



Opening the Door to Communication

HAS MEET WITH SCH IN OTTAWA

In response to Harbour Authorities' (HAs) request for improved communication and consultation with Small Craft Harbours (SCH) Ottawa, SCH hosted a special meeting on December 7 and 8, 2000, to open the door for direct dialogue.

"I am here to find out from you how we can improve communications between us," said Carol Beal, Assistant Deputy Minister, Corporate Services, Fisheries and Oceans Canada, in her opening address to HA and SCH representatives who met in Ottawa. "I want to hear from you on how we can find better ways of sharing information and your views on matters that affect HAs."

In addition to mechanisms for improved communication and consultation, the meeting focused on third-party liability insurance and a vision for the future of the HA program.

"HAs want a clear vision of where the program is going," says Susan Steele, SCH Regional Director, Pacific Region. "We can't do it all at this meeting, but this is a major step. The representatives will be able to take the ideas presented here back to the other HAs."

Representatives — 14 in all — from the Harbour Authority advisory councils from Newfoundland and the Maritimes, the Freshwater HA Council from Central and Arctic, the Harbour Authority Association of



Carol Beal, Assistant Deputy Minister, Corporate Services, Fisheries and Oceans Canada, presents a certificate of recognition to Reg Keeping for the voluntary work carried out by the Harbour Authority of Port aux Basques, Newfoundland.

British Columbia, and HAs in the Laurentian Region met with SCH directors from headquarters and the regions, and SCH Director General Robert Bergeron.

"We had frank and honest discussions," says Mr. Bergeron. "The process isn't always easy, but this will pave the way for future exchanges."

To kick off the meeting, a round table discussion gave the HA representatives a chance to tell the SCH and DFO representatives — and each other — about their harbours, their concerns, and their

strengths. Two facilitators and simultaneous interpretation services were used to help ensure that all participants had a chance to hear and be heard.

"By sharing our experiences, it helps to increase the capacity of the local HAs to manage their harbours. The management issues are common across the regions," says Karl McKay, vice-president of the HA of Grosse-Île in Quebec. "In talking together, we have something to take home from the meeting."

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HAs meet with SCH in Ottawa

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Presentations by Mr. McKay, O'Neil Cloutier, President of the HA of l'Anse-à-Beaufils/Percé in Quebec, John Hayes, Chair of the HA Association of B.C., and Bruce Benson, Chair of the Freshwater HA Council, also set out some of the principal concerns facing the HAs. They addressed such topics as the long-term relationship with SCH, funding issues, the importance of harbours for the fishing industry and the related key role of HAs, the need for

consistent policies relating to HAs, and the feelings of isolation and fatigue experienced by some volunteers.

"In the west, our distance from Ottawa could result in isolation," says Rick Hill, General Manager of Port Edward Harbour Authority in British Columbia. "This exposure to other HAs and SCH management is a chance to work on issues we all share."

Conference organizer Landon Stewart, a senior policy and program advisor with SCH, described the

meeting as a "get to know you" session geared to productive discussion. And what better way to get to know each other than at an informal social gathering? At the end of the first day, the participants were served refreshments and had an opportunity to mingle.

HAs Recognized

SCH got a jump on the International Year of Volunteers 2001, by presenting the HA representatives with certificates of recognition for the voluntary work carried out by their HAs. (The HAs that didn't have representatives in attendance will receive their certificates in 2001.)

"The HAs are a key element of the volunteer community. They are the backbone of what we are able to do in SCH," said Ms. Beal during the presentation.

While the Honourable Herb Dhaliwal was unable to attend the meeting, Ms. Beal read a statement from the Minister of Fisheries and Oceans. Mr. Dhaliwal said DFO and the HAs "can accomplish more together than we can apart." He offered his congratulations to the HAs on a job well done.



Bruce Benson receives a certificate of recognition from ADM Carol Beal for the voluntary work carried out by the Arnes Harbour Authority, Manitoba.

FROM THE EDITOR

Just as Harbour Authorities (HAs) are a vital part of the Small Craft Harbours program, volunteers are a vital part of HAs. In this International Year of Volunteers 2001— as always — *Forum* is recognizing the contribution volunteers make to managing and operating Canada's small craft fishing harbours. And with 487 HAs managing 604 harbours across Canada, we've a lot more to recognize!

As we go to press, preparations are underway for the first meeting of a national Harbour Authority advisory committee, which will meet on March 1 and 2 in Ottawa. This meeting will be covered in the next edition of *Forum*.

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HELPING REVITALIZE THE COMMUNITY

The long-running CBC television series, *The Beachcombers*, filmed in Gibsons, British Columbia, made this part of the Sunshine Coast a familiar, though unvisited, place for many Canadians. Now the Gibsons Landing Harbour Authority (GLHA) is helping to attract visitors to this picturesque town 32 kilometres north-west of Vancouver.

The Class A harbour, which has berthage for 120 vessels, underwent a major expansion in 2000. Among the new features are a harbour manager's office and public facility building (with washrooms, showers and laundry), a waiting room for ferry passengers, a 107-metre-long promenade and gazebo on one of two breakwaters, and a pump-out station. The GLHA reconstructed its wharf, repaired its 19 floats, and installed new water lines and electrical wiring. At the same time as the GLHA was improving the harbour, the town of Gibsons developed a new park, Winegarden Waterfront Park, nearby.

"Because of our harbour's upgraded facilities and the town's waterfront renewal efforts, the harbour had thousands of people



John Reynolds, Member of Parliament for West Vancouver-Sunshine Coast, cuts the ribbon at the Gibsons Landing Harbour Authority grand opening on July 1, 2000. On the left is John Hayes, Chairman of the GLHA and on the right, Joan Pedersen and past chairman Greg Grant.



One of Gibsons Landing Harbour Authority's two breakwaters features a promenade and gazebo.

visit in the summer, and we had more American boats than ever before," says John Hayes, Chairman of the GLHA and Chairman of the Harbour Authority Association of British Columbia (HAABC). And to help those without their own boats to get to Gibsons, the GLHA helped bring to the town a high-speed ferry service that runs between Vancouver and Gibsons four times a day.

"The local tax base was not used for the harbour project," says Mr. Hayes. "We took advantage of all the resources we could, and we had a lot of community involvement because the expansion project was aimed at stimulating Gibsons' economy."

A contribution from the Community Futures Development Corporation of the Sunshine Coast, a group that aims to spark employment opportunities and economic growth, got the project off the ground. The Gibsons community and local corporations responded

with money and in-kind donations, such as logs and labour. Funds from Human Resources and Development Canada were obtained to employ six labourers, and funds from Small Craft Harbours (SCH) were used to repair the floats.

"We couldn't have done this without SCH," says Mr. Hayes. "It provided guidance and expertise for the whole project."

On July 1, 2000, the renovated harbour held its grand opening, which was attended by approximately 3,000 revelers and local VIPs. On hand were John Reynolds, Member of Parliament for West Vancouver-Sunshine Coast; Pablo Sobrino, Area Director, Department of Fisheries and Oceans, Lower Fraser; and Susan Steele, Regional Director, SCH, Pacific Region.

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Helping Revitalize the Community

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Community Pride

Even without special events, the harbour attracts visitors who come to purchase the catch of the day from the fishers who brought it in. Salmon, halibut, tuna, cod, prawns and shrimp all pass through Gibsons Landing.

“In most coastal communities, the harbour is the heart of the town,” says Mr. Hayes. “Gibsons Landing is where the town started, and it’s where everything starts now: the harbour is integral to our economy, transportation and recreation.”

Used almost equally by fishing boats, pleasure craft and commercial vessels, Gibsons Landing is also home to ten live-aboard boats. “Not all

harbours allow live-aboards,” says Mr. Hayes, “but we are glad to have them. As in any community, the residents look after things: they provide a measure of security, and they take pride in the harbour.”

Pride is one reason Mr. Hayes feels the harbour has improved since the GLHA began managing it in May 1998. “When you are in charge of something, you look after it,” he says.

The seven-member GLHA board of directors, the members of which are appointed by the Gibsons mayor and town council, ensures continuity in management by staggering the two-year appointments so that four terms expire one year and three the next.

The board is always comprised of one member from Keats and Gambier islands because of the dependency the island residents have on the harbour. Currently, the other members are a local fisher, one representative from each of the commercial and recreational sectors, and interested members of the community.

“Most of the harbours on the Pacific coast are run by HAs now,” says Mr. Hayes. “SCH continues to provide guidance and help, but the HAs really know the unique needs of their harbours, and we’re seeing good improvement.”

REDUCING THE RISK OF FRAUD

Q: What’s wrong with this scenario?

A small business with only a few employees authorizes the same individual to collect cash, write receipts, deposit the cash and reconcile the bank statements.

A: Nothing is stopping that person from recording false deposits and pocketing some of the cash. The situation is ripe for fraud.

While all businesses are vulnerable to fraud, small businesses are especially at risk because they often lack the resources necessary to implement internal controls to deter or prevent fraud, and reduce employee error. Compare your Harbour Authority’s internal controls to the ones listed. If the HA is lacking in any of the areas, needs help in implementing the controls, or sees room for improvement, get in touch with your area’s Small Craft Harbours contact and your accountant for advice.

INTERNAL CONTROLS TO REDUCE THE OPPORTUNITY FOR FRAUD

1. *Separate duties.* The tasks described in the given scenario should be the responsibility of three people. One person should collect the cash and write out pre-numbered receipts (see point 2), the second should deposit it, and a third should reconcile the bank statements with the receipts. This reduces any individual’s ability to falsify records. The same is true for paying suppliers: the person who authorizes the expense shouldn’t be the person who writes the cheque to pay for it.
2. *Use pre-numbered documents.* Prevent the failure to record sales and eliminate the occurrence of duplicate billings by using pre-numbered documents when a transaction takes place. A second person regularly checks that no numbers are missing.
3. *Keep a paper trail.* For every cheque written, there must be an invoice showing what it was for.
4. *Use a two-signature chequing system (and don’t pre-sign the cheques).* By requiring two people to issue a cheque, the value and purpose can be verified.
5. *Have regular audits.* Every time the board of directors changes, have an audit done so the new board knows where everything stands. Regular auditing doesn’t prevent fraud, but will detect it.
6. *Have the bookkeeper give a financial report at every board meeting.* The board should know about and be interested in the finances, and should examine each report.
7. *Keep minutes of all meetings.* The minutes will record the presentation of the financial report, and the voting on and approving of any expenses. This information should be compared against expenses incurred.

HISTORIC PORTS BENEFIT FROM HA MANAGEMENT

Along the south shore of the Bay of Islands, on Newfoundland's west coast, the Captain Cook Trail winds from Corner Brook to Little Port, passing along the Blow-Me-Down Mountains and tracing the shoreline first surveyed by James Cook in 1767. The trail reaches the sister communities of Lark Harbour (which encompasses Little Port) and York Harbour, named for two of Cook's ships. Here, the Harbour Authority (HA) of Lark and York Harbours manages two Class C fishing harbours located ten kilometres apart in Little Port and Lark Harbour.

With its incorporation in March 1997, the HA faced a tough decision: it had three wharves in need of repair but resources were limited. Faced with the need to create a safe-haven harbour, the HA decided to dismantle the wharf in York Harbour, which had the least fishing activity, in order to concentrate on the Little Port and Lark Harbour wharves.

"There were some hard feelings at first, but people came around," says Ruby Sheppard, who is the Harbour Supervisor, the HA Secretary and the Deputy Mayor of York Harbour. "The fishers really appreciate what is being done at the harbours, and they see that the HA is all about improvements."

Since its formation, the HA has improved Little Port by enlarging the parking lot; building 14 fishing sheds the fishers can rent for storage; installing an oil disposal depot and oil crusher; adding recycling bins (supplied by Nova Recycling) for cardboard boxes, bottles and cans; and extending the wharf. The wharf was widened by three metres, was lengthened by 22 metres, and had a 45-metre perpendicular section



The Blow-Me-Down Mountains rise above the expanded harbour at Little Port, Newfoundland.

added to form a "T." With the completion of the major wharf extension, boats can now tie up safely, even in a storm.

In Lark Harbour, the HA installed a waste oil storage tank and an offloading system with the help of the local Fishermen's Committee, and provided garbage containers.

"Because it is the main fishing wharf, Little Port has more services than Lark Harbour, but fishers can use both wharves for one user fee," says Ms. Sheppard. "Combined, the harbours house 51 boats."

The improvement projects, in addition to benefiting the fishers, create spin-off benefits for the community. Four local labourers were hired by the company contracted for the wharf extension, and funds from Human Resources and Development Canada paid for the local labour used to construct the fishing sheds.

"The harbours are very important to the area economy," says Ms. Sheppard. "Over \$1.5 million worth of lobster, cod and crab are landed each year."

The HA is aggressive in going after grants and funding: its goal is to get financing for one major project each year. Next on the list is the construction of a concrete slipway that would allow some recreational use of the Little Port harbour, and the reconstruction of the original portion of the extended wharf.

The HA's seven-member board of directors usually meets four or five times a year, with additional meetings added to accommodate the project proposal process. At its annual general meeting, the HA takes nominations for board members. The board must have one town council member from Lark Harbour, one town council member from York Harbour, and one representative for the fishers.

"We sometimes have difficulty getting volunteers for the board because it is a lot of responsibility and many fishers are reluctant to enforce rules on their peers," says Ms. Sheppard. "But as the community sees what the HA is accomplishing, they take increasing pride in it."



An Industry Canada program is helping to connect Canada's volunteers to the computer network.

The Voluntary Sector Network Support Program (VolNet) — part of the federal government's Connecting Canadians initiative — helps eligible Harbour Authorities (HAs) and other voluntary groups across Canada get on-line. VolNet will supply an Internet account for one year, provide basic Internet skills development, and cover 50% of the cost of computer equipment (up to a maximum of \$500).

VolNet's goal is to offer access to the Internet to 12,000 Canadian voluntary organizations by March 31, 2002. A network of VolNet delivery agents

across the country identify eligible VolNet recipients, assess their needs, and deliver the services.

In Newfoundland and Labrador, the delivery agent is the Community Services Council (CSC) in St. John's. Pamela Corrigan, CSC's Project Coordinator, says the program benefits HAs because it reduces communication costs for groups with limited budgets.

"The HAs are unique because they need to network with each other. The VolNet program gives them the tools to do this inexpensively," says Ms. Corrigan.

"The application process was easy," says Calvin Peach, harbour supervisor and bookkeeper for the HA of Long

Cove, one of 15 Newfoundland HAs to benefit from the program. "Once the HA was accepted, VolNet sent a person to hook up the computer, install the programs and spend five or six hours teaching us how to use it."

"Now we can do the accounting on the computer, and we save money on long distance because we can e-mail instead," says Mr. Peach.

With over 300 million people using the Internet worldwide,* the VolNet program also gives HAs access to information and resources around the globe.

*According to "The Face of the Web," a study from the public opinion research firm Angus Reid Group.



✓ TIP No. 9 – Preventing Soil Contamination

Petroleum products in the soil can not only contaminate harbour lands, they can leach into the water and contaminate marine life.

► Have a look

Are there oily puddles in your harbour's parking lot? Do spills occur during fueling operations? Are any machines leaking hydraulic fluids? This accumulation of petroleum products (diesel, gasoline, oil) in the soil can contaminate harbour land and leach into the water, where it contaminates sediment and marine life.

During a visual inspection of the harbour, watch for soil with a sheen, as this is a sign of oil-based contamination. Other sources of contamination include paint chips (which may contain lead) and fish offal (which may be contaminated with heavy metals).

► What to do

Have storage tanks inspected and maintained, enforce standard operating procedures for fuel handling, and dispose of waste oil properly. Attention should be paid to fuel pumps and backwater pumping stations as they can spill

directly into the water. Let harbour users know the causes of soil contamination and the role they play in preventing it.

Report spills promptly by calling the 1-800 Canadian Coast Guard Spill Response number for your region. SCH can also be contacted directly.

If soil is contaminated, report identified areas to the harbour supervisor who will contact Small Craft Harbours (SCH) and your provincial ministry of the environment for advice on soil testing (to determine the nature and extent of contamination), remediation, liability and action required.

Sediment must be tested for contamination prior to dredging in order to determine where it can be disposed. Be sure to contact SCH before undertaking any dredging activities so that testing and environmental assessment can be arranged.

► Your role

Preventing soil contamination is an environmental priority. It is also a legal obligation. Be sure you understand your responsibilities under federal and provincial regulations.

VOLNET FAQs

Is my HA eligible for the VolNet program?

Your HA is eligible if it:

- is incorporated as not-for-profit;
- has a volunteer board of directors;
- offers services or programs that serve the public interest;
- operates democratically and represents its membership;
- has annual revenues of less than \$500,000;
- has not been connected to the Internet in the previous six months; and
- plans to use the Internet in its work in the near future.

Where do I apply?

Contact the delivery agent in your area for an application kit. Call 1 800 575-9200 for information about the delivery agency in your area and to find out more about the VolNet program.

How long does the program run?

The program runs to March 31, 2002.

How much does the VolNet program contribute to the purchase of a computer system?

VolNet covers 50% of the cost of computer equipment to a maximum of \$500 for a new computer and \$250 for a recycled computer. VolNet also supplies an Internet account for one year.

BOOMS AWAY!



Participants unload the boom...

On June 18, 2000, the Canadian Coast Guard (CCG) deployed 91 metres of absorbent boom — designed to contain and absorb an oil spill — in the waters off the west coast of Cape Sable Island, Nova Scotia. Watching from the West Head harbour were approximately 30 people from local Harbour Authorities (HAs), volunteer fire departments, emergency measures organizations staff and Small Craft Harbours (SCH). The demonstration

was part of the half-day pollution containment course organized by Project Officer Bryce Duggan of SCH.

“The goal was to educate people about spills, and what they can do to contain them at the harbour,” says Mr. Duggan. “The course raised awareness about the types of pollutants found at harbours and gave some hands-on experience with the equipment used to contain and clean up spills.”

The need to protect the lobster catch — which is stored in harbour waters — from spills of gasoline, diesel and hydraulic oil was the impetus for the course. A spill, in addition to its environmental impact, would have an immediate economic impact if the catch were contaminated.

“Small spills can be handled by HAs with a minimum of equipment,” says Wayne Evans, a training officer with CCG who spoke to the group. “Sometimes it’s as simple as adding gravel around a spill to stop it from running into the water.”

Mr. Evans demonstrated the type of materials HAs should have in an emergency response kit to ensure a quick response in the event of a small spill on land or water. The kits should contain a leak-proof 45-gallon (205 litre) drum, absorbent material and pads, plastic bags, and absorbent boom.

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Booms Away!

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For large spills, outside assistance from the fire department or coast guard is necessary, but the HA can still play a role.

“If there is a spill, the HAs should know how to help the CCG get the booms and anchors into the water,” says Mr. Evans. “By giving part of the course at the CCG lifeboat

station where containment materials are kept, the participants got an idea of what’s involved in deploying this equipment.”

Mr. Duggan plans to offer the course again this spring to make other HAs in his region aware of spill response. “The course is a good eye-opener, so I’d like it to reach all the harbours.”



...and anchor it around the hypothetical spill area.



DEAR HARBY

How can we recognize the contributions that HA volunteers make to their harbours and communities?

As voluntary organizations, Harbour Authorities (HAs) are among the thousands of groups in Canada that benefit from the hard work and dedication of more than 7.5 million volunteers. Volunteers are so essential to groups all over the world that the United Nations has declared 2001 to be the International Year of Volunteers (IYV 2001). During IYV 2001, HAs can join Canada in celebrating volunteerism, promoting volunteering and developing the voluntary sector knowledge base.

One of the most important ways to recognize volunteers — and to keep them coming back — is to show them they are appreciated and that their work is valuable. Whether your volunteers are members of the board of directors, local students involved in beach clean-ups, or community members beautifying the harbour, they all like to hear “thank you.” Some ways to recognize their efforts include:

- writing a letter or preparing a certificate of recognition noting how the volunteer has made a difference to the HA;
- dedicating a wharf or harbour building in honour of volunteers;
- inviting harbour users to a potluck dinner honouring the HA volunteers; or
- nominating a volunteer for provincial or federal volunteer awards.

Visit the Volunteer Canada Web site at www.volunteer.ca for more ideas.

How can the HA recruit and keep volunteers?

Does the community know what the HA voluntary board of directors has done to improve the harbour and keep it running effectively? Let the local media know about the HA’s projects and achievements. This is an important way to make potential volunteers aware of the HA, and it recognizes the hard work of current volunteers.

Post recruitment flyers to let the community know that the HA is looking for volunteers. Then do something fun to bring volunteers to the harbour: hold a special lunch, dance, fish fry or other harbour activity where you can present the harbour needs informally and make recruits feel welcome.

Emphasize the challenges, opportunities and skills that volunteers on the board of directors will acquire. Tell volunteers what impact their work will have on the community and what will be accomplished. Dispel any myths potential volunteers might have (for example, thinking that the only thing the HA board does is enforce rules).

Hold brainstorming sessions with board members to acknowledge and discuss any problems, ideas and opinions they have. Offer training in communication and management to assist volunteers in handling difficult situations. Help volunteers document their services, training and skills on résumés or applications.

Encourage family participation in activities such as harbour improvements, beach clean-ups, etc., as time restraints and family obligations may deter potential volunteers. It gives parents an opportunity to pass the importance of volunteering on to their children and build a sense of civic pride.