

Acknowledgements

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to use the court's excellent hearing and meeting facilities and who provided constant co-operation, assistance, hospitality, and kindness throughout the conduct of the Commission's work in that facility. I also wish to thank the staff at the British Columbia Securities Commission and the Morris J. Wosk Centre for Dialogue who graciously accommodated the Commission's meetings and hearings during those times when the Federal Court facilities were not available.

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Wayne Wouters, clerk of the privy council, and his counsel, Yvan Roy, for their advice to our counsel on matters pertaining to the Commission's process.

Operating a commission of inquiry requires a strong and dedicated team of administrative and professional staff who work together to accomplish the mandate of the Commission within the time constraints set out in the Terms of Reference. I was extremely fortunate to be supported by a team of Commission counsel, along with their support staff, who from the outset of the process worked tirelessly and effectively in the interests of the public to make sure that the Commission was able to meet its obligations. I am grateful for their dedication and commitment and for the outstanding manner in which they carried out their duties. Their assistance to me made it possible to take complex and multifaceted issues and, despite time constraints, to create a process and forum in which these issues were thoroughly and fairly investigated. Throughout the life of the Commission, this legal team demonstrated a high degree of professionalism to me, to Commission staff, to the participants, and to the public with whom it had frequent contact.

I was also fortunate to have the assistance of Dr. David Levy, consultant on fisheries research, and his assistant, Patricia Woodruff, who provided advice and guidance to me, Commission counsel, and staff on our science research projects. Their guidance and help enabled the Commission to develop terms of reference for investigations leading to reports on the potential causes for the decline of Fraser River sockeye salmon. The authors of these technical reports, and those who peer reviewed them, tackled a complex set of issues and ensured that the Commission's science research projects could be undertaken and completed in a timely fashion to serve the needs of Commission counsel and the participants as they prepared for the hearings.

The director of communications and her staff undertook their work with the same degree of professionalism shown by all those involved with the Commission's work. She and her staff kept me, Commission counsel, and the other staff abreast of media coverage of issues and topics related to our work and provided participants, the public, and the media with information about the Commission's activities. I received many compliments about our user-friendly website – an excellent tool for

participants, the public, and everyone on staff to follow the activities of the Commission and to interact with it on the issues under investigation.

I wish to thank the Commission's dedicated and energetic office and hearing staff, who worked seamlessly with Commission counsel and the participants to ensure that our work could be completed in the most timely, constructive, and effective manner considering the constant pressure from time constraints and an enormous workload. Their collaboration and team efforts made our office a productive and pleasant environment for everyone involved. A measure of the esteem in which the Commission's counsel, office, and hearing staff are held by the participants and their counsel is reflected in their generous and kind remarks at the conclusion of the hearings.

The work of the Commission was in capable hands at all times, right from the executive director, director of finance and administration, manager of documents and records, and manager of the Contribution Program, through the legal administrative assistants, research assistants, bilingual receptionist and bilingual administrative assistant, document reviewers, and webmaster, to all those at the hearings, including the hearings coordinator, registrar, court recorder, interpreters, commissionaires, and sheriffs. Everyone showed a constant willingness to serve the Commission beyond the call of duty and to make sure that its work was carried out in the public interest.

I also wish to recognize the work of the editors, proofreaders, translators, and layout and design advisor who worked hard to support the Commission staff at every step in the production of the Commission's reports, first the Interim Report and then this Final Report.

I wish to single out Brian Wallace, senior Commission counsel; Keith Hamilton, policy counsel; Dr. Leo Perra, executive director; and Cathy Stooshnov, director of finance and administration, all of whom I had the privilege to work with previously on the British Columbia Electoral Boundaries Commission and the good fortune to have as my colleagues on this Commission. Their strong and constant support was critical to my being able to perform my duties as Commissioner, knowing that they would carry out their respective duties with excellence, efficiency, humour, and kindness. I simply could not have conducted the work of the

Commission without their involvement in every facet of our mandate.

I am also grateful that the participants, who were engaged in the development of the Commission's rules and consulted about its process, co-operated throughout with Commission counsel, and at all times showed them and me respect, courtesy, and patience. They, like Commission counsel, were under tremendous pressure to review tens of thousands of pages of documents and lengthy, complicated reports, and to complete their examinations and cross-examinations in a timely way. Although obviously there was not agreement at every step of the process, they displayed throughout the hearings a most collegial and co-operative relationship with one another, Commission counsel, and Commission staff. The participants or their counsel were always well prepared and of great assistance to the process of the Inquiry. I am grateful for their thoughtful and thorough final submissions that addressed the issues under investigation and, where appropriate given their respective positions on the issues, to collaborate on the approaches that should be taken in investigating the issues and finding common ground on solutions.

I also express my appreciation and thanks to the many witnesses who testified at the Inquiry. They participated in preparatory hearing interviews, readied themselves for the hearings, and accommodated our schedule. Their contributions assisted greatly in the Commission's work.

During the course of the Commission, hundreds of public submissions were posted to our website. Hundreds of people attended our community forums, and many of them made well-prepared, interesting, and helpful submissions. I appreciate the courtesies extended to the Commission by many individuals, groups, and organizations during our site visits. It was encouraging to hear about and observe the passion with which members of the public displayed their sincere and serious interest in the issues under investigation by the Commission.

Finally, I wish to thank Chief Justice Robert Bauman, Associate Chief Justice Austin Cullen, and former Associate Chief Justice Anne MacKenzie for their constant support and encouragement to me throughout my participation in this undertaking. With their co-operation I have been able to take time away from my judicial duties to serve in my role as Commissioner, for which I am most grateful.

This Inquiry has been a long and daunting process, but at all times I have been rewarded with the knowledge that the issues investigated were fundamentally important to the future of a resource central to the identity of British Columbians. I consider it a privilege and an honour to have served as Commissioner. I file this Final Report with the hope that its recommendations will be useful in meeting the expectations held by all interested parties in the future sustainability of Fraser River sockeye and the sockeye fishery.