



POSITION DESCRIPTION

POSITION TITLE: Regional Director, Oceans, Habitat and Enhancement

REGION: Pacific

DEPARTMENT: Fisheries and Oceans

POSITION NUMBER: 20215

LOCATION: Vancouver, British Columbia

GENERAL ACCOUNTABILITY:

The Regional Director, Oceans, Habitat and Enhancement is accountable for providing leadership to the development and implementation of policies, plans, strategies and initiatives relative to:

- The protection and restoration of ocean and watershed fish habitat through regulatory review, outreach, community and Integrated Planning, partnerships, habitat restoration, science support and (words from blueprint) ;
- Is accountable for providing regional leadership for the design, development and implementation of the Department's strategies and initiatives in the Region related to the *Canada Oceans Act* by initiating and supporting Integrated Management, and related Oceans programs, as a key tool for program planning and delivery; working with other sectors, other government departments and other levels of government to create agreements and partnerships for Oceans programs.
- The Salmonid Enhancement Program (SEP) designed to help maintain and rebuild salmonid stocks including production for commercial, recreational and aboriginal fisheries.
- The integration of resource management planning with the planning initiatives of other Branches, agencies and communities.

- Unique and broad ranging community involvement initiatives and programs designed to recognize, coordinate and support the expressed desire of the people of British Columbia for participation in stewardship over the resource that relates to the mandate of the department.

The Regional Director also has functional relationships with six Area Directors and their respective Area managers for an integrated oceans, habitat, enhancement and community stewardship program to address broader policy issues and consistency in habitat management oceans and enhancement policy, as well as efficient and cost effective operation of a geographically dispersed network of facilities including fishways, hatcheries and channels across British Columbia and the Yukon.

In this functional capacity the Regional Director is accountable for the program planning, financial distribution plan and sectoral program and financial reporting to Assistant Deputy Ministers for the region for Habitat, Oceans and Enhancement and related community stewardship.

ORGANIZATION STRUCTURE:

This is one of fourteen positions reporting to the Regional Director General Pacific Region. The others are: Regional Director, Policy and Economic Analysis; Regional Director, Communications; Regional Director Corporate Services; Regional Director Fisheries Management; Regional Director Science; Regional Director Treaty and Aboriginal Policy Directorate; Regional Director Human Resources; Area Director BC North Coast; Area Director BC Central Coast; Area Director BC South Coast; Area Director Yukon and Transboundary Rivers; Area Director Lower Fraser River; Area Director Interior BC.

Reporting directly to the Regional Director Oceans Oceans, Habitat and Enhancement Oceans, Habitat and Enhancement are:



Regional Head, Oceans/Watershed Planning and Stewardship (Staff of 26) Accountable for: providing the policy framework, training, assistance and the supervision of all initiatives relative to the effective planning, restoration and enhancement of the Region's oceans and watershed habitats and for ensuring the appropriate level of community involvement in the delivery of programs to support the protection of fresh water and ocean fish habitat. The position is also accountable for ensuring that local communities develop the knowledge and capacity necessary for making a meaningful and legislatively compliant contribution to watershed management and habitat protection; and for coordinating and promoting the effective disbursement of various endowments and other stewardship funds.

Comment [SF1]: Alliaon – although these positions were not approved for EX01s I assume that they can still be referred to as Director?

Comment [SF2]:
CO you need classification here? – PC05

Regional program and Policy Coordinator, Oceans Programs (Staff of 1) Accountable for the coordination and planning of Oceans activities with other branch managers, and other sectors within the region.

Regional Head, Water and Land Habitat Protection (Staff of 16) Accountable for developing and implementing policy initiatives, and guidelines, to ensure that the letter and spirit of the regulations of all legislation impacting on the protection of fish habitat are effectively supporting the Department's fish Oceans, Habitat and Enhancement Oceans, Habitat and Enhancement objectives, are operating in a consistent and synergistic manner, and are being responsibly implemented. The Director is also responsible for developing contemporary approaches for ensuring compliance through various alternate service delivery mechanisms such as Best Management Practices, Certification and other innovative strategies. Functional relationship with 70 area staff.

Regional Chief, Salmonid Enhancement Operations (Staff of 10). Accountable for program planning, policy, assessment and regional coordination of the operations of the salmonid enhancement program including major government facilities, contracted enhancement facilities, habitat restoration program, and lake enrichment program. Functional relationship with 220 area staff.

Regional Chief, Stewardship (Staff of 5)

Accountable for the management of stewardship programs and the coordination and integration of community involvement activities. Develops new approaches to



stewardship in the region through collaboration with managers in the Oceans/Watershed Planning and Stewardship Division, area management, provincial representatives, and various organizations.

Strategic Program and Integration Analyst (Direct Output support to the Regional Director) Accountable for tracking and analyzing issues pertaining to policies and programs and for contributing to the development of policy frameworks and strategies, and approaches across the Region.

Executive Assistant Accountable for the efficient operation of the office of the Regional Director Science and for administrative and liaison functions related to the operation of the Pacific Region Science Branch.

Branch Business manager. Accountable for providing business planning and supervising clerical support to the regional branch office.

The Regional Director Oceans, Oceans, Habitat and Enhancement is also accountable for overseeing the provision of functional direction and support to the six Area Regional Directors and their staffs.

NATURE AND SCOPE:

The Department of Fisheries and Oceans is engaged in the development and delivery of policies and programs in support of Canada's economic, ecological and scientific interests in oceans and inland waters and the safe, efficient and environmentally sound movement of commercial and other traffic over Canada's oceans and inland waterways.

The Department is responsible for the development of operational and regulatory programs and policies, standards, directives and cost recoverable services related to legislated mandates and the management of major scientific and technical activities related to the management of renewable fisheries habitats and resources, and aquatic and oceans research and management programs of national and international consequence. More recently, under the *Oceans Act*, the Department is responsible for leading integrated management processes for management of the Oceans and coastal areas.

The Pacific Region is large and geographically diverse, The Pacific Region encompasses an area extending 200 miles into the ocean and including 560,000 sq. km of ocean and



27,000 km of rugged coastline. The Region, as the largest in the Department, manages approximately 20% of the Department's total financial and human resources and a higher percentage of departmental physical assets. Fisheries management operates from six area offices, with over fifteen field offices as well as a large number of other field sites.

The Region is characterized by a number of competing interests. There is an aboriginal fishery including numerous and widely dispersed groups that have co-operated in the development of comprehensive land and resource claims establishing in the courts their right to fish for food, societal and ceremonial purposes. There is a significant recreational fishing industry dependent on maintaining current access to salmon and other fish stocks. There is a commercial fishery that produces high dollar yields over very short periods of the year. There are also international interests and issues, and a large number of important environmental stakeholders with interest in fisheries and oceans related issues. There are significant environmental issues because of major commercial exploitation of natural resources through extensive logging and mining, development.

With the decentralization of service delivery to the area level, the Oceans, Habitat and Enhancement Oceans, Habitat and Enhancement Branch, will increasingly focus on the development of policies, longer-term strategies, standards and guidelines and evaluation frameworks. However, the Areas are dependent on the functional leadership of the Regional Director Oceans, Habitat and Enhancement Oceans, Habitat and Enhancement to ensure the effective and coordinated delivery of programs critical to their communities of interest. Policy and developmental support for new initiatives, significant habitat coordination with the provincial agencies and limited regional program delivery of, for example, Major Project reviews under the Canadian Environmental Assessment Act remain in the regional office under the director supervision of the regional director.

The Fisheries Department Pacific's Program Delivery Renewal (PDR) initiative, which decentralizes program and service delivery to the area level, is intended to allow the Region's "corporate" functions, such as those within Oceans, Habitat and Enhancement, to focus on the development of policies, longer-term strategies, standards and guidelines and evaluation frameworks. The Branch has, however, mandated the critical onus of accountability for ensuring the effective and consistent delivery of these

initiatives through the provision of functional direction to policy implementation within the Areas.

In response to the increasing emphasis which the government is placing on creating and maintaining partnerships with stakeholders, the Department has embarked upon a series of policy and legislative reforms that shift emphasis from harvest management to the concept of sharing the stewardship responsibility for the resource with all participants in the fisheries. This change in the Department's operating philosophy profoundly effects the Department's clients, stakeholders and employees as the policies governing this resource directly affect people's jobs, communities and their way of life.

It is in this context that the Regional Director, Oceans, Habitat and Enhancement responsible for providing leadership to the DFO policies, programs and initiatives perceived to be of critical importance in the eyes of the broad and diverse range of groups within the Region with an intense and focused interest in the restoration of the fishery. These perspectives range through a spectrum from the political to the commercial to the emotional. The salmon plays a unique role in British Columbia history and in the collective psyche of British Columbians - the salmon is part of the heritage of every native British Columbian, regardless of origin, race or creed. The portfolio of the Regional Director, although highly complex and diverse in its technical and managerial challenges, requires a level of sensitivity, which is required in no other Branch or Region of the Department. The Regional Director must, therefore, oversee a balanced approach to the development and implementation of strategies, approaches and initiatives that meet the following often-competing objectives:

1. The fulfilment of the DFO mandate for the protection of fish and fish habitats and for no net loss of productive capacity in accordance with the *Fisheries Act*.
2. The support of departmental policies that promote a strong conservation and stock rebuilding ethic, while, concomitantly,
3. Making decisions which are perceived as being reasonable, pragmatic, accommodating and consistent, without betraying basic principles, in allowing industrial and urban development to proceed.
4. Working to ensure that programs and policies are integrated in the areas of oceans and coastal area management with those of



other federal departments, provincial agencies , local governments and First Nations.

The Regional Director provides regional leadership in identifying the priorities and strategic program responses of the Department to habitat management, Salmonid Enhancement Plan, the Habitat Blueprint, implementation of the *Canadian Environmental Assessment Act* and for the habitat research, management and restoration components of the Fraser River Action Plan.

The Pacific habitat program covers all habitats used by all fish species in BC and the Yukon. It has a very large fresh water component, because of the Department's historical concern for anadromous salmon, the major component of the Pacific fishery. At the same time, the Regional Director must develop and implement strategies and initiatives to meet the increasing demands for ocean habitat work with the integrated planning work of the *Canada Oceans Act*.

The Regional Director is called upon to provide regional leadership for the integrated delivery of the Department's habitat programs and services. The incumbent plans, directs and monitors the development of habitat management operational policies, plans, procedures and services in support of the achievement of the Department's mandate within the Region. The incumbent is responsible for ensuring that the Region provides a co-ordinated comprehensive approach to the management of habitat management by developing and implementing specific program initiatives, within the departmental policy for habitat management to advance protection and compliance, integrated resource planning, scientific research, public consultation, public information and education, co-operative action, habitat improvement and habitat monitoring.

The incumbent directs the implementation of these initiatives and programs through the provision of functional direction, advice and support to the Area Directors and their staffs located throughout the Region. Habitat field staff carry heavy workload of habitat referrals (25,000) per year. The Pacific habitat program is also characterised by major and often almost intractable issues such as the, GVRD sewage, chloramine, dioxins, the Kemess, Huckleberry and Fish Lake mines, Yukon placer mining, and the operation of large hydro-electric dams, which often carry on for years. The pressures on fish habitat in the Region are constantly increasing through urban sprawl, industrialisation, mining, forestry, agriculture, road building and competition for water resources. The Regional

Direcotr is responsible for implementing the Environemtnal Modernization to ensure the habitat program is effective, timely and transparent.

The Regional Director also provides regional leadership for the integrated delivery of the Department's Salmon Enhancement Program. The incumbent plans, directs and monitors the development of operational policies, plans, procedures and services to support the objectives of SEP which include fish production for harvest and other economic benefits, fisheries conservation and stock-rebuilding, fish habitat restoration and development, employment and training for Aboriginals and others living in remote communities, facilitation of volunteer programs in fish production and stream stewardship, and education in fisheries and environmental values.

The Regional Director oversees the achievement of the Department's SEP program mandate within the Region. The SEP operates a number of fishways, hatcheries, spawning channels, lake enrichment projects and related facilities of Pacific salmon stocks.

One of the principal challenges of the Regional Director is providing leadership to the exit and integration of the legacy of the Habitat Conservation and Stewardship Program. This program seeks to establish community partnerships to enhance habitat protection and expanded community capacity to steward fish habitat resources. The objectives of the Program are to:

- incorporate fish habitat protection requirements into local land and water use plans;
- increase public and stakeholder awareness of fish habitat requirements
- improve habitat mapping and inventory data required for land management and resource planning;
- increase local stream surveillance and monitoring;
- improve compliance monitoring of development projects;
- provide technical information, advice, and support to partners and communities;
- pilot the development of watershed management plans for several priority watersheds;
- enhance and restore habitats as part of watershed management plan(s); and
- increase community responsibility for watershed management.

Achievement of the Program objective requires a matrix of skills including complex logistical planning and communication approaches, education, and most importantly, the capacity to convince communities, with their own priorities and proprietary interests, to act collaboratively and to “to take actions that they normally would not be disposed to do”.

A second challenge facing the Regional Director stems from the potential for inefficiency, confusion, and conflict stemming from the overlap of the Branch’s policies programs and initiatives with those of other Branches within DFO, with other Federal and Provincial Government Ministries, with local municipalities and aboriginal governments and with a legion of other stakeholder groups. The engineering of agreement with these groups is a constant and critical preoccupation of the Regional Director.

The Regional Director is a member of the Regional Executive Committee, the Pacific Policy Committee and the Resource Management Executive Committee, which makes decisions, based on scientific advice, on the harvestable surplus and fishing plans for all fish stocks in the Region. The incumbent is required, as part of the corporate duties of the position to lead or participate on other regional and national committees.

The Regional Director is the departmental spokesperson for all matters relating to the regional enhancement and habitat programs, and particularly for major habitat issues such as the Vancouver sewage treatment, Placer mining, and for enhancement issues. The incumbent is frequently required to negotiate with company officials at the CEO level and with senior representatives of other federal departments and other levels of government. These negotiations can have a direct influence on significant investment decisions. The incumbent also provides briefings to the Minister, other MP's, provincial and territorial MLA's and municipal officials. The incumbent is also in frequent contact with senior officials of other government departments, provincial, territorial and municipal governments, fishers associations, aboriginal communities, volunteer groups and other stakeholders to advance the Oceans, Habitat and Enhancement Oceans, Oceans, Habitat and Enhancement objectives of the Region.

DIMENSIONS

Staff:	Direct reports:	68 full time equivalents
	Functional Reports in the Areas:	290 full time equivalents
Salaries and		



O&M: \$ 19 Million

Capital Budget: \$xx Million

SPECIFIC ACCOUNTABILITIES:

- 1 Provides leadership throughout the Region for the design, development and implementation of strategies and initiatives for the cost-effective delivery of the Department's Oceans, Habitat and Salmon Enhancement Programs.
- 2 Leads the efficient and effective integration of the Region's Habitat , Oceans, and Salmon Enhancement Program with the regional fisheries and biological research, ocean science, fisheries management and fisheries development plans, strategies and initiatives
- 3 Develops and monitors the implementation of an integrated regional operational framework to advance the Department's objectives with respect to the implementation of the government's oceans strategy.
- 4 Ensures the development and maintenance of strategic linkages within and outside the federal government to develop a cohesive, comprehensive and cooperative approach to the management of the oceans.
- 5 Leads the development of policies, programs and initiatives toward the renewed focus on Integrated Management and Planning. .
- 6 Provides regional input into departmental policies, priorities, plans, processes, standards, practices and budgets
- 7 Ensures the cost-effective delivery of all-regional oceans, habitat salmon enhancement programs and services within negotiated plans and budgets.
- 8 Directs the development of cost effective policy and program options to advance the interests of the Department with respect to oceans management, habitat management and SEP.
- 9 Represents the interests and concerns of the Department in the Regions regarding habitat , oceans and salmon enhancement with representatives of other



government departments and agencies, the provincial government, non-government organisations, aboriginal communities, and ensures effective liaison, co-ordination, and, where appropriate, integration of communications and educational strategies and programs.

- 10 Manages the resources assigned to the Branch for the region with economy and probity.



CERTIFICATION

The foregoing is an accurate and comprehensive statement of the duties and responsibilities assigned to this position.

Incumbent

Date

Signature

Regional Director General

Date

Signature