



**Overview & Summary
of:**

Products, Action-Recommendations and Lessons from a Marine Ecosystem-Based Management Challenge Dialogue

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Acknowledgement:

Greetings once again to the BC Marine EBM Gaps Dialogue Participants and in particular to those able to contribute to the face-to-face Workshop, March 9-10, 2010 at the Institute of Ocean Sciences, Sidney, BC. This summary contains ideas, recommendations and lessons learned drawn from both the online and face-to-face Dialogue which was sponsored by PacMARA; with advice from the Process Champions from an informal BC Marine Community of Practice.

PacMARA would like to acknowledge the advice and expertise shared with the project team by several people who are acting as Process Champions to this marine EBM Gaps Challenge Dialogue. The input provided by these individuals to the workshop planning made it more meaningful to the participants and helped to ensure outcomes would resonate with the community.

Process Champions of the BC Marine Community of Practice

DFO, Oceans, Habitat and Enhancement

DFO, Science

DFO, Fisheries and Aquaculture Management

Parks Canada, Western and Northern Service Centre

Transport Canada, Environmental Services

Natural Resources Canada, GSC Pacific

BC Integrated Land Management Bureau

BC MOE, Oceans and Marine Fisheries

BC Agriculture and Lands, Aquaculture

PacMARA would also like to acknowledge the feedback and workshop participants who contributed significant time to reviewing the challenge paper, providing feedback and ultimately driving a successful workshop.

All who participated in this workshop brought with them substantial knowledge of the diverse marine-oceans sectors and the different aspects of marine EBM. PacMARA facilitated the process, but you, as participants in the dialogue put this knowledge to work openly with your colleagues.



Table of contents

Acknowledgement:	ii
Table of contents.....	iii
1 Purpose of this Document.....	1
2 Goals of the Dialogue and Workshop.....	1
3 Key Outcomes.....	2
3.1 The Marine EBM Dialogue Community – a Fledgling EBM Community of Practice?.....	2
3.2 Draft vision and set of principles for marine EBM building on and integrating from a number of sources.....	2
3.3 Complete a current assessment of marine EBM activities with a focus on leveraging past work to its fullest advantage	4
3.4 Draft Marine EBM Logic Model – rationale for and benefits of marine EBM; toward the development of a high level business case for marine EBM.....	5
3.5 Development of a Strategy Roadmap for Marine EBM in BC using Outcome Mapping.....	8
4 Priority Actions & Recommendations Identified in the Dialogue.....	8
5 Appendix 1: A Review of the Challenge Dialogue Process	11
5.1 Day 1 Agenda	12
5.2 Day 2 Agenda	13
5.3 Attendees by Table Group for Each Day	14



1 Purpose of this Document

The purpose of this document is to provide a high level overview of the Marine EBM Gaps Workshop, its outputs and action-recommendations, and their potential implications for others working in this interdisciplinary field. The quote below provides a down to earth rationale for undertaking the dialogue and the workshop:

It is definitely a good idea to have a framework with very explicit targets and socioeconomic objectives, ESPECIALLY as a way of showing how current instruments, tools, etc. fit-in (or don't fit) with EBM. It also may help explain the relationship between land use planning and fisheries management and that EBM is not equal to either. Although a lot of good folks are starting down the path of EBM agencies need a common understanding of EBM ... EBM will be adaptive and iterative, and will take a long time.

But we're planning economic opportunities for future generations.

— Challenge Paper Feedback

Making that rationale happen includes the participants and process sponsors who saw value in this undertaking as a way to work with others to develop a cohesive vision for action. It also includes all of the original invitees to the challenge dialogue and any others associated with making planning and use decisions about marine ecosystem services on BC's Pacific coast.

Ideally, it is important for the materials in this summary and the associated Workshop Synopsis to resonate with senior decision-makers responsible for policy and programs within governments, First Nations, non-government organizations, academia, and private sector firms.

The long term intention is to attract and engage participants from every sector so they can consider (a) supporting specific follow-up activities being advocated by dialogue participants, and (b) encouraging other groups who are starting to work in this expanding field to draw on the content, contacts and ideas generated during the dialogue.

2 Goals of the Dialogue and Workshop

The goal of the Dialogue is to engage a broad set of interests in the marine community of practice in a focused, collaborative conversation on the scientific underpinnings, principles, key challenges and opportunities for implementing marine ecosystem based management (EBM) more fully in British Columbia.

The goals or expected outcomes for the workshop included:

- Setting a common foundation by gaining a deeper understanding of what we mean by marine EBM, including supporting definitions and principles

- Developing a clearer rationale for and benefits of marine EBM, which helps form a more concrete business case for marine EBM
- Appreciating the nature and extent of current and planned EBM initiatives, expertise and tools, and how they can be used more effectively and better leveraged
- Identifying a set of near-, medium- and longer-term actions that can draw on the shared learning from this Dialogue and beyond
- Strengthened and new relationships with one another coupled with ample co-learning

3 Key Outcomes

The Dialogue demonstrated that by using disciplined processes and supporting electronic means it is possible to quickly, efficiently and effectively engage a diverse group of stakeholders in collaborative action and gain greater alignment around high level tasks. A number of draft products, proposed actions and recommendations arose from the dialogue, several of which are already being acted on. The essence of these is captured in the headings below. More detail on these outcomes is contained in the upcoming **Dialogue Synopsis** and a companion **Logic Model**.

It is the long-term goal of the Marine EBM Gaps Challenge Dialogue to build upon the draft Logic Model to co-develop an Outcome Map, as well as shared strategy and plan of action for marine EBM on BC's Pacific coast. This was considered by participants to be an important outcome of this workshop for which significant interest was expressed by some attendees.

3.1 The Marine EBM Dialogue Community – a Fledgling EBM Community of Practice?

The Dialogue and workshop approach seemed to bring out the best in people. Everyone was able to put aside their organizational affiliation and related challenges, roll-up their sleeves and focus on some complex tasks collaboratively in an open, trusting setting. The smiling faces in the photo on the title page prevailed throughout the workshop. People had fun.

3.2 Draft vision and set of principles for marine EBM building on and integrating from a number of sources

The common sentiment in the workshop was that trying to develop a succinct and broadly applicable definition of marine EBM for BC was not a productive use of time.

It may have been helpful to have had 1 hour session on day 1 with 2 or 3 panelists to give practical EBM examples of challenges to frame the more general high level discussion of principles.

— Workshop Participant Comment on Workshop Evaluation

Instead, the table groups developed an acceptable vision statement and then spent time deriving a common set of principles from the candidates provided.

- **Draft Vision Statement** – Effective Implementation of Marine Ecosystem-Based Management on British Columbia's Coast

- **Draft Principles** – Marine ecosystem-based management of human activity in coastal and marine ecosystems:
 1. Maintains and restores the structure and function of ecosystems while recognizing that ecosystems change over time (ENGO network principle #1)
 2. Is place-based but takes into consideration multiple temporal and spatial scales
 3. Sustains human communities and economies are sustained within the context of healthy and resilient ecosystems (ENGO network principle #3)
 4. Understands ecosystem and human interactions as part of complex, dynamic, socio-ecological systems (ENGO network principle #2)
 5. Acknowledges interconnectedness among systems, such as between air, land, and sea
 6. Is precautionary (ENGO network principle #5)
 7. Is fair and strives for equitable opportunities for all interests through a collaborative, participatory process (ENGO network principle #4)
 8. Is purposeful and adaptive, based on monitoring and accountability against objectives
 9. Recognizes that we cannot know everything, engages the “best” available knowledge, including science and traditional, intergenerational knowledge
 10. Strives for long-term inter-generational benefits
 11. Recognizes aboriginal rights and title (ENGO network principle #6)
 12. Aims for long-terms sustainable local use while recognizing global responsibility

The above candidate principles represent alignment derived over two days of discussion and not a final product as is summarized in the quote below. As important as the draft principles, was the agreement on how to move forward to create an agreed set.

I still think there will be change [to the principles] but we have a good start.

— Workshop Participant Comment on Workshop Evaluation

Action-Recommendation 1 – Finalize Marine EBM Principles: PacMARA will prepare the Terms of Reference, a time table and package of relevant Dialogue materials related to marine EBM principles for a small *Marine EBM Principles Working Group* (5 people volunteered from the workshop¹) to assist them with the review and revision of the draft set of principles above. From the workshop the idea is that it is best at this point to focus on gaining alignment around a common set of marine EBM principles and a marine EBM vision.

Note 1: It was recognized that: (a) EBM is already underway in a number coastal areas; (b) the implementation of EBM takes on different expressions in relation to important local circumstances; and (c) it is urgent that we “get on with EBM” by trying different approaches in different settings, learning and sharing these experiences regularly. It is far less useful getting stymied with definitional roadblocks and inaction.

¹ Jon Chamberlain, BC Ministry of Agriculture and Lands; Kai Chan, University of British Columbia; Steve Diggon, Coastal First Nations; Kim Houston, DFO Ottawa; and Bill Wareham, David Suzuki Foundation.

Note 2: It was suggested that with the completion of the next approximation of the principles by the Working Group, that they be dated and “fixed” for a specified period of time. While suggested improvements will be welcomed at any time during the specified period, they will be subject to an agreed change management process.

3.3 Complete a current assessment of marine EBM activities with a focus on leveraging past work to its fullest advantage

In the pre-Dialogue Challenge Paper we asked participants about existing marine EBM initiatives and activities. We received considerable feedback, some of which is listed in session 4 of the Workshop Workbook (pages 22-26). It was decided at the Workshop that the most practical way to assess the full extent of these activities was to specify and undertake a focused assignment for this purpose. The table groups worked as teams to draft an outline for a draft terms of reference for this undertaking and to come up with classes of marine EBM assets (policies, legislation, activities, current planning, etc.) that would be populated by an assessment. These classes were also used to populate the draft Logic Model.

Action-Recommendation 2 – Assess Current marine EBM: PacMARA will prepare the Terms of Reference for an assessment project and present that back to the process champions and the Fed/BC Ocean Coordinating Committee for discussion.

Note: Much exists already that can be assembled, synthesized and then analyzed to assess where gaps still exist.

At the Workshop, several participants suggested that some existing marine EBM initiatives could be profiled as concrete examples of what is being done now.

[We] need to discuss what implementation of marine EBM looks like on the ground.

— Challenge Paper Feedback

This was an excellent suggestion and it will be acted upon immediately in two ways:

1. Through the creation of concise success stories that can be published through the PacMARA web site and incorporated into follow on Challenge Dialogue materials
2. Through the creation of case studies that can be used as examples by people in the community involved in integrated ocean planning for marine EBM

This feedback was also the driver for the action item that follows:

Action-Recommendation 3 – Profile / Demonstrate Marine EBM: PacMARA will work with the community of practice to help facilitate the development of a marine EBM *Communication Strategy* with a focus on assembling and sharing case studies, best practices and success stories.

The benefit of having tangible examples and real world case studies of how marine EBM can be accomplished and potential short- and long-term benefits and impacts is immeasurable. We as individuals respond well to examples, and trust can be built much faster if there is someone that can back up the theory with practice.

With regard to the development of examples and case studies the table groups reiterated that:

- To ensure that the maximum benefit is realized, the case studies need to be made accessible in a form that is easy to use for EBM policy development, planning, management, decision making, and research
- To capitalize on these case studies, seminars and workshops should be help practitioners gather and share experience
- It is also essential that the case studies and examples that are provided through the network be reliable and credible, and that it be delivered in a timely manner

3.4 Draft Marine EBM Logic Model – rationale for and benefits of marine EBM; toward the development of a high level business case for marine EBM

[I] Would hope the workshop would promote the realization that the fundamental outcome of EBM must be the ecological health of the ocean, that this will require a reduction in the cumulative impact of human activities, and that the future will therefore be different from the past in terms of what impacts can be accepted/imposed by a management regime.

— Challenge Paper Feedback

This is not a normal planning process - it is a paradigm shift – Managing the ocean as a system instead of sectors – it's not just a matter of scale – when you look at a holistic system there are going to be haves and have nots in the short term, so we can achieve a greater good in the long term.*

— Workshop Participant Comment

It is important to remind ourselves that many who participated in the Dialogue believe intuitively in the “obvious” benefits to implementing a marine EBM framework in BC. However, while that premise may be obvious to some, it is not to all who operate in the marine-oceans-coastal space. It is important therefore to ensure that the arguments for marine EBM are defined with the benefits and the impacts. We need to understand the challenges and articulate our rationale. What are the benefits to coastal community economics and health, fisheries, tourism, trade, ports, etc?

To start along this path, one of the products of the Dialogue is a draft Logic Model. On one page, it lays out graphically many of the discussion points that emerged over the course of the Dialogue, including the Workshop, at a high level. The Logic Model has seven components, all currently in a draft stage:

- An overarching Vision
- A set of draft marine EBM Principles

- A list of Issues (more immediate), Barriers (more systemic) and Opportunities
- A list of Resources; to resource the strategic actions aimed at addressing the issues, barriers and opportunities
- A set of strategic actions organized into six strategy areas
- Mid-term outcomes that we hope to measure progress on 5 years from today
- Long-term outcomes / impacts that we hope to measure progress on 25 years from today

Action-Recommendation 4 – Review and Improve Marine EBM Logic Model:

PacMARA will be distributing the Logic Model and requesting feedback. For the time being it is hoped that different groups will use the Logic Model to help ‘test’ the rationale and business case for marine EBM within their own organizations and local settings. This may include more detailed quantitative work on return on (the EBM) investment and cost-benefit analyses to identify improved efficiencies and benefits to society, industry and the environment with a focus to improving overall quality of life.

DRAFT: Toward a Shared Strategy for Marine Ecosystem-Based Management in British Columbia - Logic Model

Draft Vision:
Effective Implementation of Marine Ecosystem-Based Management on British Columbia's Coast.

DRAFT PRINCIPLES*:

1. Maintains and restores the structure and function of ecosystems while recognizing that ecosystems change over time.
2. Is place-based but takes into consideration multiple temporal and spatial scales.
3. Human communities and economies are sustained within the context of healthy and resilient ecosystems.
4. Ecosystem and human interactions are understood as part of complex, dynamic, socio-ecological systems.
5. Acknowledges interconnectedness among systems, such as between air, land, and sea.
6. Is precautionary.
7. Is fair and strives for equitable opportunities for all interests through a collaborative, participatory process.
8. Is purposeful and adaptive, based on monitoring and accountability against objectives.
9. Recognizes that we cannot know everything, engages the "best" available knowledge, including science and traditional, intergenerational knowledge.
10. Strives for long-term inter-generational benefits.
11. Recognizes aboriginal rights and title.
12. Aims for long-term sustainable local use while recognizing global responsibility.

ISSUES, BARRIERS & OPPORTUNITIES	RESOURCES	STRATEGIC ACTIONS	MID-TERM OUTCOMES (2015)	LONG-TERM OUTCOMES / IMPACTS (2035)
<p>Issues & Barriers:</p> <ul style="list-style-type: none"> No shared vision - misconception that EBM would be funded by governments Jurisdictional issues - misalignment of Federal and Provincial departments, First Nations disconnect between various planning processes, fragmented/conflicting policy Resourcing - alignment of resources with priorities, duplication of effort, organizations working at cross purposes Lack of EBM Framework for BC - challenges with the inherent complexity, hard to get people to engage, no common terminology, outcomes of adopting EBM not clear No effective collaborative management structure Misalignment amongst stakeholders; difficult to involve stakeholders meaningfully Low level of trust regarding processes, information sharing and lack of transparency Lack of political will - fish don't vote Difficult to galvanize support Win / lose perception - no buy-in to collective investment for common good <p>Opportunities:</p> <ul style="list-style-type: none"> Streamlining of legislation, regulation, policy Alternative ways to address the EBM resourcing gaps Financial and tax incentives for alignment with EBM Retargeting of science to support applied ocean management Market incentives for EBM-traceable fisheries Create a 'green marine' for west coast Leveraging provincial experience in terrestrial EBM Monitoring technology and know how Leveraging current international agreements for addressing oceans issues; international funding programs and foundations; international science, research, expertise and technology; current international relationships to benefit BC at many levels Identifying a suite of tools and methods that will enable key aspects of marine EBM in BC Leveraging what we already have by creating a mechanism to share the information and knowledge resources across jurisdictions and stakeholders 	<p>Existing or evolving strategies</p> <p>Governance, management and coordination bodies</p> <p>EBM governance activities</p> <p>Financial and other resource support</p> <p>Capacity in people, know how and partnerships, associations</p> <p>Marine information and knowledge resources</p> <p>International agreements and protocols</p> <p>Established network elements</p> <p>Support organizations, systems and tools</p>	<p>Strategy / Planning:</p> <ul style="list-style-type: none"> Complete current assessment of EBM activities leveraging past work Co-create an Outcome Map (Strategy Roadmap) for EBM in BC Develop quantitative return on investment / cost-benefit analyses to identify efficiencies and benefits to society, industry & the environment Develop a shared strategic plan based on the Outcome Map that parties can endorse, and identify actions to deliver <p>Governance / Institutional:</p> <ul style="list-style-type: none"> Explore options for shared governance to coordinate EBM planning Establish and staff a non-partisan shared, trusted information and knowledge brokering service <p>Sustaining Funding for Collaborative Activities:</p> <ul style="list-style-type: none"> Identify and capitalize on collaborative opportunities for pooled funding for outcomes that are common Identify and act on collaborative funding opportunities for research, science, analysis, planning and monitoring <p>Capacity Building:</p> <ul style="list-style-type: none"> Continue to identify skill and knowledge gaps; develop capacity for training, mentoring and outreach support Design and create an EBM tool suite for BC working with analysts, planners and researchers locally and internationally Create and act on a coordinated, integrated and interdisciplinary science and research agenda for marine EBM <p>Research, Knowledge and Information Gathering:</p> <ul style="list-style-type: none"> Undertake inventory of marine EBM activities in BC Document and leverage lessons learned from coastal and terrestrial initiatives in BC and other jurisdictions to inform EBM Prioritize and begin to fill critical gaps in data / information <p>Communications:</p> <ul style="list-style-type: none"> Develop a Communication Strategy for gathering and sharing case studies, best practices and success stories Work with targeted communities to build broad support for marine EBM Establish a formal relationship with existing efforts to pilot components of marine EBM, demonstrate opportunities and value, and test new tools and methods, building on existing processes like PNCIMA, West Coast Aquatic, Gwaii Haanas NMCA, and others 	<ul style="list-style-type: none"> Shared vision and common principles Strengthened government (Federal, Provincial, First Nations and local) commitment to act on common management strategies and goals Progress on rationalizing legislation, harmonizing policy and streamlining regulation Effective adaptive management supported by monitoring and assessment Greater investment certainty for industry, governments, foundations, etc. A knowledge economy built around EBM Increased trade opportunities with fewer market boycotts International recognition of BC as a leader in demonstrating marine EBM policy and practices Demonstrated progress on common international management strategies and goals for shared ecosystems (e.g., Pacific Coast Collaborative) Strengthens Canada's ability to comply with international obligations (e.g., IUCN, Convention on Biodiversity, UNCLOS, ECA, etc.) Tangible progress on attributing full value to ecosystem services (e.g., regulation of climate, maintenance and regulation of habitat, waste absorption) Deeper understanding of ecosystem functions and structure Richer body of shared knowledge with more effective access Effective and collaborative management mechanism including community-driven resource decision-making Powerful examples of integrated ocean planning and management (all sectors) 	<ul style="list-style-type: none"> A culture of stewardship and responsibility is established Healthy communities with sustainable employment and thriving culture Healthy oceans resulting in improved well-being, and a higher quality of life Long-term economic prosperity Viable green-based economy No gap in quality of life between Aboriginal and non-Aboriginal peoples Net sequestration of carbon Increased resilience to relentless change

* Note: The candidate principles will be reviewed and revised by a Working Group identified at the Challenge Dialogue Workshop. This work will be facilitated by PacMARA over the next few weeks.



3.5 Development of a Strategy Roadmap for Marine EBM in BC using Outcome Mapping

This Dialogue was helpful for clarifying what we mean by marine EBM, why it is important to the myriad of players who operate in the marine-coastal space, what high level impacts marine EBM contributes to, and what specific marine EBM outcomes need progress in order to achieve these impacts. While the draft Logic Model that was produced offers some indication of how these pieces fit together (the causal logic), it is limited. The next step in the process is the creation of an Outcome Map that provides the coherent, synoptic picture of what needs to be done to move from actions to outcome. It also identifies the critical path to get to the outcomes in the most effective way.

Outcome Mapping, demonstrated informally to a few at the workshop, is a process that helps create a vision for shared action required to successfully undertake complex, multi-stakeholder initiatives. The process produces a Strategy Roadmap that explicitly identifies all of the outcomes that must be realized to successfully implement a strategy, and all of the actions required to create those outcomes. The Roadmap serves as a bridge between planning and execution. It also provides a framework for project management, accountability, and performance measurement.

Action-Recommendation 5 – Build a Strategy Roadmap: PacMARA will work with the community of practice and Innovation Expedition to help facilitate the development and design of a marine EBM *Strategy Roadmap* using the Outcome Mapping methodology. The review and revision of the draft *Strategy Roadmap* for marine EBM may be one of the main items for a follow-up workshop.

4 Priority Actions & Recommendations Identified in the Dialogue

The following are a **contributed** candidate set of priority actions that are needed to move the development of a Marine EBM Framework for BC forward:

1. Write and conclude the discussion on ‘Principles’
2. Develop audience-specific communication plans to build consensus (alignment)
3. Distribute materials from this workshop for review and provide easy means for comment/feedback
4. Complete the Logic Model/Business Case for marine EBM in BC
5. Complete the Terms of Reference to capture and publish inventory of assets, building on current efforts (identify existing initiatives and establish coordination of effort)
6. Develop audience-specific (government, industry) narratives of the Business Case
7. Develop a quantitative Return on Investment/Cost Benefit Analysis to support/identify efficiencies and benefits with the Business Case

8. Communicate the Business Case for marine EBM in BC to all those who are not yet bought in, but need to be - we need to engage the disengaged

There were also a diverse set of innovative longer-term actions, recommendations and activities put forward in the last session of the workshop. These are included below in no specific order as food for thought (Note: read EBM as meaning marine EBM).

1. Policy change, specifically legislation written to define what actions need to happen, e.g., CFIA traceability of seafood
2. Further research is necessary given existing uncertainties at so many levels - a visioning exercise could help identify long-term needs for EBM and fund necessary science that contributes to the literature and is policy relevant, e.g., networking among practitioner groups
3. Communication of this Dialogue and EBM in general, (e.g., public education, engagement, outreach, identifying missing stakeholders and groups) - perhaps through an EBM workshop or large conference
4. Community building around EBM across disciplines/sectors/jurisdictions/governments to highlight and showcase successes around the various principles to show EBM benefits and do-ability
5. Building legislative support for EBM by leveraging existing operations and identifying areas that need strengthening, e.g., enforcement shortfalls and roles of communities
6. Redefine success through case studies of engagement and knowledge process, as well as through a pilot example such as West Coast Aquatic (Barkley Sound, Clayoquot), PNCIMA, or Gwaii Haanas NMCA (co-management between Haida, PC, DFO, EC) with relaxed DFO policy rules and less tangible environment or socioeconomic outcomes
7. Test regional application with DFO implementation, community engagement and participation (through a policy free test area), thus creating a new principal: Comfort with uncertainty (this strategy is drawn from an example in the Netherlands in which policies were removed from fishing grounds)
8. Advocacy strategies to pressure government for policy change, including market-based pressure like seafood certification, tapping into markets' campaigning organizations to link their activities to EBM (e.g., Great Barrier Reef), and environmental fiscal reform
9. Funding to support new, longer-term, continuous, stable, applied research and monitoring, which will require environmental/fiscal reform
10. Creating capacity building and coastal community engagement through monitoring and enforcement networks, e.g., community-based deputization
 - This could take advantage of existing local knowledge and observations, e.g., Alexandra Morton, people who have lost fishing licenses and are off the water now
 - Deliver training, education, economic opportunities within local communities
 - Empower and re-engage coastal communities and take advantage of resource capacity
11. The next steps involve a larger affair to report on progress made from this advice, and field test ideas that have been fleshed out with a larger audience and experts
12. Link to who the movers are internationally, e.g., Australia, UNEP

On a very pragmatic note there was alignment between and among the table groups for a need to prioritize based on more than triage. During plenary reporting, the groups suggested a set of simple criteria for prioritizing action:

- Timeliness
- Anticipated benefits

- Available resources (information, legislation, policy, tools)
- Compatibility with different funding envelopes (Government, Foundations, Industry)
- Available expertise and time (bang for the buck)

With those criteria in mind we will be distributing only the Workshop Summary and the Logic Model by email. All other workshop materials including:

- The Marine EBM Gaps Challenge Paper
- The Consolidated Comments to the Paper
- The Workshop Workbook
- The Detailed Workshop Record
- The Full resolution Draft Logical Model in PDF format
- The Images of the groups from the Workshop, and
- The draft materials for the Marine EBM Principle Working Group will be available on line at [www. PacMara.org](http://www.PacMara.org)

We will be communicating with all original challenge process invitees and other identified members of the marine EBM community of practice to advise when and where materials are available.

As we have stressed throughout this process, feedback to this exercise is not academic. The objective is to help the community find a common language to express itself, to exchange meaningful analysis and plan effectively for a sustainable future. So send us your thoughts. Don't make it long, but make it pithy.



5 Appendix 1: A Review of the Challenge Dialogue Process

The three-month Dialogue process included an electronic Challenge Paper and a face-to-face Workshop on March 9-10, 2010. The Challenge Paper used a flexible but comprehensive 8 step process to engage over 25 participants from British Columbia and Ottawa. The intent was to engage these diverse stakeholders in efforts to collaborate and innovate around challenges and opportunities aimed at deepening our practical understanding of marine EBM for BC.

A variety of sectors and discipline areas were involved in the preparatory conversations, including shipping, fisheries industry (although limited), planning bodies, research and academia, coastal communities, First Nations, Provincial Government, Federal Government, ENGOs, associations, etc.

With the assistance of the Process Champions, PacMARA provided facilitative support and leadership for the Dialogue. This Dialogue supports the broader intentions of PacMARA for collaborative, ecosystem-based research and analysis to inform and support evidence-based decision-making and policy.

Working with the support of the Innovation Expedition (the developers of the Challenge Dialogue System), PacMARA is providing scientific and technical expertise along with principles, processes and tools to help diverse stakeholders collaborate and innovate in accomplishing complex tasks and in dramatically improving organizational performance.

Appendix 2: Workshop Agenda & Attendees

5.1 Day 1 Agenda

DAY 1	TUESDAY, MARCH 9 th
9:00 am	Welcome and Introductions: Robin Brown, Head of Ocean Sciences, Institute of Ocean Sciences, Department of Fisheries and Oceans
9:15 am	Session 1: Setting the Stage for a Productive Workshop (Keith Jones Innovation Expedition, Consulting Ltd.)
9:45 am	Session 2: Setting Context for Marine Ecosystem-Based Management in BC
10:00 am	<i>Refreshment Break</i>
10:20 am	Session 2: Setting Context for Marine Ecosystem-Based Management in BC (continued)
12:00 pm	<i>Lunch</i>
1:00 pm	Session 3a: What Does a Success Look Like 5-10 Years from Now?
2:15 pm	Session 3b: In What Way Does Marine EBM Play a Role in Supporting these Aspirations?
3:30 pm	Session 4: What is the Current State of Marine EBM – Who’s Doing What and What are the Critical Gaps?
4:15 pm	Session 5: Day One Wrap-Up (Henry Kucera, PacMARA)
4:30 pm	Adjourn

Day 2 Agenda

DAY 2	WEDNESDAY, MARCH 10th
9:00 am	Session 6: Reflections on Day One and Setting the Stage for a Productive Day Two – welcome newcomers
9:30 am	Session 9: Open Space Session (Keith Jones and Self-selecting Conveners)
11:00 am	Session 4: What is the Current State of Marine EBM – Who’s Doing What and What are the Critical Gaps? – Develop Terms of Reference for this “Project”
11:30 am	Session 7: Bringing the Pieces Together – Co-creating a Marine EBM Logic Model – Review and Review 1st Rough Cut
12:00 pm	<i>Lunch</i>
1:15 pm	Session 8: What are Our Collective Strategic Intentions to Help Move EBM Forward?
2:00 pm	Session 10: Moving Forward – Building an Action Plan to Further Marine EBM
2:30 pm	Session 11: Next steps and evaluating our collective performance
3:30 pm	Wrap up and Adjourn – H. Kucera

5.2 Attendees by Table Group for Each Day

March 9	March 10	Participant	Affiliation
A	C	Hussein Alidina	WWF Canada
B	D	John Bones	Nanwakolas Council of First Nations
D		Ken Brock	Environment Canada
B	C	Robin Brown	DFO, Science
C	C	Ross Cameron	BC Ferries
C		Colin Campbell	Sierra Club
D		Rosaline Canessa	University of Victoria
D	C	Jon Chamberlain	Ministry of Agriculture and Lands
	D	Kai Chan	University of British Columbia
D	C	Ken Cripps	Central Coast First Nations
A	B	Neil Davis	DFO, Oceans, Habitat & Enhancement
B	A	Steve Diggon	Coastal First Nations
A	A	Dan Edwards	Area A Crab Association
A	B	Eli Enns	University of Victoria
C	B	Larry Greba	Coastal First Nations
	A	Ed Gregr	PacMARA Board
D	A	Kim Houston	DFO, Ottawa
A		Roy Hyndman	PacMARA Board
B	B	Jim McIsaac	T. Buck Suzuki Foundation
B	D	Michelle Molnar	David Suzuki Foundation
C		Dave Nicolson	PacMARA Board
A	D	Maya Paul	North Coast Skeena First Nations
A		Charlie Short	ILMB, Ministry of Forests
B	B	Sonia Talwar	Natural Resources Canada
C	A	Jason Thompson	Haida Fisheries Program
	D	Ruth Waldick	Environment Canada
D	B	Bill Wareham	David Suzuki Foundation
C	D	Kim Wright	Living Oceans Society
C		Mark Zacharias	GeoBC