



**Pacific Federal Council
Annual Report
2006—2007**

A Note from the Co-Chairs

On behalf of the Pacific Federal Council, we are pleased to present the Council's 2006-2007 Annual Report.

The past year saw several administrative and strategic changes for the Pacific Federal Council. The decision to abandon the Federal Regional Presence Initiative and the elimination of the Official Languages Regional Partnership Fund resulted in many personnel changes at the Council Secretariat. Additionally, the banking function for the Council was assumed by Western Economic Diversification, which took over from PWGSC in providing corporate human resource and financial services for the Council. Despite these changes and the need for Council members to focus on the priorities of a newly elected government, the Council continued to provide an important and valuable forum for members to network, exchange information, and liaise with Ottawa on a range of issues. This demonstrates the resiliency with which the Pacific Federal Council is able to manage change and still maintain its important horizontal management function.

At its Annual Retreat in July 2006, the Council narrowed the focus of its efforts and identified three strategic priorities: 2010 Winter Games; International Federal Initiatives impacting the Pacific Region and Western Canada (including the Pacific Gateway/Corridor); and, Regional Training and Development. These priorities were in addition to the Council's core, on-going commitments to environmental scanning, emergency preparedness, federal/provincial relationships, and official languages. The activities of Council and its committees reflect these priorities and commitments.

The Council provided a useful forum to discuss issues surrounding the management and accountability of government. Several senior officials from Ottawa made presentations at monthly Council meetings and provided insight into the future of the Public Service and the government's agenda. The Council will play an important role in helping members address and manage the challenges surrounding these issues, including Public Service Renewal, in the coming year.

The success of the Council would not have been possible without the contributions and commitment of all members and committees. We would like to thank all Council members, the Management Board, Champions, and all committee and network members, who provide their time and other forms of support to help the Council fulfill its mandate. In particular, we would like to thank Sylvie Bérubé for her past service as Executive Director and Betsy Oster for stepping in as interim Executive Director. We would also like to acknowledge the financial contribution of the Treasury Board Secretariat. Their belief in, and support of, Federal Councils is very much appreciated.

Ardath Paxton-Mann
Co-Chair, Pacific Federal Council

Rod Quiney
Co-Chair, Pacific Federal Council

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PACIFIC FEDERAL COUNCIL STRATEGIC PRIORITIES

Annually, the Pacific Federal Council identifies its priorities at the Annual Strategic Planning Retreat. At the planning session in July 2006, the Council made a decision to narrow its focus by identifying fewer strategic priorities while confirming ongoing priorities that supported the core commitments of the Council. The focus for 2006-2007 included:

1. Strategic Priorities:

- A. 2010 Winter Olympic Games
- B. International federal initiatives impacting the Pacific Region and Western Canada, including the Pacific Gateway/Corridor
- C. Regional Training and Development Strategy

2. Core Ongoing Commitments:

- A. Environmental Scanning
- B. Emergency Preparedness
- C. Federal/Provincial Relationships
- D. Official Languages

These strategic priorities and core ongoing commitments govern the direction of the committees and networks associated to the Council.

COUNCIL STRUCTURE

The Pacific Federal Council (PFC) consists of the senior official from each federal department and agency in the BC/Yukon region. The Council's mandate is to facilitate the exchange of information between senior federal officials on regional issues and priorities. The PFC also plays a role in service delivery by enhancing two-way communication with Ottawa on regional perspectives and engaging other jurisdictions on issues of mutual concern.

The PFC was co-chaired by Ardath Paxton Mann, Assistant Deputy Minister of Western Economic Diversification Canada and Rod Quiney, Assistant Commissioner of Canada Revenue Agency. Along with the co-chairs, the Management is comprised of the Executive Director of the PFC Secretariat and five other senior regional officials. A listing of Management Board members is attached as Appendix D.

The Management Board managed Council business by:

- confirming the Council's vision;
- coordinating horizontal and collaborative activities;
- supporting the work of regional committees, networks and initiatives;
- monitoring financial expenditures;
- determining monthly agendas; and
- initiating, facilitating and completing ad-hoc projects.

Council operating costs were covered through funding received from the Treasury Board Secretariat of Canada and from levies assessed to member departments and agencies. Levies were based on the number of employees in each member department and agency in the region. The regional committees and networks associated to the Council received funding from the annual funding allocation and were responsible to Council to report on their expenses.

PERFORMANCE

Governexx

Governexx is the Pacific Region's network of new and developing professionals in the federal government. The Steering Committee comprises of about 10 core members, and the Governexx Network consists of approximately 1,000 federal public servants from across the region. The purpose of the Committee is to identify and engage on issues that challenge the development of professionals and young public servants and to encourage better communication between the Governexx members and senior officials in the region.

Highlights

The theme of the main learning event and annual conference was *Regeneration - Renewal of the Public Service*. Activities of the day included a keynote address from Madame Nicole Jauvin (president of PSHRMAC), an informative discussion with a diverse group of panellists, a speed networking session, and four educational workshops. This event supported the PFC strategic priority related to regional training and developmental strategy.

The Governexx Steering Committee had the opportunity to meet with Ms. Margaret Bloodworth on Public Service Renewal where Steering Committee members were able to share their thoughts on Renewal issues directly with Ms. Bloodworth.

Interdepartmental Committee on Employment Equity and Diversity (ICEED)

Established in 1998, the Interdepartmental Committee on Employment Equity and Diversity (ICEED) had strong infrastructure support from the Centre for Leadership in Employment Equity and Diversity, Rejuvenation (LEEDR). Since the elimination of LEEDR, the ICEED has been challenged to collaborate on initiatives to foster leadership and efficiency, but has identified other partnerships to support its goals, such as horizontal collaboration with the Pacific Visible Minorities Network Committee.

Highlights

For the first time the ICEED coordinated a single half day Diversity event which combined elements of four international days profiling four designated groups. Michele McKenzie, President of the Canadian Tourism Commission, was the keynote speaker and provided a candid overview of her career progression and how she overcame challenges related to being a working mother at the senior echelons. This highly successful event was an example of the commitment by the Council to Diversity and Employment Equity in the region.

Interdepartmental Learning Committee (ILC)

The purpose of the Interdepartmental Learning Committee (ILC) is to build relationships and foster partnerships among Public Servants at all levels across the learning community to increase capacity within and among departments.

Highlights

The ILC held a number of small learning events but the most significant event was the partnership effort to produce the Joint Learning Forum, led by the Pacific Manager's Community Committee (PMCC). This highly successful event saw the first such large-scale collaboration between the ILC, the PMCC, the Pacific Forum of Human Resources Directors, and the region's youth network, Governexx.

National Public Service Week (NPSW)

The theme of National Public Service Week (NPSW) 2006 was "Our people, our diversity, our future".

NPSW events held in the Pacific Region were very successful. Approximately 9,000 people participated in the 20 events organized across the region. These events contributed to enhancing employees' pride at the workplace. Public servants had the opportunity to learn more about their colleagues, and inform the public about the services they provide to Canadians. The events also raised over \$10,000 for various charities.

During NPSW, nine regional employees from seven different departments received a Community Contribution Award for outstanding contributions to the various communities in the Pacific Region of Canada.

Official Languages (OL) Committee

The PFC Official Languages (OL) Executive Committee finalized the transition to their new organizational structure, to include provincial and Francophone community representatives. Three working group chairs were created to support the PFC's OL Strategic Plan elements: language training and retention; support of the Official Languages Community; and quality service in both Official Languages. The chair of the Official Languages committee now participates as a member of Council to enhance the OL profile within the PFC and its communities.

Highlights

The OL committee supported Industry Canada in a half day forum held in November 2006. The purpose of the forum was to create sustainable links between the Francophone community and federal institutions of BC. The forum also fostered an ongoing dialogue between civil servants and community representatives and explored additional opportunities to move forward with priority issues. The event attracted 56 participants from private industry, 20 federal department executives and 20 OL coordinators.

The Pacific Federal Council supported the creation of a series of 12 Training modules, available through the PFC website, designed to provide federal government employees with a general overview of different aspects of Official Languages.

The OL Committee held a full day event called “Rendez-vous de la Francophonie” which brought together 18 Francophone associations and 37 departments and agencies. The theme was the “Francophone Metis” and included activities which demonstrated among other things, the contribution of First Nations culture to La Francophonie du Canada and the contribution of Francophones to the development of the province of BC. The support provided to the OL Committee for this event and its other initiatives demonstrates the PFC’s ongoing commitment

Pacific Aboriginal Network (PAN)

The Pacific Aboriginal Network’s (PAN) focus is to act as an interdepartmental resource and support to Aboriginal employees in the Pacific Region by:

- providing an inclusive sustaining environment where Aboriginal people with the federal public service are valued, respected and supported;
- acting as an Aboriginal Interdepartmental advisory and networking body providing information, education guidance, and support, to the Pacific Federal Public Service and the communities it serves;
- strengthening cross-cultural understanding within Public Service and to promote the Public Service as an Employer of choice to Aboriginal people; and,
- providing a network that supports Aboriginal employees through empowerment by sharing resources, knowledge, ideas, information, experiences, and best practices, and by providing encouragement and non-judgmental advice and guidance.

Highlights

In its inaugural year, PAN expanded its membership from the original eight members to a network of 90 federal employees and developed partnerships with Aboriginal networks in five federal departments.

PAN held its initial General Meeting with positive outcomes such as the creation of an Executive Board and a draft terms of reference. The committee subsequently launched a webpage through the PFC’s website.

PAN held regular forums with guest speakers from various Aboriginal networks as well as a learning day with a focus on video conferencing, a very useful tool for a network with employees in remote and isolated locations.

PAN organized a charity clothing drive over the holiday season which successfully raised donations for distribution to shelters and an Aboriginal daycare in Vancouver.

Pacific Federal Communicators Network

The Pacific Federal Communicators Network exists as a mechanism for:

- the development of a strong network of federal communications practitioners
- the sharing of best communications practices

- the identification of horizontal initiatives within the federal communications community, including support for the 2010 Federal Secretariat communications team in the development and implementation of a Government of Canada communications plan for the 2010 Olympic and Paralympic Games
- the creation of a dynamic learning environment for communications professionals at all levels
- the provision of strategic communications advice to the Pacific Federal Council

Highlights

One hundred communications professionals from the Pacific Region participated in PacifiComm 2007. The focus of this year's forum was "hot issues" and featured presentations by leaders in the field of communications and a media panel featuring local journalists. A communications exercise involving a mock avian flu crisis was also staged during the day and participants had to develop communications for a variety of audiences with little information to go on in a short time frame.

The PFC Communicators Network played a key role in supporting Canadian Heritage in its efforts to recognize the Government of Canada's contribution to the Canada Winter Games in Whitehorse, Yukon. This coordinated inter-departmental approach profiled the Government of Canada's considerable investments in the north and provided an opportunity for individual departments to identify program accomplishments. Eleven federal departments participated in this initiative.

Pacific Forum of Human Resource Directors (PFHRD)

The Pacific Forum of Human Resource Directors (PFHRD) provides consultative advice to the PFC on issues surrounding human resources.

Highlights

The PFHRD met throughout the year and exchanged best practises and information concerning not only the HR community in this region, but also updates and information and best practises on the implementation of Public Service Modernization Act – Public Service Employment Act.

This past year the Forum sponsored an interdepartmental training session for Labour Relations Officers as well as a combined learning event for managers and HR Specialists which was well attended and well received.

Pacific Manager's Community Committee (PMCC)

The Pacific Management Community Committee's (PMCC) mandate is: to inspire managers to take action on work-life opportunities and challenges for personal and professional development; promote networking and interpersonal relationships; encourage pursuit of management excellence; and, be results-oriented while ensuring that Government of Canada principles and priorities are reflected in the Council's strategies and initiatives.

The PMCC practices positive succession planning through the engagement of departmental representatives in networking and facilitated decision making, with 29 departments and agencies represented at the table along with representatives from other PFC committees, and by replenishing its executive council annually, thereby ensuring a good mix of new and experienced members.

Highlights

Learning and professional development for managers continued to be the priority for the PMCC. In 2006-2007, the PMCC hosted 12 events and partnered with other organizations to offer seven additional learning opportunities. Over 1,100 participants from 32 departments/agencies took advantage of these developmental opportunities. The largest event, involving more than 150 managers from all parts of British Columbia, was the two day joint annual forum entitled "The Forest and the Trees". The Forum provided tools and ideas focused on the work environment and explored national directions and how they influence strategies and decisions. As leaders and team members, the Forum provided tools and techniques to work within regional units and provided new ways to connect and contribute to the "big picture". The PMCC partnered with the Pacific Forum of HR Directors, the Interdepartmental Learning Committee, the Canada School of Public Service, and the Interdepartmental Committee on Employment Equity and Diversity in organizing the Forum.

Other notable learning events included workshops on Coaching Practices for Managers. Since the introduction of these highly popular workshops in the fall of 2003, the PMCC Coaching Resources have presented a total of 51 sessions to over 1,400 managers representing all departments and agencies in seven different locations throughout BC and the Yukon. This directly supports the Pacific Federal Council's strategic priority related to a regional training and development strategy.

Pacific Visible Minorities Network Committee (PVMN)

The Pacific Visible Minorities Network (PVMN) is committed to working with the visible minority community, departments, agencies and other groups to create momentum and better align the community's objectives with those of the public service.

Highlights

With the support of a Diversity Champion, the PVMN was re-established to engage visible minority employees and provide them with a vehicle to influence and achieve personal and regional diversity objectives. An interdepartmental steering committee was established to lead the PVMN and promote the issues relevant to the community.

In December 2006, a full-day Vancouver Island Diversity Forum and a half day Vancouver Diversity Forum were held in collaboration with the National Council of Visible Minorities. The Vancouver Diversity Forum also included participants from the Pacific Aboriginal Network.

The event in Vancouver attracted 102 people from 20 federal departments and agencies and the Vancouver Island event attracted 96 people from 18 departments and agencies.

Science and Technology (S&T) Committee

The Science and Technology (S&T) Committee's primary focus is to foster communication among regional federal science departments and facilitate their cooperation and collaboration on S&T issues while promoting the interests of the PFC. They also provide a forum for the exchange of best practices and concerns related to management of research, including human resources management, communication and outreach, and policy development.

Highlights

The S&T Committee held a learning event on S&T Integration and Collaboration. The event objectives were to identify linkages and opportunities among science-based departments for greater S&T integration, barriers and constraints to S&T integration and mechanisms to create and support integration. As part of the Learning Event a facilitated session on integration tools such as Communities of Practice was held. The learning event attracted 28 participants representing 10 federal departments. The outcomes included the creation of a Pacific Federal Laboratory Network Community of Practice, identification of potential areas of collaboration and increased awareness of the PFC.

Security and Emergency Management Advisory Committee (SEMAC)

The Security and Emergency Management Advisory Committee (SEMAC) was created to address regional issues of national security and emergency management. SEMAC's mandate is to serve as an advisory committee to the PFC on matters of security and emergency management requiring federal regional coordination and response.

There are two sub-committees under SEMAC. The PFC Emergency Management Sub-committee (PFCEMS) serves as a forum for interdepartmental and intergovernmental emergency coordination planning. The Regional Security Officers Committee

(RSOC) ensures departmental compliance with the Government Security Policy, the safeguarding of employees and assets, and continued delivery of services.

Highlights

The work of SEMAC and its subcommittees on the regional coordination of security responsibilities is ongoing, supporting the Council's core commitment to Emergency Preparedness.

SEMAC, while meeting regularly throughout the year, commissioned a consultant to research and develop a plan for a pandemic workshop which was to take place in the fall of 2007.

The PFCEMS was actively involved in planning for an Emergency Preparedness workshop learning day which was to take place in May 2007. A working group was struck and the group was responsible for the coordination and logistics of the learning day.

The RSOC staged various activities for Federal employees during Security Awareness Week which was held in February 2007, while meeting on a regular basis.

Strategic Analysis and Policy Committee (SAPC)

The Strategic Analysis and Policy Committee (SAPC) is comprised of directors and senior managers of policy units from all departments and agencies. The objectives of the committee are to develop input on horizontal policy and research initiatives and to analyze policy development issues from a Government of Canada Pacific Region perspective. SAPC acts as a forum for interdepartmental information-sharing on public policy-related news and the production of value-added policy analyses and learning events.

Highlights

The highlight for SAPC was the Asia Pacific Forum held in February 2007. The committee chose to invite a panel of experts to discuss the impact of the growing Asia Pacific economy on Canada and, in particular, Western Canada. The invitation was open to all Council members as the event's focus directly related to the strategic priority "International federal initiatives impacting the Pacific Region and Western Canada".

SAPC also produced regionally focused departmental and stakeholder reaction documents to federal and provincial announcements, including budget releases and the Speech from the Throne. These reports were provided to members of the Council and officials at Treasury Board Secretariat and Privy Council Office in Ottawa.

Strategic Human Resource (HR) Committee

The Strategic Human Resources (HR) Committee is comprised of primarily of managers or management representatives who monitor people management issues from a strategic perspective on behalf of the Pacific Federal Council, and to make appropriate recommendations to the Council. Union representatives are also members of the committee

Highlights

The Strategic HR Committee continued its role as a platform for the exchange of information on people management matters and areas of collaboration. On behalf of the PFC, the Committee reviewed the Draft Policy on the Prevention and Resolution of Harassment in the Workplace. This was completed and the regional comments sent to PSHRMAC by the deadline.

Public Service (PS) Renewal was added as a standing agenda item. It was early days for determining approaches to support Renewal other than the collective staffing pilot projects conducted within the region which were shared with the membership and their constituents.

This committee will be a good platform for further regional discussion on PS Renewal and areas for collaboration on this subject between management and unions.

Sustainable Development Committee (SD)

The Sustainable Development (SD) Committee is comprised of departmental representatives who are involved in sustainable development or environmental activities within their department. This committee facilitates the sharing of information and best practices between these individuals, while advancing sustainability in Pacific Region operations.

Highlights

The SD Committee held a two day conference at which time it confirmed its commitment to three objectives that were identified during the previous year. These objectives included green fleet management, sustainable commuting, and personal green accountability. At the conference, working groups that were tasked with these initiatives reported on their successes and challenges to date.

Although not directly stated in the strategic priorities, the PFC has committed its support to the advancement of sustainability issues in the Pacific Region and the SD Committee continues to make strides in "greening" government operations.

FINANCIAL PERFORMANCE 2006-07

Funding		
Treasury Board Secretariat Allocation	319,000	
Departmental Levies		201,500
National Public Service Week		54,000
National Managers Council - Salaries	73,000	
Pacific Management Community Event	38,400	
Total Funding		685,900
Expenditures		
Salaries & Benefits		
Executive Director		94,637
Administrative Officer		47,747
Special Projects and Liaison Officer		17,088
Regional Coordinator - Management Community		72,284
Other Staff		81,433
Total		313,190
Targeted Initiatives		
Emergency Preparedness Event		1,092
National Public Service Week		46,993
Total		48,085
Committees and Networks		
Designated Security Officers		219
Emergency Managers		201
Federal Communicators		(667)
Governexx		13,503
Human Resources Directors		59
Interdepartmental Employee Equity and Diversity		800
Official Languages		11,460
Pacific Aboriginal Network		2,057
Pacific Management Community		39,056
Pacific Visible Minority Network		2,205
Science and Technology		2,276
Security and Emergency Management Advisory		12,822
Strategic Analysis and Policy		13,095
Strategic Human Resources		104
Sustainable Development		4,060
Total		101,249
Operating & Maintenance		
Travel		10,468
Management Consulting (IT Services)		59,573
Telecommunications Services		11,208
Other O&M		10,945
Business Services		22,500
Training and Educational Services		15,741
Hospitality		25,041
Interpretation & Translation Services		9,504
Rentals		31,839
Materials and Supplies		3,616
Equipment Purchases		1,816
Total		202,252
Total Expenditures		664,776

ACKNOWLEDGEMENTS

The Pacific Federal Council's success depends on the participation, dedication and leadership of Council members, and the chairs and members of the various PFC committees and networks. This includes the time and energy spent working on regional initiatives, planning events and participating in them. Refer to Appendix B for Committees and Committee Chairs.

The Pacific Federal Council acknowledges the following in-kind contributions:

- Financial, HR, IT and administrative expertise and support provided by Public Works and Government Services Canada (PWGSC) and Western Economic Diversification Canada (WD).
- Office space provided by PWGSC to house the Council Secretariat.
- PWGSC Mail and Security Services for assistance with mail and security matters.
- Canada Revenue Agency (CRA) for providing the services of the NPSW 2006 Regional Coordinator.
- NPSW 2006 event coordinators and their teams for their great work in producing such a successful and well-received series of National Public Service Week 2006 activities.
- Departments' and agencies' in-kind support for the PMCC Learning Organization's practitioners, who voluntarily facilitate meetings, planning sessions and team-building exercises for their own and other departments and agencies.
- All departments providing support to PFC/PMCC Committees for meetings including facilities, boardrooms, equipment, teleconferencing and other contributions.
- CRA for providing translation services for the Council.
- All departments and agencies providing support to the PMCC annual regional forum including the time commitment of employees, and the provision of speakers, workshop facilitators and other resources that help make this event so successful.

APPENDICES

Appendix A
Secretariat Staff

Appendix B
Committees and Committee Chairs 2006-2007

Appendix C
Pacific Federal Council Membership

Appendix D
Pacific Federal Council Management Board

Appendix A - Secretariat Staff

Laurie Atherton	Special Projects and Liaison Officer
Sylvie Bérubé	Executive Director
Pal Gulati	National Public Service Week Regional Coordinator
Josee Landry	Special Projects and Liaison Officer
Carmen Lawson	Administrative Officer
Teresa Lo	Project Officer
Betsy Oster	Interim Executive Director
Linda Schiefke	Administrative Assistant
Violet Shorty	Administrative Assistant
Eileen Stephenson	Pacific Management Community Council Coordinator
Martin Sutherland	Executive Director

Appendix B - PFC Committees and Committee Chairs 2006-07

Council Committees

Federal Communicators Council
 Governexx
 Interdepartmental Committee on Employment Equity and Diversity
 Interdepartmental Learning Committee
 National Public Service Week Committee
 Official Languages Committee
 Pacific Forum of HR Directors
 Pacific Management Community Council
 Recognition Committee
 Science and Technology Committee
 Security and Emergency Management Advisory Committee
 Regional Security Officers Committee

 Emergency Management Committee
 Strategic Analysis and Policy Committee
 Strategic HR Committee
 Sustainable Development Committee

Chair

Janet Miller, CH
 Jeff Chan, PWGSC
 Suneela Chopra-Kumar, PSC
 Shoshana Allice, DFO
 Pal Gulati, CRA
 Andree Lavoie, PFC
 Elaine Wass, HC
 Kendall Woo,
 Bonnie MacKenzie, PWGSC
 Jim Wood, NRCan

 David Snider, CCG
 Brad Valentine, CBSA
 Dave Mullen, DFO
 Wayne Hirlehey, PS
 Bruce Drake, IC
 Liz Murray, PSC
 Bonnie MacKenzie, PWGSC

Appendix C - Pacific Federal Council Membership

Western Economic Diversification	Ardath Paxton Mann, Co-Chair
Canada Revenue Agency	Roderick Quiney, Co-Chair
Agriculture and Agri-Food Canada	John Berry, Past Chair
Auditor General of Canada	Eric Hellsten
Canada Border Services Agency	Blake Delgaty
Canada School of Public Service	Yvette Lebrun-Campbell
Canadian Coast Guard	Terry Tebb
Canadian Food Inspection Agency	Paul Littlewood
Canadian Heritage	Susan Schenkeveld
Canadian Human Rights Commission	Denny Gélinas
Canadian International Development Agency	Harry Monk
Canadian Mortgage and Housing Corporation	Joe Knockeart
Canadian Radio-Television & Telecommunications Commission	Nelson Merizzi
Canadian Security Intelligence Service	Marguerite Vogel
Citizenship and Immigration	Robert Stark
Commissioner of Official Languages	John Gillies
Correctional Service Canada	Marilyn McGrath
Canadian Environmental Assessment Agency	Deni Lorieau
Environment Canada	Anne Kelly
Fisheries and Oceans Canada	Jason Quigley
Foreign Affairs and International Trade (Passport Office)	Pradeep Khare
Health Canada	Paul Sprout, James Boland
Immigration and Refugee Board	Hal Hickey
Indian and Northern Affairs Canada	Catherine Lappe
Indian Residential Schools Resolution – West	Roslyn MacVicar
Industry Canada	Jennifer Guscott
Justice Canada	Jeff Goldie, Anita Boscarol
National Defence	Bruce Drake
National Parole Board	Barbara Burns
National Research Council	Rear Admiral Roger Girouard
Natural Resources Canada	Dan Denis
Pacific Federal Council Secretariat	Maja Veljkovic
Parks Canada Agency	Susan Farlinger,
Privy Council Office – Regional Communications	Dr. Sandy Colvine
Public Health Agency Canada	Martin Sutherland
Public Safety and Emergency Preparedness Canada	Steve Langdon
Public Service Commission of Canada	Tammy Schulz
Public Works and Government Services	Sylvie Bérubé
Royal Canadian Mounted Police	Gerry Peters
Service Canada	Liz Murray
Superintendent of Financial Institutions Canada	Alain Trepanier
	Bonnie MacKenzie
	Gary Bass
	Bill Ross
	Wilma van Norden

Tax Court of Canada
Transport Canada
Veterans Affairs Canada

Dennis Reeve
Mike Henderson
Gisèle Toupin,
Graham Williams

Additional Representatives at the Council Table

Pacific Federal Communicators Council
Governexx
Official Languages
Pacific Forum of Human Resources Directors
Pacific Management Community
Public Service Human Resource Management
Agency of Canada
Treasury Board Secretariat

Janet Miller
Jeff Chan
Andree Lavoie
Elaine Wass
Kendall Woo
Joan Atkinson

Alister Smith

Appendix D - Pacific Federal Council Management Board

- Co-Chair: Ardath Paxton Mann, Assistant Deputy Minister, Western Economic Diversification Canada;
- Co-Chair: Rod Quiney, Assistant Commissioner, Canada Revenue Agency;
- Past Chair: John Berry, Regional Director, Agriculture and Agri-Food Canada;
- Members: James Boland, Regional Director Strategic Directions, Fisheries and Oceans; Bruce Drake, Executive Director, Industry Canada; Martin Sutherland, Executive Director, Pacific Federal Council Secretariat; Liz Murray, Regional Director General, Public Service Commission; Bonnie MacKenzie, Director General Engineering Asset Strategy, Public Works and Government Services Canada.