

EXECUTIVE GROUP POSITION DESCRIPTION

POSITION TITLE: Area Director, South Coast

POSITION NUMBER: 3307

DIVISION: Fisheries and Oceans

LOCATION: Nanaimo, B.C.

INCUMBENT:

SUPERVISOR'S TITLE: Regional Director General

SUPERVISOR: Paul Sprout

DATE: **March 19, 2007**

SECURITY: Secret

GENERAL ACCOUNTABILITY

The Area Director is the key leadership position for the Department in the Area, and is accountable for co-ordinating, planning, managing, and operating specific Area level programs, including leading the strategic and business planning process for these activities; is accountable for the integrated delivery of those programs at the local level; is accountable for providing Area level expertise in the direction and implementation of departmental and regional policies, plans, and programs; is responsible for implementation of the DFO Strategic Plan, at the Area level, which plays a key and all-encompassing role in restoring confidence and credibility for employees and external client groups

As the Designated Senior Officer at the area level, provides leadership for the implementation and integration of Area operational programs with other sectors and government agencies. Responsible for the organizational health of the Department in the area, providing leadership in the Human Resource function to area level staff and for assuming line management over site personnel in response to incidents such as strikes, protests, and demonstrations. Provides the communications function and a focal point for inquiries regarding DFO policies, operations and service delivery Community based multi-stakeholder consultations and the area-based implementation of the fishery. Development and implementation of area-based fisheries management plans. Responsible for area-based implementation of international / regional fishing plans as well as the Canada Oceans Act, i.e. integrated coastal zone management and marine

projected areas. Participation in Aboriginal fisheries negotiations for the Aboriginal Fisheries Strategy, land claims negotiations, commercial fisheries.

ORGANIZATION STRUCTURE

This is one of 14 senior management positions reporting to the Regional Director General. The others are: Associate RDG; Regional Director Science; Regional Director, Fisheries & Aquaculture Management; Regional Director Oceans, Habitat and Enhancement; Regional Director Strategic Initiatives; Regional Director Treaty & Aboriginal Policy; Regional Director Policy & Economic Analysis; Regional Director Communications; Director, Pacific Fisheries Renewal; and 4 other Area Directors.

The Department of Fisheries and Oceans is engaged in the development and delivery of policies, programs and regulations in support of Canada's economic, ecological and scientific interests in oceans and inland waters and the safe, environmentally sound and efficient movement of commercial and other marine traffic over Canada's oceans and inland waterways. The Department is responsible for the development of operational programs and policies, standards, directives and cost recoverable services related to the legislated mandate of the Canadian Coast Guard; 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. DFO establishes fishery management plans, develops conservation and protection policies and implement programs; provides leadership on the development and implementation of an Oceans Management Strategy and a national system of Marine Protected Areas, integrated coastal zone management and marine environmental quality programs.

NATURE AND SCOPE

The Area Director, as the Designated Senior Officer for the Area, is responsible for providing a local focal point to facilitate and monitor integrated operational policies, planning frameworks, initiatives and programs to promote and advance the Department's mandate with respect to the integrated delivery of a wide range of specific departmental business lines that are responsive to the needs of clients in the Area. The Area Director leads the development and implementation of initiatives to address organizational health issues at the Area level.

The Area Director ensures that the interests and concerns of the Area are factored into the Region's plan, programs and initiatives and leads the development and implementation of strategic and business plans at the Area level. As a member of the Region's Senior Management team, the incumbent plays a key role in the planning, co-ordination, and integration of Area programs within the Region with other directorates and sectors.

The Area Director is responsible for contributing to policy and program development in support of a multi-disciplinary management program for aquatic habitat management, protection and

restoration, and for the protection and conservation of fish resources, stock assessment, waterways and aquatic environmental issues throughout the Area. The incumbent provides the Area focal point for the review and interpretation of policies, initiatives and programs as required by a number of statutes including the *Fisheries Act*, the *Canadian Environmental Assessment Act*, the *Canada Oceans Act*, *Canada Shipping Act* and corporate management policies.

The Area Director ensures that the interests and concerns of the Area are effectively represented in the policy development activities of the Department, both at the Regional and at the National levels.

The incumbent contributes through the regional management process to the development of regional and departmental positions on major programs or issues and in collaboration with regional management; leads in the development of local partnering initiatives and shared working arrangements with other federal departments, provincial/territorial ministries, conservation authorities, Aboriginal and other interest groups; monitors and reports on these arrangements and on progress on program objectives and relevant databases.

The incumbent may represent DFO in international, national, and regional fora, and participates and may lead in the communication of program delivery and objectives to the stakeholders and the public.

The Area Director will consider all programs of the Department and develop opportunities to integrate the various program delivery mechanisms through innovative arrangements and relationship building amongst the distinct business line responsibilities in the department.

The Area Director helps to develop, design, promote and direct partnering arrangements for the delivery of the program responsibilities in the Area, with volunteers, non-profit societies, conservation authorities, municipalities, Aboriginal communities, universities, and provincial ministries. These will detail working arrangements for the delivery, implementation, monitoring and reporting of activities.

In collaboration with regional management, the Director negotiates and assigns specific responsibilities to the partnering agencies in accordance with their capability, legislative mandate and experience in application of departmental policies.

The Area Director plans for public relations and information programs to ensure that departmental priorities, plans; programs and regulatory regimes are known and understood by affected stakeholders and the general public. Standard procedures, operating protocols, and guideline documents are developed at Headquarters and provided in support of these programs for resource agency and public use.

The Area Director may meet with senior officers at the Area level of [e.g. Conservation Authorities, Federation of Anglers and Hunters, Development Institutes, Committees,

Associations of commercial fishermen, Fisheries Commission, and representatives of the land developers).

Regional / Area Characteristics, [e.g. Geography; Coverage; Population; Habitat; Value of the Industry; Impact on other important valuable economic sectors; Cultural and Social impacts]

The South Coast area covers approx. 39,000 sq. kms. and includes over half of Vancouver Island and the mainland side of the Strait of Georgia. Major population centres are Victoria, Nanaimo, Duncan, Port Alberni and Courtenay/Comox.

Significant challenges include:

The habitat protection pressures created by continued population growth and associated industrial, commercial, residential, and agricultural development in conflict with the habitat requirements to preserve South Coast salmon stocks. There are considerable numbers of volunteer organizations wishing to contribute to habitat protection issues which require considerable activity to ensure focused efforts.

Developing and maintaining positive relationships with First Nations is a priority for the Department. Significant issues related to First Nations include, the management of fisheries, the protection and restoration of fish habitat/ecosystems, the enhancement of fish stocks, the development of local economies and the role of First Nations in decision-making.

The management of the fishery has been made increasingly difficult under the context of harvest and conservation constraints. There are over 30 separate First Nations bands, some of which are included under the 5 treaty processes currently underway within the area, but others which are not. The First Nations operate under a variety of alliances depending on the issue but for the most part require individual consideration on Fisheries Management issues. Recreational fisheries are a major tourism draw to the South Coast area and commercial fisheries in Juan de Fuca Strait and off the west coast of Vancouver Island are significant economic activities. Integrating the management of these fisheries into a single framework driven by conservation, First Nations rights and economic and social objectives is a major challenge.

Supporting the development of a sustainable aquaculture industry is a challenge from both a technical and social perspective. Area programs are responsible for assessing the suitability of siting of aquaculture facilities from a variety of perspectives. Aquaculture sites may be in conflict with existing uses or values.

Implementation of precautionary and eco-system based management approaches for aquatic resources will be a challenge that will require extensive consultations and close cooperation with Science programs. Implementation of the Wild Salmon Policy will be a major step in this new

direction. Implementation of the Oceans Act more generally will be integrated into all on-going programs.

The enforcement program is under strain given the number of priorities and the opportunities for illegal activity in both finfish and shellfish fisheries.

Finally, as noted above, the responsibilities to meet the obligations of the Pacific Salmon Treaty will put a new significant workload into the area. Funding is expected for this additional responsibility.

The Area Director provides leadership, in conjunction with Regional management, in resolving multi-interest disputes related to resource management issues that affect aquatic resources in all the above areas. Interests in the Pacific Region are diverse and often conflicting; e.g. a wide range of fishing sectors, environmental groups, First Nations, industrial developers and other levels of government.

Areas reporting to the Area Director with functional relations to the Regional offices are:

Fisheries & Aquaculture Management - responsible for the mandate to conserve and protect the resource and, in partnership with stakeholders, to ensure a viable and self-reliant fishing industry. Conservation and Protection activities are designed to ensure compliance with the legislation, policies and fishing plans relating to the conservation and sustainable use of the resource. The Area office provides expertise into Fisheries Management activities in major program areas (below); the Area Director is responsible for implementation:

Resource Management - implements, in partnership with industry, plans, policies and programs to protect the stocks in order to assure future abundance and provide for the fair allocation and distribution of harvestable surpluses among those dependent on the resource. Resource Management develops and implements Integrated Fisheries Management Plans for each fishery, which integrate conservation, management and scientific objectives and spell out the required measures to conserve and manage the commercial and recreational fishery. The Area office has responsibility for some Statistical Co-ordination and collection, is responsible for the delivery of the Licensing Programs.

Aboriginal fisheries – leads negotiations of agreements on the management of Aboriginal fisheries, helping integrate these into the overall management framework, liaising on federal negotiations on land claims and self-government, and promoting fisheries-related economic opportunities for Aboriginal communities.

Co-management – implements the co-management approach at the Area level, ensuring client input to the Integrated Fisheries Management Plan through the Advisory Committees,

ensuring Area involvement and collaboration through Joint Project Agreements, assisting eventually with partnering arrangements with through Fisheries Management Agreements.

Conservation and Protection -- responsible for the implementation of plans, approaches, and regulations to deliver enforcement and compliance monitoring. Responsible for control and surveillance that involves the deployment of fishery officers to air, sea and land patrols; observer coverage on fishing vessels; dockside monitoring, and remote electronic monitoring. Responsible for habitat investigations - inspections, and prosecutions; monitoring and reporting on activities; leading or assisting in the co-ordinated efforts with other federal or partnering agencies, and participating and leading in communicating program information and objectives to clients and the general public. Directs the operation of enforcement units at 5 locations and co-ordinating the Area enforcement effort with the regional program representatives.

Aquaculture – leads the sustainable, integrated development of aquaculture, supporting aquaculture as a legitimate user of coastal resources Aquaculture, resolves Coastal zone conflicts, integrates Area inputs to provincial and federal referral processes ensuring compliance with applicable regulations NWPA/CEEA, FA, etc. Area Director delivers program in the Area by assisting with the co-ordination and implementation of programs.

Stock Assessment -- Responsible for defining stock assessment priorities and developing operational plans for the North Coast Area in accordance with regional/national objectives and policies and international agreements. Responsibilities are assigned to biological, technical and data management groups that work in teams responsible for assessments and stock status updates, project design and implementation, data analysis and reporting. Types of studies include: adult abundance and timing estimation using fences, tagging, visual and electronic methods; juvenile abundance and timing estimation using fences, traps, dye and coded wire tags; biological sampling; and temperature and other monitoring.

Oceans, Habitat and Enhancement – in support of the national Oceans program, is responsible for conserving, protecting and restoring fish habitat in support of sustainable recreational, Aboriginal and commercial fisheries. Responsibilities include; mandate is to conserve and protect fish habitat in support of sustainable recreational, Aboriginal and commercial fisheries through the provision of scientific information and advice, and conserves and protects the oceans, oceans resources and biodiversity on an ecosystem basis through integrated management, a precautionary approach and sustainable development principles; Habitat Management delivery of habitat provisions of the Fisheries Act; implementation and management of the Department's requirements for environmental review of ongoing and proposed development in the assigned Area

that may affect aquatic resources; developing, advising on and assisting the development of departmental recommendations for mitigation or compensation requirements if habitat is affected or lost; recommending the conditions of approval for Fisheries Act authorizations; overseeing the delivery of monitoring and reporting requirements in relation to Section 35 delivery in the Area; participating in and assist in the development of effective review processes with partnering agencies; representing the department in interagency meetings; and participating and leading in the communication of program delivery and objectives to stakeholders and the public. With respect to **restoration**, actively develop partnerships and proposals to restore damaged habitat to restore productive capacity of the habitats found in the area. Finally operate a number of **hatcheries** (5) and support a number of community-based hatchery operations to provide stock enhancement for a number of salmon habitat areas

The federal *Canadian Environmental Assessment Act* provides authorities and responsibilities to DFO in regard to the protection of resources and the processes of public consultation with respect to development activities. The Area Director ensures compliance and incorporation of these requirements in the regulatory conservation programs and processes in the Area.

Oceans Act provides for the development of a national management strategy for estuary, coastal and marine ecosystems, implemented at the Area level i.e. implementation programs (Integrated Management, Marine Environmental Quality or Marine Ecosystem Health and Marine Protected Areas): Within the Oceans Management Strategy, specific responsibilities include:

- In collaboration with a number of parties, to develop and implement a national ecosystem management strategy;
- In collaboration with a number of interested Parties to lead and facilitate the development and implementation of Integrated management plans;
- Establish marine environmental quality guidelines, objectives and criteria;
- For integrated management plans, lead and coordinate the development and implementation of a system of marine protected areas;
- Evaluate present ecosystem health in the planning area, identify critical resources and habitats, if any, and develop management plans to orient current activities and manage the potential of oceans and their resources.

The Area Director has responsibility to deliver the programs in the Area, provide local networks that are established at the Area level, assist with implementation, communication, and working with local governments and community groups.

Human Resources & Corporate Services -- responsible for consultation with internal clients, and working with Regional Corporate Services to establish Service needs and increase levels of satisfaction; provides support to address organizational health, recruitment, and continuous

learning and sector-specific issues. Area Director is responsible for implementing department's financial, administrative, material, human resource, communications and information strategies / policies / procedures at the Area level:

Delivery of programs - responsible for the management of processes supporting the program, development of contracts for services, procurement and inventory of program equipment, processing of accounts for payment, monitoring and reporting on expenditures, human resource management, training and development initiatives, and leads and advises on budgeting and financial planning requirements.

Organizational Health. Area Director helps develop and delivers the programs at the Area level related to the department's Human Resource Development Strategy relative to workplace well being, recruitment and retention and a learning and development organization.

Small Craft Harbours: Area Director is responsible to support the Small Craft Harbour program by acting as a community interface and providing input into the Regional process.

DIMENSIONS

Staff years	120
Staffed locations:	9
Annual Operating Budget	\$13.8 Million

SPECIFIC ACCOUNTABILITIES:

1. Represents DFO with clients, stakeholders and the media, federal, provincial and municipal representatives providing a focal point for inquiries regarding DFO.
2. Provides leadership, as Designated Senior Officer for the Area, for the implementation and integration of Area operational programs with other sectors and government agencies:
 - Community based multi-stakeholder consultations and the area-based implementation of the fishery. Development and implementation of area-based fisheries management plans
 - Area-based implementation of international / regional fishing plans
 - Area-based implementation of the Canada Oceans Act, i.e. integrated coastal zone management and marine protected areas
 - Habitat restoration and enhancement

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- Coordination of allocation of fishery resources amongst sectors, aboriginal, commercial, and recreational, including the development of co-management agreements.
 - Participation in Aboriginal fisheries negotiations for the Aboriginal Fisheries Strategy, land claims negotiations, commercial fisheries.
 - Work with other DFO Areas and Regions.
3. Provides leadership for the direction, design, and implementation of the Area programs for the integrated delivery of services.
 4. In collaboration with Regional management, leads the development and negotiation of shared partnering and working arrangements with other levels of government in the Area and other interested and concerned agencies and groups and Aboriginal communities.
 5. Internally, the Area Director contributes, as a member of the Region's management committee, to the articulation of the strategic direction of the Region and interprets this direction into strategic and business plans for the Area:
 - Participates in regional business and strategic planning, priority setting and resource allocation decisions.
 - Provides locally based employees with access to senior management in the Area and provides leadership on issues related to human resources and organizational health in the Area.
 - Is responsible for local safety and health issues, for local capital assets management.
 - Overall, Area Director is responsible for implementing department's financial, administrative, material, human resource, communications and information strategies/policies/procedures at the Area level.