



Chairman
Public Service Commission of Canada

Ottawa, Canada
K1A 0M7

N/GOUT/CANADA
Présidente
Commission de la Fonction publique du Canada

Copy to E.M.B.
h.v.

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October 19, 1988

8001.14

[Handwritten signature]

Ms. Elisabeth Mann-Borgese
Chairman
International Centre for Ocean
Development
5670 Spring Garden Road, 9th Floor
Halifax, Nova Scotia
B3J 1H6

Dear Ms. Mann-Borgese:

I wish to thank the International Centre for Ocean Development for its participation in the Public Service Commission's Interchange Canada Program.

The success of the Interchange Canada Program is due, in large measure, to the interest and co-operation of organizations like yours, whose involvement in exchanges of personnel contributes to improved understanding between the different sectors of Canadian society.

I find it gratifying that these exchanges produce benefits in two ways. By hosting the assignment of Mr. Laurence Edelstein from the Department of Regional Industrial Expansion in the position of Project Officer, your organization has presented Mr. Edelstein with a unique opportunity to broaden his range of experience and skills while the home department profits from the experience acquired by Mr. Edelstein during his assignment.

I trust that this experience has been beneficial also from the point of view of the International Centre for Ocean Development. The Public Service Commission looks forward to having further exchanges with your organization in the future.

Yours sincerely,

[Handwritten signature of Huguette Labelle]

Huguette Labelle
Chairman

Canada

Ministre des Relations extérieures



Minister for External Relations

Hull, Quebec
K1A 0G4

Mr. Gary Vernon
President
International Centre for
Ocean Development (ICOD)
5670 Spring Garden Road
Halifax, Nova Scotia
B3J 1H6

Dear Mr. Vernon:

I am pleased to inform you that I have signed and forwarded to the Treasury Board ICOD's Corporate Plan for 1988/89 - 1992/93.

I found the Corporate Plan to be a most interesting and comprehensive statement of ICOD's mandate and of its programming directions for the plan period. In particular, I was pleased with the progress which has been made in the development of a strategy to address performance indicators and programme effectiveness. With regard to the issue of Women in Development, I look forward to learning of ICOD's plans for ensuring that women are active participants in and beneficiaries of its programming. You might find it useful to elaborate on this issue in next year's Corporate Plan.

It was a pleasure meeting you again in February. I wish you and your colleagues every success with the implementation of the Corporate Plan.

Yours sincerely,

A handwritten signature in cursive script, appearing to read 'Monique Landry'.

MONIQUE LANDRY

RECEIVED SEP 05 1989

Ministre des Relations extérieures et du
Développement international



Minister for External Relations and
International Development

Hull, Quebec
K1A 0G4

AUG 24 1989

Elizabeth Mann Borgese
Chairman of the Board of Directors
International Centre for Ocean Development
5670 Spring Garden Road
Halifax, Nova Scotia
Canada
B3J 1H6

Dear Mrs Borgese:

I wish to take the opportunity to inform and congratulate you on your re-appointment as Chairman to the Board of Directors of the International Centre for Ocean Development (ICOD).

Your continuous devotion and contribution to the objectives of the Centre are very much appreciated. As you are aware, the government in its pursuit of fiscal responsibility had to take a number of actions to reduce Canada's financial deficit. Because of our strong commitment to development assistance, it was with great reluctance that the government had to temporarily reduce the ODA budget. ICOD like that of many other programmes within CIDA and like other Crown Corporations was faced with certain budget reductions.

I hope that you will recognize that in spite of all this, the fundamental developmental orientation of our development assistance program, with its priority on the poorest countries and people remain. The basic direction and the initiatives of the ODA strategy will continue to be reinforced and, as such we will together intensify our efforts to improve program delivery and maintain Canada's deservedly high reputation.

In closing, I am convinced that you will continue to endeavor the cooperation between Canada and developing countries in the field of Ocean Resource Development.

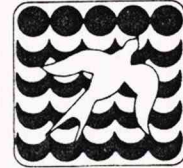
MONIQUE LANDRY

file COD -



Dalhousie University

International Ocean
Institute



I.O.I. - Malta

COPY

September 9, 1989.

7.12 1105
Mme Monique Landry
Minister for External Relations and International
Development
Hull, Quebec K1A 0G4

Dear Minister Landry:

Thank you very much for your kind letter of August 24.

I am, of course, very happy about this re-appointment, and shall do my best during these next three years as I did during the first term.

ICOD has come a long way during these years. Financial opportunities and financial constraints are, of course, important; but more important yet are concepts, innovation, initiative. I intend to keep pressing that way. There is so much going on that is exciting, and where a little funding can go a long way -- especially in a new sector, like ocean development.

Thank you again for your trust.

With all good wishes,

Yours sincerely,

Elisabeth Mann Borgese
Professor



Canada

International Centre for Ocean Development
Centre international d'exploitation des océans

Our File/Notre Référence
1010
Your File/Votre Référence

19 February 1990

CONFIDENTIAL

The Honourable Monique Landry, PC, MP
Minister for External Relations and
International Development
Place du Centre
Floor 12
200 Promenade du Portage
Hull, Québec

Dear Minister,

Appointment of ICOD Board Members

Pursuant to Sections 7 and 8 of the International Centre for Ocean Development Act, I wish to inform you that the appointments of the following directors of the Centre will expire on the dates indicated:

M. Gastien Godin, 6 April 1990 (has served two terms)
M. Robert Maguire, 6 April 1990 (has served two terms)
Ms. Danielle de St. Jorre, 9 June 1990 (has served one term)
Ms. Mary Jo Duncan, 11 August 1990 (has served one term)

Their curriculum vitae are attached for your consideration.

Section 7(2) of the Act notes that: "Each director, other than the Chairman and the President, shall be appointed by the Minister, with the approval of the Governor in Council, to hold office during pleasure for such term, not exceeding three years, as will ensure, as far as possible, the expiration in any one year of the terms of office of not more than one-half of the directors."

. . . /2

9th Floor, 5670 Spring Garden Road
Halifax, Nova Scotia
Canada B3J 1H6

5670, chemin Spring Garden 9^e étage
Halifax (Nouvelle-Écosse)
Canada B3J 1H6

/2

Hon. Monique Landry
19 February 1990


Discussion at the last meeting of ICOD's Board of Directors seemed to favour an orderly process of renewal where Board Members would begin to be replaced on a rotational basis. The Board has made no specific recommendations on the candidates listed above.

In considering this matter, you may wish to note that, according to the Act, at least nine directors (including the Chairman and the President) of the fourteen member Board should be Canadian citizens and at least eight directors should have experience in the field of ocean resource development. At present, there are ten Canadians and four international members on the Board.

In the event that you wish to appoint replacements for some of those whose appointments are expiring, the Executive Committee of ICOD wished to bring to your attention that directors with expertise in the private sector as well as in the fields of ocean environment, Law of the Sea and physical oceanography would be useful additions to the Board of Directors.

Should you consider appointing one additional international member, (the Act allows up to five international members), the Executive Committee has suggested that a representative of an international funding agency such as the World Bank could make a useful contribution.

The issues outlined above are for your consideration. Please notify me if you would like more information or if ICOD can provide additional assistance.


Chairman

CURRICULUM VITAE

Informations personnelles

NOM ET PRÉNOM: MAGUIRE, Robert

LIEU ET DATE DE NAISSANCE: Nouvelle, le 28 février 1946

ÉTAT CIVIL: Marié

Études

1959-1967 Cours classique au Séminaire de Gaspé et Collège des Jésuites à Québec.

1967-1972 Etude en médecine à l'Université Laval - Québec

1976-1978 Participation à des sessions intensives en administration de la santé et santé communautaire données par les universités Laval - Montréal et McGill.

1978-1979 Maîtrise en santé publique (MPH Health Education) à l'Université de Berkeley en Californie.

1981- Certificat de spécialiste en santé communautaire du Québec.

Expérience de travail

- 1972-1974 Pratique médicale en cabinet privé à Rimouski.
- 1974-1975 Implantation du Département de santé communautaire au Centre hospitalier régional de Rimouski.
- 1975-1976 Année sabbatique.
- 1976-1978 Directeur du Département de santé communautaire au Centre hospitalier régional de Rimouski.
- Membre de l'Exécutif du Conseil des Médecins et Dentistes du Centre hospitalier régional de Rimouski.
- 1979- Directeur du Département de santé communautaire au Centre hospitalier régional de Rimouski.
- Chargé d'enseignement à l'Université Laval pour les résidents en santé communautaire.
- Membre du bureau de direction de l'Association de santé publique du Québec.
- Membre de l'Exécutif de l'Association de santé publique du Québec 1981-83 et secrétaire trésorier en 1981-82.
- Membre du C.A. du Centre des services sociaux Bas-St-Laurent (1981-83).

Membre du C.A. du CLSC Malauze à Matapédia (1979-82).

Membre du C.A. du CLSC des Berges à Mont-Louis (1979-81).

Membre du C.A. du CLSC d'Amqui (1979-81).

Membre de l'Exécutif de l'Association provinciale des directeurs de DSC (1977-1983).

Mise sur pied avec l'Université du Québec à Rimouski d'un programme de formation en santé communautaire 1979.

Responsable de l'élaboration de programme cadre préventif pour la région 01 en:

- Santé dentaire (1979-80)
- Tuberculose (1976)
- Périnatalité (1983)
- Santé mentale (1983)
- Santé des jeunes (1983)

Conférencier à un colloque sur les Accidents de la route en 1981.

Conférencier au Colloque Franco-Québécois sur la sécurité routière (1983).

Conférencier au Colloque conjoint en sécurité automobile de l'AQTR à Montréal (1983).

Participation à un colloque de travail sur l'orientation des soins primaires (Montréal 1983).

Conférencier au Colloque de l'Association de la santé publique "La place de la santé communautaire dans l'ensemble du réseau et l'importance que l'innovation devrait y avoir (Montréal 1984).

Évaluateur de projets de recherche au Conseil québécois de la recherche 1982-83-84).

Collaboration dans la rédaction d'un manuel de santé communautaire. À être publié en 1984.

Membre du conseil d'administration du Conseil des Affaires sociales et de la famille - Avril 1984

Membre de l'exécutif de l'Association des directeurs de départements de santé communautaire - Juin 1984

Projets de recherche en voie de réalisation ou réalisés

- Multiplicateur jeunesse le "Peers counselling" et l'éducation sexuelle.
- Enquête sur l'état de santé physique et mentale de la population du territoire du DSC (1 000 familles interviewées).
- Mise sur pied d'un groupe de recherche dans le domaine socio-sanitaire avec l'Université du Québec à Rimouski.
- Portrait épidémiologique du cancer dans la région 01.
- Enquête sur les accidents de la route région 01.
- Enquête sur l'état de santé dentaire région 01 (1981-) (1983-).

5.

- Enquête sur le poids à la naissance des bébés en relation avec les cours prénatals.
- Dossier concernant la protection de l'environnement:

Phytocides (mémoire)

Arrosages (mémoire)

Syndrome hémolytique urémique (recherche)

Autre étude sur arrosages (recherche)

1006.3

DANIELLE DE ST JORRE

EDUCATION

1972 B. Phil. University of York, England

1966 PGCE Institute of Education - University of London

1965 MA (HONS) University of Edinburgh, Scotland

PERSONAL CAREER

October 86	Appointed Secretary of State for Planning and External relations, Department of Planning and External Relations.
September 83 October 86	Appointed Principal Secretary for Planning and External Relations, Ministry of Planning and External Relations.
November 82 September 83	Appointed Principal Secretary for External Relations, Ministry of Planning and External Relations.
1983/84/85	Accredited Ambassador for Seychelles to France, UK, Canada, Cuba, FRG, Greece, USSR.
1980-1982	Appointed Principle Secretary, Ministry of Education and Information.
1977-1979	Appointed Principal Secretary, Ministry of Foreign Affairs, Tourism and Aviation.
1976-1977	Principal Education Officer, Ministry of Education Seychelles.
1974-1976	Principal, teacher Training College, Seychelles.
1969-1971	Teacher - French and English Head of French Department, Seychelles College.
1967-1969	Teacher - French Streatham Hill and Clapham Girls Public Day Trust School.

MISSIONS ABROAD

Member of Head of Delegation at various International Conferences, i.e. Organisation of African Unity, Agency de Cooperation, Culturelle et Technique, World Bank, African Development Bank, Commonwealth Fund for Technical Cooperation. Participation at various World Conferences on Creole Languages.

INTERNATIONAL ORGANISATIONS

- 1984 Appointed Governor for Seychelles on the Board of Governors for the World Bank and African Development Bank.
- Appointed Vice-President - Comité International des Etudes Creoles (CIEC).
- 1986 Appointed President Bannzil Creole.

PUBLICATIONS

Apprenons La Nouvelle Orthographe (1978) (Bollee/D'Offay)
Dictionnaire Creole Seychellois - Francais 1982 (D'Offay/Lionnet)

OTHER APPOINTMENTS

- | | |
|------|--|
| 1977 | Chairman for Seychelles National Printing Company
Chairman for Libreri Nasyonal (National Bookshop) |
| 1983 | Chairman for National Consultancy Services
(Seychelles) |
| 1986 | Chairman for Seychelles Hotels Limited. |

Curriculum Vitae

MARY JO DUNCAN, PhD

3416 Point Grey Road
Vancouver, B. C.
V6R 1A5
(604) 732-5847

Birthdate: 4 August, 1938
Citizenship: Canadian
Telephone: (604) 732-5897

EDUCATION

B.A. (cum laude) liberal arts, University of Montreal	- 1958
Secondary Teaching Credential, California	- 1964
M.A. (biology) San Francisco State College	- 1967
Ph.D. (biology) Simon Fraser University	- 1972

PROFESSIONAL EXPERIENCE

Teaching

1984 - present - Biology instructor (subs.) Fraser Valley College

1986 - summer - Biology 12, Dorset College

1980-1983 - Lower plant courses and plant physiology,
Bamfield Marine Station
- Seashore Ecology, UBC Continuing Education
- Biology 11, VSB Adult Education

1975-1980 - Sessional lecturer, 3 courses, Dept. Biological
Sciences, Simon Fraser University

1972-1975 - Lecturer in seaweed physiology while post-doctoral
fellow at Biologische Anstalt Helgoland
- Instructor in biology at University of Maryland,
Munich, Germany

1967-1972 - Teaching Associate (11 courses) while doctoral
candidate at Simon Fraser University

1964-1967 - Secondary school biology teacher, San Francisco and
Marin County, California

REFERENCE: Edith Cammy, PhD REF: Helene Mooney (Anatomy &
Botany Dept. 222-1648
U. B. C. 228-2349

Professional
Experience cont.

COMMUNICATIONS

Science and Education

- | | | |
|-----------|---|---|
| Current | - | Coordinator of APASE* project to survey science education in B. C. elementary and secondary schools. (Sponsored by Science Council of Canada).
Asst. Editor, Tree Physiology |
| 1985 | - | Co-author of "Physiology & Ecology of Seaweeds", Cambridge Press (university text). |
| 1984-1985 | - | Coordinator of action-research project to encourage young women into science (sponsored by Secretary of State and SCWIST**). |
| 1983-1984 | - | Research and report on "Levels of Contaminants in Bivalve Molluscs of B. C." for Environmental Protection Service, Department of Environment. |
| 1983 | - | Editor - "Registry of Women in Science, and Engineering and Technology. (Sponsored by Ministry of Labour and SCWIST). |
| 1980 | - | Publiciy for Botany '80 - International Botanical Congress |

*APASE - Assn. for Promotion and Advancement of Science Education

**SCWIST Society for Canadian Women in Science

COMMUNICATIONS - OTHER

- | | | |
|--------------|---|---|
| 1958-1963 | - | Journalist and free-lance publicist, Toronto. Worked for The Telegram (now defunct) and did publicity for the Canadian Opera Association, the Royal Alexandra Theatre and the Canadian National Exhibition. Also did fund-raising publicity for the Univeristy of Toronto, Ontario Crippled Children's Centre and several hospitals. At this time I also wrote some children's programmes for CBC-TV. |
| 1980-present | - | Writer of articles for periodicals and television. |

CONSULTING

1980-present Consulting jobs for:

Department of Environment - 1984
Levels of Contaminants in Bivalve Molluscs of B. C. -
(a study of pollution in B. C. marine waters.)
Regional Program Report No. 83-19.

B. C. Research - Various studies on marine
invertebrates as pollution indicators in B. C.
nearshore waters.

C.O.F.Y - study on effects of log-booming on
near-shore marine plants. (Part of a large study by
many consultants.)

RESEARCH

- 1965-67 Research for master's thesis - "Occurrence and
localization of acid phosphatase in some Marine algae"
- 1967-72 Doctoral dissertation "Ecology and pigment biology of
the brown alga, *Nereocystis luetkeana*". This study
investigated pigment concentrations in relation to
underwater irradiance.
- 1972-1975 Postdoctoral fellow at Biologische Anstalt Helgoland -
worked on several aspects of seaweed physiology,
including presence of phytochrome.
- 1975-76 Fluorescence studies on phytoplankton and macrophytic
brown algae to investigate links between fucoxanthin
and chlorophyll c (at SFU).
- 1976-80 Research associate, Botany Department, UBC. Worked on
physiological responses to environmental factors in
kelp gametophytes and on presence of phytochrome in
kelp.
- 1980-81 Research associate, Department of Food Science, UBC,
worked on tissue culture of cocoa to produce
undifferentiated cells with characteristics of cocoa.
Also initiated tissue cultures of red seaweed for
production of agar by undifferentiated cells.
- 1982-present When the opportunity arises I take part in plant
physiology and/or marine biology research.

Curriculum Vitae

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1984 - present	- Biology instructor (subs.) Fraser Valley College
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1967-1972	- Teaching Associate (11 courses) while doctoral candidate at Simon Fraser University
1964-1967	- Secondary school biology teacher, San Francisco and Marin County, California

REFERENCE: Edith Camm, PhD
Botany Dept.
U. B. C.
225-2349

REF: Helene Mooney (Amnesty Int'l)
222-1648

CONSULTING

1980-present Consulting jobs for:

Department of Environment - 1984
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**SCWIST Society for Canadian Women in Science

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| 1980-present | - | Writer of articles for periodicals and television. |

Ministre des Relations extérieures et du
Développement international



Minister for External Relations and
International Development

RECEIVED APR 18 1990

EMB.

RECEIVED APR 19 1990

HULL, QUEBEC
K1A 0G4

APR 11 1990
AVR

Ms. Elizabeth Mann Borgese
Chairman
International Centre for
Ocean Development
9th Floor
5670 Spring Garden Road
Halifax, Nova Scotia
B3J 1H6

Dear Ms. Borgese,

Thank you for your letter of February 19,
1990, regarding appointments to the Board of Directors
of the International Centre for Ocean Development.

I appreciate receiving your observations and
comments, as well as the information you have provided.
As soon as I have had an opportunity to consider the
matter more fully, I will get back to you.

Thank you again for keeping me informed.

Yours sincerely,

A handwritten signature in dark ink, appearing to read "Monique Landry".

MONIQUE LANDRY



International Centre for Ocean Development
Centre international d'exploitation des océans

Our File/Notre Référence

Your File/Votre Référence

September 24, 1990

The Honourable Monique Landry, C.P., M.P.
Minister for External Relations
and International Development
Place du Centre
200, Promenade du Portage
Hull, Québec
K1A 0G4

Dear Minister:

I would like to bring to your attention the views of the Board of Directors on two issues concerning the functioning of the International Centre for Ocean Development.

a) Board Succession - As you are aware, the present ICOD Board of Directors is made up of 14 members, which includes the Chairman, Vice-Chairman, President and four International Members. Board Members have been appointed for either two or three year terms. This staggered term allows for a regular turnover of Directors and militates against an excessive loss of experience at any one point.

This year the terms of four Board Members have lapsed. The Board is aware that active discussions are underway in Ottawa to determine the future incumbents of these positions. It is hoped that the issue can be resolved, if possible, before the next meeting of the Board in early November so that any new members can attend.

The situation will be more acute in 1991 since the terms of six appointees will lapse. This group includes the President, who has indicated his intention not to be a candidate for reappointment. In view of the potentially large turnover, the Board hopes to provide written recommendations for your consideration which, hopefully will ensure significant renewal while maintaining the continuity of Board operations and policies.

b) Presidential Succession - You are already in receipt of a letter from the President announcing his intention not to be a candidate for a further term. Although it is recognized that appointment of a new President falls within the purview of the Government, Board Members have agreed that a Committee should be struck to provide

.../2

9th Floor, 5670 Spring Garden Road
Halifax, Nova Scotia
Canada B3J 1H6

5670, chemin Spring Garden 9^e étage
Halifax (Nouvelle-Écosse)
Canada B3J 1H6

recommendations on possible candidates for your consideration. The Board has already recommended to you that the President's tenure (which terminates in April 1991) be extended by Order in Council until July 1991 so as to provide continuity through the Spring Board Meeting in June. The President has agreed to stay in place for up to six months (i.e. until the end of September) subject to your concurrence, to provide maximum flexibility should a successor not be installed by July.

Given the fact that several important elements concerning the Board and ICOD's future will be considered at our Board Meeting on November 1 and 2, I would be grateful for an opportunity to meet with you prior to that time if you are available. I will follow up with your office for a suitable date.

Sincerely,

A handwritten signature in cursive script, reading "Elisabeth Mann Borgese".

Elisabeth Mann-Borgese
Chairman

Minister's Oceans Group

Interim Advisory Group to the
Minister of Fisheries and Oceans,
the Honourable Tom Siddon

Groupe ministériel sur les Océans

Conseil consultatif intérimaire
auprès du ministre des Pêches et des Océans,
l'Honorable Tom Siddon

December 12, 1986

Dr. Elisabeth Mann-Borgese
Chairperson
INT. CENTRE FOR OCEAN DEVELOPMENT
5670 Spring Garden Road
HALIFAX, Nova Scotia
B3J 1H6

ICOD / CIEO
RECEIVED HFX.
DATE Dec 17, 1986
ACTION G. Conley

Dear Dr. Mann-Borgese:

The Minister of Fisheries and Oceans, the Honourable Tom Siddon, is eager to establish a consultative body with strong private sector representation to advise him on a wide range of oceans-related issues. As an interim measure, Mr. Siddon recently created the Minister's Oceans Group which has a mandate to make recommendations concerning the scope, purpose, structure, composition, and operation of a permanent oceans advisory council. Mr. Siddon has directed the Group, of which I am chairman, to seek the views of a broad range of interests in Canada with respect to the establishment of such a council.

I am writing to invite you to submit your views to the Minister's Oceans Group on the issue of how best to establish such an oceans advisory council. You may do this by writing me or any member of the Group, or by attending one of five meetings to be held, (see Annex A).

If you choose to submit your views in writing, please do so no later than January 12, 1987. If you plan to attend one of the meetings, please notify the regional chairman no later than January 7, 1987.

In particular, I would ask that you focus your comments on some or all of the questions in Annex B.

It is clear that the Minister is strongly committed to his oceans-related responsibilities and in particular, to developing an ongoing, effective consultative mechanism. I believe that it is very much in your interest to respond to his initiative, and I hope to receive your views in the near future.

Sincerely,

Philip A. Lapp
Chairman
Minister's Oceans Group

Encl.

ANNEX A

MINISTER'S OCEANS GROUP

Chairman: Philip A. Lapp
President
Philip A. Lapp Ltd.
302 - 14A Hazelton Avenue
Toronto, Ontario M5R 2E2
(416) 920-1994

Paul C. Champagne
Président
Logimer Inc.
Bureau 192, 820 rue St-Jean-Baptiste
Les Saules, Québec G2E 5E2
(418) 871-1262

Dr. Robert O. Fournier
Asst. Vice President Research
Dalhousie University
Arts & Administration Building
Halifax, Nova Scotia B3H 4J1
(902) 424-6513

Gail S. Gabel
Managing Director
Aanderaa Instruments Ltd.
560 Alpha Street
Victoria, British Columbia V8Z 1B2
(604) 386-7783

James R. McFarlane, P.Eng.
President
International Submarine Engineering Ltd.
2601 Murray Street
Port Moody, British Columbia V3H 1X1
(604) 937-3421

R.M. Kent Meisner
Land Information Systems Consultant
Monenco Enterprises Ltd.
12420 - 104 Avenue
Edmonton, Alberta T5N 3Z9
(403) 482-5456

Alan Ruffman
President
Geomarine Associates Ltd.
Box 41, Stn. M, 5112 Prince Street
Halifax, Nova Scotia B3J 2L4
(902) 422-6482

Frank D. Smith
President & CEO
Nordco Limited
Box 8833
St. John's, Newfoundland A1B 3T2
(709) 364-1200

MEETINGS

St. John's, Newfoundland - Monday, January 12, 1987, 9:30 a.m.
Hotel Newfoundland, Salon C & D, Cavendish Square
(709) 726-4980

Quebec City, Quebec - Tuesday, January 13, 1987, 9:30 a.m.
Holiday Inn, Centre ville, St. Roch Room, 395 rue de la Couronne
(418) 674-2611

Halifax, Nova Scotia - Thursday, January 15, 1987, 9:30 a.m.
Chateau Halifax, Bluenose Room
(902) 425-6700

Ottawa, Ontario - Friday, January 16, 1987, 9:30 a.m.
Delta Inn, Delta B Room
(613) 238-6000

Victoria, British Columbia - Monday, January 19, 1987, 9:00 a.m.
Institute of Ocean Sciences, Auditorium, 9860 West Saanich Road, Sidney
(604) 656-8215

ANNEX B

Scope

The following groups have been identified as having an interest in oceans:

- aquaculture
- environmental
- fisheries
- maritime defence related industries
- ocean charting and information services
- oceanic manufacturing
- ocean law
- ocean mining
- ocean science
- oceanic services
- oil and gas exploration and development
- recreation
- shipbuilding and repair

- * Should all those groups be represented on an oceans advisory council?
- * Are there other interested groups not identified here?

Purpose

- * What should its mandate be?
- * What benefits do you hope to gain by having such a consultative body in place?
- * Should it focus primarily on ocean science? industrial/economic development? balancing competing uses of oceans?

Structure and Composition

- * Should membership in the advisory group be determined according to the nature of the interest or on a regional basis?
- * Should a national group have sub-groups for the Pacific, Atlantic, and Arctic Oceans?
- * Should a national group be accompanied by a set of sectoral sub-committees?

Operations

- * What tools should the advisory body use to communicate with the interests it represents?
- * Should it hold annual or semi-annual regional conferences?
- * Should it act as a clearing-house for various interests' concerns regarding oceans?
- * How could the advisory body improve access to government information and technology diffusion?



International Centre for Ocean Development Centre international d'exploitation des océans

Our File/Notre référence

Your File/Votre référence

MINISTER'S OCEAN GROUP

Reply to Questions Raised in Annex B

In view of the growing importance of the marine sector in the economic life of States and of the international community; and in view of the sweeping changes in national and international law introduced by the United Nations Convention on the Law of the Sea and its many implications, the establishment of the Minister's Ocean Group represents a most timely and important development. Other countries, both in the developed and the developing world, have undertaken similar efforts, and there can be no doubt that a well integrated oceans policy, based on appropriate legislation and institutional infrastructure, could make a significant contribution to Canada's GNP, including, in particular, employment, food, minerals, energy, health, and international trade.

1. Scope

Yes, all the groups listed should be represented in an Oceans Advisory Council. In addition the following should be included:

- . Coastguards and Navy
- . Ports and Harbours Management
- . Coastal Management
- . Education (training in marine affairs)
- . Public Health
- . Labour
- . External Affairs



Memorandum

To:

Our File:

From:

. ICOD, CIDA, IDRC.

Date:

They all have an interest in some aspect of marine affairs and can make a useful contribution to the formation of an integrated oceans policy.

Re:

2. Purpose

The mandate of the Advisory Council should be broad enough to include ocean sciences, industrial/economic development, balancing competing uses of oceans, conserving the marine environment, cooperating with international institutions (Fisheries Commission, FAO, UNEP, IMO, IOC, Preparatory Commission, etc.) and advising Government on specific issues, including those of relations with other States (Canada/France; Canada/USA).

In particular, the Advisory Council should advise the Government on

- . the preparation and review of legislation covering (a) areas under national jurisdiction (EEZ, Continental Shelf, Arctic) and (b) new uses of the oceans (e.g., oil and gas, ocean mining, generation of energy, aquaculture). Other States' legislations, such as the Mexican Federal Ocean Law could be studied for comparison;

- . the establishment of appropriate institutional infrastructure for the management of ocean uses; the management scheme proposed by Professor Douglas Johnston in his Report to the McDonald Commission could be studied as an example;

- . the framing of an oceans policy, apt (a) to integrate activities within the marine sector itself (harmonising conflicting uses); (b) to integrate the marine sector into general development strategy; and (c) to harmonise national and international interests;

- . the review of global developments in marine affairs and



Memorandum

To:

Our File:

From:

the Law of the Sea.

Date:

As the Preamble to the U.N. Convention on the Law of the Sea put it, "the problems of the oceans are closely interrelated and need to be considered as a whole."

Re:

3. Structure and Composition

Membership in the Advisory Group should be determined primarily according to the nature of the interest and competence. However, in view of the Federal structure of Government, equitable regional representation must also be given due consideration.

It would be most useful to establish a number of regional oceans advisory councils. These could be organised on the basis of the management scheme proposed by Professor Johnston.

The national Advisory Council should elect its president and a small executive Committee.

4. Operations

The national Advisory Council should hold an annual conference, if possible, in conjunction with an annual marine industrial technology trades fair. This annual conference should be preceded by meetings of the regional councils to maximise regional inputs into the policy-making process. The National Executive Committee should consult with Government between annual conferences.

If modest means could be made available, the national Advisory Council should be responsible for the publication of a bimonthly (six issues a year) newsletter to improve access to government information and technology diffusion. Organisations such as "the World of Ocean Management, Inc." could be utilised both for the technology trades fair and the newsletter.



Memorandum

To:

Our File:

From:

Addendum

Date:

Re:

In this broader context of the re-organisation of Canada's maritime sector, it would be most opportune to accelerate and intensify discussions, already in course, between CIDA, IDRC, ICOD, and possibly PetroCanada International Development Corporation, to harmonise and integrate their activities in development cooperation in the marine sector. Perhaps a study could be undertaken, giving an overview of all marine related activities in the development cooperation sector and analysing possible overlaps to be avoided and interactions to be developed to maximise cost effectiveness. This would be particularly useful for the development and growth of ICOD's activities.

Elisabeth Mann Borgese
Chairperson
International Centre for Ocean Development



International Centre for Ocean Development Centre international d'exploitation des océans

Our File/Notre référence

Your File/Votre référence

MINISTER'S OCEAN GROUP

Reply to Questions Raised in Annex B

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Addendum

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Elisabeth Mann Borgese
Chairperson
International Centre for Ocean Development



International Centre for Ocean Development
Centre international d'exploitation des océans

Our File/Notre référence

870121

Your File/Votre référence

July 24, 1987

Mrs. Elisabeth Mann Borgese
Chairman, Board of Directors
International Centre for
Ocean Development
C/O Pearson Institute
Dalhousie University
1321 Edward Street
Halifax, Nova Scotia
B3H 3J5

Dear Mrs. Mann Borgese:

Mr. Gary Vernon asked Carol Amaratunga, Paula Scott, and I to seek your comments on a plan of action to launch the first ICOD seminar to be held in May 1988.

The attached plan is in three parts: (a) Key elements; (b) Preliminary timetable; and (c) Estimated costs. We have excluded a detailed timetable and cost breakdown for producing proceedings from the seminar until we can more firmly establish the actual seminar content.

The seminar series offers exciting possibilities. The exact format to adopt for the seminar presentation will need to be settled during August. One possibility is as follows:

- 15 minute introduction to series by Chairman and President;
- 45 minute presentation by speaker;
- 1 hour panel discussion led by selected Board of Directors Members and invited guests involved in ocean-related activities.

. . . /2



We will be contacting Dr. Giarini very soon but, in the event that he is unavailable, we will need to contact an alternate candidate without delay. Can you suggest another qualified economist whom we might contact if necessary?

We will look forward to receiving any comments you wish to contribute concerning the attached plan. Please feel free to contact me for further information or clarification.

Sincerely yours,

A handwritten signature in dark ink, reading "Michael P. Latremouille".

Michael P. Latremouille
Programme Officer
Information Division

MPL/rp

cc: G. Vernon
C. Amaratunga
P. Scott



A. KEY ELEMENTS OF PROPOSED 1988 ICOD SEMINAR

- TIMING** - May 23-27, 1988 [coincident with Board of Directors Meeting of May 26-27, 1988].
- TOPIC** - Contribution of marine sector to ocean development.
- Suggested working title: "The contribution of the marine sector to national and global GNP, with particular reference to food, energy (offshore oil), international trade, and tourism."
- Desired content of seminar to be outlined by ICOD prior to contracting speaker to prepare and present the seminar.
- SPEAKER** - Should be an economist for first seminar.
- Dr. Orio Giarini proposed [18, chemin Rieu, CH-1208 Geneva, Switzerland, phone (41 22) 47 0938 (or 7143 10 at home)].
- SCHEDULING** - Public presentation of seminar on May 25th (followed by a reception for invited guests and a dinner for the speaker with the Board) (see part B for details).
- Roundtable discussion of seminar on May 26th at ICOD Board of Directors Meeting.
- Publication of proceedings of seminar and round-table discussion about 6-8 months after May 27th.



- AUDIENCES**
- General public and about 200 local community leaders and persons involved in ocean affairs for public presentation.
 - ICOD Board of Directors.
 - All ICOD 'clients' and others in ocean affairs outside the local area for publication of seminar proceedings.

- OBJECTIVES**
- (1) To provide a local public forum for the discussion of major issues underlying ocean development and the law of the sea.
 - (2) To provide a focal point for ICOD Board Members (and staff) to discuss in roundtable fashion ocean development issues affecting the world and in particular developing countries.
 - (3) To produce over time a series of study guides, discussion papers, and videotapes for use in public broadcasting, training, and formal education programmes.
 - (4) To enhance the profile of ICOD locally and, through publication of the seminar proceedings, nationally and internationally.

SPECIAL FEATURES PROPOSED

- A few special features are planned to add lustre to the event and to establish continuity in the seminar series. These include a reception after the seminar, a commemorative gift for the speaker*, special decorations (flowers, flags, etc.) for the podium area of the seminar meeting room, dinner for the Board of Directors with the speaker after the seminar, videotaping of the seminar for various uses as noted under objective (3) above, and preparation of a special brochure that will also serve as a résumé of the event. Refer to attached timetable for details.



COST CONSIDERATIONS

- As presently conceived, the cost of organizing the seminar (excluding publication of the proceedings) will be about \$22,500. It is possible to trim this budget by eliminating special features and dispensing with videotaping of the presentation but we do not recommend this. It will be important to assure that the first ICOD seminar is as successful as possible if we wish to establish it as an annual event.

* For the first year, as a result of initial design input, this will cost a maximum of \$500; in subsequent years \$100-\$150 would be budgeted for the gift.



B. PRELIMINARY

TIMETABLE

FOR THE 1988 ICOD SEMINAR

- | | |
|----------------------|--|
| July 24, 1987 | - Send preliminary plan and cost breakdown to Chairman of ICOD. |
| End August | <ul style="list-style-type: none">- Draft outline at ICOD of desired seminar content, guidelines for speaker, and contract terms.- Contact potential speakers by phone and mail.- Book tentative local arrangements. |
| Mid-September | <ul style="list-style-type: none">- Choose official name and purpose of ICOD seminar series.- Establish contract to prepare seminar.- Confirm local arrangements (dates, rooms, etc.). |
| End October | <ul style="list-style-type: none">- Identify gift to be prepared for speaker.- Outline draft of brochure on seminar series. |
| End November | <ul style="list-style-type: none">- Prepare list of VIP's (and addresses) to be invited to seminar.- Detail public relations plan for seminar. |
| End December | <ul style="list-style-type: none">- Detail local arrangements planned.- Receive material from speaker to be prepared by ICOD as high-quality slides.- Finalize list of VIP's.- Prepare text of invitation to VIP's to attend seminar. |



- | | |
|------------------------------|--|
| End January,
1988 | <ul style="list-style-type: none">- Receive final batch of material from speaker to be prepared as slides.- Print invitations to seminar to mail to VIP's. |
| End February | <ul style="list-style-type: none">- Receive draft version at ICOD of seminar typescript together with biographical notes on speaker.- Mail invitations to VIP's.- Approve final brochure text for printing. |
| End March | <ul style="list-style-type: none">- Circulate seminar typescript to Board of Directors.- Send completed slides to speaker (retain duplicates at ICOD). |
| End April | <ul style="list-style-type: none">- Receive printed brochures at ICOD.- Receive (if needed only) final corrected draft of seminar typescript at ICOD.- Confirm public relations plans.- Prepare ads for print and radio on seminar. |
| May 20 | <ul style="list-style-type: none">- Press release sent out on upcoming seminar. |
| May 21 | <ul style="list-style-type: none">- Speaker arrives in Halifax. |
| May 23 | <ul style="list-style-type: none">- Speaker (possibly with Chairman and President) is interviewed on local TV and/or radio.- Seminar is videotaped at ICOD for later use in ICOD training sessions, productions, etc. |
| May 23-25 | <ul style="list-style-type: none">- Seminar is publicized in paid radio and newspaper ads. |



- May 25**
- 3:00 p.m. - Seminar at World Trade and Convention Centre.
 - 5:00 p.m. - Reception.
 - 7:00 p.m. - Dinner for speaker and Board of Directors.
- May 26**
- Roundtable discussion of seminar at Board of Directors Meeting (attended by speaker).
- May 27**
- Possible additional interviews of speaker on TV/radio.
 - Press release sent out on seminar.
- May 28**
- Speaker leaves Halifax.
- June 10**
- Written comments on seminar from Board of Directors (collectively and individually) received at ICOD.



C. ESTIMATED COSTS
FOR THE 1988 ICOD SEMINAR

Cost (\$)	Item
	(A) Preparation of Seminar
\$ 2,000	1 - Contract for seminar preparation by speaker with ICOD.
2,500	2 - Preparation of audio-visual materials.
5,000	3 - Videotaping of seminar by ICOD.
	(B) Travel and Accommodation for Speaker
2,526	1 - Return air fare (business class from Geneva).
561	2 - 6 nights @ \$85 at the Prince George Hotel.
262	3 - Per diem for 7 days.
	(C) Local Arrangements
225	1 - Rental of seminar room for 2 hours (World Trade and Convention Centre).
1,500	2 - Liquor at reception for 200 people.
2,500	3 - Food at reception for 200 people.
600	4 - Dinner for Board of Directors plus speaker.
200	5 - Decorations and flowers for seminar and reception rooms.
	(D) Promotion and Publicity
500	1 - Gift for speaker.
2,000	2 - Brochure on seminar series.
500	3 - Invitations to VIP's and postage.
1,000	4 - Preparation of press releases.
500	(E) Miscellaneous Expenses
<u>\$22,374</u>	(F) TOTAL COST

Copy



International Ocean Institute

P.O. Box 524 Valletta - Malta

Cables: Interocean

ICOD

July 26, 1987

Mr. Michael P. Latremouille
Programme Officer
Information Division
ICOD

Dear Michael:

Thanks for your letter of July 24, with the plan of action to launch the first ICOD seminar.

I think it is very well done: even too well, i.e., I think there is even more detail than we really need: detail which, I think, will have to be handled with a great deal of flexibility.

As to the speaker, I hope and believe we won't need an alternative because Dr. Giarini has already agreed in principle, is quite interested in doing it, and really was waiting to hear from ICOD in order to go ahead. So I hope there will be no complications. Should any turn up -- let's cross that bridge after getting to it!

So: everything just fine, until the budget page. Here I do think we could make a few savings.

1. \$2,500 for the preparation of audio-visual materials seems to me excessive. I think that can be cut down to \$50 for a few transparencies of tables of charts for overhead projection.
2. Videotaping (don't we have our own machines?) \$5,000 for a couple of hours seems excessive.

3. The reception for two hundred people costs \$4,000, which means, \$20 per head. For a cocktail sort of reception I find this excessive. I think the amount could be halved. Of course we do want to make it nice, but certainly not ostentatious!
4. Preparation of press releases, I think belongs to our normal in-house activities. What is the basis for charging \$1,000?

If your reaction to these suggestions were to be positive, I think we could bring the budget down quite a bit.

I am leaving for New York, but shall be back in about 3 weeks.

All the very best,

Yours cordially,

A handwritten signature in dark ink, appearing to read 'Elisabeth' followed by a stylized flourish.

Elisabeth Mann Borgese

LEMAY-BACLE CONSULTANTS

RESOURCE PLANNING AND MANAGEMENT FOR
INTERNATIONAL DEVELOPMENT

February 15, 1990

Dr. Elisabeth Mann Borgese
Pearson Institute
1321 Edward Street
Dalhousie University
Halifax, Nova Scotia
CANADA B3H 3H5

Dear Dr. Borgese,

This is to confirm my interest in being able to meet with you as part of the evaluation of IOI courses which have received ICOD funding. I see our meeting as an opportunity to discuss the following, among many other topics:

Current needs and trends in ocean management professional training;

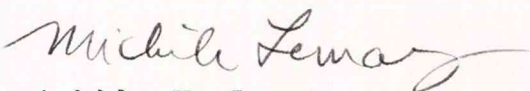
Target clientele for the IOI courses and how the recruitment coincides with and reinforces ICOD's training mission; and

The mid- to long-term impacts that the courses and the scholarship program can be expected to have in various target countries.

Given our respective schedules, I foresee two opportunities for such a meeting. First, it might be possible for us to meet in Halifax upon your return from Beijing or on your way to Jamaica. Alternatively, we could meet in Halifax in early April as discussed. However, I must note that ICOD has asked that the evaluation be completed by early April so the latter option is not ideal. With your permission, I will try to work with your office to arrange a date.

I have enclosed for your information the Terms of Reference for the evaluation as well as some background data on myself.

Your help and advice in preparing for our meeting is genuinely appreciated.



Michèle H. Lemay
Marine Resources Planner

cc Ms. Carol Amaratunga, Acting Chief, IRCAD, ICOD

LEMAY-BACLE CONSULTANTS
18 E. Masonic View Ave.
Alexandria, VA 22301 USA

FACSIMILE TRANSMISSIONDATE: Feb. 16, 1990ATTN TO: Dr. Elizabeth Mann Borgese
Pearson InstituteFAX #: (902) 424-~~2319~~ 1216 c/o Judy Olsen or
Ms. KnowlesTEL: (902) 424-1737 ←FROM: Michèle LemayFAX #: (703) 836-1762NO OF PAGES: 2

MESSAGE:

Dear Ms. Olsen,

Could the attached be forwarded as
soon as possible to Dr. Borgese.

→ The background information is being
sent under separate cover.

Thank you and best regards.

Michèle Lemay

LEMAY-BACLE CONSULTANTS

RESOURCE PLANNING AND MANAGEMENT FOR
INTERNATIONAL DEVELOPMENT

February 15, 1990

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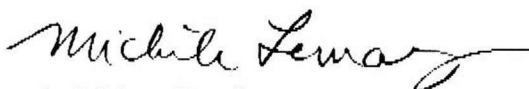
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cc Ms. Carol Amaratunga, Acting Chief, IRCAD, ICOD



International Centre for Ocean Development
Centre international d'exploitation des océans

Our File/Notre référence
1002.3

Your File/Votre référence

March 11, 1988

COPY

Mr. Douglas Lindores
Assistant Secretary
to the Cabinet
Government Operations and
Labour Relations Secretariat
Privy Council Office
Ottawa, Canada
K1A 0A3

Doug
Dear Mr. Lindores:

I have for acknowledgement your letter of February 15, 1988 in which you confirmed officially your resignation from the ICOD Board of Directors.

At our Board meeting last November, we were advised that you had changed positions within the Government which would result in a new Board Member being appointed from CIDA. The Board unanimously passed a resolution requesting that I indicate to you the deep regret of the Board on your resignation and thank you for your invaluable contribution to ICOD. The Board further requested that I convey to you our very best wishes for the future.

As Chairman, I personally appreciated your sound advice during Board meetings and your efforts within CIDA to promote the cause of ICOD.

I appreciate your suggestion to meet during one of my trips to Ottawa and hope to see you soon.

Sincerely,

Elisabeth

Elisabeth Mann Borgese ✓
Chairman

We'll miss you!



Government of Canada
Privy Council Office

Gouvernement du Canada
Bureau du Conseil privé

Ottawa, Canada
K1A 0A3

February 15, 1988

Dr. Elizabeth Mann-Borgese
Chairman
International Centre for
Ocean Development
5670 Spring Garden Road
Halifax, Nova Scotia
B3J 1H6

Elizabeth
Dear Madame Chairman,

As you are no doubt aware, I have recently left the Canadian International Development Agency to assume new functions at the Privy Council Office. This change of position will unfortunately require that I resign my position as a member of the ICOD Board.

I have greatly enjoyed the opportunity to work with you and the other Board members. I feel that ICOD is now making good progress and I will follow the Centre's evolution with keen interest. I wish you all every success and look forward to meeting you personally again during a forthcoming visit to Ottawa.

Yours sincerely,

Douglas Lindores
Assistant Secretary
to the Cabinet
Government Operations
and Labour Relations
Secretariat

/ld

Canada