

RESUME

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Education

B.Sc (1981) University of Victoria. Marine Biology major with Environmental Studies minor.

Relevant Training

DFO: Management Development 2 – Parksville, 2002
Risk Management – Module 1 – Victoria, 2003
Modern Safety Management Modules 1-6– Nanaimo, 2001, 2009
Facilitation Training
Collaborative Dispute Resolution – Justice Institute/Malaspina College, 2001
Management Training for Science-based Organizations – Nanaimo, 2001
Developing Performance Based Measurement in the Public Service – Vancouver, 2006
CSPS G110 The Essentials of Managing in the Public Service
CSPS P901 Staffing: A Resourcing Tool for Managers

Employment History

1. Current Substantive Position – Science Branch. (February 2009 to present).

Title: Manager Salmon and Freshwater Ecosystem Division

Classification: REM02

Description: Accountable for directing and managing the Salmon and Freshwater Ecosystem Division. This includes a staff of approximately 200 with Sections and Area operations responsible for salmon stock assessment, fish health/genetics-genomics, salmon interactions in coastal and high seas as well as support for regulatory decision making and research for freshwater ecosystems. Budget is approximately \$15M.

2. DFO, Policy Branch, RHQ – assignment to Pacific Salmon Foundation (April 1, 2007 to January 2009)

Title: Director, Fraser Salmon Watersheds Program

Classification: ES06

Description: Accountable for partnering with stakeholders and managing the strategy development, program development, and project delivery of the \$21M Fraser Basin

Salmonid and Watersheds Business Plan to curb the decline of salmonids and ensure long term survival of diverse and sustainable populations throughout the vast Fraser River System. Specific duties included:

- Designs, implements and reviews results-based, management frameworks and performance measurement systems, to ensure goals are being met in measurable ways.
- Consults stakeholders of the Fraser River Assembly on the design, implementation and progress of Fraser River salmonids plans and projects identifying areas of concern and facilitates or negotiates resolutions.
- Develops and maintains effective working relationships and represents the Foundation with First Nations, local government, provincial and federal ministries, crown corporations, academic institutions, industry organizations and citizen's groups to facilitate discussion regarding strategies for sustainable salmon habitat environments.
- Analyzes, synthesizes and assesses a variety of technical and scientific information and data related to Fraser River and Greater Georgia Basin watershed issues
- Develops major policy initiatives, position papers and communications documents for senior staff and the Board.

3. DFO, Policy Branch, RHQ (2003-March 31, 2007)

Title: Wild Salmon Policy Coordinator

Classification: ES06

Description: Responsible for coordinating the development and implementation of the Wild Salmon Policy (WSP)). Policy development was completed in June 2005 and is now in the implementation phase. The WSP represents a significant change in the way the Department works and is a substantial challenge to implement both internally and with our external clients. The coordinator's position reports to the RD Policy and involves:

- leading a multi-Branch, inter-disciplinary implementation team of 12 persons representing Sectors and Areas throughout BC and the Yukon,
- managing a budget of \$1.2M.
- extensive team building across Divisions, Sectors, other Government Departments, First Nations, Universities, NGO's and industry.
- Establishing strategic partnerships with in-kind and funding contributions from other Government Departments and Non-governmental organizations. Eg. Province of BC, Fraser Basin Council, Pacific Salmon forum
- Reporting to a Steering Committee of Senior Managers chaired by the RDG.
- Conducting extensive consultation/negotiation with First Nations and stakeholders throughout BC and the Yukon.
- Development and implementation of a collaborative approach to decision-making that considers the often conflicting values and interests of First Nations and stakeholders in developing resource management plans.

4. DFO Science Branch-Pacific Biological Station, Nanaimo (2001-2003)

Title: Section Head - Applied Technology Section.

Location: Pacific Biological Station, Nanaimo, B.C.

Classification: BI04

Branch: Science

Description: Responsible for the application of cost-effective new technologies to stock assessment problems. This involved:

- Supervising and directing a staff of 25 personnel including research, scientists, biologists and technicians.
- Managing an annual budget of 1.5M.
- Conducting and publishing original research on marine ecosystems.
- Chairing the joint Science/Coast Guard Pacific Science Vessel Committee.
- Chairing and participating in the Can/US Pacific Groundfish sub-committee.

5. DFO Science Branch – Pacific Biological Station, Nanaimo (1988-2000)

Title: Program Head - Groundfish Population Dynamics Program.

Classification: BI03

Description: Responsible for annual stock assessment and related biological and ecological studies of sablefish, Pacific hake and dogfish. Fisheries worth a combined landed value of 45M.

6. DFO Science Branch – Pacific Biological Station, (1981-1988)

Title: Research biologist

Location: Pacific Biological Station, Nanaimo, BC

Classification: BI02

Description: Responsible for stock assessment of spiny dogfish.

Publications

I have extensive writing experience including over 50 technical publications (DFO Data, Manuscript and technical publications) and 17 peer-reviewed primary publications. I was the co-editor of the proceedings of a symposium on the Biology and Management of Sablefish. Peer-reviewed primary publications and selected technical secondary publications are listed below. A full list of technical publications is available on request.

I was part of the team that wrote the Wild Salmon Policy (June 2005). It is available at:

http://www-comm.pac.dfo-mpo.gc.ca/publications/wsp/default_e.htm

Primary Publications – Peer Reviewed

Gillespie, E.G. and M.W. Saunders. 1994. First verified record of the Shortfin mako, *Isurus oxyrinchus* and second records of range extensions for three additional species, from British Columbia waters. *Canadian Field Naturalist*. 108(3):347-350.

Mackas, D.L., R. Kieser, M. Saunders, D. Yelland, R. Brown and D. Moore. 1997. Aggregation of euphausiids and Pacific hake along the outer continental shelf off Vancouver Island. *Can. J. Fish. Aquat. Sci.*. Volume 54.

- McFarlane, G.A. and M.W. Saunders. 1997. Dispersion of juvenile sablefish, *Anoplopoma fimbria*, as indicated by tagging the Canadian waters. *In* Biology and management of sablefish (*Anoplopoma fimbria*), papers from the Inter. Symp. On the Biology and Management of Sablefish, Seattle WA 13-15 April 1993. M. Wilkins and M. Saunders (eds.) NOAA Technical Report NMFS 130.
- McFarlane, G.A., M.W. Saunders, R.E. Thomson and R.I. Perry. 1997. Distribution and abundance of larval sablefish, *Anoplopoma fimbria*, off the west coast of Vancouver Island and linkages to physical oceanography. *In* Biology and management of sablefish (*Anoplopoma fimbria*), papers from the Inter. Symp. On the Biology and Management of Sablefish, Seattle WA 13-15 April 1993. M. Wilkins and M. Saunders (eds.) NOAA Technical Report NMFS 130.
- Richards, L.J. and M.W. Saunders. 1990. Problems in yield allocation of Pacific hake. Proceedings of the INPFC symposium on Gadid stock assessment, Seattle, USA, November 1989. INPFC Bulletin.
- Saunders, M.W., B.M. Leaman, and G.A. McFarlane. 1997. Influence of ontogeny and fishing mortality on the interpretation of sablefish life history. *In* Biology and management of sablefish (*Anoplopoma fimbria*), papers from the Inter. Symp. On the Biology and Management of Sablefish, Seattle WA 13-15 April 1993. M. Wilkins and M. Saunders (eds.) NOAA Technical Report NMFS 130.
- Stocker, M. and M.W. Saunders. 1997. Utility of an age and sex structured model for sablefish, *Anoplopoma fimbria*, stock assessment off the west coast of Canada. *In* Biology and management of sablefish (*Anoplopoma fimbria*), papers from the Inter. Symp. On the Biology and Management of Sablefish, Seattle WA 13-15 April 1993. M. Wilkins and M. Saunders (eds.) NOAA Technical Report NMFS 130.
- Saunders, M.W. and G.A. McFarlane. 1997. Observations on the spawning distribution and biology of offshore Pacific hake (*Merluccius productus*). CalCOFI Report Vol. 38 147-160.
- Saunders, M.W. and G.A. McFarlane. 1997. Fecundity of Pacific hake (*Merluccius productus*) for three stocks off the west coast of North America. CalCOFI Report Vol. 38: 114-120.
- Saunders, M.W. and G.A. McFarlane. 1993. The age-at-maturity of Spiny dogfish (*Squalus acanthias*) in the Strait of Georgia, British Columbia, Canada. *Environmental Biology of Fishes*. 38:49-57.
- Saunders, M.W., G.A. McFarlane, and R.J. Beamish. 1990. Factors that affect the recovery rates of sablefish tagged off the west coast of Canada. *Am. Fish. Soc. Symposium*. 7: 708-713.
- Saunders, M.W., G.A. McFarlane and W. Shaw. 1989. Delineation of Walleye pollock (*Theragra chalcogramma*) stocks off the Pacific coast of Canada. *In* Proceedings of the International symposium on the Biology and Management of Walleye Pollock, Anchorage, Alaska, USA, November 14-16, 1988. Alaska Sea Grant Report, 89-1.
- Shaw, W., G.A. McFarlane and M.W. Saunders. 1989. Distribution and abundance of walleye pollock (*Theragra chalcogramma*) in the Strait of Georgia based on estimates in 1981 and 1988. *In* Proceedings of the International symposium on the

- Biology and Management of Walleye Pollock, Anchorage, Alaska, USA, November 14-16, 1988. Alaska Sea Grant Report, 89-1.
- Smith, B.D., G.A. McFarlane and M.W. Saunders. 1992. Inferring the summer distribution of migratory Pacific hake (*Merluccius productus*) from latitudinal variation in mean lengths –at-age and length frequency distributions. Can. J. Fish. Aquat. Sci. 49: 708-721.
- Smith, B.D., G.A. McFarlane and M.W. Saunders. 1992. Variation in Pacific hake (*Merluccius productus*) summer length-at-age near southern Vancouver Island and its relationship to fishing and oceanography. Can. J. Fish. Aquat. Sci. 47: 2195-2211.

Selected Technical Publications

- Helser, T.E, M.W. Dorn, M.W. Saunders, and R.D. Methot. 2001. Pacific whiting assessment update for 2000. In Pacific Fishery Management Council, Status of the Pacific Coast groundfish fishery through 2001 and recommended acceptable biological catches in 2002 (Document prepared for the Council and its advisory entities.) Pacific Fishery Management Council, 2130 SW Fifth Avenue, Suite 224, Portland, OR 97201.
- Saunders, M.W., R. Kieser, P. Withler and W.T. Andrews. 1992. A hydroacoustic survey on the continental shelf off British Columbia from the Canada/US. Boundary to Queen Charlotte Sound: August 13-31, 1990. Can. Manuscr. Fish. Aquat. Sci. 2177: 43p.
- Saunders, M.W. and A.V. Tyler. 1986. Food resource division by demersal fishes. In Tyler, A.V. 1989. Hecate Strait Project: Results from four years of multispecies fisheries research.. Ca. Tech. Rep. Fish. Aquat. Sci. 1675.

Outside interests: skiing, coaching soccer, kayaking, raising my teenage daughters.