

NAME
NOM

COMMITTEES, BOARDS, ETC.
Task Forces

11102-/
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ENVOI PAR TÉLÉCOPIEUR / FACSIMILE TRANSMISSION

" M E M O F A X "

Date: February 21st, 1995

1 page to follow

Envoyé à:	Bill Goulding (709) 772-0408 Terry Tebb (604) 666-3764 Normand Beaumier (418) 649-8003 Aimé Chevrier (613) 990-0042 Dave Innel (604) 666-6528 Bev Hopkins (613) 990-3264 Gilles Alie (418) 648-4470 Robert Bergeron (613) 990-0164 Michelle Chartrand (613) 990-2768 Barbara Elias (613) 990-9691
Sent to:	
De:	Jean-Guy Beaudoin Director Economics, Statistics and Informatics Quebec Region
From:	
	TEL #: (418) 648-3873 FAX #: (418) 649-8003

MESSAGE:

CLIENTS NEEDS AND SERVICE STANDARDS SUBCOMMITTEE

See attachment

J. Beaudoin
Jean-Guy Beaudoin


c.c.: Roméo Poirier (613) 991-4643
 Frank Breau (506) 851-2224
 James Boland (604) 666-2606
 Nick Taylor (604) 666-3764
 Sharyn Lucas (902) 426-2237
 Marc Millette (418) 648-4470
 Laura Eagen (709) 772-4232



Pêches
et Océans

Fisheries
and Oceans

Canada

 Government of Canada / Gouvernement du Canada

MEMORANDUM

NOTE DE SERVICE

F:\public\ecomom\members

TO: Team Leaders
A:

FROM: Jean-Guy Beaudoin, Director
DE: Economics, Statistics and Informatics
Quebec Region

SECURITY - CLASSIFICATION - DE SÉCURITÉ

OUR FILE - N/RÉFÉRENCE

YOUR FILE - V/RÉFÉRENCE

DATE

February 21st, 1995

SUBJECT: Clients Needs and Service Standards Subcommittees
OBJET:

Following my recent discussion with Barbara Elias, it is our understanding that there is no necessity to send a final version of our team's report. Too many changes will occur over the next few months and therefore an update will be requested in the near future. So, it is on the back burner...

Because those changes will call for new players, and that our terms of reference have been fulfilled, it is time for the members of our team to allow for a break. We hope that our contribution to this initiative was helpful.

It was a pleasure working with you.


Jean-Guy Beaudoin

c.c.: Team members

Program Review

IV
(97)
90

Western: Group 1
8 Lightstations

Active Pass

Ballenas Island

Discovery Island

Point Atkinson

Porlier Pass

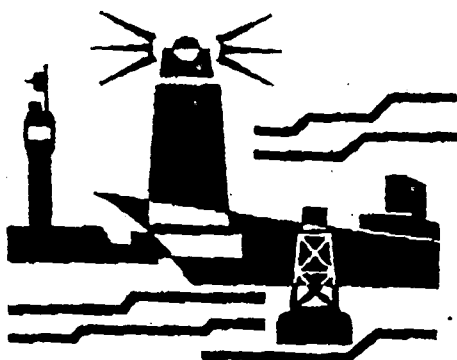
Race Rocks

Saturna Island

Sisters Islets

*remaining 27 to
be studied by
committee*

Program review
1110-2



Canadian
Coast Guard

Garde côtière
canadienne

(98)
91

Active Pass Lightstation

General Information

Province: British Columbia
Geographic Location: Strait of Georgia, Georgina Point,
Mayne Island
(also known as Georgina Point
Lightstation)
Date Established: 1855
List of Light Number: W275
Position: Latitude N: 48 52 24.5
Longitude W: 123 17 24.5
Access: Road, helicopter, ship
Operating Season: Year round



Tower

Description: White circular tower
Elevation Above the Water: 17.4 m
Heritage Designation: No federal designation

Current Equipment

Aids to Navigation: Light (16 nautical miles), foghorn (2 nautical miles),
radiobeacon, emergency light
Type of Power: Hydro, diesel
Lightkeeper(s): 1 resident lightkeeper

November 1994

ACTIVE PASS LIGHTSTATION

(99) 92

SERVICES PROVIDED:

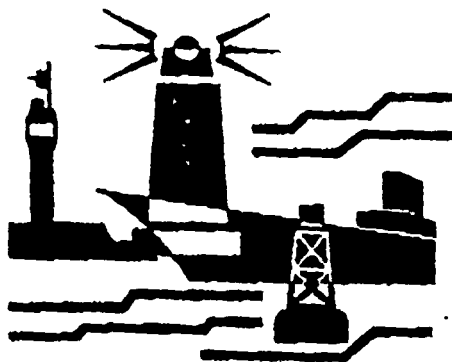
- light and fog horn
- Communications with mariners.
- Search & Rescue support.
- Water samples

Public Consultations supported the continuing need for these services and revealed concerns about SAR and weather and asked that marine weather be reinstated and a station boat be provided.

GROUP 1

POST DESTAFFING:

- The light will be replaced. Aids to navigation equipment will be remotely monitored. Battery backup will be added to the commercial power. Modifications will be made to the site to protect it from vandalism and to reduce risks to tourists. Weather and SAR coverage in the area are considered adequate. Discussion with DFO will determine what action is required for the water sampling program. The station will be destaffed in the first phase as solutions are readily available to deal with the concerns raised.



Canadian
Coast Guard

Garde côtière
canadienne

Ballenas Islands Lightstation

100
23

General Information

Province: British Columbia
Geographic Location: Strait of Georgia, north point of
North Ballenas Island
Date Established: 1900
List of Light Number: W490
Position: Latitude N: 49 21 02
Longitude W: 124 09 32
Access: Helicopter, ship
Operating Season: Year round



Tower

Description: White tower
Elevation Above the Water: 21.3 m
Heritage Designation: No federal designation

Current Equipment

Aids to Navigation: Light (16 nautical miles), foghorn (2.2 nautical miles),
emergency light
Type of Power: Hydro, diesel
Lightkeeper(s): 2 resident lightkeepers

November 1994

P:37/68

(401) 94

BALLENAS ISLAND LIGHTSTATION

SERVICES PROVIDED:

- light and fog horn
- Communications with mariners.
- Search & Rescue support.
- local marine weather

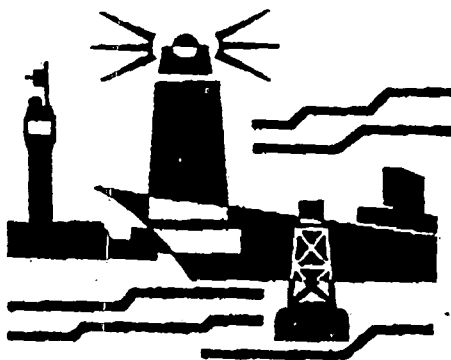
Public Consultations supported the continuing need for these services.

GROUP 1

POST DESTAFFING:

- The light will be replaced. Light and horn will be remotely monitored. A solar power system will be installed. Modifications will be made to the site to protect it from vandalism and to reduce risks to tourists. Weather and SAR coverage in the area are considered adequate. The station will be destaffed in the first phase as solutions are readily available to deal with the concerns raised.

102 95



Canadian
Coast Guard

Garde côtière
canadienne

Discovery Island Lightstation

General Information

Province: British Columbia
Geographic Location: Juan de Fuca Strait, extremity of
Discovery Island
Date Established: 1886
List of Light Number: W216
Position: Latitude N: 48 25 28.3
Longitude W: 123 13 32.7
Access: Helicopter, ship
Operating Season: Year round



Tower

Description: White circular tower
Elevation Above the Water: 28.3 m
Heritage Designation: No federal designation

Current Equipment

Aids to Navigation: Light (15 nautical miles), foghorn (2 nautical miles), emergency
light
Type of Power: Diesel
Lightkeeper(s): 2 resident lightkeepers

November 1994

91
96

DISCOVERY ISLAND LIGHTSTATION

SERVICES PROVIDED:

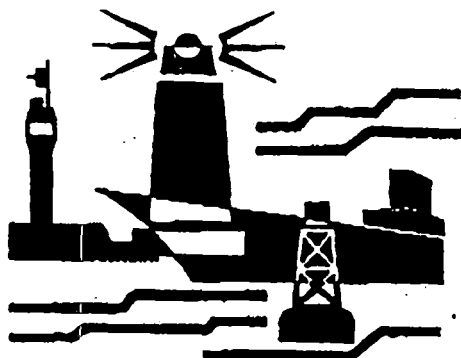
- light and fog horn
- Communications with mariners.
- Search & Rescue support.
- local marine weather

Public Consultations supported the continuing need for these services and revealed concerns about loss of search and rescue and weather reporting as well as the popularity of the site to tourists.

Group 1

POST DESTAFFING:

- Aids to navigation will be remotely monitored. A solar power system will be installed. Modifications will be made to the site to protect it from vandalism and to reduce risks to tourists. SAR coverage in the area will be improved with an additional unit in Victoria. The site will have a standard weather station to monitor the local winds. The station will be destaffed in the first phase as solutions are readily available to deal with the concerns raised.



Canadian
Coast Guard

Garde côtière
canadienne

86
94

Point Atkinson Lightstation

General Information

Province: British Columbia
Geographic Location: Vancouver Harbour, north point of entrance to Burrard Inlet
Date Established: 1875
List of Light Number: W386
Position: Latitude N: 49 19 50
Longitude W: 123 15 48
Access: Road, helicopter, ship
Operating Season: Year round



Tower

Description: White hexagonal tower with 6 buttresses
Elevation Above the Water: 32.9 m
Heritage Designation: Recognized

Current Equipment

Aids to Navigation: Light (approx. 20 nautical miles), foghorn (2 nautical miles), radiobeacon, emergency light
Type of Power: Hydro, diesel
Lightkeeper(s): 2 resident lightkeepers

November 1994

87
98

POINT ATKINSON LIGHTSTATION

SERVICES PROVIDED:

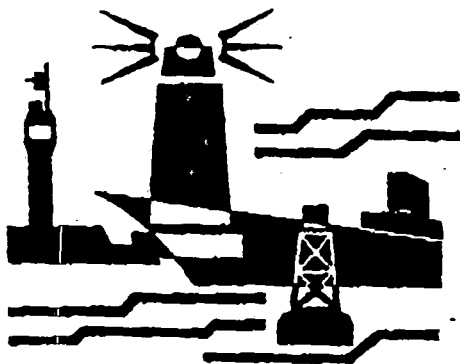
- light and fog horn
- Communications with mariners.
- Search & Rescue support.
- local marine weather
- park support

Public Consultations supported the continuing need for these services and suggested that aviation weather reports be considered.

GROUP 1

POST DESTAFFING:

-Battery backup will be added to the commercial power. Aids to navigation will be remotely monitored. The site will have a standard weather station to monitor the local winds. Modifications will be made to the site to protect it from vandalism and to reduce risks to tourists. Discussions will be held with the City of West Vancouver and with Heritage Canada to consider the establishment of a navigation interpretive centre and the operation of the site as part of the adjacent Lighthouse Park. SAR coverage in the area is considered adequate. The station will be destaffed in the first phase as solutions are readily available to deal with the concerns raised.



Canadian
Coast Guard

Garde côtière
canadienne

88/99
100

Porlier Pass Lightstation

General Information

Province: British Columbia
Geographic Location: Strait of Georgia, between Valdes and Galiano Island
Date Established: 1902
List of Light Number: W288
Position: Latitude N: 49 00 47.2
Longitude W: 123 35 04.4
Access: Road, helicopter, ship
Operating Season: Year round



Tower

Description: White square tower
Elevation Above the Water: 6.8 m
Heritage Designation: No federal designation

Current Equipment

Aids to Navigation: Light (7 nautical miles), foghorn (1 nautical Mile), emergency light
Type of Power: Hydro, diesel
Lightkeeper(s): 1 resident lightkeeper

November 1994

89
60

PORLIER PASS LIGHTSTATION

SERVICES PROVIDED:

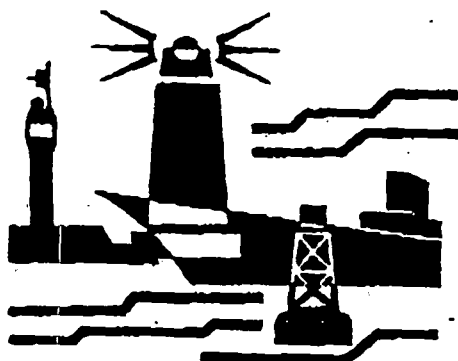
- light and fog horn

Public Consultations supported the continuation of these services and noted the popularity of the site to tourists.

GROUP 1

POST DESTAFFING:

Battery backup will be added to the commercial power. Modifications will be made to the site to protect it from vandalism and to reduce risks to tourists. Weather and SAR coverage in the area are considered adequate. The station will be destaffed in the first phase as solutions are readily available to deal with the concerns raised.



Canadian
Coast Guard

Garde côtière
canadienne

90
101

Race Rocks Lightstation

General Information

Province: British Columbia
Geographic Location: Juan de Fuca Strait, Off the southern tip of Vancouver Island
Date Established: 1860
List of Light Number: W189
Position: Latitude N: 48 17 53.5
Longitude W: 123 31 48
Access: Helicopter, ship
Operating Season: Year round



Tower

Description: Circular tower, black & white bands
Elevation Above the Water: 36.0 m
Heritage Designation: Classified

Current Equipment

Aids to Navigation: Light (17 nautical miles), foghorn (2 nautical miles), radiobeacon, emergency light
Type of Power: Diesel
Lightkeeper(s): 2 resident lightkeepers

November 1994

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102

RACE ROCKS LIGHTSTATION

SERVICES PROVIDED:

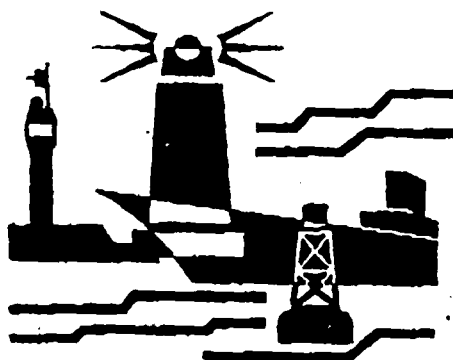
- Light and fog horn.
- Communications with mariners.
- Search & Rescue support.
- Local marine weather.
- Water samples.

Public Consultations supported the continuation of these services and revealed concerns about loss of marine weather reporting, communications and support to Search and Rescue. The importance of this site as an ecological reserve and research station in particular the importance to Pearson College was identified.

GROUP 1

POST DESTAFFING:

Discussion will take place with Pearson College in attempt to identify an alternative staffing plan for this station.



Canadian
Coast Guard

Garde côtière
canadienne

104

Saturna Island Lightstation

General Information

Province: British Columbia
Geographic Location: Haro Strait, East Point, southeast extremity of Saturna Island (also known as East Point Lightstation)
Date Established: 1881
List of Light Number: W264
Position: Latitude N: 48 47 00
Longitude W: 123 02 48
Access: Road, helicopter, ship
Operating Season: Year round



Tower

Description: Red square skeleton tower
Elevation Above the Water: 36.9 m
Heritage Designation: No federal designation

Current Equipment

Aids to Navigation: Sector light (white sector 17 nautical miles, red sector 12 nautical miles), emergency light
Type of Power: Hydro, battery
Lightkeeper(s): 1 resident lightkeeper

November 1994

105

SATURNA ISLAND LIGHTSTATION

SERVICES PROVIDED:

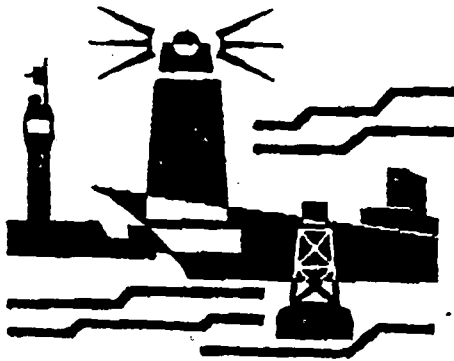
- light
- Communications with mariners.
- Search & Rescue support.

Public Consultations supported the continuation of these services and requested that the fog horn be reinstated.

GROUP 1

POST DESTAFFING:

-Battery backup will be added to the commercial power. Aids to navigation will be remotely monitored. Discussion with the Capital Regional District may lead to the transfer of this site to them for operation as a local park. Modifications to the site have been made for this purpose. The station will be destaffed in the first phase as solutions are readily available to deal with the concerns raised.



Canadian
Coast Guard

Garde côtière
canadienne

106

Sisters Islets Lightstation

General Information

Province: British Columbia
Geographic Location: Strait of Georgia, east islet
Date Established: 1898
List of Light Number: W493
Position: Latitude N: 49 29 13
Longitude W: 124 26 00
Access: Helicopter, ship
Operating Season: Year round



Tower

Description: White circular tower
Elevation Above the Water: 21.3 m
Heritage Designation: No federal designation

Current Equipment

Aids to Navigation: Light (24 nautical miles), foghorn (2 nautical miles), radiobeacon, emergency light
Type of Power: Diesel

Lightkeeper(s): 4 lightkeepers; 2 crews of 2 lightkeepers on rotational basis of 14 days

November 1994

107

SISTERS ISLETS LIGHT STATION

SERVICES PROVIDED:

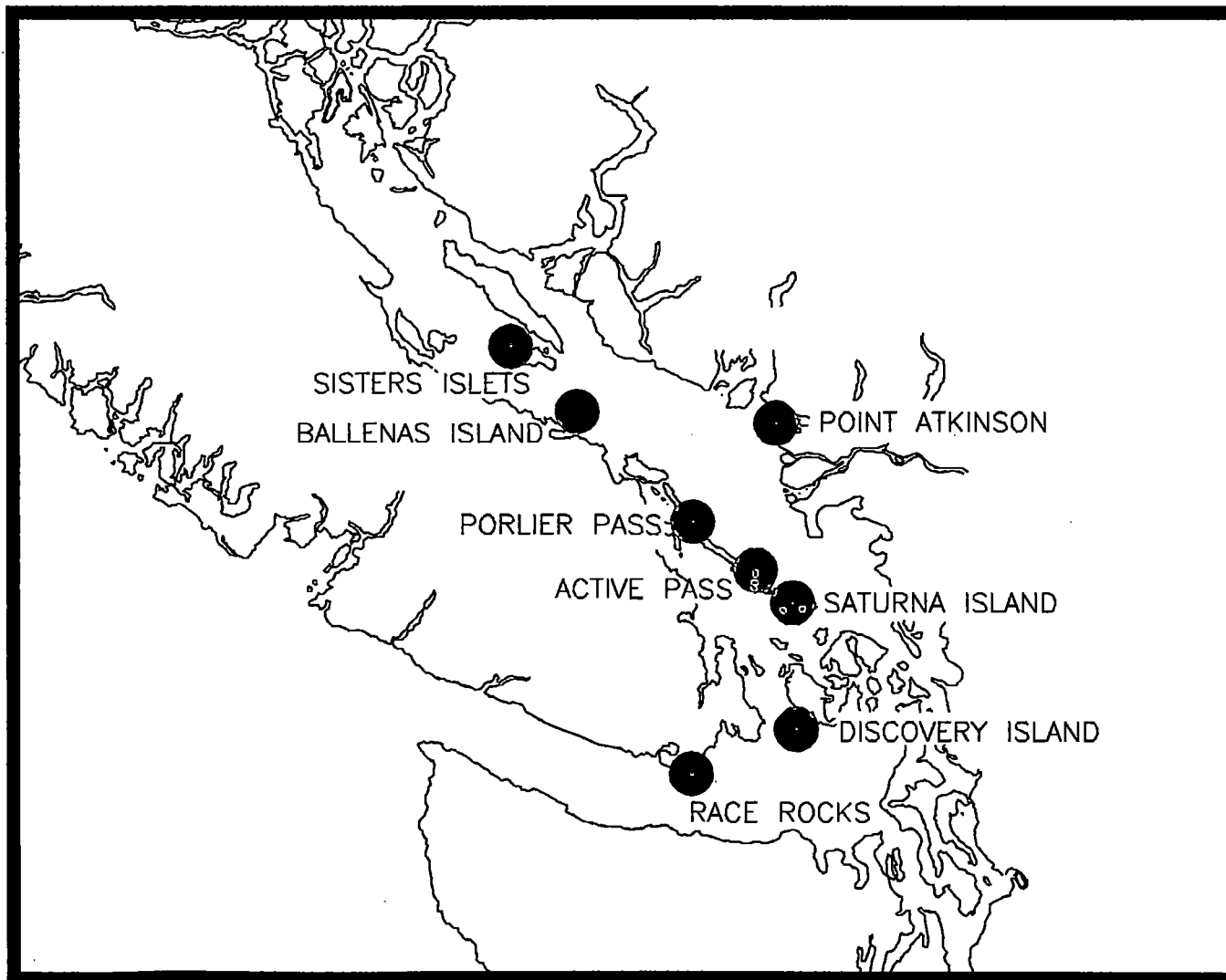
- Light and fog horn.
- Communications with mariners.
- Search & Rescue support.
- Local marine weather.

Public Consultations supported the continuation of these services in particular support to Search and Rescue.

GROUP 1

POST DESTAFFING:

The light will be replaced with a more modern unit. The station will be destaffed in the first phase as weather and scientific concerns are given a low priority by the responsible department. Water sample possibly by contract.



**FACSIMILE TRANSMISSION**

**Department of Fisheries and Oceans
Pacific Region**

**Regional Director General's Office
Suite 422 - 555 West Hastings
Vancouver, B.C. V6B 5G3**

**Facsimile No.: 604-666-8956
Operator's No.: 604-666-6098**

PAGES TO FOLLOW: 0 _____

ADDRESSEE: Ms. M. Hynna

ADM Corporate Services

LOCATION: Ottawa **FAX NO.:** _____

SENDER'S NAME: Paul H. Sutherland **TEL NO.:** 604-666-6098

SUBJECT: Program Review Report - Points of Service

SPECIAL INSTRUCTIONS:

Reference your memo of August 18, on the above noted subject.

Terry Tebb, Director, Management & Admin will be Pacific Region's
representative.

cc: T. Tebb

*Noted
Program
Review*



Fisheries
and Oceans

Pêches
et Océans

Assistant
Deputy Minister

Sous-ministre
adjoint

Corporate
Services

Services intégrés
de gestion

T. Tabb

AUG 18 1994

002409

AUG 23 P1:13

Your file

Votre référence

Our file

Notre référence

**MEMORANDUM TO/
NOTE DE SERVICE A :**

DMC
CGM
FISHERIES & OCEANS
PÊCHES ET OCÉANS
1368-2

FROM/DE :

Martha Hynna

SUBJECT/SUJET:

**Program Review Report - Points of
Service/Rapport sur l'examen des
programmes - points de services**

As discussed at last week's DMC meeting on the Program Review, there is a need to provide a linkage between our individual points of service and the value and/or volume of services that are offered to our clients.

Comme discuté la semaine dernière à la réunion du CGM sur l'Examen des programmes, il faut établir un lien entre nos points de services individuels et la valeur/le volume des services qui sont offerts à nos clients.

Specifically, we need to capture the following:

Plus précisément, il faut connaître ce qui suit:

- product lines delivered by points of service;
- the number and type of clients served;
- the value of service provided.

- les produits fournis aux points de services;
- le nombre et le type de clients servis;
- la valeur des services fournis.

This information will be critical as we develop our blueprint for the DFO of the future.

Cette information sera critique à la préparation de notre plan du MPO de l'avenir.

I have asked Ken Bond, Director General, Finance and Administration, to work with Sectors and Regions to develop a framework which will be used in capturing the relevant information. This exercise will strengthen our reporting capability

J'ai demandé à Ken Bond, Directeur général, Finances et Administration, de travailler avec les secteurs et les régions pour établir un cadre qui servira à recueillir l'information pertinente. Cet exercice renforcera notre capacité d'établir des rapports



Martha Ayres

000291



Government
of Canada

Gouvernement
du Canada

MEMORANDUM

NOTE DE SERVICE

To
À

Regional Executive Committee

From
De

Director
Salmonid Enhancement Program

Subject
Objet

Program Review: Response to DFO Framework Document

The Regional Director General has asked me to convene a meeting of the REC to discuss the regional response to the DFO framework document (attached). A response to Ottawa is required no later than August 4. Since I will be in Ottawa myself from July 25 on, I propose the following alternative way of handling the matter. Would you please provide your individual comments to the SEP Director's Program Assistant, Pam Goh, at fax 666-4844 (an annotated copy of the document will be fine). Pam will fax this material to me in Ottawa and I will compile a consolidated draft regional response for Mr. Sutherland's review and onward transmission.

Any material which reaches me in Ottawa by August 2 will be taken into consideration.

D. Griggs

Attachment

cc: Pam Goh

Security Classification - Classification de sécurité
<u>Unclassified</u>
Our File - Notre référence
1110-2
Your File - Votre référence
Date July 20, 1994

The Department of Fisheries and Oceans

Mission, Mandate, Vision, Values, Principles, **Role and Business Framework**

Mission

Canada is blessed with unparalleled economic and environmental wealth within its lakes and rivers, and the three oceans that surround its shores. Our mission is to ensure, on behalf of the government and citizens of Canada, and within the powers entrusted to us, the conservation, protection and sustainable utilization of this wealth of resources for the benefit of all Canadians.

Mandate

Parliament's jurisdiction over sea-coast and inland fisheries, public harbours and navigation in marine and inland waters is established by the Constitution Act. Stemming from this Act, our department's responsibilities are defined more specifically by legislation, judicial interpretation, agreements with provinces and the evolution of public policy. Some provinces have been delegated varying degrees of administrative responsibility, for fisheries and habitat management.

We are the only department with responsibilities directed specifically at the water and the living resources it contains. The duties, powers and functions assigned to our Minister embrace all matters respecting oceans not assigned by law to any other department, including broad responsibilities for fisheries, related scientific and other services, and for federal policy and program coordination respecting oceans.

Vision

In deciding how our department might best position itself to fulfil its Mission and Mandate, it is clear that we must respond to the developments and trends that are expected to occur over the course of the next decade. These include the following:

- A fishing industry which is expected, indeed will be encouraged, to become more self-reliant, more financially self-sufficient, more professional, and more globally competitive, with a greater degree of self-management,
- a smaller commercial fishery, where capacity is compatible with sustainable resource levels,
- an increased prominence and profile for Aboriginal issues and concerns, aquaculture, and recreational fisheries,
- an increased emphasis on fish habitat protection and conservation, driven by

heightened public interest and concern,

- an increased emphasis on environmental, economic and social sustainability,
- expanded activity in and on the oceans,
- a trend towards new more innovative institutional arrangements, including partnerships and other forms of co-management.

We in the department will need to respond by adjusting our direction and approach to fulfilling our mission. In particular we will need to:

- change the way we do business from that of arbiter, regulator and manager, to that of facilitator, educator and leader,
- become more effective and efficient in the way we fulfil our responsibilities, more transparent in the conduct of our business, and more accountable for the results of our efforts,
- ensure that the scientific support that we provide is integrated, focused and responsive to the clients we serve.

Values and Principles

In the fulfilment of our role and responsibilities, we hold to certain fundamental values. In particular:

- we attach the greatest importance to the basic values of integrity, fairness, professionalism, transparency and trust,
- we have the utmost respect for our colleagues, and believe in working as a team, both among ourselves and with our clients,
- we wish to work with our clients to achieve mutual goals and aspirations, and to delegate authority and control.

We are also guided by certain basic principles:

- conservation and the pursuit of sustainable development lie at the core of our role and responsibilities,
- in fulfilment of that responsibility we must be sensitive to the rights, interests and views of our diverse stakeholders and clientele,

- we exist to serve our clients; we wish to have them able to play a role in our decision-making; we also believe that it is reasonable for them to contribute towards the value of the benefits or services that they receive,
- we must do more with people, rather than for them: we must strive to 'steer' rather than 'row'.
- we must encourage the fishing industry to become more self-managed and self-reliant,
- we must ensure that both the department and the industry we serve are provided with a knowledge base sufficient to enable sound decision-making.

Role

The role of our department is focused in four main sectors:

- the conservation of fish and fish habitat, in order to generate wealth and maintain quality of life,
- the promotion of a viable fishing industry that accommodates the needs and aspirations of Aboriginal communities, the commercial fishing sector, the recreational fishing sector and the aquaculture industry,
- the provision of certain services and infrastructure in support of the fishing industry,
- the coordination and support of oceans policy, programs and services.

This role is fulfilled by ensuring that our responsibilities are met, in a nationally consistent but regionally sensitive manner, through::

- facilitating/assisting
- coordinating/leading
- developing/sharing
- establishing partnerships
- setting standards and guidelines
- monitoring/verifying
- educating/advising
- acquiring, analyzing and disseminating knowledge and information.

Business Lines

In line with our mission and mandate, role and vision, values and principles,

we support the following business lines and services:

[N.B. All that follows is subject to review and modification in the current Program Review exercise].

- ensuring the protection and restoration of the productive capacity of fish habitat,
- ensuring the conservation and protection of fishery resources,
- ensuring management of the access to, and the allocation of, resources, in the Aboriginal, commercial and recreational fisheries,
- ensuring compliance
- fostering and encouraging the development of the aquaculture industry, *
- providing a reliable scientific basis for decision-making, (knowledge and information), in support of both internal and external clients,
- ensuring the quality of fish products in support of both health and safety, and economic and trade, objectives,
- providing those industry support services that are necessary to complement and reinforce the department's other business lines, ??
- fostering the provision of adequate and safe harbour facilities, *
- fostering sustainable development of oceans resources and industries through the provision of scientific information and services, and the coordination of the government's policies and programs respecting oceans, ?
- providing internal or ancillary services in the following areas:
 - policy development and economic analysis
 - international,
 - ship management,
 - finance, personnel, administration, etc.,
 - information management.

Business lines need to be condensed, otherwise document - dose
seems fine.

spoke to
Pamela
June 27
A.P.

Fisheries
and OceansPêches
et Océans

Deputy Minister

Sous-ministre

JUN 22 1994

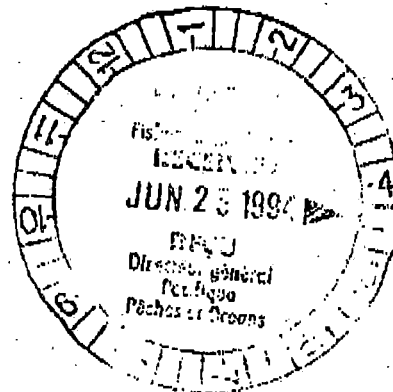
DATE:

TO/A:

Directors General/Directors
Directeurs généraux/Directeurs

FROM/DE:

William A. Rowat

SUBJECT/OBJET: DFO PROGRAM REVIEW - RAISON D'ETRE AND BUSINESS
FRAMEWORK FOR DFO / EXAMEN DES PROGRAMMES -
VOCATION ET CADRE OPERATIONNEL DU MPO

An essential element in any review of our programs and activities is the articulation of a clear rationale for our existence and the things that we do. We need to agree upon our reason for being, the nature of the authorities assigned to us, our vision as to how the future, in our field of interest, should be encouraged to unfold, the role that we as a department should play in orchestrating that future, the values and principles that should guide us in the fulfillment of that role, and lastly the specific 'business lines' in which we should engage. In other words we need to agree upon what constitutes our mission, mandate, vision, values, principles, role and business framework.

To start this process along, the Departmental Management Committee has had a "first shot" (copy attached) at setting out this raison d'être. We are now looking to you and your staff to discuss it, and let us know how you think it might be improved. We will then further refine it to reflect the departmental consensus.

Une justification claire de notre existence et de ce que nous faisons constitue un élément essentiel de tout examen de nos programmes et activités. Nous devons être d'accord sur notre vocation, la nature des pouvoirs qui nous ont été conférés, notre vision de l'avenir dans notre champ d'activités, le rôle que nous devrions jouer pour orchestrer cet avenir, les valeurs et les principes qui devraient nous guider et enfin, la nature des activités particulières que nous devrions entreprendre.

Autrement dit, nous devons convenir de ce qui constitue notre mission, notre mandat, notre vision, nos valeurs, nos principes, notre rôle et notre cadre opérationnel.

Pour ce faire, le Comité de gestion du Ministère a préparé un énoncé préliminaire de cette vocation. Nous vous demandons maintenant, à vous et à votre personnel, d'en discuter pour nous suggérer des améliorations. Nous le raffinerons alors pour qu'il traduise un consensus au Ministère.

PROGRAM Review



I would therefore ask you to provide this material to your staff and arrange opportunities for discussion and feedback. At the end of the day it is important that each of us are comfortable with the description of our raison d'être, agree with what it says, and take ownership of it. While it is not an easy process it is critical to our future that we succeed. I would therefore ask you to attach the utmost importance to the exercise.

I am asking Martha Hynna to coordinate activities on this matter on my behalf, and would ask that you endeavour to have feedback to her, through your appropriate ADM and Regional Directors General, by August 1. Should you wish to discuss the material or seek further clarification, please call her at (613)-993-0868, or Dick Hodgson at (613)-998-0308.

c.c. All ADMs/S-M-A
All RDG's/D-G-R

Attachment.

J'aimerais donc que vous remettiez ce document à chaque membre de votre personnel et leur donniez l'occasion d'en discuter. Je tiens à souligner l'importance d'arriver à un consensus autour de la redéfinition de notre raison d'être. Au bout du compte, il est important que chacun d'entre nous soit à l'aise avec la description de notre vocation, soit d'accord avec elle et la fasse sienne. Ce processus n'est pas facile; il est primordial, pour notre avenir, que nous réussissions. Je vous demande donc d'accorder la plus grande importance à cette entreprise.

Martha Hynna coordonnera ces activités en mon nom; veuillez faire en sorte que vos observations lui soient communiquées, par votre S-M-A responsable et directeurs généraux régionaux, d'ici au 1^{er} août. Si vous désirez discuter du document ou demander des précisions, veuillez communiquer avec elle au (613) 993-0868 ou avec Dick Hodgson au (613) 998-0308.

The Department of Fisheries and Oceans

Mission, Mandate, Vision, Values, Principles, Role and Business Framework

Mission

Canada is blessed with unparalleled economic and environmental wealth within its lakes and rivers, and the three oceans that surround its shores. Our mission is to ensure, on behalf of the government and citizens of Canada, and within the powers entrusted to us, the conservation, protection and sustainable utilization of this wealth of resources for the benefit of all Canadians.

Mandate

Parliament's jurisdiction over sea-coast and inland fisheries, public harbours and navigation in marine and inland waters is established by the Constitution Act. Stemming from this Act, our department's responsibilities are defined more specifically by legislation, judicial interpretation, agreements with provinces and the evolution of public policy. Some provinces have been delegated varying degrees of administrative responsibility, for fisheries and habitat management.

We are the only department with responsibilities directed specifically at the water and the living resources it contains. The duties, powers and functions assigned to our Minister embrace all matters respecting oceans not assigned by law to any other department, including broad responsibilities for fisheries, related scientific and other services, and for federal policy and program coordination respecting oceans.

Vision

In deciding how our department might best position itself to fulfil its Mission and Mandate, it is clear that we must respond to the developments and trends that are expected to occur over the course of the next decade. These include the following:

- A fishing industry which is expected, indeed will be encouraged, to become more self-reliant, more financially self-sufficient, more professional, and more globally competitive, with a greater degree of self-management,
- a smaller commercial fishery, where capacity is compatible with sustainable resource levels,
- an increased prominence and profile for Aboriginal issues and concerns, aquaculture, and recreational fisheries,
- an increased emphasis on fish habitat protection and conservation, driven by

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heightened public interest and concern,

- an increased emphasis on environmental, economic and social sustainability,
- expanded activity in and on the oceans,
- a trend towards new more innovative institutional arrangements, including partnerships and other forms of co-management.

We in the department will need to respond by adjusting our direction and approach to fulfilling our mission. In particular we will need to:

- change the way we do business from that of arbiter, regulator and manager, to that of facilitator, educator and leader,
- become more effective and efficient in the way we fulfil our responsibilities, more transparent in the conduct of our business, and more accountable for the results of our efforts,
- ensure that the scientific support that we provide is integrated, focused and responsive to the clients we serve.

Values and Principles

In the fulfilment of our role and responsibilities, we hold to certain fundamental values. In particular:

- we attach the greatest importance to the basic values of integrity, fairness, professionalism, transparency and trust,
- we have the utmost respect for our colleagues, and believe in working as a team, both among ourselves and with our clients,
- we wish to work with our clients to achieve mutual goals and aspirations, and to delegate authority and control.

We are also guided by certain basic principles:

- conservation and the pursuit of sustainable development lie at the core of our role and responsibilities,
- in fulfilment of that responsibility we must be sensitive to the rights, interests and views of our diverse stakeholders and clientele,

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- we exist to serve our clients; we wish to have them able to play a role in our decision-making; we also believe that it is reasonable for them to contribute towards the value of the benefits or services that they receive,
- we must do more with people, rather than for them: we must strive to 'steer' rather than 'row'.
- we must encourage the fishing industry to become more self-managed and self-reliant,
- we must ensure that both the department and the industry we serve are provided with a knowledge base sufficient to enable sound decision-making.

Role

The role of our department is focused in four main sectors:

- the conservation of fish and fish habitat, in order to generate wealth and maintain quality of life,
- the promotion of a viable fishing industry that accommodates the needs and aspirations of Aboriginal communities, the commercial fishing sector, the recreational fishing sector and the aquaculture industry,
- the provision of certain services and infrastructure in support of the fishing industry,
- the coordination and support of oceans policy, programs and services.

This role is fulfilled by ensuring that our responsibilities are met, in a nationally consistent but regionally sensitive manner, through::

- facilitating/assisting
- coordinating/leading
- developing/sharing
- establishing partnerships
- setting standards and guidelines
- monitoring/verifying
- educating/advising
- acquiring, analyzing and disseminating knowledge and information.

Business Lines

In line with our mission and mandate, role and vision, values and principles,

we support the following business lines and services:

[N.B. All that follows is subject to review and modification in the current Program Review exercise].

- ensuring the protection and restoration of the productive capacity of fish habitat,
- ensuring the conservation and protection of fishery resources,
- ensuring management of the access to, and the allocation of, resources, in the Aboriginal, commercial and recreational fisheries,
- ensuring compliance
- fostering and encouraging the development of the aquaculture industry,
- providing a reliable scientific basis for decision-making, (knowledge and information), in support of both internal and external clients,
- ensuring the quality of fish products in support of both health and safety, and economic and trade, objectives,
- providing those industry support services that are necessary to complement and reinforce the department's other business lines,
- fostering the provision of adequate and safe harbour facilities,
- fostering sustainable development of oceans resources and industries through the provision of scientific information and services, and the coordination of the government's policies and programs respecting oceans,
- providing internal or ancillary services in the following areas:
 - policy development and economic analysis
 - international,
 - ship management,
 - finance, personnel, administration, etc.,
 - information management.

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Attached for your review is a document outlining DFO's vision mandate which will likely be raised at the briefing for the ADM tomorrow (July 14th). Pacific Region will be required to prepare comments on the statement.

D. Griggs

July 13, 1994



Government of Canada
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MEMORANDUM NOTE DE SERVICE

To
A **DISTRIBUTION**

From
De Special Projects Officer
Administration Division
Management Services Branch
Pacific Region
Fisheries and Oceans

Subject
Objet

MSB RECORDS TASK FORCE

Security Classification - Classification de sécurité UNCLASSIFIED
Our File - Notre référence 1110-2
Your File - Votre référence
Date 12 July 1993

I will be heading a Branch Records Task Force to review filing operations with a view to streamlining the system and ensuring divisional requirements are met. One of the tasks will be to establish a pilot project for the office of the Regional Director, MSB.

Would you please nominate a representative from your Division as member of the Task Force, and forward their name to the undersigned by **19 July 1993**. The first meeting is tentatively scheduled for 26 July 1993 at RHQ.

Thank you for your assistance.


Constance Desjardins

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