.

Ecosystem based management, coastal habitat protection and restoration, community involvement in management, inclusion of deck hands in the process, not just permit holders. Less federal involvement. Continued work on efficiency and reduced bycatch.

*You will be a model for folks who said they can't do it. I'll be writing about this, anything I publish will be shared with you and the world.*

*Up till now it has been about getting awareness of the project; now it's about promoting the vision. This 250 person participation that gets at the fundamental question is an accomplishment in this fishery. I will make the public aware that we have developed a vision; there hasn't been an incident where this has happened before.*

If the fleet and the laws stayed pretty much the same, with some changes to deal with discards, I think sea time would be reduced and less fish would be returned to the ocean dead, helping biomass increase.

Short-term: Accurate quotas, length as well as creel limits, and most importantly the enforcement of rules and regulations.  
Long-term: Elimination of mid-water trawls, gear restrictions, buy-back of DAS permits as well as the continued law enforcement.

Get destructive fishing practices cleaned up by buying out those vessels / permits or retrain to use more sustainable fishing gear. Use ecosystem approach to protect targeted species, habitat, and prey species.

The fleet assumes personal responsibility for stewardship of the ocean ecosystem and makes choices accordingly - don't wait to be asked or forced. Government programs are created to incentivize these choices. Enviroiros push government to create these programs.

Cut the fleet in half or better; protect more spawning grounds; try to eliminate cod bycatch and daily overages from being tossed back dead.

Leave protected areas closed for rejuvenation of stocks as we have seen with haddock and Georges Bank yellowtail.

Perhaps some kind of financial reward for converting boats to more ocean-friendly gear. Perhaps prohibiting gear from certain parts of the ocean where juvenile fish inhabit bottom; go to gillnets that don't last hundreds of years (ghost fishing); explore possibility of larger hook boats (50' - 90').

A reduction in mobile fishing gear effort and the use of gillnets could help achieve this desire. A multi-species approach to fisheries management is critical to achieving healthy fish stocks.

Incentives, such as increased opportunities to catch fish, should be provided for those who fish with gears that are proven to be clean and gears which do not harm marine habitats.

*I will serve everyone best by running an organization I'm proud of that stands for a new way of doing business that we promoted today and throughout this project. We will take this vision and come up with an alternative like we did with Amendment 13. We are open to working with anyone.*

*It's important to communicate with the community at large. I'll continue to get creative in how this can be used, not just by decision-makers but how we can use this in the community and industry as a whole. I look forward to working with everyone to move this forward.*

# Conclusion

The Fleet Visioning Project engaged the Northeast region's fisheries stakeholders in developing a vision for the future of the groundfish fleet. The resulting discussions and vision have paved the way for a preferred future for the groundfishery built on collaboration and trust between stakeholder groups.

Commercial and recreational fishermen, researchers, environmentalists, managers, business owners, and other members of the fisheries community generated the vision using the Collaborative Change Approach, a visioning process that addresses change, conflict, and loss. Grounded in shared values, the vision provides guidance as future management and policy decisions are deliberated.

The participants achieved a shared vision for the fleet, articulated by four statements:

- **Diversity** - A geographically distributed commercial and recreational fleet that includes all gear types and boat sizes.
- **Economic Viability** - An economically viable, safe, and sustainable fleet that works with shoreside infrastructure to supply seafood and job opportunities for coastal communities.
- **Governance** - Participatory, accountable, and decentralized governance structures at various scales that include local involvement in decision-making and maintain an adaptive regulatory environment.
- **Environmental Resilience** - Fishery stakeholders who exhibit stewardship of resources that is consistent with the long-term health and restoration of the marine ecosystem.

This guidance is invaluable, particularly for managers at the local, state, regional, and federal levels. While every agency or council has a mandate, it's clear that very difficult, value-laden decisions must be made within that mandate.

As managers search for solutions to end over fishing of groundfish stocks, while maintaining a maximum sustainable harvest, this vision should be constantly reviewed, discussed, and referenced.

Would a proposed solution maintain diversity in the fleet?  
Has there been a focus on economic viability that includes shoreside infrastructure and maximum job opportunities?  
Were stakeholders at the most local level engaged in the process, and are there measures of accountability in place? Finally,

## Conclusion

is the decision consistent with the long-term health of the ecosystem?

While management entities have most decision-making authority, participants in the Fleet Visioning Project stressed that everyone has a role to play in realizing this vision. A more collaborative approach to fisheries management requires both empowerment of individuals in the decision-making process, and participation by individuals. To that end, many of the participants at the final workshop made commitments to being more engaged in policy discussions by attending Council meetings, drafting management plans in partnership with other stakeholders, and pursuing collaborative research projects.

For industry and environmental organizations serving the Northeast region, this vision can help guide goals and strategies for the coming years. In addition, this vision paves the way for more collaboration between groups and organizations, thereby increasing the likelihood of any endeavor's success. After all, if various stakeholders are involved in the development of a project or plan, it is unlikely that someone will be motivated to sabotage it in the end.

There was a clear call by participants for more open, honest, and safe lines of communication and meeting settings. Governance must be dominated by a representation of stakeholders and the greater good, rather than paid lobbyists and lawyers speaking for a minority. It was agreed that as future decisions are made, shared accountability is very important. The call for a more democratic, participatory decision making process is one that, if carefully considered and adopted, would lead to more widely accepted and self enforced plans of action.

This vision provides guidance endorsed by a substantial portion of the community. The participants did not align themselves behind a single policy action, be it a quota program, sector allocation, conservation method, or anything else. The discussions to develop specific strategies that will realize the vision come next. Now armed with a vision for the future, the fisheries community is poised to collaboratively decide how best to get there.

Based on the experiences of the Fleet Visioning Project, collaborative problem solving that includes multiple and diverse stakeholders is the key to building a unified and involved community. In addition, by following a business model of first deciding where the community wants to end up, and then contemplating how to get there, lasting solutions to complex marine resource management problems that make long-term sense will more easily surface.

# Acknowledgements

This project was possible only because of the input and assistance of hundreds of individuals and groups. The development of this vision required participation, outreach, funding, and many other levels of support. The following pages are dedicated to all those who made this effort possible.

## **The Participants**

First and foremost, a vision would not have been developed were it not for the participants. Participants volunteered their time to complete the Fleet Visioning Survey, which asked for a great deal of thought and consideration. Many participants attended four-hour workshops in their areas, some traveling up to four hours each way to make it. Finally, a special acknowledgement goes out to those participants who completed a survey, attended an area workshop, and participated at the December 6 full regional meeting in Danvers. As promised, participant identities will remain confidential.

## **The Fleet Visioning Project Steering Committee**

Project coordinators enlisted the help of a Steering Committee to guide the project and engage various networks of stakeholders. The individuals on the steering committee were chosen to represent various aspects of the groundfish community and geographic diversity. Steering Committee members volunteered their time to attend a two-day meeting in Rhode Island in February, 2005. In addition, they reviewed documents, distributed information, and offered guidance throughout the project. Thanks so much to the Steering Committee members for their invaluable time and expertise.

- David Borden, Rhode Island Department of Environmental Management, retired
- Chris Brown, fisherman, Point Judith, RI
- Richie Canastra, Whaling City Auction, New Bedford, MA
- Sima Freierman, Montauk Inlet Seafood Inc, Montauk, NY
- Paul Howard, New England Fishery Management Council, Newburyport, MA
- Allyson Jordan, fisherman, Portland, ME
- Peter Kendall, fisherman, Portsmouth, NH
- Hank Lackner, fisherman, Montauk, NY
- Arthur Medeiros, fisherman, Stonington, CT
- Jackie Odell, Northeast Seafood Coalition, Gloucester, MA
- Jim O'Grady, fisherman, Point Judith, RI
- Mike Richardson, New England Marine & Industrial, Portsmouth, NH
- Mike Russo, fisherman, Chatham, MA
- Geoff Smith, The Ocean Conservancy, Portland, ME
- Proctor Wells, fisherman, Phippsburg, ME
- Bob Withee, recreational angler, Brookline, NH

### Consultants

Consultants to the Fleet Visioning Project added incredible expertise, fresh perspectives, and needed capacities to the effort. Jay Rothman, Meghan Clarke, and Ken Downes must be praised for their work and the passion they brought to northeast groundfish issues and the people most affected.

#### *The Aria Group*

The ARIA Group, Inc. is an association of professionals who share a mission to nurture creative imagination and sustained change. Aria supports people and their organizations and communities as they engage painful problems and envision new possibilities. Deeply connecting and collaborating with others in our shrinking globe is among the most challenging and important tasks of our time. The ARIA Group has developed and tested a methodology for doing just that; it is called Aria-C3.

Jay Rothman, Ph.D. is president of the ARIA Group, Inc. From 1992-1997, he was Assistant Professor at Haverford and Bryn Mawr Colleges, where he was the Coordinator of the Peace and Conflict Studies Program. From 1987-1992, he was Visiting Professor at The Hebrew University of Jerusalem, where he was also Director of the Jerusalem Peace Initiative at the Leonard Davis Institute. He is the author of three books, including *Resolving Identity-Based Conflict: in Nations, Organizations and Communities* (Jossey-Bass, 1997). He has published extensively on Identity-Based Conflict, Conflict Resolution, and Evaluation. He has consulted, led workshops and conducted interventions in more than a dozen countries including Cyprus, Israel, Northern Ireland and Sri Lanka.

Meghan Clarke is Program Manager of The ARIA Group where she works on various community reconciliation projects. She participates in project design and implementation specializing in conflict analysis, problem solving, and facilitation. She received a Master's in Peace and Conflict Resolution at the School of International Service at American University. She worked as a project associate for Search for Common Ground USA and Director of the Cincinnati Coalition for the Homeless.

#### *Ken Downes*

As a Certified Transition Consultant, Ken works with organizations and individuals to help them better understand the emotional impact of change. Once this developmental process is understood, organizations are better equipped to manage the transitions that their programs create. Ken also provides coaching to leaders so that they are better prepared to guide their organizations in ways that will make implemented changes more effective and lasting.

On behalf of the Andrus Family Fund, Ken provided Transition support to the Fleet Visioning Project at all phases, ensuring that the project benefited by paying attention to transitions taking place within the industry, project staff, and participants. Ken helped in the initial project design, met with the steering committee, attended a regional workshop, consulted with project staff, and participated in the final regional gathering where he shared transition concepts as a way of grounding the work of the group.



**Funders**

The Fleet Visioning Project would not have been possible without the generous contributions of the project’s funders. A huge amount of gratitude goes out to the foundations that had the faith and foresight to invest in this incredible effort.

*Andrus Family Fund*

The Andrus Family Fund focuses on problems of divisions, injustice and violence, particularly as they arise in the context of 1) identity-based conflict; 2) police-community conflict; and 3) conservation conflict. AFF assists communities in discovering real, just, and sustainable change on these issues through community reconciliation. The Foundation believes that a process to address conflicts should seek to achieve more than to relieve tensions; it should also be a process that is aimed at promoting healing, constructing a shared vision of community that is founded on justice, and that respects and engages differences constructively. To that end, AFF assists its grantees in applying Bridge’s Transition model to attain community reconciliation.

*Surdna Foundation*

The Surdna Foundation was established in 1917 by John Emory Andrus to pursue a range of philanthropic purposes. The foundation’s goals are to prevent irreversible damage to the environment and to promote more efficient, economically sound, environmentally beneficial and equitable use of land and natural resources. Their grantmaking principles include supporting government, private and voluntary actions; building bridges, defusing conflict and bringing diverse constituencies together; encouraging a diversity of people and interests to participate in addressing environmental concerns; and respecting community and grassroots perspectives.

*Maine Community Foundation*

The Maine Community Foundation holds more than 700 charitable funds established by donors for the benefit of communities across the state of Maine. The foundation promotes active philanthropy by stewarding charitable funds and making effective grants. They help connect charitably minded citizens to nonprofit organizations working to improve the lives of Maine residents. The Maine Community Foundation also serves as a civic leader, convener and sponsor of special initiatives in the arts, social capital, education, and other fields.

*Sailor’s Snug Harbor*

Sailors’ Snug Harbor of Boston is a private independent foundation which supports nonprofit 501(c)(3) organizations through its Fishing Communities Initiative. Approximately half of the foundation’s grant funds are targeted to this special initiative to address the particular economic, health, and welfare needs of Massachusetts’ fishing communities in Cape Cod, Gloucester, and New Bedford. The focus of this initiative is to help current and former fishing families in Massachusetts achieve sustainable self-sufficiency during this period of transition in their industry.

### Other Contributors

Many partners donated meeting spaces for the workshops held across the region. Thanks so much to the following entities for this in-kind support.

- Rhode Island Commercial Fishermen's Association, Kingston, RI – Donated meeting space for the February 10-11 Steering Committee meeting.
- Island Institute, Rockland, ME – Donated meeting space for the July 25 Fleet Visioning workshop.
- University of Rhode Island Coastal Institute, Narragansett, RI – Donated meeting space for the July 28 Fleet Visioning workshop.
- Manomet Center for Conservation Sciences, Manomet, MA – Donated meeting space for the September 20 Fleet Visioning Workshop.
- New Hampshire Urban Forestry Center, Portsmouth, NH – Donated meeting space for the October 12 Fleet Visioning Workshop.
- Harbor Development Commission Office, New Bedford, MA – Donated meeting space for the November 9 Fleet Visioning Workshop.
- Cornell Extension Education Center, Riverhead, NY – Donated meeting space for the November 11 Fleet Visioning Workshop.
- Gulf of Maine Research Institute, Portland, ME – Donated meeting space for the November 14 Fleet Visioning Workshop.

### NAMA Staff and Board

Development, coordination, and management of the Fleet Visioning Project can be attributed to the Northwest Atlantic Marine Alliance staff and board.

#### *Staff*

- Craig Pendleton – NAMA Coordinating Director
- Jen Levin – NAMA Director of Operations
- Mike Crocker – NAMA Director of Communications
- Liz Rettenmaier – Fleet Visioning Project Director (through June, 2005)

#### *Board of Trustees*

- Bill Adler, Massachusetts Lobstermen's Association
- Rick Albertson, commercial fisherman, Phippsburg, ME
- Ted Ames, Stonington Fisheries Alliance
- Rollie Barnaby, NH Cooperative Extension and Sea Grant
- Randy Gauron, New Hampshire Marine Coalition
- Ted Hoskins, Stonington Fisheries Alliance, Saltwater Network
- Dana Morse, Maine Sea Grant, UMaine Cooperative Extension
- Neil Savage, New Hampshire Marine Coalition
- Geoffrey Smith, The Ocean Conservancy
- Proctor Wells, Independent Fishermen Investing in Sustainable Harvesting

#### *Former Board Members*

- Chris Glass, Northeast Consortium (formerly of Manomet Center for Conservation Sciences)
- Peter Shelley, Conservation Law Foundation
- Peter Gluckler, public representative, York, ME

# Appendices

## Appendix A: The Collaborative Change Approach

In systems change, the steps leading to a successful outcome often involve a gradual, painful process. Change is an ongoing process that is susceptible to failure if the change is not owned by the people or groups most directly affected by it. Among the primary causes of such failure is the lack of attention to the internal transitions that occur during change and insufficient collaboration between the stakeholders. In other words, change is never just a declaration that “we’re doing things a new way starting today.”

For lasting change to occur there must be a process that gives stakeholders voice and active participation in creating that change, while acknowledging the losses that may occur as a result of this change. Change requires collaboration and consensus building. It is also a process in which the participants must be dedicated to the outcome if they are to devote their time and efforts to its success. Absence of such commitment decreases the chances of long-term success.

The Collaborative Change Approach (CCA) is a unique process that helps engage multiple stakeholders in the creation and implementation of lasting change. The CCA is an integration of two models: the Transitions framework developed by William Bridges and the ARIA C3 process developed by Jay Rothman. The integration of these two methodologies forms a unique union of process and methodology to create:

- A collaborative process for assisting diverse and often conflicting parties to reach high-level agreement on the change they would like to achieve.
- A participatory and value-based process for ensuring broad and deep involvement and ownership of a change initiative.
- A systematic way to support people to make effective transitions so that the changes they implement can be effectively sustained.

Working closely with the ARIA Group, the Collaborative Change Approach convenes many of the key players affected by the issues to help them articulate their underlying core values, name the change they seek, and develop a realistic and sustainable plan to achieve their defined change. An important strength of the CCA model is that it builds the capacity of participants to be reflective about what it will take to make sustainable change happen in their communities. The CCA process creates collaboration between stakeholders by allowing participants to articulate their underlying core values and talk about what they want for the future.

By the end of the process, participants work together on formulating a set of outcomes and actively participate in achieving these outcomes through change planning, while focusing on the psychological and internal transitions that take place during change. At its core, CCA develops the capacity of the participants to be able to actively participate in the implementation strategy that they helped develop.

**The Two Frameworks That Compose CCA: Transitions And Aria C-3**

The **William Bridges Transition Framework** provides a guide to understanding the internal process that people go through as they experience change. He calls this internal process “transition,” which encompasses three stages:

**Endings** — The stage in which “the way things were” becomes no longer possible. The Endings stage involves loss, acknowledgement and mourning, letting go, getting closure and saying goodbye to the old identity, the old way of doing things.

**Neutral Zone** — The chaotic, but dynamic stage that occurs after the ending, but before a new beginning has emerged. The Neutral Zone is an in-between time that contains considerable chaos, but is also a place where great creativity is possible.

**New Beginning** — The stage where a new way of doing things, a new identity or a new opportunity for growth and progress emerges. The New Beginnings stage brings a feeling of finally “being with it,” that a new chapter has emerged. Often, a sense of renewal is also felt.

**ARIA-C3** is a value-driven process for helping multiple individuals and groups collaboratively set and implement an agenda for change. Through this process, participants envision and foster lasting social change by seeing through three lenses:

**1) Individual lens (C1)** - Participants first articulate their individual goals, values and action ideas for a needed change through responding to a web-based or hard copy questionnaire about WHAT they envision, WHY they deeply care about their goals, and HOW they think the change can happen.

**2) Group lens (C2)** - They then reach consensus with members of their own stakeholder group on shared, intragroup (within group) goals.

**3) Collective lens (C3)** - Finally, group representatives reach consensus on intergroup (across group) goals and action plans for their entire community and establish change teams.

**Action Teams** are then organized around each of these project-wide goals and are charged with developing operational plans to accomplish their goals. As these teams implement their plans, they are asked to be conscious of their core motivations and values (their *whys*) and continually reflect on their efforts using this value-orientation. The Action Teams are encouraged to use this ongoing reflection as a mechanism for learning and continuous improvement.

## Appendix B: Fleet Visioning Press Coverage

*Press as of December, 2005*

### Appendix B: Fleet Visioning Press Coverage

To view articles in their entirety, visit the web at <http://www.namanet.org/news.htm>.

- November, 2004 Commercial Fisheries News - Groundfish Capacity Reduction is Coming; visioning project to give industry a say
- November, 2004 Fishermen's Voice – Grant To Help Find Common Ground In Historic Groundfish Industry
- December 10, 2004 Bar Harbor Times – Envisioning the fleet
- December, 2004 Fishermen's Voice - A Vision: The Future of the Groundfishing Fleet
- March, 2005 Commercial Fisheries News - Fleet Visioning Project: Groundfish Reality Check
- March/April The Fishermen's Call - What Will the Fleet Look Like in the Future?
- April, 2005 Commercial Fisheries News - Fleet Visioning Surveys Now Available
- June, 2005 Cape Cod Times - Fleet Project Lays Out Visions
- June, 2005 Cape Cod Times - New Bedford, Cape Cod fishermen to define 'vision' in June
- June, 2005 Commercial Fisheries News - Capacity Reduction: Days-at-Sea, Safety Issues
- October, 2005 Commercial Fisheries News - Fleet Visioning Project holding area workshops

# Appendix C: The Fleet Visioning Project Survey

## Part I: Identifying the Groundfishing Community

**I want to help develop a vision of the future of the groundfishing fleet because I (*choose one that best applies*):**

- ◇ Fish groundfish commercially (includes federal and state permit holders, captains, and crew; and fishermen from other fisheries that land groundfish or have groundfish bycatch)
- ◇ Commercially fish other species of finfish or shellfish
- ◇ Former Commercial Fisherman
- ◇ Work in a business serving recreational groundfishing (includes party and charter boat owners, captains, and crew)
- ◇ Fish groundfish recreationally (includes private boat owners and individual anglers)
- ◇ Family member of commercial fisherman or former fisherman
- ◇ Conduct fisheries research
- ◇ Own, manage, or work at shoreside industries that rely on the groundfishing fleet (includes the processing sector, wholesale/retailers, auction houses, and the retailers and tradesmen of materials and services that the groundfishing fleet relies on)
- ◇ Work for local, state or federal government
- ◇ Care about the ocean and the communities that depend on it
- ◇ Other: \_\_\_\_\_

Please answer the following by checking the appropriate responses. This will help us organize and categorize the many responses we will receive.

### **The workshop location located nearest you:**

- ◇ Bourne, Massachusetts – June 14, 2005
- ◇ Rockland, ME – July 26, 2005
- ◇ Narragansett, RI – July 28, 2005
- ◇ Winter Harbor, Maine – October 11, 2005
- ◇ Portsmouth, New Hampshire – October 12, 2005
- ◇ Gloucester, Massachusetts – October 14, 2005
- ◇ Manomet, Massachusetts – September 20, 2005
- ◇ New Bedford, Massachusetts – November 9, 2005
- ◇ Long Island, New York – November 11, 2005
- ◇ Portland, Maine – November 14, 2005

**Percentage of your household income from groundfishing (or groundfishing fleet):**

- ◇ 0 %
- ◇ 1 – 25 %
- ◇ 26 – 50 %
- ◇ 51 – 75 %
- ◇ 76 – 100 %

**Percentage of your household income from fishing (or the fishing fleet):**

- ◇ 0 %
- ◇ 1 – 25 %
- ◇ 26 – 50 %
- ◇ 51 – 75 %
- ◇ 76 – 100%

**How long have you been fishing for groundfish, or engaged with the groundfish industry?**

- ◇ 0 years
- ◇ 1 – 5 years
- ◇ 6 – 10 years
- ◇ 11 – 20 years
- ◇ 21 + years

**If you fish commercially or recreationally (owners, captains, and crew), what length is your boat:**

- ◇ Less than 30'
- ◇ 30' to less than 50'
- ◇ 50' to less than 75'
- ◇ 75' or greater
- ◇ Don't own a boat

**If you fish commercially or recreationally, what is your primary gear type:**

- ◇ Bottom trawl
- ◇ Bottom longline
- ◇ Hook and line
- ◇ Sink gillnet
- ◇ Midwater trawl
- ◇ Shrimp trawl
- ◇ Scallop dredge
- ◇ Lobster trap
- ◇ Other \_\_\_\_\_



In order for your response to be counted, you must provide your name and contact information. This information is necessary to ensure that the Fleet Visioning Project includes participation from across the groundfishing community. **All identifying data, such as name and address, will be kept confidential.**

First Name: \_\_\_\_\_  
 Last Name: \_\_\_\_\_  
 Email Address: \_\_\_\_\_  
 Address: \_\_\_\_\_  
 City: \_\_\_\_\_  
 State: \_\_\_\_\_  
 Zip Code: \_\_\_\_\_  
 Telephone Number: \_\_\_\_\_

**Further Participation:**

Your survey will be a building block for creating a regional vision of the future of the groundfishing fleet. These regional visions will be created at a four-hour regional visioning workshop, led by professional facilitators, in which you will discuss your interests in, and goals for, the future of the groundfishing fleet and work to reach agreement with others in your group. Twelve workshops will be held between June and September 2005, at locations from Maine to North Carolina – you will receive an invitation to a meeting/meetings near you.

- ◇ Yes, I want to attend a Fleet Visioning Workshop in my region.
- ◇ I might be willing to attend a Fleet Visioning Workshop in my region.
- ◇ No, I do not wish to attend a Fleet Visioning Workshop in my region.

**Part II: Creating a Vision for the Groundfishing Fleet**

Options for creating a sustainable groundfishing fleet are numerous, please share your voice and visions. Your ideas are important and highly valued! **What is your vision for the future of the Groundfishing Fleet?** Please share up to three sets of ideas.

**If Anything Were Possible...**

What is your vision for the future of the groundfishing fleet?

Why is the future of the groundfishing fleet important to you?

How can your vision of the groundfishing fleet be most effectively implemented, and what might you do to help? (The more specific your suggestions, the better.)

## Appendix D: Outcomes By Geographic Area

### **Bourne, Massachusetts - June 14, 2005**

- A diverse fleet includes all gear types and boat sizes.
- There is local involvement in decision making about fishery management.
- Fishermen are rewarded by maintaining healthy fish stocks.

### **Rockland, Maine - July 26, 2005**

- A viable and diverse fleet that operates in a way that is consistent with the maintenance and restoration of the marine ecosystem and the fishing communities.
- A diverse and flexible fleet that uses habitat-appropriate and selective gear.
- A fleet invested with responsibility for stewardship including increased community-based management and consistent with the maintenance and restoration of the marine ecosystem.
- A New England fleet will include a significant number of small-scale vessels having the ability to participate in multiple fisheries using habitat appropriate and select gear types.

### **Narragansett, Rhode Island - July 28, 2005**

- A fleet that is economically efficient within a stable regulatory environment that promotes professionalism, safety and environmental responsibility.
- A fleet that maintains the traditional makeup of the fleet with guards against monopolization.
- A viable fishery that promotes the involvement of and accessibility for the next generation.
- A fleet that is viable with the parameters of a sustainable fishery and provides accessibility to the industry for the next generation.
- A geographically diverse fleet that allows the current mix of gears, providing incentives for fishermen to switch to selective gears that minimize discards.

### **Manomet, Massachusetts - September 20, 2005**

- Fishing efforts that efficiently catch target species using gear types that minimize unfavorable impacts to marine resources.
- Diverse and abundant fish populations that support multiple human uses for future generations.
- New governance structures promoting local participation, personal responsibility, and resource stewardship.
- Industry serviced by a local waterfront infrastructure.

### **Winter Harbor, Maine - October 11, 2005**

- A sustainable, responsible, and economically viable fishery co-managed with strong local stewardship.
- A geographically distributed fleet that provides a social and economic base for coastal towns and assures citizen access to local fresh seafood.
- A groundfish fleet using low impact gear to protect and preserve the environment, fish stocks, and local communities.
- A diverse groundfish fleet that preserves the inshore fishing for small boats.

**Portsmouth, New Hampshire - October 12, 2005**

- Small commercial boats fishing in-shore and large commercial vessels off-shore.
- A fleet with a capacity that matches the sustainable harvest of the resource.
- Economically, environmentally safe and sustainable fishing communities on the water.
- A smaller fleet that preserves its traditional makeup with both commercial and recreational boats, with catch based on historic landings.
- Maintain infrastructure for both recreational and commercial fisheries in shoreside communities.
- Maintain cultural and ethnic identities of historic fishing communities throughout New England.

**Gloucester, Massachusetts - October 14, 2005**

- A diverse fleet of safe, flexible, and economically viable vessels operating in a consistent regulatory environment.
- A profitable fleet that maintains shoreside infrastructure and is valued by coastal communities.
- A sustainable groundfish fleet.

**New Bedford, Massachusetts - November 9, 2005**

- A community that values and supports the current diversity of the fishing fleet.
- A stable and viable groundfishing fleet that maintains and increases job opportunities for the community.
- Maintain public access, opportunity, and responsibility for a unified fleet.
- A fishing community and culture that is valued and respected by the governance structure.
- An economically sustainable fleet that has the flexibility to respond quickly to changes in the resource.

**Riverhead, New York - November 11, 2005**

- A professional fleet that maintains diversity in geography, vessel sizes and gear types.
- All-inclusive fishery science that takes into account predator-prey relationships, stock aggregations, and meta-data effects on all species concerned.
- A sustainable and profitable fleet that supports infrastructure.
- A fishery managed by affected fishermen with rules based on natural movements and aggregation of fish stocks.
- Fisheries management with a goal of landing all marketable fish that are caught.
- A United States fishery that provides for the domestic demand of seafood.

**Portland, Maine - November 14, 2005**

- A geographically distributed fleet that works with shoreside infrastructure to supply seafood to the local and global market.
- An economically viable fleet that attracts young people to enter the industry.
- A fleet that utilizes sustainable harvesting methods.
- A completely rebuilt groundfish stock.
- A more representative governance structure that includes new models of local participation.

# Appendix E: Letters of Support

Appendix E: Letters of Support

OLYMPIA J. SNOWE  
MAINE  
154 RUSSELL SENATE OFFICE BUILDING  
(202) 224-8344  
E-Mail: Olympia@snowe.senate.gov  
Web Site: <http://snowe.senate.gov>

United States Senate  
WASHINGTON, DC 20510-1903

October 5, 2004

COMMITTEES:  
COMMERCE, SCIENCE, AND  
TRANSPORTATION  
CHAIR, OCEANS AND FISHERIES  
SUBCOMMITTEE  
FINANCE  
INTELLIGENCE  
CHAIR, SMALL BUSINESS

Andrus Family Fund  
330 Madison Avenue  
New York, NY 10017

Dear Executive Director Kelban:

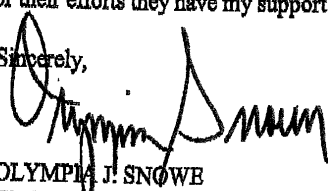
As chair of the Senate Subcommittee on Oceans, Fisheries and the Coast Guard, and as a Senator from the State of Maine, I am writing to demonstrate my commitment to programs like the New England Groundfish Fleet Visioning Project, and to outline my reasons for supporting them.

The commercial fishing industry has always been an integral part of coastal communities throughout New England. Groundfish, historically abundant and profitable fisheries, were once the lifeblood of entire villages and towns. As you are well aware, the decline in our nation's fisheries hit hard in Maine and the rest of New England, and sustainably managing our groundfish has become an ongoing struggle.

The changes in the populations of groundfish have brought with them successive changes in the fortunes of various fishermen. As groundfish numbers have risen and fallen, and as fishery councils have created and revised industry rules, the identity of the typical Maine fisherman has adjusted in response. I think that it is critical that we begin to take a hard look at this change in our fishing fleet and engage in an open discussion on its future. Otherwise, we run the risk of forcing our fishermen to constantly react to changes in fishery rules, rather than incorporating a vision for the fleet into those regulations.

There is a great need in Maine to finally reach consensus on the composition of the groundfish fleet, and to begin working to achieve that goal in a coordinated, forward-looking and proactive approach. The Visioning Project, and programs like it, offer a valuable first step in opening the door for discussion and for their efforts they have my support.

Sincerely,



OLYMPIA J. SNOWE  
Chair, Subcommittee on Oceans,  
Fisheries, and Coast Guard

AUBURN  
TWO GREAT FALLS PLAZA  
SUITE 7B  
AUBURN, ME 04210  
(207) 786-2451

AUGUSTA  
40 WESTERN AVENUE, SUITE 408C  
AUGUSTA, ME 04920  
(207) 622-6282

BANGOR  
ONE CUMBERLAND PLACE, SUITE 308  
BANGOR, ME 04401  
(207) 845-0482

BIDDEFORD  
231 MAIN STREET, SUITE 2  
BIDDEFORD, ME 04005  
(207) 282-4144

PORTLAND  
3 CANAL PLAZA, SUITE 601  
PORTLAND, ME 04101  
(207) 674-0868  
MAINE RELAY SERVICE  
TDD 1-855-8323

FRESCUE ISLE  
189 ACADEMY STREET, SUITE 2  
FRESOUE ISLE, ME 04768  
(207) 764-5124

IN MAINE CALL TOLL-FREE 1-800-432-1599

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UNITED STATES DEPARTMENT OF COMMERCE  
National Oceanic and Atmospheric Administration  
NATIONAL MARINE FISHERIES SERVICE  
NORTHEAST REGION  
One Blackburn Drive  
Gloucester, MA 01930-2298

JAN 20 2005

Ms. Liz Rettenmaier, Director  
The Fleet Visioning Project  
200 Main St., Suite B  
Saco, ME 04072

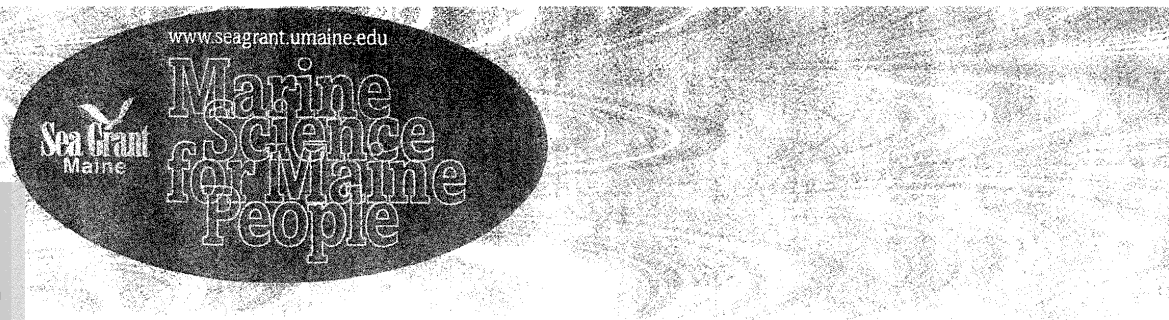
Dear Ms. Rettenmaier,

Thank you for the opportunity to comment on the work of The Fleet Visioning Project. I welcome your efforts to enhance communication and collaboration among the various stakeholders interested in the New England groundfish industry. As regulation of the groundfish industry continues to be refined, it will certainly be instructive to look ahead to the possible biological, social and economic changes that may result and to consider the merits of various alternative outcomes. Successful long-term management of New England groundfish will be aided by considering the opinions and suggestions of those most affected by the fishery and I wish your organization success in facilitating this collaboration.

In promoting this dialogue, I hope that your project will be especially attuned to considering the views of a broad cross-section of interested people and organizations, thereby encouraging the frank and sincere exchange of a diverse body of ideas and opinions. In the coming months I will look forward to following the continued development of your project and will be interested to hear what ideas result from your efforts.

Sincerely,

Patricia A. Kurkul  
Regional Administrator



Ms. Liz Rettenmaier  
Project Director, Fleet Visioning Project  
200 Main Street, Suite B  
Saco, ME 04072

2 February, 2005

Dear Liz;

Speaking from the vantage points of a Marine Extension professional, and as Presiding Director of the NAMA Board of Trustees, I'd like you to know that I'm very supportive of the Fleet Vision Project. This is a proactive step, and is using a collaborative and inclusive process to achieve a strongly needed vision for the future of the groundfish fleet in the Northeast.

Everything about the groundfish fleet is important; from the fish themselves to the habitats in which they live, and the businesses and communities that are linked to these natural resources. Change among all these things is inevitable, but how change is dealt with involves choice, and we all have a chance in the present to make choices for the long run.

Finally, actions are best implemented when supported by those who are impacted; this is well known. Using an open and inclusive approach towards the Fleet Vision, such as is being developed, is the best hope for building a final product that will be accepted and acted on. I say well done, and wish you the very best as this project unfolds.

Sincerely,

Dana L. Morse  
Extension Associate  
Maine Sea Grant / UMaine Cooperative Extension

Cc: P. Anderson – ME Sea Grant  
L. Bartel - UMCE

**Congress of the United States**  
**House of Representatives**  
Washington, DC 20515-1902  
March 28, 2005

Jack Dunnigan  
Director, Sustainable Fisheries Division  
National Marine Fisheries Service  
1315 East-West Highway  
Silver Spring, MD 20910

Dear Director Dunnigan:


We are writing to express our support for the Fleet Visioning Project and the request submitted by the Northwest Atlantic Marine Alliance for \$100,000 to assist this effort. The Fleet Visioning Project will engage the various stakeholders of the northeast region of the United States to develop a collaborative vision for the future of the groundfishing fleet that is consistent with sustainable fisheries management. This project is the first of its kind and we believe it will greatly assist in the creation of a more effective ocean management policy.


The Fleet Visioning Project will utilize surveys and regional participatory workshops to obtain input from the commercial and recreational fishing communities, crew, shoreside businesses, conservation organizations, and management agencies. The Fleet Visioning Project has already involved stakeholders from Maine to New Jersey including New England Fishery Management Council, the Northeast Regional Office, commercial fishermen, the Ocean Conservancy, and many more in the development of this program.

The Project has secured \$210,000 over two years from private foundation sources and is currently working with the New England delegation to establish an earmark under the Sustainable Fisheries Act. However, with the workshops fast approaching, and initial communications in high gear, the Fleet Visioning Project has immediate financial needs to support the continuation of this project.

For this reason, we ask that you give serious consideration to the Project's request of \$100,000 to support a plan that we believe will enable managers to make decisions that protect the ocean's bounty, as well as the integrity of coastal communities. Thank you for your time and consideration. Should you have any questions, please contact either of our offices.

Sincerely,

  
Tom Allen  
Member of Congress

  
Michael Michaud  
Member of Congress



## **The Northeast Region's Vision for the Future of the Groundfish Fleet**

### **DIVERSITY**

A geographically distributed commercial and recreational fleet that includes all gear types and boat sizes.

### **ECONOMIC VIABILITY**

An economically viable, safe, and sustainable fleet that works with shoreside infrastructure to supply seafood and job opportunities for coastal communities.

### **GOVERNANCE**

Participatory, accountable, and decentralized governance structures at various scales that include local involvement in decision-making and maintain an adaptive regulatory environment.

### **ENVIRONMENTAL RESILIENCE**

Fishery stakeholders who exhibit stewardship of resources that is consistent with the long-term health and restoration of the marine ecosystem.

### **In Summary,**

A diverse, economically viable, and environmentally sustainable fleet that is managed through a participatory governance structure.