

## Trevor M. Swerdfager

### **PROFILE:**

- Bilingual executive with over twenty years experience in the natural resource sustainability field with responsibility for substantial budgets and staff complements
- Diverse substantive expertise in environmental, wildlife, forestry and aquaculture domains
- Well versed in strategic policy development, parliamentary and Cabinet affairs, operational program delivery and scientific research and monitoring programs
- Extensive success in negotiating agreements, partnerships and strategic alliances with international, federal and provincial agencies, aboriginal groups and non-governmental organizations to achieve common goals;

### **PROFESSIONAL EXPERIENCE:**

Dept. of Fisheries and Oceans

2007 - present

Director General, *Aquaculture Management Directorate*

Responsible for providing strategic and tactical leadership in the management of the national aquaculture program; for developing and implementing federal aquaculture regulations; for managing substantial human and financial resources; for establishing effective working relationships with international, federal and provincial agencies as well as industry and other stakeholders or partners; and for providing strategic and scientific advice to the departmental executive, the Deputy Minister and the Minister on politically sensitive issues. Key achievements include:

- Effective ongoing strategic and tactical management of the national aquaculture program in DFO's highly decentralized matrix management system
- Financial and human resources management for staff of 35 and budget of ~\$10M
- Led the formulation of a substantial new aquaculture program and successfully led efforts to secure Cabinet and Budget 2008 support for its implementation
- Led the development of a successful Treasury Board Submission securing \$70M in new resources for the Department
- Led the development of two Memoranda to Cabinet securing mandates and new resources (\$50M) for a federal response to British Columbia court decisions on aquaculture
- Led the development a new federal aquaculture regulation for British Columbia
- Advised the Deputy Minister and Minister regarding above Cabinet initiatives as well as a host of politically sensitive and highly polarized aquaculture management issues
- Successfully designed and led highly complex public regulatory consultation processes with First Nations in BC and with the general public in BC and nationally
- Successfully negotiated the Canada- Chile MOU on Aquaculture Cooperation;
- Forged and maintained good working relationships with other federal departments, provinces, industry associations and company executives and senior ENGO leaders

## Forest Products Association of Canada      2006 - 2007

Senior Advisor, Sustainability (*Federal Executive Interchange Program*)

Responsible for providing strategic advice and policy development expertise to the President, his management team and member companies regarding a range of sustainability challenges facing the forestry sector in Canada. Key activities and achievements include:

- Led the formulation and finalization of the FPAC Sustainability Report and related policy implementation framework;
- Led and conducted consultations with a diverse range of government, industry and non-governmental organizations regarding complex forest sustainability issues
- Led the development of national FPAC sustainability policy in a highly decentralized context involving a diverse range of member companies across Canada
- Formulated and finalized FPAC Species At Risk Act policy approved by FPAC Board of Directors to guide member company operations;
- Established and maintained partnerships and good working relationships with major paper buyers, forestry associations, municipalities and ENGOs to coordinate the design and delivery of major paper recovery and recycling programs;
- Provided strategic advice to FPAC leadership team and member companies on competitiveness, sustainability and resource management

## Environment Canada      1988 - 2006

Director-General, *Canadian Wildlife Service, Hull, QC*

*2002-2006*

Responsible for management, leadership and enforcement of national resource management and science programs dealing with migratory birds, wildlife habitat, protected areas and species at risk protection and recovery. Key activities and achievements include:

- Strategic, tactical and operational management and leadership of national resource management and science programs involving a budget of ~\$90M and a staff of over 500 scientific, policy, enforcement and support personnel
- Led the development of regulatory packages under the Wildlife Trade Act, the Migratory Birds Convention Act, the Canada Wildlife Act and the Species at Risk Act
- Provided strategic policy advice and recommendations to Deputy Ministers and Ministers regarding a wide range of regulatory policy and content issues
- Successfully led and conducted highly complex and extended consultations and negotiations with the leadership of the Canada's six national aboriginal organizations to establishment of the National Aboriginal Council on Species At Risk;
- Led complex and politically sensitive consultations with First Nations, environmental groups and the general public regarding the implementation of the Species at Risk Act
- Led a range of consultation activities with First Nations, industry and environmental groups regarding amendments to the Migratory Birds Convention Act,

- Led efforts to secure passage of the Migratory Birds Convention Act, 2006 by Parliament and led the formulation and finalization of national policy to guide its implementation;
- Successfully managed several highly visible and complex regulatory issues related the implementation of the Species At Risk Act and the Canada Wildlife Act
- Successfully managed several highly sensitive enforcement investigations and undercover operations as well as relations with Interpol and enforcement agencies in the United States and Mexico
- Forged and maintained good working relationships with senior officials in other federal departments, provincial agencies and international governments
- Established and maintained good working relationships and strategic alliances with First Nation and Inuit leadership, national conservation organizations and industry groups.
- Led Canadian delegations to multilateral conferences of the parties, commissions and committees including the Ramsar Convention of the Parties, the Committee on Trade in Endangered Species (CITES), the NAFTA Commission on Conservation of Wildlife and Natural Resource and the Conservation of Arctic Flora and Fauna.

Regional Director, *Environmental Conservation Branch*  
*Pacific and Yukon Region, Vancouver, BC*

2000-2002

Responsible for the strategic, tactical and operational management and leadership of regional aspects of national air and water quality, analytical chemistry and wild management programs in BC and Yukon

- Provided strategic and tactical leadership for resource management and science programs encompassing a budget of ~ \$25M and staff of 120
- Successfully managed highly sensitive and confidential regulatory related laboratory analysis activities supporting pollution enforcement actions
- Contributed to national policy and program development from a regional perspective and articulated national directives into regionally appropriate operational terms in Environment Canada's decentralized matrix management system
- Forged and maintained good working relationships with provincial and First Nations officials and leaders in BC and Yukon
- Formulate the policy case and prepared Cabinet documentation for the federal contribution to the purchase of Burns Bog and successfully negotiated the \$70M Canada – BC agreement for its implementation.
- Provided strategic leadership to a Canada-US team in the establishment and successful implementation of the Canada – US Georgia Basin airshed study program;
- Successfully downsized the Pacific Science Centre lab by 50% and placed all affected staff while securing strong union support after provincial withdrawal from the Canada-BC laboratory agreement;
- Established and maintained good working relationships in forming and leading the multi-partner Canadian Intermountain Joint Venture involving provincial government, industry, ENGOs and First Nations participants
- Co-led the Pacific Region "People Plan" process setting out a regional human resources strategic plan for the department;

Director, Strategic Policy and Planning  
*Policy and Communications Branch, Hull, QC*

1999

Responsible for the formulating strategic policy advice to the Deputy Minister and Minister of the Environment and for strategic planning for the Department's Policy and Communications Branch

- Formulated and finalized the government wide “New Environmental Architecture” policy document presented to Cabinet by Minister Anderson to guide government wide environmental policy;
- Generated strategic advice to Minister on all Cabinet documents;
- Led development of range of strategic policy initiatives addressing departmental resource management and pollution prevention programs
- Led Branch level business planning and priority setting;
- Coordinated Policy and Communications Branch support to departmental strategic policy and planning processes;
- Led a staff of 10 senior policy analysts.

#### Chief, Resource Conservation Division

*Canadian Wildlife Service, Prairie and Northern Region, Edmonton, Al.* 1995-1999

Responsible for the management and leadership of habitat conservation, protected areas and environmental impact assessment programming in the three prairie provinces

- Established good working relationships with a wide variety of partners on the boards of habitat conservation joint ventures in each province
- Established the prairie habitat monitoring program;
- Testified at Cheviot Mine and Little Bow Highwood assessment hearings;
- Led the CFB Suffield Biodiversity assessment project;
- Managed a system of 23 protected areas;
- Negotiated and implemented a range of habitat conservation partnerships with individual ranchers and other agricultural organizations;
- Led a science staff of 23 with a budget of \$2.5M

#### Manager, Biodiversity Program Development

*Environmental Conservation Branch, Atlantic Region Sackville, NB* 1993-1995

Responsible for leading efforts to transform traditional wildlife management programming to the modern multi-disciplinary approach called for under the UN Convention on Biological Diversity

- Led the implementation of the federal “Program Review” exercise at the regional level;
- Led the establishment of the Atlantic Conservation Data Centre;
- Wrote the “plain language” discussion document version of the Canadian Endangered Species Protection Act;
- Represented the region in discussion of the National Accord on Species At Risk; served as a member of the regional management team.

#### Chief, Federal-Provincial and Aboriginal Relations

*Federal Provincial Relations Branch, Corporate Policy Group* 1991-1993

Responsible for coordinating departmental engagement in federal-provincial relations and negotiations with aboriginal people

- Led the establishment of the Environmental Management Framework Agreement negotiations process
- Developed departmental strategies for engagement in the Canadian Council of Ministers of the Environment process;

- Wrote the departmental aboriginal land claims and self-government policies;
- Represented Environment Canada in land claim negotiations with Labrador Inuit;
- Generated strategic advice to Deputies and Ministers regarding federal-provincial relations on the environment;
- Led a staff of 8 senior policy analysts.

Project Leader, Migratory Birds Convention Amendments  
*Canadian Wildlife Service, Hull, Quebec*

1990-1991

Responsible for projects dealing with the establishment of wildlife co-management agreements with aboriginal people across Canada

- Supported the development of federal government negotiating positions regarding amendments to the Migratory Birds Convention of 1916;
- Negotiated with provincial wildlife officials regarding national approaches to migratory bird management,
- Negotiated wildlife co-management arrangements with provincial officials and First Nations groups in Ontario.

Project Leader, Native Affairs and Negotiations  
*Canadian Wildlife Service, Ontario Region, Nepean, On 1988-1990*

Responsible for the development of departmental negotiating positions regarding co-management of waterfowl in northern Ontario's James Bay region and coordinating federal participation in the Ontario component of the Eastern Habitat Joint Venture

#### EDUCATION:

Master of Arts, Geography & Resource Management University of Ottawa	1988
French as a Second Language, University of Nice, France	1986
Bachelor of Environmental Studies, University of Waterloo (Third year completed at Griffith University, Brisbane, Aus.)	1985

LANGUAGE PROFILE: EBC (as of November, 2007)