

NAME  
NOM

**COMMITTEES, BOARDS, ETC.**  
Task Forces

11102-1  
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**ENVOI PAR TÉLÉCOPIEUR / FACSIMILE TRANSMISSION**  
**" M E M O F A X "**

**Date:** February 21st, 1995

1 page to follow

|                                     |   |                |
|-------------------------------------|---|----------------|
| <b>Envoyé à:</b><br><b>Sent to:</b> | 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 |
| <b>De:</b><br><b>From:</b>          | Jean-Guy Beaudoin<br>Director<br>Economics, Statistics and Informatics<br>Quebec Region |                |
|                                     | <b>TEL #:</b> (418) 648-3873  |                |
|                                     | <b>FAX #:</b> (418) 649-8003  |                |

**MESSAGE:**

**CLIENTS NEEDS AND SERVICE STANDARDS SUBCOMMITTEE**

See attachment

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

**Government** / **Gouvernement**  
of Canada / du Canada

**MEMORANDUM**

**NOTE DE SERVICE**

F:\public\econ\members

**TO:** Team Leaders  
**A:**

|   |
|---|
| SECURITY - CLASSIFICATION - DE SÉCURITÉ |
| OUR FILE - N/RÉFÉRENCE                  |
| YOUR FILE - V/RÉFÉRENCE                 |
| DATE<br>February 21st, 1995             |

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

**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.

*J. Beaudoin*  
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**

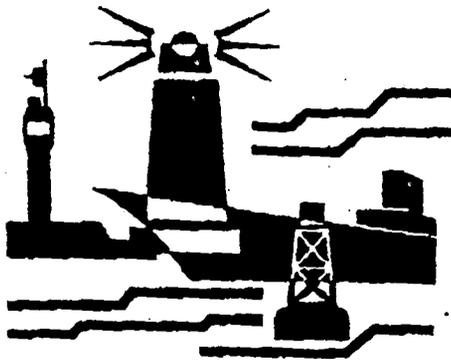
*Remaining 27 to  
be studied by  
committee*

*Program review*  

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*1110-2*

(98) 91



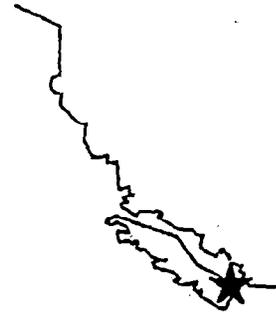
Canadian Coast Guard

Garde côtière canadienne

# 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:

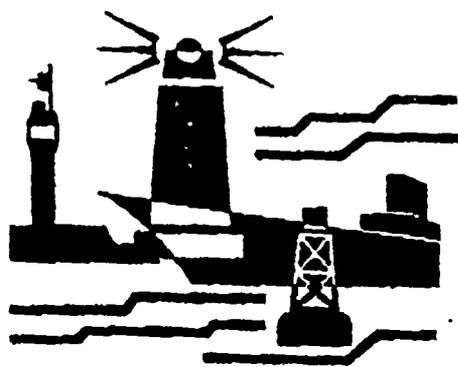
- light and fog horn
- Communications with mariners.
- Search & Rescue support.
- Water samples

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

100  
23

# Ballenas Islands Lightstation

## 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

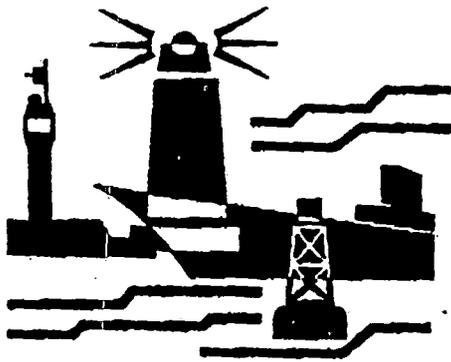
Public Consultations supported the continuing need for these services.

**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

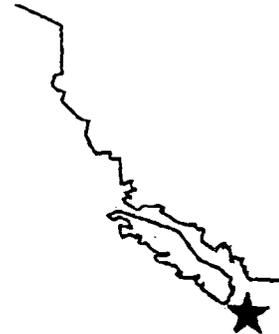


Canadian Coast Guard / Garde côtière canadienne

# 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:**

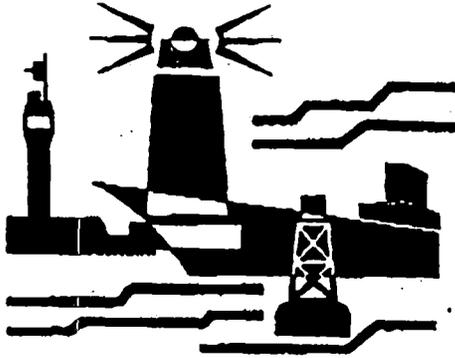
- light and fog horn
- Communications with mariners.
- Search & Rescue support.
- local marine weather

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

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94

# Point Atkinson Lightstation

## General Information

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



## Tower

|                                   |   |
|-----------------------------------|---|
| <b>Description:</b>               | White hexagonal tower with 6 buttresses |
| <b>Elevation Above the Water:</b> | 32.9 m                                  |
| <b>Heritage Designation:</b>      | Recognized                              |

## Current Equipment

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

November 1994

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98

## POINT ATKINSON LIGHTSTATION

### SERVICES PROVIDED:

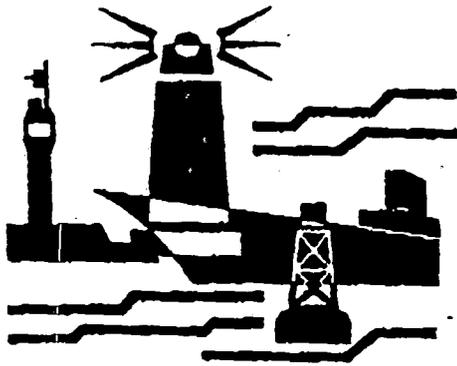
- light and fog horn
- Communications with mariners.
- Search & Rescue support.
- local marine weather
- park support

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

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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

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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.



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**RACE ROCKS LIGHTSTATION**

**SERVICES PROVIDED:**

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

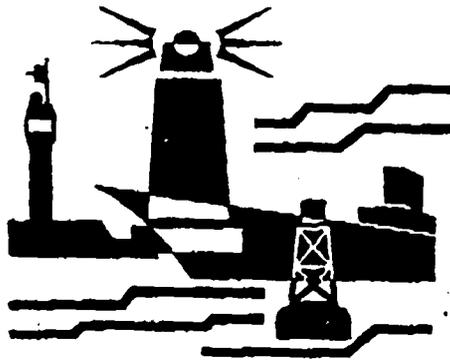
Public Consultations supported the continuation of these services and revealed concerns about loss of marine weather reporting, communications and support to Search and Rescue. The importance of this site as an ecological reserve and research station in particular the importance to Pearson College was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

**GROUP 1**

**POST DESTAFFING:**

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

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Canadian Coast Guard

Garde côtière canadienne

# 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

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## SATURNA ISLAND LIGHTSTATION

### SERVICES PROVIDED:

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

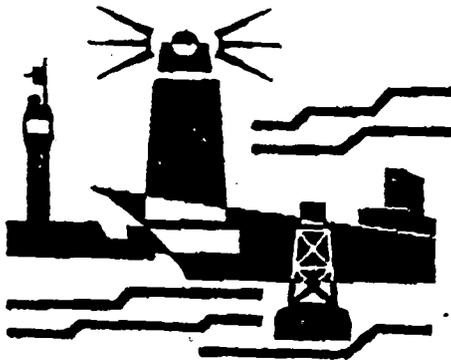
Public Consultations supported the continuation of these services and requested that the fog horn be reinstated.

### 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.

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Canadian  
Coast Guard

Garde côtière  
canadienne

## 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

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**SISTERS ISLETS LIGHT STATION**

**SERVICES PROVIDED:**

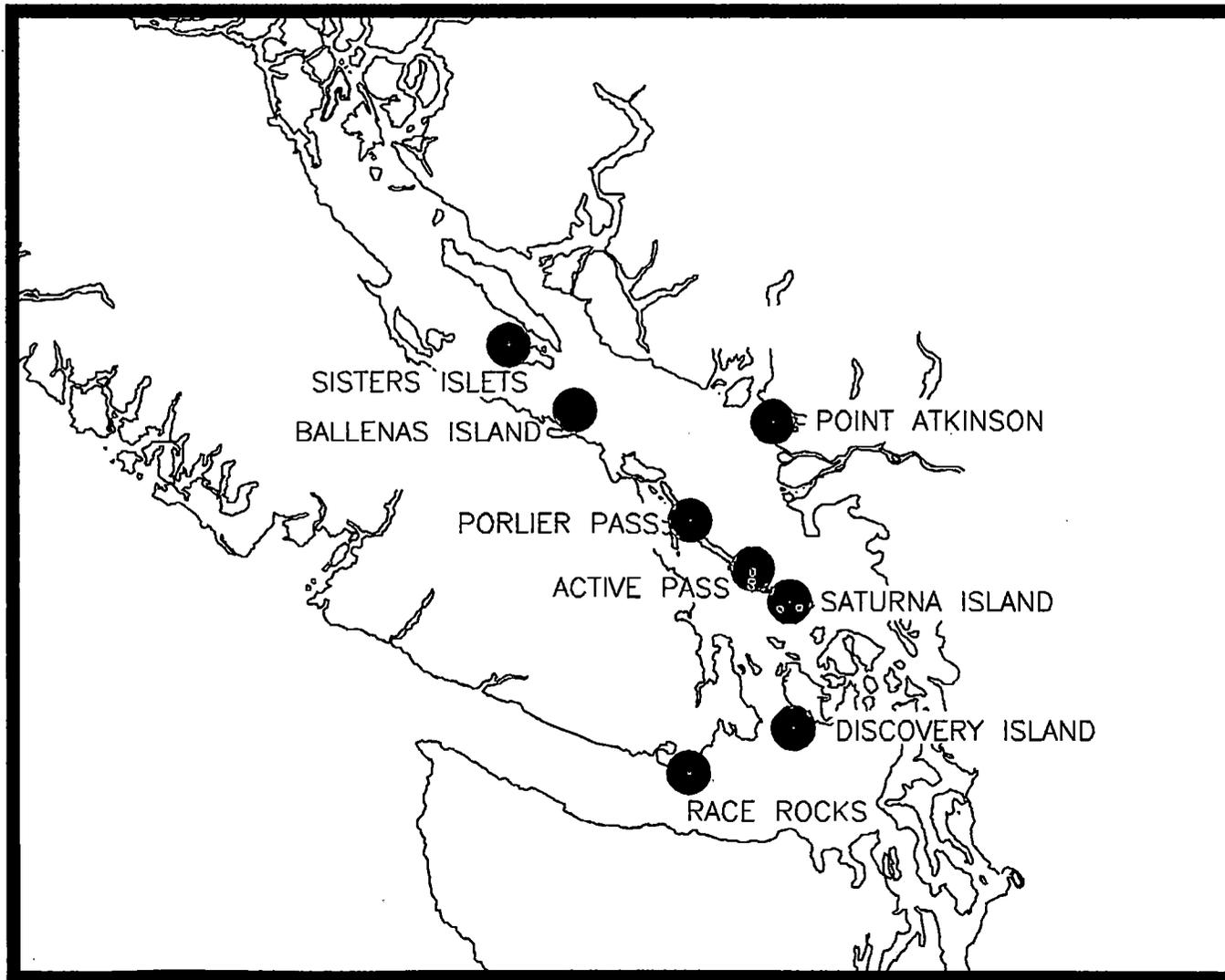
- Light and fog horn.
- Communications with mariners.
- Search & Rescue support.
- Local marine weather.

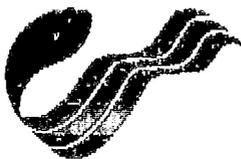
Public Consultations supported the continuation of these services in particular support to Search and Rescue.

**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 S. who will be Pacific Region's representative.

cc: T. Tebb

*Noted  
Program  
filed*



Fisheries  
and Oceans

Pêches  
et Océans

Assistant  
Deputy Minister

Sous-ministre  
adjoint

Corporate  
Services

Services intégrés  
de gestion

T. Trabb

AUG 18 1994

002409

AUG 23 P1:13

Your file      Votre référence

Our file      Notre référence

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

DMO FISHERIES & OCEANS  
CGM PÊCHERIES PACIFIQUE

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







Government of Canada  
Gouvernement du Canada

MEMORANDUM

NOTE DE SERVICE

To  
À

Regional Executive Committee

From  
De

Director  
Salmonid Enhancement Program

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

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

## 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,

3

- 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  
Jul 27  
A.P.

1110-2

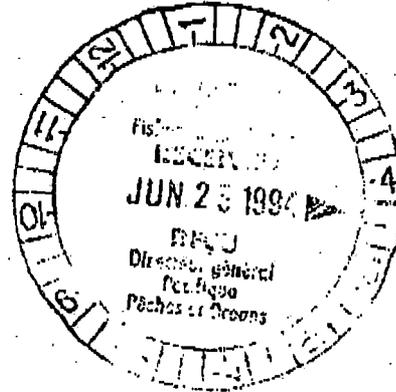


Fisheries  
and Oceans

Pêches  
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.

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.

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.

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<sup>er</sup> 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  
Gouvernement du Canada

MEMORANDUM NOTE DE SERVICE

To  
A **DISTRIBUTION**

From  
De **Special Projects Officer  
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Fisheries and Oceans**

Subject  
Objet **MSB RECORDS TASK FORCE**

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| <b>Security Classification - Classification de sécurité<br/>UNCLASSIFIED</b> |                     |
| <b>Our File - Notre référence</b>  | <b>1110-2</b>       |
| <b>Your File - Votre référence</b>   |                     |
| <b>Date</b>  | <b>12 July 1993</b> |

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*  
Constance Desjardins

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