

Curriculum Vitae

Susan P. Farlinger

Post Secondary Education

Master of Science at the Department of Zoology, University of Guelph, Ontario 1977.

Bachelor of Science (Honours) at the Department of Zoology, University of Guelph, Ontario, 1977.

Employment History

Regional Director General, Pacific Region, Fisheries and Oceans Canada, Vancouver, BC (EX04). June 1, 2010 to present.

Reporting to the Deputy Minister, Fisheries and Oceans is the senior executive representing DFO in British Columbia and the Yukon. Responsible for the delivery of DFO programs in the region (excepting Canadian Coast Guard programs).

Regional Director, Fisheries and Aquaculture Management, Fisheries and Oceans Canada, Vancouver, B.C. (EX03) April 14, 2008 to May 31, 2010.

Reporting to the Regional Director General, accountable for the direction and delivery of fisheries and aquaculture programs in British Columbia and the Yukon. Member of national Fisheries and Aquaculture Management Executive and Pacific Regional Executive Committee. Employment Equity champion for Pacific Region. Budget \$11m Salary and Operating; \$15m Grants and Contribution programs. Staff 4 Directors, 2 Managers with 80 staff and 80 functional reports.

Key Challenges:

Fisheries Renewal initiatives across the fisheries and users.

First Nations negotiations and responding to litigation.

Management of litigation.

Human Resources, Financial and Program management, planning and reporting.

Collaboration and negotiation with provincial and territorial officials and other federal departments.

Media spokesperson on a wide variety of issues.

Ongoing consultation with First Nations associations and bands, as well as stakeholders (fishermen, eNGOs, communities) through Advisory Boards.

Director General, Pacific Forestry Center, Natural Resources Canada, Victoria, B.C. (EX 3). November 2005 to April 2008

Senior representative of Natural Resources Canada in BC and the Yukon; direction of forest science and policy, financial accountability and human resources management at the Pacific Forestry Center, member of CFS national Management team. November 2005 to present. 180 employees; 25M budget

Key accomplishments: Development and delivery of federal Mountain Pine Beetle program with BC (forestry elements); collaboration with WED and TC to coordinate related elements, including preparation of central agency approval documents. Led National Forest Pest Strategy (Fed/prov) for Canadian Council of Forest Ministers (approved September 2007). As a member of the national management Team, implementation of the Innovation management Program at Canadian Forest Service.

Key Learning: federal provincial roles in a economic and research department. Direct management and development of strategies to improve the science – policy interface. Strategies for aligning resources and objectives (Innovation Management Program)

A/Director General, Oceans, Fisheries and Oceans Canada, Ottawa, Ont. (EX 3) May to November 2005. Responsible for the direction and coordination of the national Oceans program for Fisheries and Oceans. The specific assignment was rebuilding of the national oceans branch as well as ongoing program management. June to November 2005.

Key learnings; National context, human resources and organizational management.

Key Accomplishment: Design and implementation of a revised organizational structure to clarify roles and accountabilities to deliver the Oceans program.

Regional Director, Oceans, Habitat and Enhancement, Fisheries and Oceans Canada, Vancouver B.C. (EX 2) May 2002 to May 2005.

Direction and management of the three diverse programs (Oceans – oceans planning; Habitat – Fisheries Act and Environmental Assessment regulatory programs; Enhancement - salmon hatchery and public involvement program) for the Pacific region including 60 direct reports and functional management of approximately 240 program staff in subareas of BC and the Yukon. May 2002 to November 2005. Budget \$33m pa. Consultation and planning with First Nations and stakeholders through formal Advisory processes and responding to issues

and concerns. Spokesperson for the region on controversial aquaculture and environmental review.

Key accomplishments: Directed a major regulatory program into “Environmental Modernization” as part of Smart Regulation agenda working with industry associations and BC ministries. Negotiation and development of a Framework for Habitat and Yukon Placer Mining completed May 2005. Negotiation and completion of DFO review in BC Riparian Area Regulation. Led community stewardship stakeholders in renewal of the Salmon Enhancement and Habitat Advisory Board. Contributed to Wild Salmon Policy development and engagement.

Key Learning: Regulatory issues, CEAA and Fisheries Act implementation. challenges and strategies (federal role, FPT relations). Implementing change.

Regional Director, Policy and Communications, Fisheries and Oceans Canada, Vancouver, B.C. (EX 1) May 2001 to May 2002.

Directing regional communications and regional cross sectoral policy files as direct support to Regional Director General.

Key learning: Communications skills, regional communications spokesperson for all DFO issues. Key accomplishments: Policy support for all programs in Pacific Region.

Senior Advisor to the Regional Director General, Fisheries and Oceans Canada, Vancouver, B.C. (EX 1) May 2000 to May 2001.

Support to the Regional Director General, particularly in the implementation of region-wide organizational changes (Area Program Delivery) affecting 1400 employees.

Key learning: Organizational theory and implementation.

Regional Director, Treaty and Aboriginal Policy, Fisheries and Oceans Canada (DFO), Vancouver, BC. EX 1 February 1998 – May 2000.

Responsible for the direction and administration of the Aboriginal Fisheries Program and Treaty program for BC and the Yukon. 60 staff, 15M program. Directed the development of mandates, negotiations and implementation of 70 plus agreements with First Nations groups in British Columbia for the management of fishing activities, allocation of fishing licences, and related activities. Directed DFO participation in the BC Treaty process, working with the Federal treaty negotiations Office, including mandate development. February 1997 to May 2000. Consultation with individual First Nations and First Nations organizations

Key accomplishments: Development of BC Fisheries Mandate for cabinet approval. Approved April 2000. Advances in agreements with BC First Nations. Delivery of 15M program in operational and long term(treaty) negotiations.

Key Learnings: Impact of aboriginal rights and interests on economics and social aspects of resources management.

Director, Consultation, Fisheries Branch (EX01) 1995 – 1998 Vancouver, BC
A/Area Director EX-1, South Coast DFO, Nanaimo BC. 1995
Treaty negotiator, DFO, Prince Rupert and Nanaimo, BC 1994 - 1995.
Aboriginal Fisheries Program Manager, North Coast, Prince Rupert, BC. 1992-95
Senior Management Biologist and Management Biologist – 1983-92. Prince Rupert. Fisheries Manager.
Research Biologist, DFO. Pacific Biological Station, Nanaimo. 1977 – 1983

ANNEX 1: AWARDS

2005 Ken Glover Memorial Award. *Recognition by Salmon Enhancement and Advisory Board.*

2005, Distinction Award. Assistant Deputy Ministers Award , Oceans, DFO
Recognition of leadership for the DFO Habitat Program in Pacific Region and corporate contribution as the A/Director General Oceans.

2005 Distinction Award. Pacific Region DFO. *Wild Salmon Policy Team.*

1993. Merit Award. *Recognition for exceptional and distinguished contribution to the effectiveness and efficiency of the Public Service. (Aboriginal Fisheries Program)*

1992. Governor General Commemorative Medal for the 125th Anniversary of the Confederation of Canada. *In recognition of significant contribution to compatriots, community and to Canada (Team Award, Aboriginal Fisheries Program)*

ANNEX 2. TRAINING

French language training – Complete December 2009.

Departmental classification delegation training. January 2006 NRCan; June 2008 DFO.

Executive Resilience. 2003. Vancouver, B.C.

Consultation and Negotiations. 1998 Harvard University program; Vancouver, B.C.

Advanced Environmental Conflict Resolution. September 19 to 24, 1993. Banff Center for Management.

Making a Difference: Managing in Times of Change. Oct 5 to 8. 1992. Banff Center for Management.
Business Analysis, Peopleware Technologies, Vancouver, March 1991.
Critical Incident Stress Program for Supervisors. March 1991
Cross Cultural Workshop – First Nations focus. Dr. Neil MacDonald, Prince Rupert, 1988
Media Relations Program. December 1985 (Professional Development Foundation)
Management Training - 1984 to 2005 Federal Management Training courses (on request)

ANNEX 3. PUBLICATIONS (Selected examples¹)

Petrachenko, D.M., S. Farlinger and P. MacGillivray 2003. Window of Opportunity: shifts in Governance, Policy and Resource Abundance.p759-766. Proceedings of the Third World Fisheries Congress: feeding the world with fish in the next millennium – the balance between production and the environment. American Fisheries Society Symposium 38, Bethesda, Maryland.

Farlinger, S. Consultation with First Nations. A presentation to the BC Business and Law Conference on Consultation. May 1997.

Farlinger, S., G. A. Thomas, I. Winther and W.Carolsfeld. 1992. Abalone Resurvey of the Estevan Group and Aristazabal Island, June 1989. Can MS. Rep. Fish Aquat. Sci.2104:39p

Farlinger, S. G. Thomas, D. Anderson, D. Chalmers and A. Tyler (Editors) 1991. Pacific Stock Assessment Review Committee (PSARC) Annual Report for 1990. Can. MS. Rep. Fish Aquat. Sci 2095:201p

Farlinger, S., N. Bourne, B. Riddell, D. Chalmers and A. Tyler (Editors). 1990. Pacific Stock Assessment Review Committee (PSARC) Annual Report for 1989. Can MS Rep. Fish. Aquat.. Sci. 2064:236p

Farlinger, S. 1991. In season Herring Tagging programs in British Columbia. In Proceedings of the 6th Pacific Coast herring Workshop, February 2,3 1989. Washington Department of Fisheries Progress Report.

Farlinger, S. and A Campbell. 1991. Fisheries management and Biology of Northern Abalone, Haliotis kamtschatkana. In the North east pacific. In Abalone of the World: biology, fisheries and culture. Blackwells Scientific Publications Ltd. Oxford.

¹ A detailed list of technical publications and reports will be provided on request.