



GROSSE-ÎLE: 10 YEARS AT THE HELM

Grosse-Île, sitting at the easternmost tip of the Îles-de-la-Madeleine in the Gulf of St. Lawrence, has long been home to seal hunters and fishers. And since Jacques Cartier set foot on the island in 1534, countless immigrants fleeing the difficult conditions of their homelands have joined them, hoping for a better future.

Grosse-Île has not forgotten the past. Tourists have replaced immigrants, but fishing is still the island's economic mainstay, a high percentage of the activity being inshore fishing for lobster, herring, mackerel, crab and scallops. It is estimated that 40 per cent of the island's 543 residents depend on the fishing industry for their livelihood.

The Heart of Grosse-Île

Not surprisingly, the Grosse-Île harbour is at the heart of the island's economic and community life. This core federal fishing harbour is managed by the Harbour Authority of Grosse Ile, which is celebrating its 10th anniversary this year. The Harbour Authority is governed by a board of directors elected annually from among harbour users: Richard Sweet, President; Karl McKay, Vice-President; and five directors (David Burke, Blair Goodwin, Wade Burke, Glenson Craig and Dennis Clarke). The user-centred board employs a permanent part-time coordinator/secretary-treasurer (Amanda Goodwin) and a seasonal full-time



An aerial view of the Grosse-Île harbour on the Îles-de-la-Madeleine in the Gulf of St. Lawrence.

harbour manager (Freeman Lohnes). The island's community plays a major role in financing the harbour's operations, with the help of the Small Craft Harbours and Real Property Directorate of the Department of Fisheries and Oceans, Quebec Region, and of various socio-economic partners, including the local municipality (now known as a borough) and Community Economic Development and Employability Committee.

Serving User Needs

Grosse-Île's harbour has a capacity rating of 35 boats. However, during the fishing season, it accommodates twice as many for extended periods. Grosse-Île is one of the Îles-de-la-Madeleine's leading fishing harbours in terms of volume of fish landed. Apart from servicing licensed commercial lobster fishers and the

transient fishing fleets that operate out of the harbour during most of the season, the harbour also accommodates marine processors and buyers, users in need of winter storage facilities, and occasional tourist outfitters, tour operators and pleasure craft. The harbour has positioned itself to be able to meet all

the regular needs of users.

The Harbour Authority determines those needs by means of qualitative assessments and surveys among fishing licence holders, consultations with marine processors and buyers, large annual assemblies and special reports from local fishers.

To respond to those needs, the Harbour Authority supplies adequate berthage (including security, shelter and storage), repairs and improves vital installations, maintains a safe and efficient facility, and secures the resources that will ensure harbour sustainability.

An Eye to the Future

Managing the day-to-day activities of the harbour may keep the Harbour Authority staff and board busy, but it

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NHAAC CONFERENCE LOOKS AT OUTSTANDING FEES

The cancellation of September's National Harbour Authority Advisory Committee (NHAAC) conference in the Pacific Region due to the events of September 11 led to quick regrouping and a rescheduled meeting December 6-7, 2001, in Montréal.

"[The meetings] have really grown into a sort of reunion," says Linda Brisebois, Senior Policy and Program Analyst with Small Craft Harbours. "It's a chance for the members to share — with each other and with us."

Ms. Brisebois, who acts as the NHAAC secretariat and liaison, echoes the sentiments of Donna Petrachenko, Assistant Deputy Minister, Corporate Services, saying that holding the NHAAC in a region is beneficial for both the participants in that region and those from across the country.

"They get a lot of ideas by seeing what harbour authorities in other regions are doing," says Ms. Brisebois. "And we at the national level love visiting the harbour authorities."

Before the two-day conference, the participants from the harbour authorities held a meeting of their own to elect two NHAAC vice-chairs.

Rick Hill, General Manager of the Port Edward Harbour Authority in British Columbia, and Karl McKay, Vice-President of the Harbour Authority of Grosse Ile in Quebec, accepted the positions.

Ms. Petrachenko opened the conference by announcing the extension of the third-party liability insurance for harbour authorities until March 31, 2003. The agenda item that drew the most interest, says Ms. Brisebois, was the issue of delinquent harbour user accounts. Members voiced their frustration about dealing with fee collection, and the hostility it has triggered between harbour authorities and harbour users. NHAAC members were concerned that outstanding fees are limiting the ability of some harbour authorities to carry out desired activities.

"It's a difficult position to be in," says Ms. Brisebois. "No one wants to have to ask their friends and neighbours to pay up."

Another item discussed was a suggestion that Small Craft Harbours in Ottawa set up a "best practices" area on its Web site for harbour

authorities to share their experiences dealing with issues such as outstanding fees, and any other aspect of running a harbour. As a related issue, Small Craft Harbours in Ottawa said it would investigate the possibility of donating surplus computers to those harbour authorities without them.

The Pacific Region got its turn to shine as it held the spring 2002 National Harbour Authority Advisory Committee meeting April 11 and 12 in Vancouver.

Topics discussed included an action plan to address harbour authority fatigue, an update on third-party liability insurance and the allocation formula.

The next issue of the *Harbour Authorities Forum* will include complete details of the meeting.

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FROM THE EDITOR

I am delighted to be joining the *Harbour Authorities Forum* as the new editor. This is a truly inspiring publication, and I look forward to maintaining the high standards you have come to expect. Over the next few issues, we will be trying some new things in the newsletter, and would appreciate your feedback.

In this issue, we are pleased to present our first profile of a harbour authority in Quebec Region (see "Grosse-Île: 10 Years at the Helm," page 1) and to report on the establishment of a Harbour Authority Advisory Committee in that region (see page 4). You will see that pages 4 and 5 are devoted to regional updates. We'd like to make this a regular feature, so please send in your contributions.

I hope that I will be able to visit some of you in the coming months. Please continue to contact us with your suggestions for future stories.

Tara Hartley

AIDS TO NAVIGATION PARTNERSHIP BENEFICIAL TO ALL

For more than two years, harbour authorities and the Canadian Coast Guard (CCG) have been working together to provide better service to mariners.

In 1999, CCG began contracting with harbour authorities to place, maintain and retrieve aids to navigation. The resulting greater local control allows the earliest possible placement of buoys and navigational markers and increases safety for fishers, since each community can ensure that the aids are in place before the fishing season begins.

“It was simply impossible for us to have a vessel in each community,” says Paul Bowering, CCG Marine Aids Program Officer, noting that it could sometimes take weeks before CCG ships could place the buoys for the opening of the navigation season. This time delay also meant that buoys often had to be removed early, before ice closed the harbours.

IN 1999, CCG BEGAN

CONTRACTING WITH HARBOUR

AUTHORITIES TO PLACE,

MAINTAIN AND RETRIEVE AIDS

TO NAVIGATION.

“Of course, the fishers couldn’t wait for the buoys to be placed,” says Bill Jenkins, Small Craft Harbours Program Officer in Eastern Newfoundland. “They’d just use the harbours without.” Jenkins adds that the increased co-operation between the harbour authorities and CCG has been working to the benefit of all.

“We’ve been hoping for Coast Guard to get the harbour authorities more involved for some time, and this seems to be working out fine,” says



Spar buoys being shipped out by local contractor for placement.

Mr. Jenkins. The developing relationship between CCG and local harbour authorities — getting to know names and faces rather than job titles and bureaucracy — has led to increased cooperation between the groups and access to better aids to navigation and other services for harbour authorities.

“It’s a real success story,” agrees Mr. Bowering, explaining that while the program only exists in the Newfoundland and Labrador Region to date, it is being examined with great interest by CCG officials in other parts of the country.

Besides improved service for harbour users, the 252 buoys and navigational markers serviced by 45 Newfoundland and Labrador Region harbour authorities have provided an important source of funds for the community-based organizations. “It’s not a big profit for us, but it does bring in some money,” says Calvin Peach, Harbour Supervisor in Long Cove. Since the Harbour Authority of Long Cove subcontracts the work to local skippers, the financial benefit is spread even further through the community.

Mr. Bowering says CCG is continuing to move towards a more cost-effective, client-focussed organization, and contracting to the harbour authorities not only puts money in their hands, but it saves CCG as well.

In addition, feedback from those who rely on the aids has been tremendously positive.

“They know now that when they want to start their season, the aids will be out,” says Mr. Bowering. “And if they want to extend the season, the aids can stay out.”

The partnership has also reduced the time aids are out of service for small repairs, such as replacing burnt-out buoy lights, from a matter of days or sometimes weeks to mere hours.

“They simply go out and fix it themselves,” Mr. Bowering says. “Really, it’s a win/win situation for everyone — the harbour authority, fishers, recreational boaters and the Canadian Coast Guard.”

Plans to expand the role of the harbour authorities to service larger aids to navigation are in the works, says Mr. Bowering, but no details have been confirmed.

QUEBEC HOLDS REGIONAL HARBOUR AUTHORITY FORUM

On February 12 and 13, some 80 stakeholders in the Quebec Region gathered at the Harbour Authority Forum in Rimouski to discuss conditions in the harbour authorities and regional concerns.

The forum covered a variety of topics. The organizational statement presented by Gervais Bouchard, Regional Director of the Small Craft

Harbours and Real Property Directorate in the Quebec Region, and the presentation on the future of the Harbour Authority Program by Robert Bergeron, Director General, Small Craft Harbours, Ottawa, elicited a number of concerns and challenges. These included federal-regional co-operation, budget priorities, and

excessive harbour authority workload and measures to lighten it.

In addition, workshops gave participants an excellent opportunity to exchange ideas, strategies and information on management tools, succession planning and partnerships, which will serve to improve the Harbour Authority Program in the Quebec Region.

QUEBEC REGION CREATES HAAC

The creation of the new Harbour Authority Advisory Committee (HAAC) for the Quebec Region was officially announced in March. Following the example of other regional advisory committees, the Quebec committee has set several goals for itself: to advise Small Craft Harbours (SCH)

officials, to provide a forum to improve consultation, networking and communications, and to strengthen the ties among SCH, advisory committees in each sector in the Quebec Region and harbour authorities

The HAAC is composed of eight representatives from three sectors:

Pierrot Décoste and Karl McKay (Île-de-la-Madeleine), Pierre Léonard (Upper-Middle North Shore), Marvin Buckle (Lower North Shore), Gaston Cloutier and Magella Raymond (Gaspé North), and Marc Desjardins and Luc Legresley (President, Gaspé South). Although a two-year mandate was recommended, each sector is free to set the duration of its representatives' mandate.

The first HAAC meeting was held on March 20 and 21. Following opening remarks by Gervais Bouchard, Regional Director of the Small Craft Harbours and Real Property Directorate in the Quebec Region, participants discussed a large number of issues, most of which were of an organizational nature: establishing the secretariat, financial support, conducting meetings, roles and responsibilities, and choosing representatives to the National Harbour Authority Advisory Committee. The agenda included other items such as burnout among harbour authority volunteers and the regional forum held in February (see "Quebec Holds Regional Harbour Authority Forum," above).

The enthusiasm of its members and the volume of work accomplished during the first meeting augur well for the future of the new HAAC.

Grosse-Île, continued from page 1

doesn't stop them from planning for the future of their harbour and community. The Harbour Authority has recently completed a three-year business plan that builds on a decade of experience and proposes a series of initiatives aimed at enhancing the safety of current installations, cutting longer term maintenance costs and expanding harbour services to take advantage of emerging trends. These proposed initiatives include repairing exterior crib-work damaged in a large storm in the fall of 2000, building a permanent wharf, improving pumping capacity and expanding the boat storage lot.

"The aim of the measures proposed in the business plan is not only to maintain present standards, but to improve our services," explains coordinator/secretary-treasurer Amanda Goodwin. "For example, the improvement of the salt-water pumping system will not only eliminate potential problems with electrical fires, but increase productivity for fishers and processors. Also, by paving the parking area on the approach to the wharf, we will enable fishers to load and unload their catch without interference from blowing sand."

Board president Richard Sweet adds: "Tourist activity represents a potential source of revenue not only for the harbour but for all of Grosse-Île. For example, our proposal to build a permanent wharf and to increase winter storage capacity should enable us to expand our operations, to better serve the fishing industry, and to share our rich cultural heritage with more Canadian and foreign tourists."

Year of the Volunteer

NEWFOUNDLAND AND LABRADOR SEMINAR

Volunteers were the focus of the Newfoundland and Labrador Region's 12th annual Harbour Authority Seminar, held October 31 to November 2 in Gander. The region's 160 harbour authorities were well represented at the seminar, with 230 people in attendance.

Bill Goulding, Regional Director of Small Craft Harbours and Real Property, presented an award to Bill Connolly, President of the Harbour Authority of Flatrock, for his outstanding contribution to the Harbour Authority Program. Mr. Goulding praised the harbour authority volunteers for their dedication and contributions to the Program.

This was followed by a presentation by Judge Lloyd Wicks, the Honorary Chairperson for Newfoundland and Labrador for the Year of the Volunteer. Judge Wicks outlined the importance of volunteers in today's society and their tremendous contribution to both their community and province.



Bill Goulding (left), Regional Director of Small Craft Harbours and Real Property for Newfoundland and Labrador, presents an award to Bill Connolly, President of the Harbour Authority of Flatrock, for his outstanding contribution to the Harbour Authority Program.

The first day of the seminar included success stories about harbour authorities in Flatrock, Portugal Cove South, Carmanville and St. Lunaire. Representatives of the Newfoundland and Labrador Region's Harbour Authority Advisory Council gave a presentation, which carried into a worthwhile open floor discussion on

issues of importance to harbour authorities, such as insurance, municipal taxes, harbour operations and proceedings of the National Harbour Authority Advisory Committee.

The second day of the seminar featured presentations by Small Craft Harbours staff on harbour operations, environmental issues, and occupational health and safety. These were followed by workshops in which attendees had an opportunity to discuss the topics with other harbour authorities and Small Craft Harbours staff. The workshops provided an excellent opportunity for harbour authorities to discuss and exchange their ideas and experiences. Small Craft Harbours staff, in turn, provided information to help harbour authorities in their work, and gained insight into participants' attributes and the fishing activities of their harbours.

B.C. CONFERENCE LOOKS AT GOVERNANCE

Fisherman's Wharf in Campbell River was the site of the fifth annual Harbour Authority Association of British Columbia Conference and General Meeting.

Held from January 24 to 26, the conference brought together 120 participants, including delegates from 31 of the Pacific Region's 41 harbour authorities and 12 exhibitors and sponsors. Also in attendance were 13 representatives from the Department of Fisheries and Oceans, Pacific Region, along with Bill Malloy from the Maritimes Region, James Cheeseman from the Newfoundland and Labrador Region, Lisa Shore and Louis Dumulon from Ottawa, and

Donna Petrachenko, Assistant Deputy Minister, Corporate Services. John Duncan, MP for Vancouver Island North, Rod Visser, MLA for North Island, and Charlie Cornfield, Councillor for the District of Campbell River, each gave a welcoming address to the delegates at the opening breakfast.

The most popular aspect of the conference was the workshops. One in particular, Director's Governance, was very well received and gave clear direction about the roles and responsibilities of volunteers and staff. The workshop discussed some of the challenges of the not-for-profit organizational model, and provided useful ideas for looking at where harbour

managers and harbour authority boards should each be focussing their time and energy to be most effective. Other practical sessions at the conference covered topics such as insurance, environmental management plans, fire protection and business planning.

The conference was a huge success, thanks to the generous support of the sponsors and exhibitors, all the participants, and the tireless efforts of the volunteer organizing committee.

For more information, contact Linda Franz, Harbour Manager at Fisherman's Wharf (250-287-7931 or fishermans@telus.net), who invites everyone to next year's event.

BUSINESS PLANNING: HARBOUR AUTHORITIES LOOKING AHEAD

A simple business plan can be a useful tool for harbour authorities, providing a structure in which to develop a clear vision of their long- and short-term goals and a strategy to achieve them.

A business plan is more than a budget.

A budget looks at how you're going to spend money by putting known and projected income towards known expenses and possibly contingency or reserve funds.

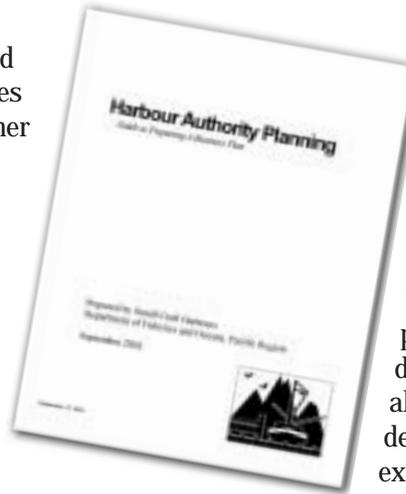
A business plan looks at how you're going to earn that money, how and when you might increase your earnings, and what maintenance, renovations or expansion you need to preserve your sustainability.

For example, if a good part of your revenue is docking fees, increasing that income could mean having to increase your traffic. This could involve advertising, creating a reserve fund for future expansion, carrying out regular inspections of the dock, surveying your users, developing

partnerships with local businesses and government agencies and a number of other measures. A business plan sets out just how you will accomplish those measures and may also highlight future problems, pointing out potential strengths and weaknesses.

Many harbour authorities, in the absence of a developed business plan, take their direction from the schedule of tasks outlined in their lease agreement or, when no such list exists, focus on immediate operational tasks and problems rather than larger strategic issues.

"Without a business plan, a harbour authority board can find itself caught up with day-to-day-issues," says



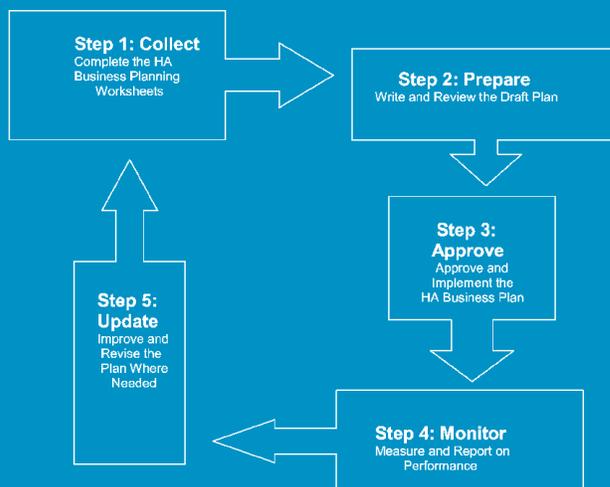
Sarah Murdoch, Program and Business Advisor, Small Craft Harbours, Pacific Region. "This is not what a board is for, and it's not the best use of the members' volunteered time." With a business plan in place, the board doesn't need to be continually discussing routine decisions, Ms. Murdoch explains. A business plan can also provide continuity in the management of the har-

bour, since the business plan remains in effect even as the members of the board change.

Developing a business plan may seem a daunting task to busy board members, but it will save time in the long run, insists Ms. Murdoch. Her office has developed the *Guide to Preparing a Business Plan*. It uses a set of worksheets to walk boards through the process. Rather than the entire board working on the business plan together, Ms. Murdoch recommends that each worksheet can initially be completed by a smaller group, with the responsible people periodically bringing their work back to the board. The process can be flexible, taking more or less time to complete depending on the energy and resources available.

The guide is available from Sarah Murdoch. Contact her by e-mail at murdochsa@pac.dfo-mpo.gc.ca or telephone (604-666-7529) or go to the Small Craft Harbours Web site (http://www.dfo-mpo.gc.ca/sch/publi_e.htm).

Harbour Authority (HA) Business Planning Process Cycle



HARBOUR AUTHORITIES HONOURED FOR ROLE IN FEDERAL REAL PROPERTY MANAGEMENT

In November 2001, the Real Property Institute of Canada (RPIC) recognized the Harbour Authority Program for the excellence of its practices and participants. This is the second time that Small Craft Harbours has won the RPIC award; however, this award is special in that it recognizes not only Small Craft Harbours staff, but the more than 3,000 volunteers who make the Harbour Authority Program so successful.

Donna Petrachenko, Assistant Deputy Minister, Corporate Services, congratulated harbour authorities in her speech to the National Harbour Authority Advisory Committee (NHAAC) in December 2001. "This recognition acknowledges the outstanding accomplishments made to date; accomplishments that would not have been achieved without each and every harbour authority who have collectively made this program work through their dedication and commitment."

A plaque was presented to Osborne Burke, Chairperson of the NHAAC, who accepted it on behalf of all harbour authorities across Canada. This plaque will be passed on to future NHAAC chairs over the years, as the position changes hands, to act as a continual reminder of the vital role that harbour authorities play in the management of Canada's harbours.



DEAR HARBY

What kinds of things do I need to do to hire a good contractor?

While we can't cover everything, here are a few practical suggestions.

Clearly define your requirements.

When soliciting bids, be as specific as possible about the work you want done. Include information about qualifications or experience you want your contractor to have and explain how you will choose the winning bid. This ensures two things: first, that the bids are actually for the work you want, and, second, that you will be getting full value for your money.

Solicit several bids. To obtain a competitive price for the work, solicit bids from more than one company. This also helps demonstrate fairness and avoid accusations of favouritism. When your project is small, you can often find contractors locally through the yellow pages. When your project is larger, you may want to advertise in regional newspapers or through

business associations. You may find that some companies are reluctant to take on small jobs or small clients, such as a single harbour authority. By combining your job with that of a neighbouring harbour, you may be able to get a better deal.

Check references. When choosing a contractor, check that he or she has the necessary qualifications and provincial or federal certification. Ask about previous similar jobs. Was the work completed on time and on budget? Ask to see certificates of insurance. If a worker's torch sets your building on fire, will the company's insurance pay? Check with the Better Business Bureau. Has the company ever had complaints lodged against it?

Get it in writing. When you've chosen a contractor, draw up a contract. A contract sets out in writing all the details of your discussions to that point, including the details listed in the bid, the presence of required qualifications and

insurance, the schedule of work and inspections, the terms of payment and any penalties for incomplete work. It is well worth the time and effort to draw up a contract. In case of any disputes, a written record of what was agreed will prove invaluable, literally, since it may save you thousands of dollars.

Seek professional advice. In addition to checking with a contract lawyer, you can get good information from federal and provincial government sources, such as the Canada Business Service Centres. Your local Small Craft Harbours Business Manager can help you find the information you need.

Above all, remember that a contract is a legally binding and enforceable agreement. When hiring a contractor, harbour authorities are spending money on behalf of their members, their communities and taxpayers. Every precaution should be taken to ensure that the money is being spent wisely.

PACIFIC REGION LOOKS TO REDUCE POLLUTION IN HARBOURS



Storm water, rainwater and melted snow that flow across the ground can pick up pollutants such as petroleum products, industrial residue, litter and organic wastes. This non-point source pollution (NPSP) is then carried into harbours and near-shore areas with detrimental effects to the environment.

Uncontrolled storm water can also cause serious erosion, which undermines harbour property and structures.

Local harbour authorities and Small Craft Harbours in the Pacific Region have developed cost-effective, low-maintenance methods to manage storm water and limit NPSP (see box).

“These measures can be implemented individually or collectively as part of a harbour authority’s environmental management plan,” says Robin Richardson, Program Officer. “They provide the infrastructure necessary for a harbour authority to practice effective and responsible environmental management.”

These measures include porous pavement, vegetative filter verges, oil and sediment traps, detention ponds and filter beds. Combined with best management practices, such as restricting vehicles or equipment leaking petroleum products, monitoring water outfalls near the harbour, and limiting repairs to vessels and equipment to areas that can be monitored and controlled, these storm water management measures enable harbour authorities to:

- reduce NPSP carried into harbour and near-shore areas;
- demonstrate to the community and neighbours how to responsibly manage a “clean harbour”;
- exercise responsible environmental stewardship for the safety and well-being of the community;
- facilitate “green management” with project partners (i.e. thinking about new ways to manage in an environmentally responsible manner);
- exercise due diligence as part of the environmental management plan; and
- comply with regulations.

Informative signage communicates to the public the harbour authority’s efforts and is a tangible demonstration of the Department of Fisheries and Ocean’s commitment to environmental protection.

Reducing NPSP: Mechanically and With Help From Mother Nature



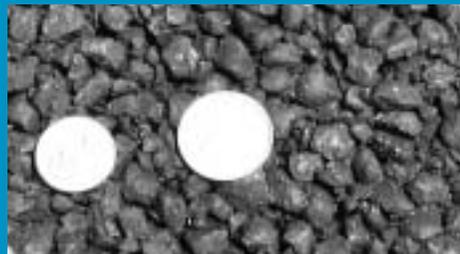
A Bio Filter (left) and an information sign (right) explaining how storm water is filtered and cleaned before it goes into the harbour at French Creek, British Columbia.

Bio Filter

A broad, shallow channel with a dense vegetative covering is designed to trap particulate pollutants, promote infiltration and reduce the flow velocity of storm water run-off. Used along edges of parking lots to treat large volumes of water, the Bio Filter provides effective treatment of storm water run-off while being aesthetically pleasing and enhancing green space.

Porous Pavement

Asphalt with large pores, which can be used anywhere in place of regular pavement, allows storm water to seep through while trapping pollutants. This surface reduces the need for curbs, gutters, inlets and storm sewers, and improves vehicle traction in wet conditions.



A dime and a quarter show the scale of the pavement pores at Quathiaski Cove, Quadra Island Harbour Authority.