

2. Alternative Structures for Coordination

While emergency centres might answer the short-term need for greater efficiency of interdepartmental coordination in some circumstances, the Committee believes that a broader realignment may eventually be necessary. In its hearings, the Committee saw evidence of inefficiencies and problems with coordination.

Several alternative structures for the organization of government activities in Canada's maritime jurisdictions were discussed before the Committee. At one end of the spectrum was the concept of a single "super-department" of oceans which would develop and implement a single integrated maritime policy while controlling all governmental maritime resources. Witnesses before the Committee did not favour this approach. Apart from the bureaucratic monster that might be created, the earlier discussion on the nature and extent of departmental activities in the maritime context suggests that it would be difficult to know where the line should be drawn between such a department and the rest of government activity. Such an approach could still result in duplication of government expertise. For example, would the department be responsible for inland waters and fisheries as well as offshore, or would another department of inland fisheries be needed?

Paul Godbout suggested that all governmental fleets should be put under a single command. His preferred command would be the Navy, since it already has the most highly developed command and control system.⁽⁵⁶⁾ This would eliminate the need for separate infrastructure and separate command and control structures. The personnel could all be integrated because:

The outstanding feature of all these people is that they are sea-going. You can make a drug buster, or a fisheries officer, or a naval gunner, and that is technology. But the ability to live at sea takes time to develop and they all have that in common. I think all of them could learn the other jobs to some degree.⁽⁵⁷⁾

Government marine policy would be made the responsibility of a Minister of Oceans, under whom would be a coordinating committee including representatives of all departments with marine interests.

Ray Creary, Vice-President of Veterans Against Nuclear Arms, identified two government functions in the marine context: a regulatory and law enforcement function and a service function. According to his plan, the first function would be carried out by the Canadian Forces and the second function would be carried out by the Coast Guard. The present marine functions of other government departments would be incorporated into those organizations as applicable. Mr. Creary identified the elements of the two functions:

⁽⁵⁶⁾ Proceedings, 10:14.

⁽⁵⁷⁾ *Ibid.*, 10:12.