

departments which want to operate small fleets of their own must, in any case, either borrow other departments' infrastructure, as in the case of DOE aircraft using Canadian Forces facilities to support ice reconnaissance aircraft, or develop their own operating infrastructure, which is not likely to be cost-efficient. Francois Pouliot explained the problem with reference to aerial fisheries surveillance:

There are times when we do not need extensive air coverage. There is also the whole problem of maintenance of these aircraft. We do not have the personnel to do this. In the old days, when it was done by the Department of National Defence, it was fine. But we do not have the resources, personnel or otherwise really to be able to sustain our own aircraft.⁽⁶⁶⁾

DFO's solution, under these circumstances, is to privatize the service and lease aircraft, a process about which the Committee has significant reservations, as has already been noted.

4. Personnel Issues in Reorganization

Any reorganization of governmental marine activity involving integration or amalgamation of departmental resources would inevitably have an impact on personnel. In some cases, personnel might have to transfer or be seconded to different departments or assume new responsibilities. While the precise nature and extent of the problems which might arise would depend on the particular circumstances of the reorganization, two issues do stand out. If the reorganization involved the transfer of resources and responsibilities to the Department of National Defence, then personnel currently working for other departments could face greater obligations than at present. It is not evident that those who have joined a non-military organization would join a military one to perform the same task. However, there are currently a few naval vessels, principally research vessels, that are predominantly crewed by civilians, and some special arrangement could be arrived at.

Second, integration might involve a greater likelihood that government personnel would be called upon to perform enforcement functions. It might, therefore, be desirable to train as many as possible in a variety of peace officer functions, in effect creating general maritime enforcement officers. The current arrangements whereby RCMP officers are appointed Fisheries, Wildlife, Customs and Game Officers to fulfill various responsibilities could provide a model. Problems might develop in attempting to reconcile military and peace officer responsibilities, or in delegating peace officer responsibilities to the resolutely civilian Canadian Coast Guard. Perhaps the most satisfactory alternative would be to embark officers with different statutory responsibilities on government vessels on a routine basis.

⁽⁶⁶⁾ Proceedings, 11:20.