



**HARBOUR AUTHORITY MEETING
Tuesday, March 1, 2022 @ 4:00 PM
Ucluelet Community Centre,
500 Matterson Drive, Ucluelet**

AGENDA

	Page
1. CALL TO ORDER	
2. ACKNOWLEDGEMENT OF FIRST NATIONS TERRITORY	
<p>Council would like to acknowledge the Yuułu?iŋ?ath First Nation, on whose traditional territories the District of Ucluelet operates.</p>	
3. NOTICE OF VIDEO RECORDING	
<p>Audience members and delegates are advised that this proceeding is being video recorded and broadcast on YouTube, which may store data on foreign servers.</p>	
4. APPROVAL OF AGENDA	
5. ADOPTION OF MINUTES	
5.1. September 7, 2021 Harbour Authority Minutes 2021-09-07 Harbour Authority Minutes	3 - 6
6. UNFINISHED BUSINESS	
7. PUBLIC INPUT, DELEGATIONS & PETITIONS	
7.1. Public Input	
7.2. Delegations	
8. CORRESPONDENCE	
9. INFORMATION ITEMS	
10. REPORTS	
10.1. Harbour Master Report <i>Kevin Cortes, Harbour Master</i> 2022-03-01 Harbour Master Report	7 - 8
10.2. Ucluelet Harbour Master Plan <i>Abby Fortune, Director of Parks & Recreation</i> Ucluelet Harbour Master Plan Report	9 - 84
10.3. Resolution Tracking - March 2022 Resolution Tracking - March 2022	85

- 10.4. Harbour Master Contract - review
Abby Fortune, Director of Parks & Recreation
[Harbour Master Contract - review](#)

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11. OTHER BUSINESS

- 11.1. May I ask Council to consider making a Motion to reschedule the next Harbour Authority Meeting to May 3, 2022 instead of the current scheduled date of May 17, 2022?

SUGGESTED MOTION:

THAT Council direct staff to cancel the May 17, 2022 Harbour Authority Meeting, reschedule it for May 3, 2022 and provide public notice of the change.

12. QUESTION PERIOD

13. ADJOURNMENT

DISTRICT OF UCLUELET
MINUTES OF THE HARBOUR AUTHORITY MEETING
HELD IN THE GEORGE FRASER ROOM, 500 MATTERSON DRIVE
Tuesday, September 7, 2021 at 3:30 PM

Present: **Chair:** Director Noël
 Council: Directors Cole, Hoar, Kemps, and McEwen
 Staff: Duane Lawrence, Chief Administrative Officer
 Abby Fortune, Director of Parks and Recreation
 Kevin Cortes, Harbour Manager
 Joseph Rotenberg, Manager of Corporate Services

Regrets:

1 CALL TO ORDER

The meeting was called to order at 3:30 PM

2 ACKNOWLEDGEMENT OF THE YUULU?IL?ATH

Harbour Authority acknowledged the Yuulu?il?ath, on whose traditional territories the District of Ucluelet operates.

3 NOTICE OF VIDEO RECORDING

Audience members and delegates were advised that the proceeding was being video broadcast on YouTube and Zoom, which may store data on foreign servers.

4 LATE ITEMS

5 APPROVAL OF AGENDA

5.1 September 7, 2021 Harbour Authority agenda

2021.2030.HA **It was moved by Director McEwen and seconded by Director Hoar**
 ***THAT* Harbour Authority adopt the September 7, 2021, Regular Harbour**
 Authority agenda as presented.

CARRIED.

6 ADOPTION OF MINUTES

6.1 May 4, 2021, Regular Harbour Authority Minutes

2021.2031.HA **It was moved by Director McEwen and seconded by Director Kemps**
 ***THAT* Harbour Authority adopt the May 4, 2021 Regular Harbour Authority**
 minutes as presented.

CARRIED.

7 CHAIR'S ANNOUNCEMENTS

Director Noël noted Mr. Douglas Kimoto's passing and recognized him as a staple in the community and at the Harbour.

8 PUBLIC INPUT & DELEGATIONS

8.1 Public Input from the audience

There was no public input from the audience.

8.2 Public input via Zoom

There was no public input via Zoom.

8.3 Public input via email

There was no public input via email.

9 REPORTS

9.1 Harbour Master Plan

Abigail Fortune, Director of Parks and Recreation

Ms. Fortune noted that the Harbour Master Plan must be approved by the Department of Fisheries and Oceans (DFO).

Phil Rinn, Project Lead, Urban Systems Ltd., outlined the draft Harbour Master Plan. He noted the goals of the plan, highlighted key project timelines and milestones, and noted the assets included in the study and their ownership (either DFO or District of Ucluelet).

Mr. Rinn described Harbour usage and noted capacity issues. He also noted 8 key challenges identified and outlined key opportunities and priorities as identified in the Harbour Master Plan.

Harbour Authority discussed what authority the District may have over vessels in the Harbour and noted that finetuning the Harbour Authority Bylaw may provide some enforcement options.

Harbour Authority discussed the future of 52 Steps Dock, noted its importance to the community and that it must be improved before it is divested. Concerns with allowing liveboards were also discussed.

2021.2032.HA **It was moved by Director McEwen and seconded by Director Cole**
THAT the Harbour Authority direct Staff to forward the Ucluelet Harbour Master Plan to the Department of Fisheries & Oceans (DFO) for their review and approval.

CARRIED.

9.2 Harbour Manager Report - September 2021

Kevin Cortes, Harbour Manager

Harbour Authority viewed a video about Douglas Kimoto, a local fisherman that recently passed away.

Mr. Cortes, presented this report. He noted that he would like to update the Harbour Manager's office and construct a fisherman's memorial wall.

Harbour Authority noted that they are fully in support of this project. They discussed installing banners at the Harbour in the meantime, subject to the family's approval, to celebrate Mr. Kimoto's life. Harbour Authority also recommended that Staff engage with family members in preparing this memorial.

Staff will provide options for the proposed fisherman's memorial at a future Harbour Authority meeting.

The Harbour Authority noted issues with public and emergency services parking near the Small Craft Harbour.

9.3 Ucluelet Small Craft Harbour Moorage Rates Review

Abigail Fortune, Director of Parks and Recreation

Ms. Fortune outlined proposed changes to the harbour moorage rates.

The Harbour Authority noted similar rates apply to Charter and Recreation Vessels. It was clarified that an additional wharfage/onboarding fee of \$500 applies to Charter Vessels. The Harbour Authority asked if this wharfage/onboarding fee aligns with other harbours on Vancouver Island?

The Harbour Authority discussed the need for services to be reviewed through a survey of the Charter Fishermen. The Harbour Authority also discussed whether the moorage rate amendment should be adopted before the survey is completed.

2021.2033.HA **It was moved by Director Hoar and seconded by Director Noël**
THAT the Harbour Authority recommend to Council that the moorage rates set by Ucluelet Harbour Regulation Bylaw No. 1276, 2020, be amended as proposed in this report and in accordance with the Harbour Authority's recommendation to charge a sixty dollar per linear foot annual moorage rate for Charter Vessel Operators.

CARRIED.

2021.2034.HA **It was moved by Director Noël and seconded by Director Kemps**

THAT the Harbour Authority direct Staff to distribute a survey regarding service levels to the 2021 Charter Operators.

CARRIED.

2021.2035.HA **It was moved by Director Kemps and seconded by Director Cole**

THAT the Harbour Authority direct Staff to provide a comparison for onboarding fees at the Harbour Authority meeting.

CARRIED.

9.4 Harbour Authority Resolution Tracker
Joseph Rotenberg, Manager of Corporate Services

10 OTHER BUSINESS

There was no other business.

11 QUESTION PERIOD

There were no questions from the audience in-person, via Zoom, Telephone or Email.

12 CLOSED SESSION

There was no closed session.

13 RECONVENE FROM CLOSED SESSION

14 ADJOURNMENT

The meeting was adjourned at 4:50 PM.

CERTIFIED CORRECT: Minutes of the Harbour Authority Meeting held on Tuesday, September 7, 2021 at 3:30 pm in the George Fraser Room, Ucluelet Community Centre, 500 Matterson Road, Ucluelet, BC.

Mayco Noël
Director

Joseph Rotenberg
Corporate Officer



INFORMATION REPORT TO HARBOUR AUTHORITY

Harbour Authority Meeting: March 1, 2022
500 Matterson Drive, Ucluelet, BC V0R 3A0

FROM: KEVIN CORTES, HARBOUR MANAGER

FILE No: 8700-30

SUBJECT: HARBOUR MANAGER REPORT – MARCH 1, 2022

REPORT No: 22-26

APPENDIX: NONE

SUMMARY OF DESIRED OUTCOME

To update the Harbour Authority on the workings of the harbour since the September 7, 2021, meeting.

BACKGROUND

LOCATION	UPDATE	ISSUES	VESSEL COUNT * SEPT – DEC 2021
SMALL CRAFT HARBOUR – BOAT BASIN	<ul style="list-style-type: none"> - Worked with DFO under the VOC program to remove a derelict vessel Tromso - Lead install of DFO funded Ghost gear impound - Area G troll fishery opened Feb 4, 2022. The participation rate was low 	<ul style="list-style-type: none"> - Rotting of Bull rail near office will be replaced 	<ul style="list-style-type: none"> - 212 vessels
SMALL CRAFT HARBOUR – OUTER BOAT BASIN	<ul style="list-style-type: none"> - Installed new water faucets 	<ul style="list-style-type: none"> - Need to replace broken piling 	<ul style="list-style-type: none"> - As above combined



STAFF REPORT TO HARBOUR AUTHORITY

Harbour Authority Meeting: March 1, 2022
500 Matterson Drive, Ucluelet, BC V0R 3A0

FROM: ABIGAIL K. FORTUNE, DIRECTOR OF PARKS & RECREATION

FILE NO: 8700-20

SUBJECT: UCLUELET HARBOUR MASTER APPROVAL

REPORT NO: 22-27

ATTACHMENT: UCLUELET HARBOUR MASTER PLAN – FINAL

RECOMMENDATION(S):

1. **THAT** the Harbour Authority receive the Ucluelet Harbour Master Plan as presented.
2. **THAT** the Harbour Authority forward the Ucluelet Harbour Master Plan to Council for information.

PURPOSE:

To present the Harbour Authority with the Ucluelet Harbour Master Plan.

BACKGROUND:

The purpose of the Ucluelet Harbour Master Plan (the “Plan”) is to provide a vision for the harbour that meets the community’s needs and provides pathways for implementation. The Plan supports the vision, goals and objectives of the 2020 Official Community Plan, 2017 Economic Development Plan and 2019-2022 Strategic Plan.

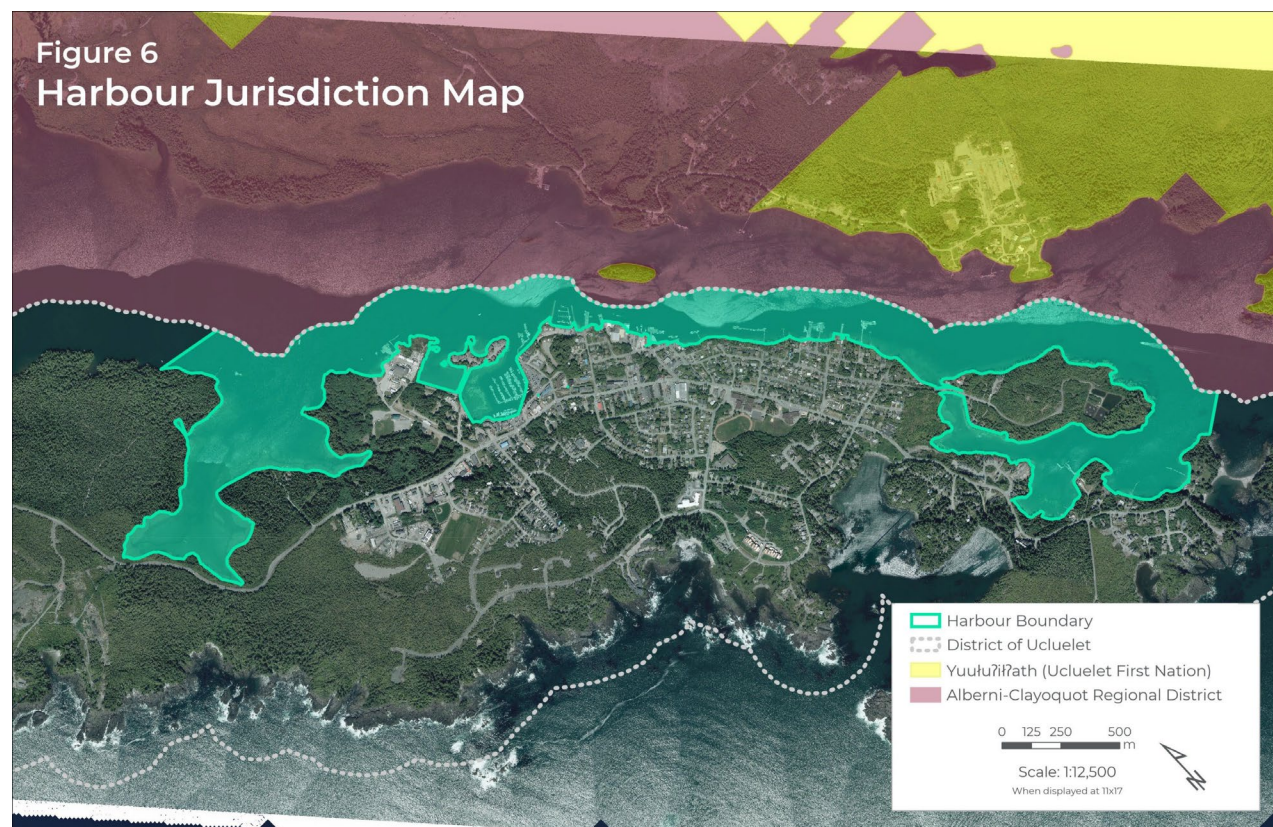
The Plan is intended to be an inclusive and user-friendly document to guide future decision making and support upcoming funding opportunities. It also strives to meet the dual requirements of Department of Fisheries and Oceans (DFO) and District of Ucluelet and balance the unique needs of key partners and stakeholders, including but not limited to commercial and sport fisheries, First Nations, and tourism and recreational users.

Engagement with key partners and stakeholders has been a critical step in achieving the success of the Plan. The communication and engagement efforts included:

- Survey / questionnaire (paper/online)
- Project website (Story Map)
- Handouts (informally through Director of Parks & Recreation and Harbour Manager)
- Community information boards (e.g. UCC, Small Craft Harbour)
- Virtual group meetings (e.g. commercial fishermen, tourism operators)
- Coordination with Department of Fisheries & Oceans (DFO)
- Once adopted will be shared with the community

As directed, the Ucluelet Harbour Master Plan was forwarded to the Department of Fisheries & Oceans (DFO) for their review; no comments have been received back.

The plan was further edited and updated following the September 7, 2021 Harbour Authority meeting. A jurisdictional map was also added to the document.



Overall, the Harbour Master Plan has identified both short-term and long-term goals. The following areas have been targeted for specific recommendations on a short term and ongoing basis as outlined in Section 4.2 Harbour Priorities and Recommendation.

1. Supporting reconciliation
2. Environmental Protection
3. Harbour Management and Operations
4. Commercial and Recreational Access
5. Pedestrian and Visitor Experience
6. Inner Boat Basin
7. Outer Boat Basin
8. Whiskey Dock
9. Pat Leslie Memorial Boat Launch
10. Alder Street Park

OPTIONS REVIEW:

1. **THAT** the Harbour Authority receive the Ucluelet Harbour Master Plan as presented.
2. **THAT** the Harbour Authority forward the Ucluelet Harbour Master Plan to Council for information.

Respectfully submitted: ABIGAIL K. FORTUNE, DIRECTOR OF PARKS & RECREATION

UCLUELET HARBOUR MASTER PLAN*

2021

*Update to previous 2012 Harbour Master Plan

Prepared for:

Abby Fortune

Director of Parks and Recreation, District of Ucluelet

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File:

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Photo Credits:

Phil Rinn & Tenille Thompson (Urban Systems Ltd.)

Kevin Cortes (District of Ucluelet)

Key contributors:

- Ucluelet Harbour Authority (UHA)
- Kevin Cortes, Harbour Master
- Denise Stys-Norman, Executive Director, Tourism Ucluelet
- All partners, stakeholder and community members who attended the Virtual Workshops and/or participated part in the Community Engagement activities (refer to Appendices)

This report is prepared for the sole use of the District of Ucluelet. No representations of any kind are made by Urban Systems Ltd. or its employees to any party with whom Urban Systems Ltd. does not have a contract.

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APPENDICES

A – HARBOUR REGULATION BYLAW

B - OFFICIAL COMMUNITY PLAN POLICY REVIEW

C – DFO CONDITION INSPECTION & ASSET REPAIR LIST

D – VFA CONDITION INSPECTION & 20-YEAR CAPITAL COST PROJECTION

E – HISTORIC & FORECASTED HARBOUR EXPENSES & REVENUE

F – PUBLIC ENGAGEMENT SUMMARY & MAPS

G – VIRTUAL WORKSHOPS SUMMARY

SECTION 1.0

INTRODUCTION



The Ucluelet Inlet and its harbours are fundamental to the region's economy and a defining feature of the community. Since time immemorial, local Yuułuᑭiᑭᑭᑭᑭᑭ (Ucluelet) and 'tukwaaᑭᑭᑭᑭᑭ (Toquaht) First Nations communities have occupied, benefitted from and governed the lands, resources and waters within this traditional territory, underpinning their culture, economy and spiritual way of life. The District of Ucluelet is proud of its continued and evolving relationship with the Yuułuᑭiᑭᑭᑭᑭᑭ and 'tukwaaᑭᑭᑭᑭᑭ, whose culture and presence throughout the region remains strong and vibrant.

European and Asian settlers were attracted to the area's harbours for shelter and supplies and the continually evolving economy, which was historically focused on sealing and whaling. Today, the District's harbours predominantly play host to commercial fishing fleets, tourism charters, marine researchers, transportation vessels, the federal Coast Guard, and a variety of recreational users.

This 2021 Harbour Master Plan (HMP) represents an update to the previous 2012 HMP, which provided the District with a focused vision and prioritized action plan for its harbours and infrastructure. This updated 2021 HMP builds upon that original vision while striving to meet the community's diverse and changing needs and providing pathways for implementation, for example by:

1. Assessing District owned or managed harbour infrastructure, including recommendations and guidance for ongoing maintenance and/or capital improvements, and fostering an economically and socially vibrant community.
2. Supporting the twin pillars of the local economy – harbour-related industries and tourism – in alignment with the community's vision, goals and objectives, for example as developed through the *2020 Draft Official Community Plan (OCP)*, *2017 Economic Development Strategy*, and *2019-2022 Strategic Plan*.
3. Reflecting the priorities of District staff, DFO, partners, stakeholders, user groups and the broader community through the creation of a more effective harbourfront that meets commercial, recreational, industrial, and Federal interests, while maintaining and enhancing the harbours' character and charm.

Specifically, this 2021 HMP provides an outline of the District's harbour areas, analyzes the utilization and condition of the physical infrastructure and associated operating revenues and expenses. Significant community, partner and stakeholder engagement undertaken during the development of the plan (including interactive mapping, surveys and virtual workshops) has informed the summary of challenges and opportunities, guiding principles, and priorities and recommendations for implementation provided within.

1.1 DISTRICT HARBOUR AREAS AT A GLANCE

This section provides a brief overview of key harbour areas within the District of Ucluelet, including contextual information that will set the stage for the subsequent sections that outline moorage utilization, infrastructure, and financial assessments, as well as inform the challenges, opportunities and recommendations within this HMP.

As shown on the Ucluelet Harbour Key Map (**Figure 1**) below, the focus area of the Harbour Master Plan includes the area between the shoreline and the District's legal boundary. It extends from Olsen Bay in the north, along the working waterfront and Village Centre, to Hyphocus Island and Spring Cove in the south. Key harbour assets and District amenities are also shown in the following map enlargements:

- ▶ **Figure 2** – North Harbour Map
- ▶ **Figure 3** – Central Harbour Map
- ▶ **Figure 4** – South Harbour Map

The District's harbours have historically been managed by the federal Department of Fisheries and Oceans (DFO), within their Small Craft Harbour division. Federally-controlled harbours were divested to District control in 2006 – ceding management and oversight to the Ucluelet Harbour Authority (UHA). The federal Small Craft Harbours currently operated by the UHA include:

- ▶ Small Craft Harbour, including:
 - Inner Boat Basin
 - Outer Boat Basin
 - 52 Steps Dock

Other harbours and waterfront amenities under District control (outside of the Small Craft Harbour program) include:

- ▶ Whiskey Dock (Main Street Wharf)
- ▶ Pat Leslie Public Boat Launch
- ▶ Alder Street Park

Figure 1
Ucluelet Harbour Key Map

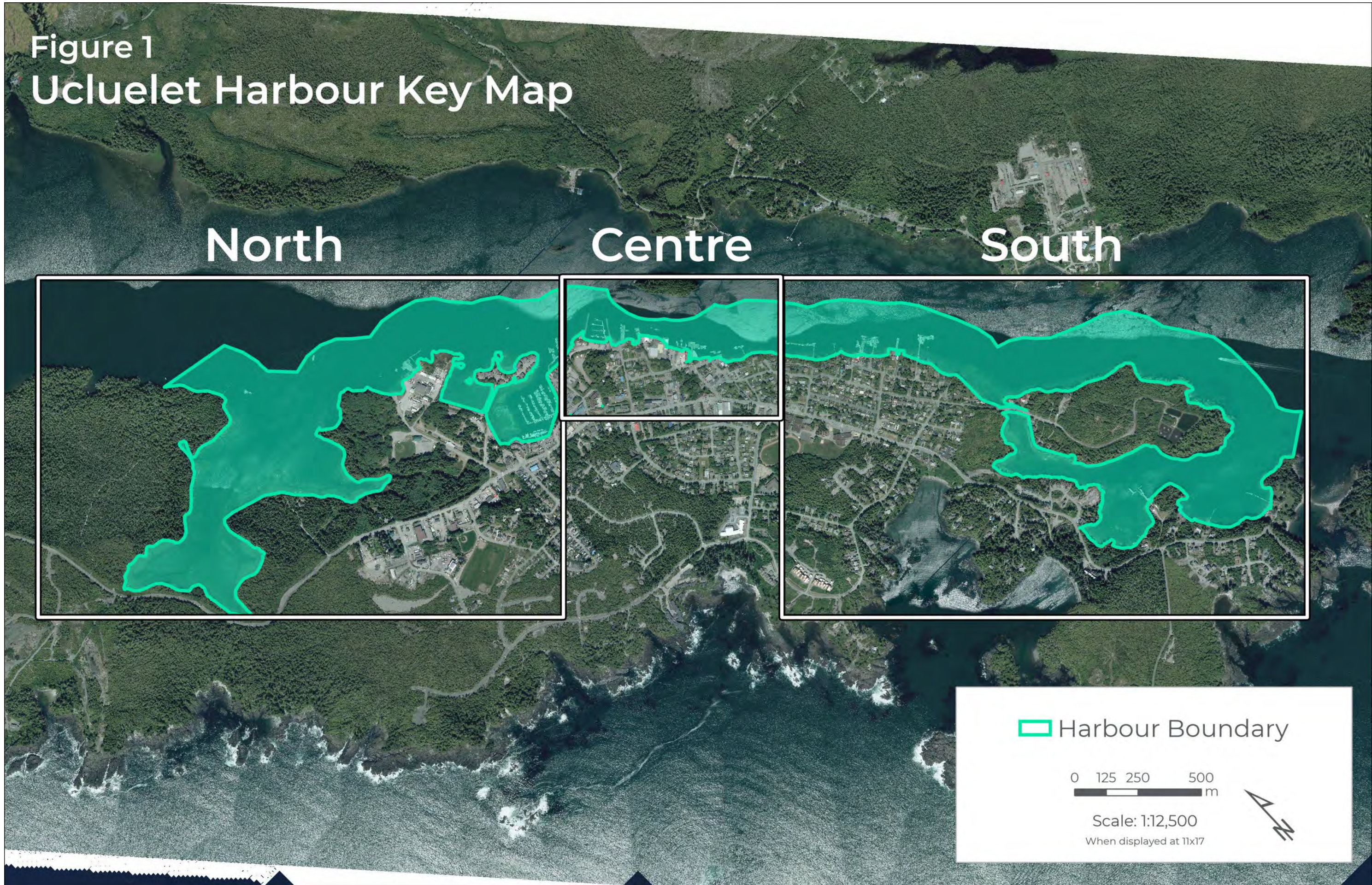


Figure 2 North Harbour Map

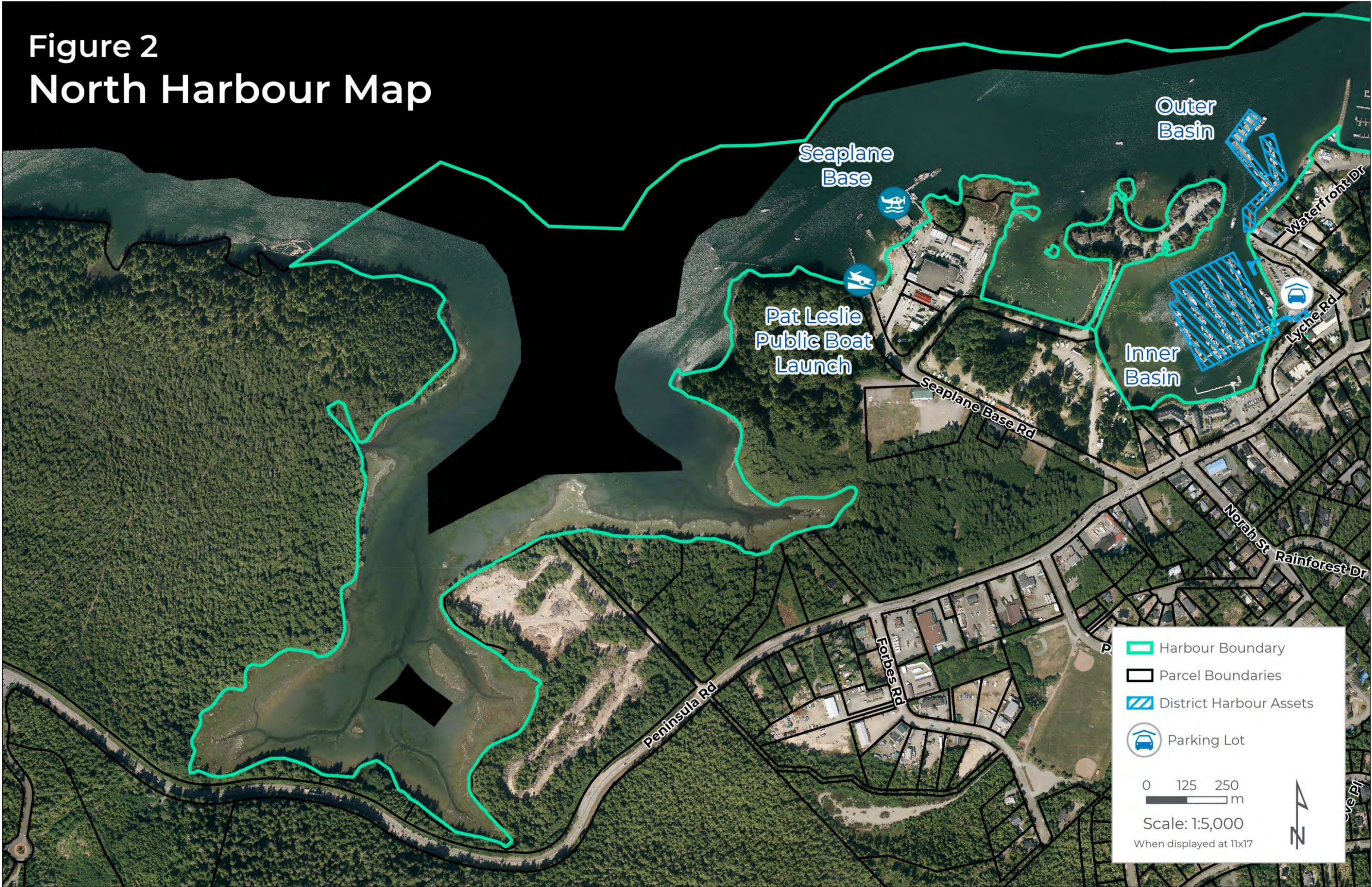
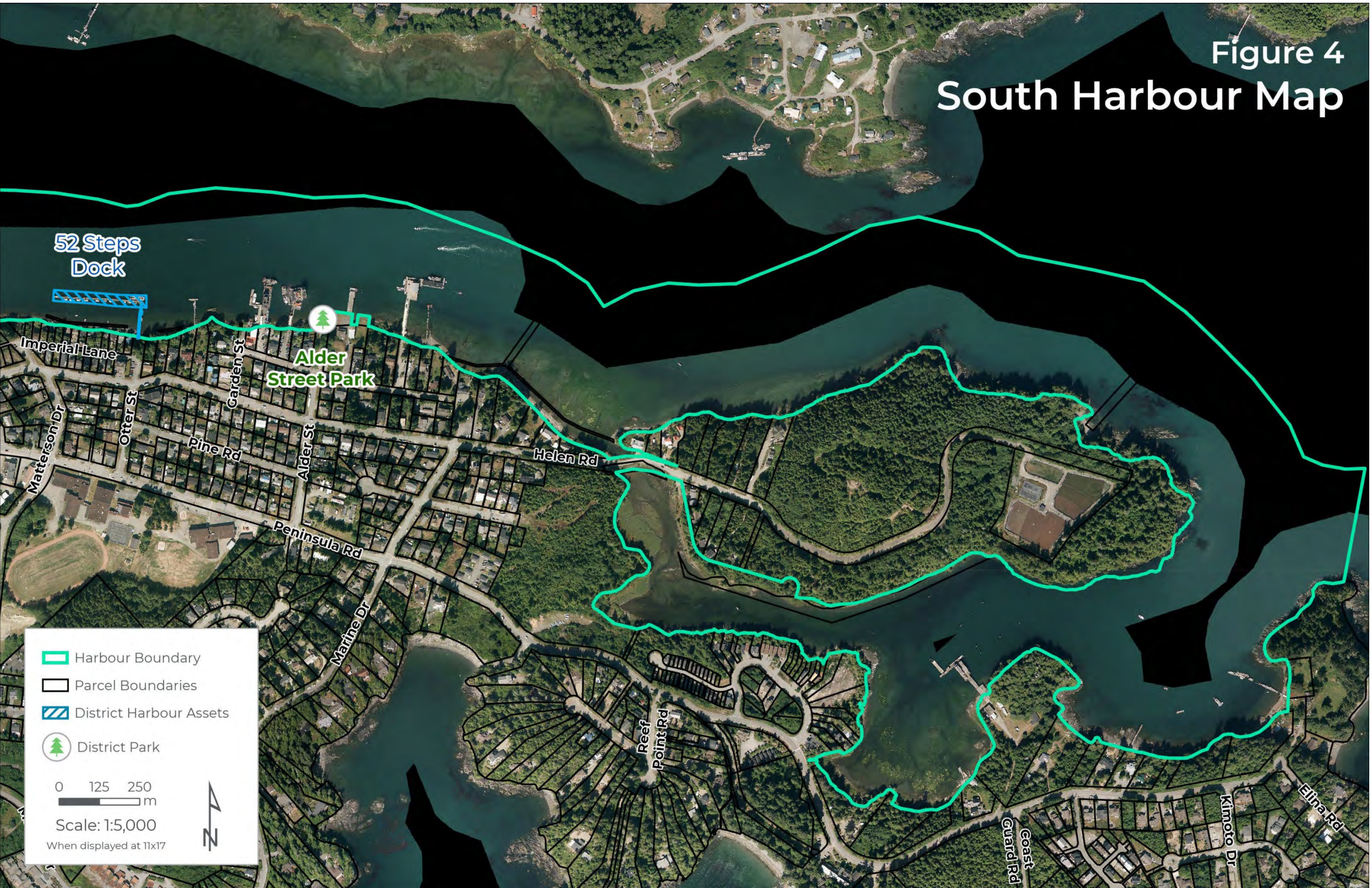


Figure 3 Central Harbour Map



Figure 4
South Harbour Map



1.2 HARBOUR GOVERNANCE AND PARTNERSHIPS

Harbours are governed by the Ucluelet Harbour Authority (UHA), which meets four (4) times per calendar year. Day-to-day operations of the harbour are undertaken by the Harbour Master, who oversees all operations and maintenance of the District's harbours and ultimately reports to Ucluelet's Director of Parks and Recreation. **Figure 5** below provides a visual representation of Ucluelet Harbour's governance structure.

It is important to note that since the last Harbour Master Plan update in 2012, the former Harbour Advisory Commission (HAC) has been dissolved. The HAC was a volunteer commission which previously supported decision-making and general oversight of harbour operations. The responsibilities of the HAC have been consolidated with those of the UHA.

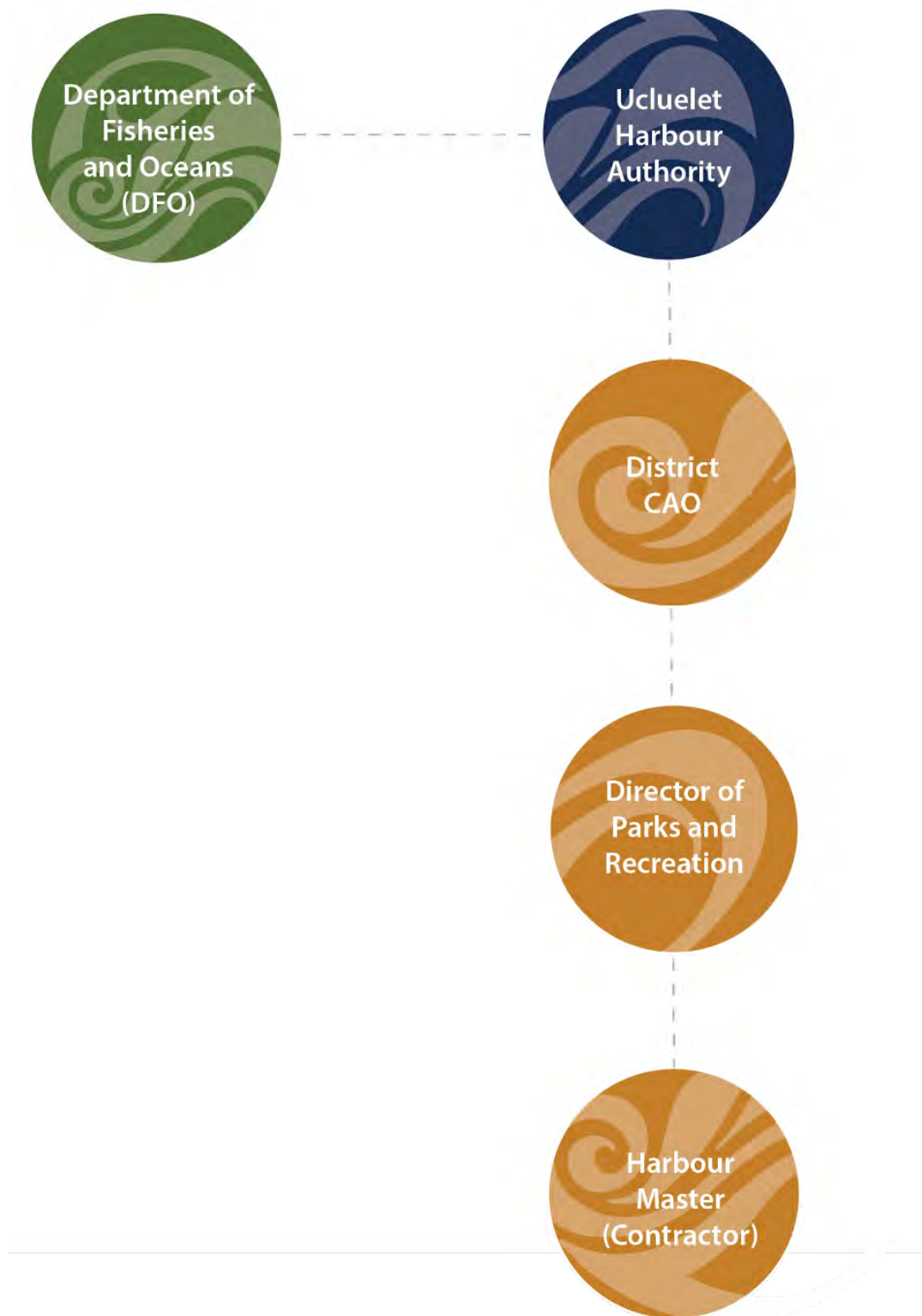
1.2.1 HARBOUR REGULATION BYLAW

The District of Ucluelet is empowered to operate, maintain and manage the harbour facilities owned by and located within the District through *Harbour Regulation Bylaw No. 1276, 2020*, which includes:

- ▶ Duties and responsibilities of the Harbour Authority
- ▶ General Harbour Regulations
- ▶ Conditions and Regulations for Commercial Fishing Vessels, Charter Vessels, Recreational Vessels, and Liveaboards
- ▶ Moorage Rates

The Harbour Regulation Bylaw has been included for reference within **Appendix A**.

Figure 5. Ucluelet Harbour Governance Structure



1.2.2 PARTNERSHIPS WITH FEDERAL AGENCIES

Federal agencies play a key role in the operation and maintenance of harbour infrastructure and services, thus fostering productive relationships with these departments is an important and significant opportunity for the District. The Department of Fisheries and Oceans (DFO) is a key partner in the operation of Ucluelet's commercial harbours. For example, DFO owns and leases the Small Craft Harbour (Inner Boat Basin and Outer Boat Basin) to the District of Ucluelet on behalf of the Crown and provides support to the interests of the commercial fishery and local First Nations, including the enforcement of federal law included within the *Fisheries Act*.

The Canadian Coast Guard also plays a unique and important role in the water in and around Ucluelet's harbours as both emergency responders by sea and air, but also as significant landowners and operators of facilities and vessels. Recent enhancements to the Coast Guard's West Coast operations includes the development of a new Communications Centre within Amphitrite Point Park.

1.2.3 PARTNERSHIPS WITH LOCAL FIRST NATIONS

Ucluelet is situated within the traditional territory of the Yuułuꞑiꞑꞑꞑꞑꞑ¹ (Ucluelet First Nation), whose community is based immediately across the harbour at Hitacu. The Yuułuꞑiꞑꞑꞑꞑꞑ are one of the five Maa-Nuulth Treaty First Nations along with the nearby 'tukwaaꞑꞑꞑꞑ² (Toquaht Nation). The economies of the Yuułuꞑiꞑꞑꞑꞑꞑ, 'tukwaaꞑꞑꞑꞑ and the District of Ucluelet are inexorably linked and all share a close tie to the area forests, fisheries, and visitor economy. Members of all three communities regularly intermingle in town where many live, work, go to school, shop, and access services.

The District is eager to build upon their existing positive working relationship with both Yuułuꞑiꞑꞑꞑꞑꞑ and 'tukwaaꞑꞑꞑꞑ and to explore shared goals and opportunities that support common community needs and interests, including within Ucluelet Harbour. Refer to *Section 3.1 – Community Engagement*, as well as the District's 2020 *Draft Official Community Plan* for more information.

1.2.4 PARTNERSHIP WITH ALBERNI-CLAYOQUOT REGIONAL DISTRICT³ (ACRD)

Serving a population of about 31,000 over almost 6,600 km² in the heart of Vancouver Island, the ACRD includes:

- ▶ **3 Member Municipalities:** Ucluelet, Tofino and Port Alberni
- ▶ **4 Treaty First Nations:** Yuułuꞑiꞑꞑꞑꞑꞑ, 'tukwaaꞑꞑꞑꞑ, Huu-ay-aht, Uchucklesaht (also within traditional territory of Ahousaht, Ditidaht, Hesquiaht, Hupacasath, Tla-o-qui-aht, and Tseshaht)
- ▶ **6 Electoral Areas:** A-Bamfield, B-Beaufort, C-Long Beach, D-Sproat Lake, E-Beaver Creek, F-Cherry Creek

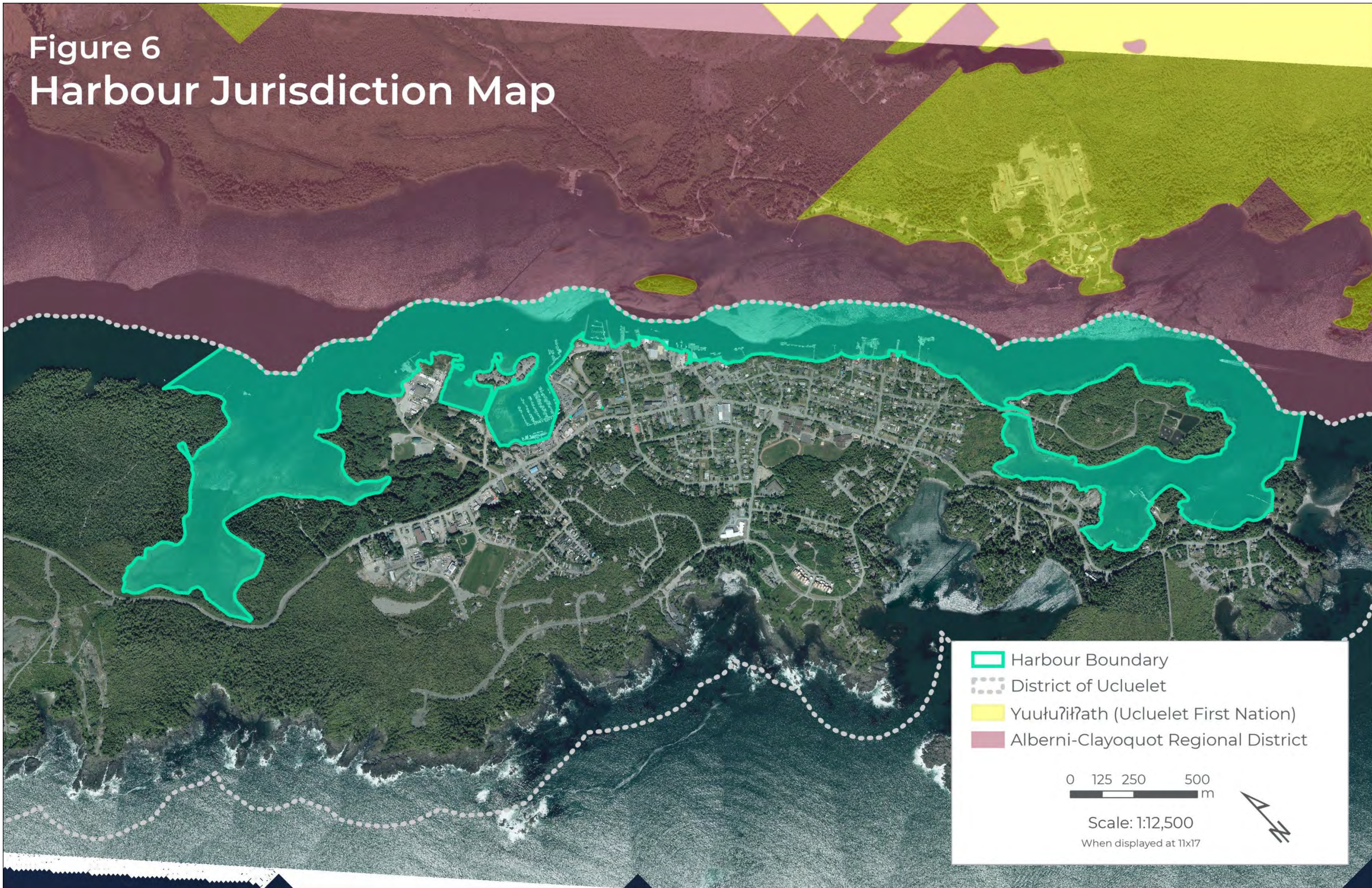
Figure 6 below shows the geographical context of the Harbour in relation to lands owned and managed by the District of Ucluelet, Yuułuꞑiꞑꞑꞑꞑꞑ, and ACRD, demonstrating the inherent need and benefit of coordination and cooperation on issues of shared interest.

¹ <https://www.ufn.ca/>

² <http://www.toquaht.ca/>

³ <https://www.acrd.bc.ca/>

Figure 6 Harbour Jurisdiction Map



1.2.5 WATER LOTS

Water lots are an important component of the fabric of Ucluelet's harbours, providing opportunities for a broad range of uses and development along the harbourfront. There are currently dozens of surveyed water lots around Ucluelet's harbours that are both privately and publicly owned. For example:

- **Small Craft Harbour** is composed of three water lots: *Lot 1877* (52 Steps Dock), *Lot 1977* (Outer Boast Basin), and *Lot 2084* (Outer Boat Basin);
- **Whiskey Dock** (Main Street Wharf) is a single water lot (*Lot 1689*)

Development of water lots is regulated by specific marine zones within the District of Ucluelet's *Zoning Bylaw*. As outlined in the OCP, water lots typically include docks, fishing vessel moorage, vessel loading and unloading, fish processing and support industries, tourist and recreation facilities, marine residential, environmental protection, utilities, or log storage. This diversity of marine uses in Ucluelet's harbours reflects the important role of water lots in marine development and infrastructure. *Policy 3.128* within the OCP also states the District's intent to "review all existing water lots and the appropriate location of potential marine uses", which could affect how water lots are developed in the future.



Image 1. Commercial vessels at Outer Boat Basin

1.2.6 MARINE CONSERVATION AND MARINE PROTECTED AREAS (MPA)

Within the District's *2020 Draft Official Community Plan*, "all water areas located between the shoreline and the District boundaries (excluding areas designated as water lots), are designated as 'Marine Conservation.'" Per *Policy 3.130* of the OCP, regional partners are invited to participate in developing a comprehensive "Healthy Inlet / Safe Harbour" management plan for the Ucluelet inlet., including:

- ▶ Habitat sensitivity, protection and enhancement
- ▶ Coordinated approach to clean-up and avoiding future contamination (sewage, plastics, derelict vessels)
- ▶ Coordinated policy for liveaboard moorage and sewage disposal
- ▶ Overview of type, amount and location of landing and moorage facilities

Within the larger context of protecting biological diversity and the health of the marine environment for present and future generations, the *Canada-British Columbia Marine Protected Area Network Strategy*⁴ provides guidance for the design and management of a network of Marine Protected Areas (MPA's) on Canada's Pacific Coast, while also promoting social, economic and cultural benefits for coastal communities, such as:

- ▶ Encouraging expansion of our knowledge and understanding of marine systems;
- ▶ Ensuring a stable resource base for non-consumptive and sustainable consumptive activities including fishing, recreation and tourism;
- ▶ Contributing to the coordination of ecosystem-based management of marine activities, thereby ensuring long-term economic opportunities for sustainable use;
- ▶ Protecting historical and contemporary culturally and spiritually significant sites.



Image 2. View of Ucluelet Inlet (looking north-west)

⁴ <https://www.dfo-mpo.gc.ca/oceans/publications/mpabc-cbzpm/index-eng.html>

1.3 ALIGNMENT WITH OTHER DISTRICT PLANS

The Harbour Master Plan does not exist in isolation from other planning documents; rather, it helps establish key priorities, goals, and provides essential direction to the District on how best to administer the Harbour. The following section identifies useful context and linkages between the Harbour Master Plan and other strategic District plans.

1.3.1 2020 DRAFT OFFICIAL COMMUNITY PLAN (OCP)

The *2020 Draft Official Community Plan (OCP)* provides important guiding principles and policy for decision-making within the District. The policy directions contained within the OCP aim to realize the vision of Ucluelet as a vibrant, natural, and active community. The Harbour Master Plan reflects this vision while also remaining consistent with the following guiding principles from the OCP:

1. Protect natural areas and ecological function;
2. Maintain and enhance Ucluelet's unique character and preserve its heritage;
3. Foster a welcoming and complete community;
4. Build a diverse and dynamic local economy;
5. Create a compact and vibrant Village Square;
6. Develop and maintain top quality parks, trails, recreation and community services for residents and visitors;
7. Broaden the spectrum of housing options to improve the availability of appropriate, affordable housing for all;
8. Increase transportation choice and reduce automobile trips;
9. Manage growth in balance with jobs, infrastructure investments, and the provision of services; and,
10. Embrace the challenge of addressing the causes and impacts of climate change

Additionally, the OCP contains notable policies that offer strong alignment and support to the community's vision for the harbourfront. **Appendix B** outlines policies that will guide and affect future development and operations in the District's harbours and are particularly relevant to the Harbour Master Plan process, including:

- ▶ Marine Transportation
- ▶ Food Security
- ▶ Village Square
- ▶ Tourism / Commercial Land Uses
- ▶ Industrial Land Uses
- ▶ General Marine Uses
- ▶ Small Craft Harbour
- ▶ Water Lots
- ▶ Marine Conservation

1.3.2 2017 ECONOMIC DEVELOPMENT STRATEGY

The District's Economic Development Strategy provides guidance for commercial and economic development initiatives in Ucluelet. The intention is to support the District's efforts to create a more prosperous local economy that offers diverse employment and business opportunities while supporting excellent public amenities and services.

Of particular relevance to the Harbour Master Plan is *Goal # 4: Support and Build on the Twin Pillars of the Economy: Harbour-related Industries and Tourism*, which outlines the following strategies related to physical infrastructure and industries within the District's harbours:

Strategy 16	Continue to work with the Department of Fisheries and Oceans (DFO) and Industry to maximize the effectiveness of the harbour for commercial fishing operations.
Strategy 17	Support the continued operation and expansion of marine support services.
Strategy 18	Support the commercial fishing, aquaculture, and processing sectors in the development of new and higher-value seafood products.
Strategy 19	Support the expansion and diversification of tourism amenities and attractions.

1.3.3 2019-2022 STRATEGIC PLAN

While the *2019-22 Strategic Plan* informs and focuses Council decisions and policies during their four-year term, it also considers a long-term vision for the community and reflects the community's goals and policies developed through the OCP. The Strategic Plan provides guidance to annual budgeting and departmental work plans, and includes the following Community Development goal and strategy:

- ▶ **GOAL:** To have a complete and balanced community by ensuring our amenities and services support liveability and accessibility for all ages, foster and promote economic development opportunities, and accommodate future growth.
- ▶ **STRATEGY:** Complete Harbour Master Plan - Develop long term strategy to guide future development and management of Ucluelet Harbour.

1.3.4 TOURISM MASTER PLAN (UNDER DEVELOPMENT)

Tourism is one of Ucluelet's main economic drivers, employing 400-500 people regionally and generating \$50-60 million in regional spending each year⁵. The District of Ucluelet and Tourism Ucluelet are currently preparing a Tourism Master Plan. Together with input from local businesses, government, cultural organizations, community-based groups and residents, the Plan is intended to:

⁵ <https://www.discoverucluelet.com/>

- ▶ Identify a shared community vision for tourism, and strategies to achieve it
- ▶ Build on the assets that have made tourism and collaboration successful to date, while proactively aligning with community expectations
- ▶ Identify new opportunities and strategies for meeting a changing visitor need and demand

The Tourism Master Plan is expected to be completed by the end of 2021.



SECTION 2.0

HARBOUR UTILIZATION, INFRASTRUCTURE & FINANCIAL ASSESSMENTS

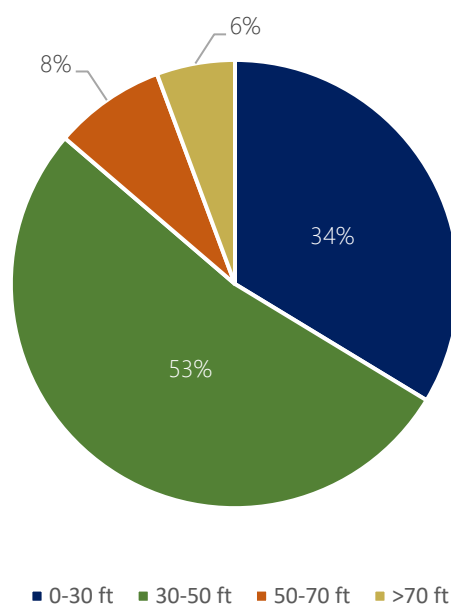
2.1 HARBOUR MOORAGE UTILIZATION

Ucluelet's harbours cater to vessels of various sizes and uses, from small recreational boats to large commercial fishing vessels over 70 feet long. To better understand how the Small Craft Harbour (Inner and Outer Boat Basin, and 52 Steps), and Whiskey Dock are utilized throughout the year, an analysis of the number of vessels according to length was completed from 2019-2020. This assessment builds an appreciation for peak usage periods, patterns between vessel sizes and harbour use, and exceedances of moorage capacity for each of the three harbour areas. It should be noted that the analyses presented below highlight minimal utilization statistics. Minimums are presented due to data gaps (e.g., missing vessel sizes, location, dates, etc.) which limit the amount of usable data for these analyses.

2.1.1 SMALL CRAFT HARBOUR – INNER BOAT BASIN AND OUTER BOAT BASINS

As shown below in **Figure 7**, over 85% of the Inner and Outer Boat Basins' usage in 2019 and 2020 was by vessels under 50 feet long. **Figure 8** shows the daily distribution of vessels staying at the harbour based on size, over the same two-year period. Increased utilization is noted between April and October for vessels less than 50 feet long, while the use of vessels over 50 feet long remains relatively consistent throughout the year.

Figure 7. Small Craft Harbour Vessel Size Utilization 2019-2020



The total moorage length available across both the Inner Boat Basin and Outer Boat Basin, is approximately 4,430 feet. District Staff have indicated that moorage space at the SCH has historically experienced exceedances, which results in vessels either being sent to the 52 Steps Dock or rafting with other vessels (a process by which two or more vessels are moored side by side to a single point on the adjacent dock).

Figure 8. Inner and Outer Boat Basin Vessel Size Count 2019-2020

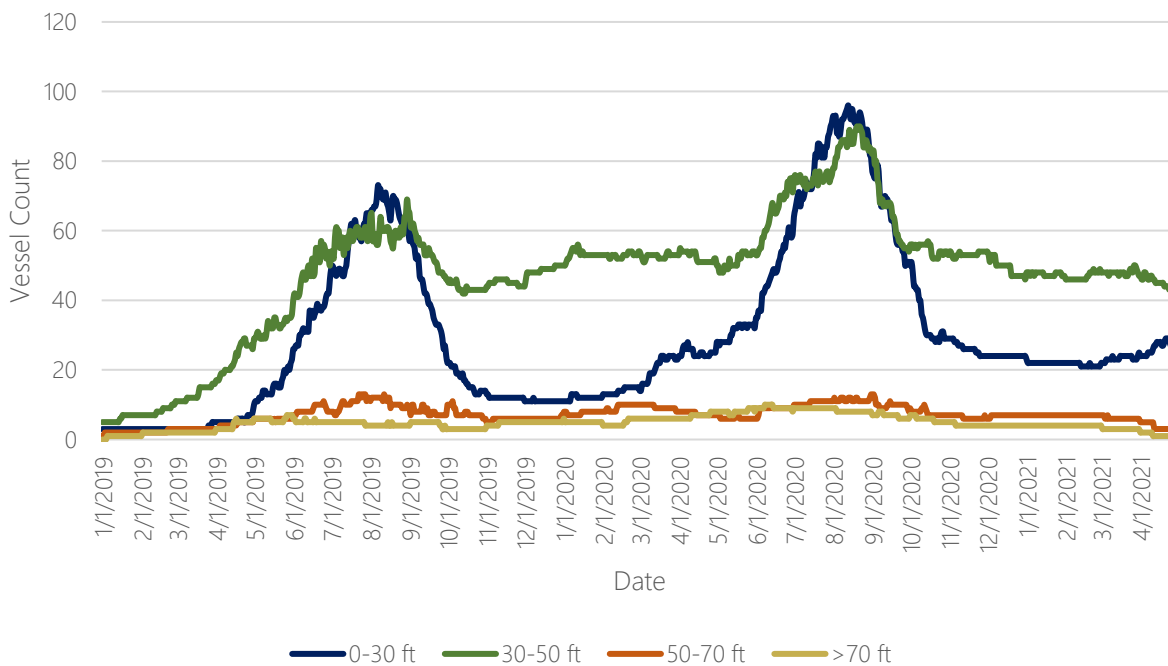


Figure 9. Inner and Outer Boat Basin Vessel Size Utilization 2019-2020

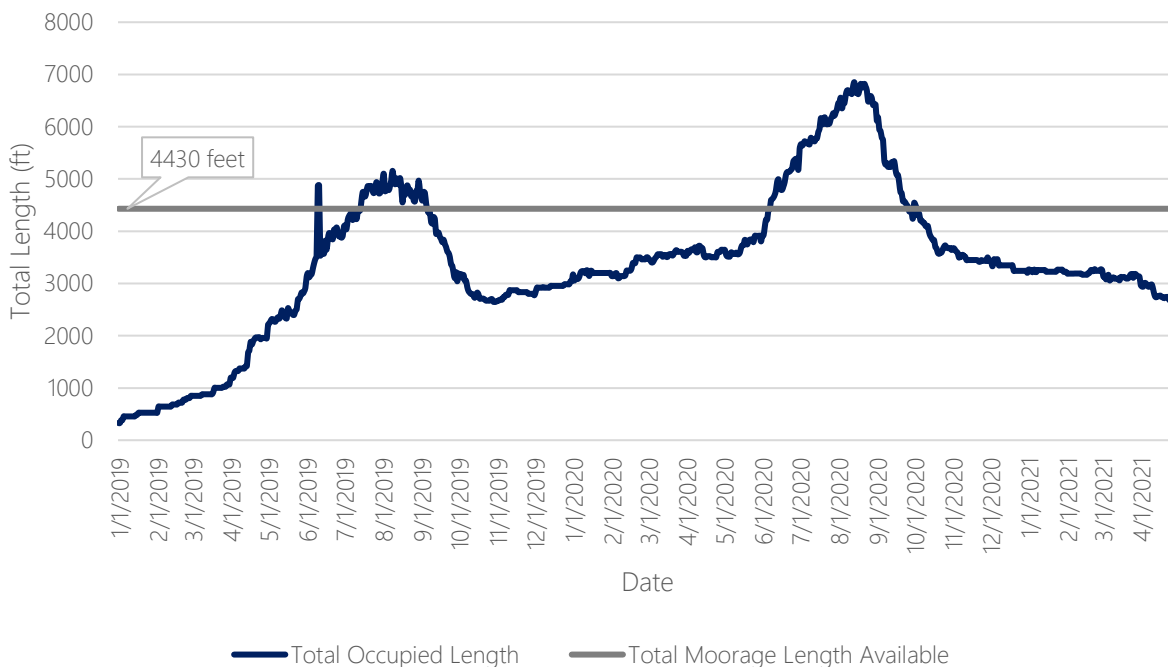


Figure 9 shows the time periods when the total occupied length exceeds the total available moorage length at the SCH, with capacity exceedances (and rafting) primarily evident in the summer months. These findings support

District staff's observations and reinforce the need for additional dock space to accommodate vessel overflows from the Inner and Outer Boat Basin.

2.1.2 SMALL CRAFT HARBOUR - 52 STEPS DOCK

The utilization of 52 Steps Dock is primarily by smaller vessels (under 30 feet long), which accounts for 64% of the harbour's usage over 2019 and 2020, as shown in **Figure 10**. The next highest vessel usage group are those 30–50 feet in length, which make up approximately 26% of the dock's usage.

Figure 10. 52 Steps Vessel Size Utilization 2019–2020

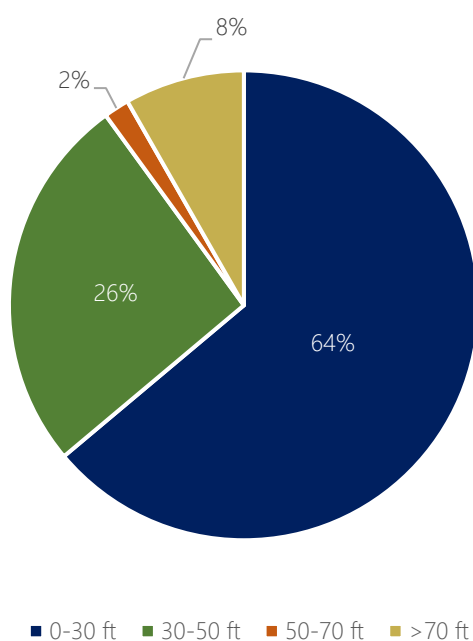
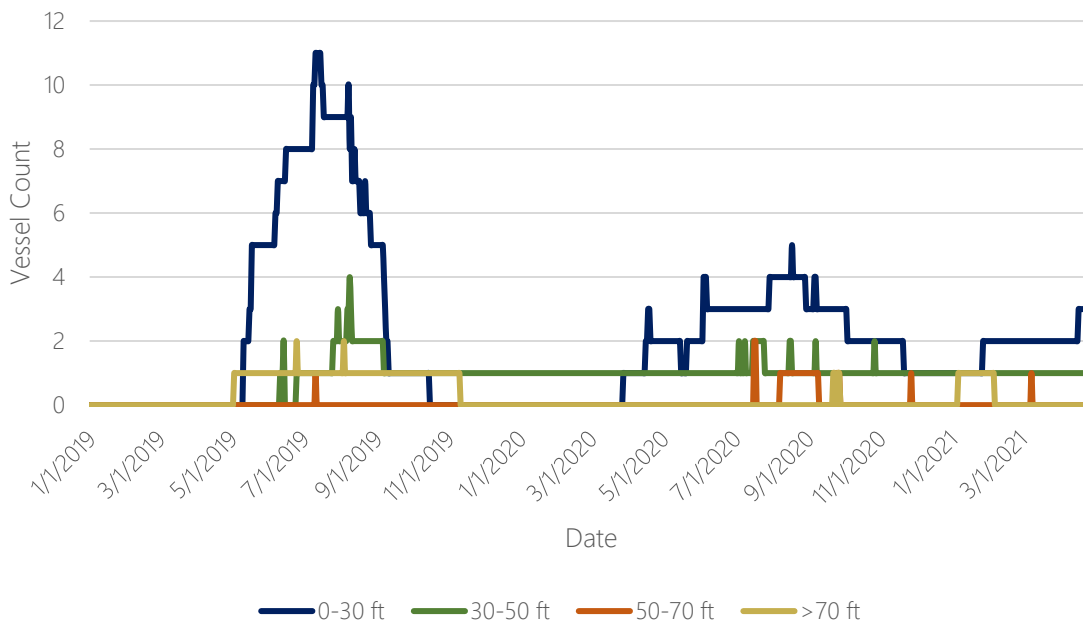


Image 3. 52 Steps Dock - Stair Access

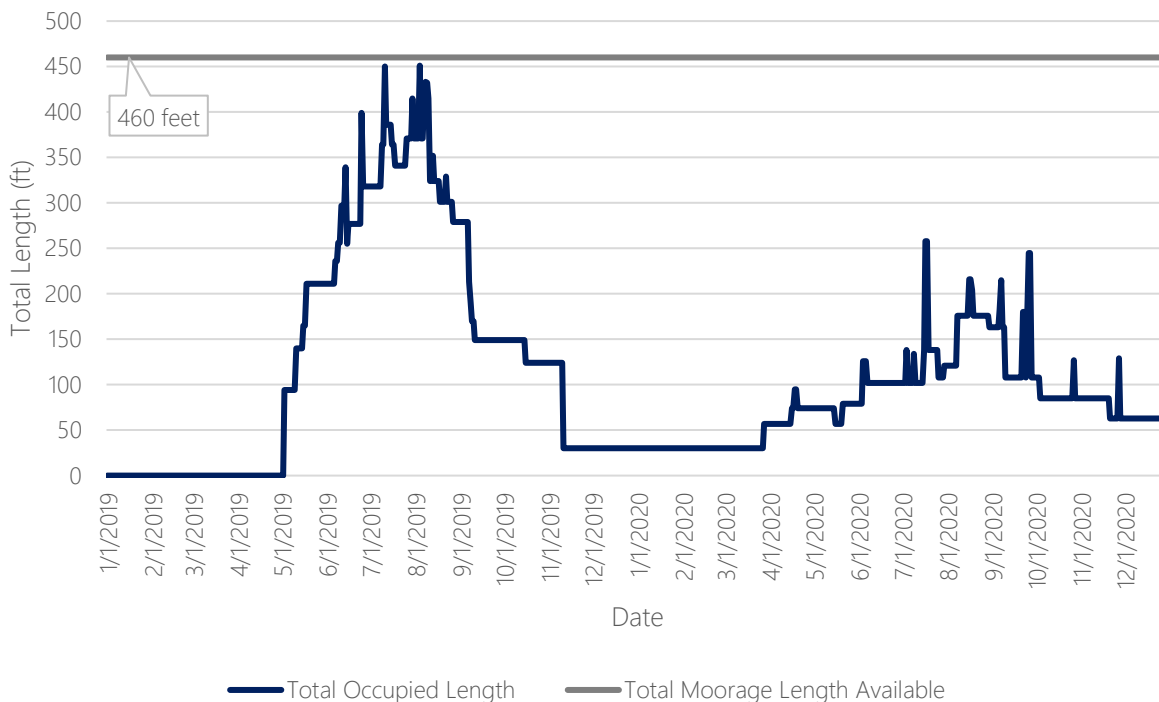
As shown in **Figure 11** below, usage patterns at 52 Steps Dock more closely follow those observed at the Inner and Outer Boat Basin, in which increased usage of vessels are observed in and around the summer months, particularly vessels under 30 feet in length. District staff have indicated that the utilization of 52 Steps summarized below is lower than expected, which may be due to the gaps in data as described above (e.g., missing vessel sizes, locations, dates, etc.)

Figure 11. 52 Steps Vessel Size Count 2019-2020



Unlike the Inner and Outer Boat Basin and Whiskey Dock, usage at 52 Steps Dock does not show any instances of moorage exceedances in 2019 or 2020, as shown in **Figure 12**. The total moorage length available at 52 Steps Dock is roughly 460 feet and the dock currently has a suitable level of capacity to accommodate overflows from the Inner and Outer Boat Basin and Whiskey Dock during periods of high moorage demand.

Figure 12. 52 Steps Vessel Moorage Utilization 2019-2020



2.1.3 WHISKEY DOCK (MAIN STREET WHARF)

The distribution of vessel counts based on length for Whiskey Dock is provided in **Figure 13**. Over 2019 and 2020, vessels over 70 feet long accounted for the dock's primary usage (52%), followed by smaller, mid-sized vessels (30-50 feet) at 23%.

Figure 13. Whiskey Dock Vessel Size Utilization 2019-2020

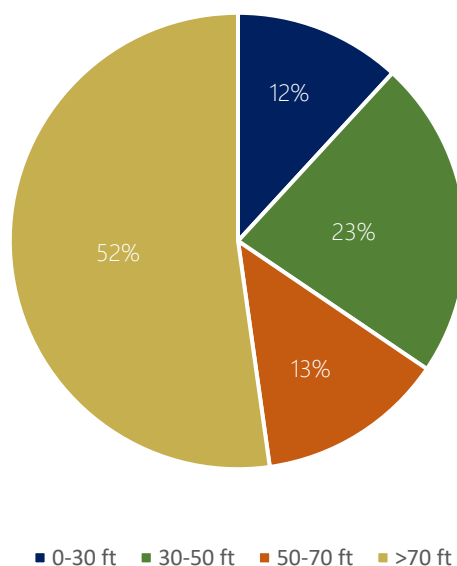


Figure 14 shows less distinct patterns in dock usage based on vessel length at Whiskey Dock, although there is a noticeable influx in vessels over 70 feet long from April 2019 to October 2019. This influx in large vessels contributes to significant exceedances of Whiskey Dock's moorage space, which is approximately 230 feet long. Moreover, **Figure 15** shows that moorage exceedances at Whiskey Dock were common from February 2019 until May of 2020, with rafting being a common practice during this period. Continued tracking of vessel size and duration of stay is recommended to further inform capacity exceedance patterns at Whiskey Dock.

Figure 14. Whiskey Dock Vessel Size Count 2019-2020

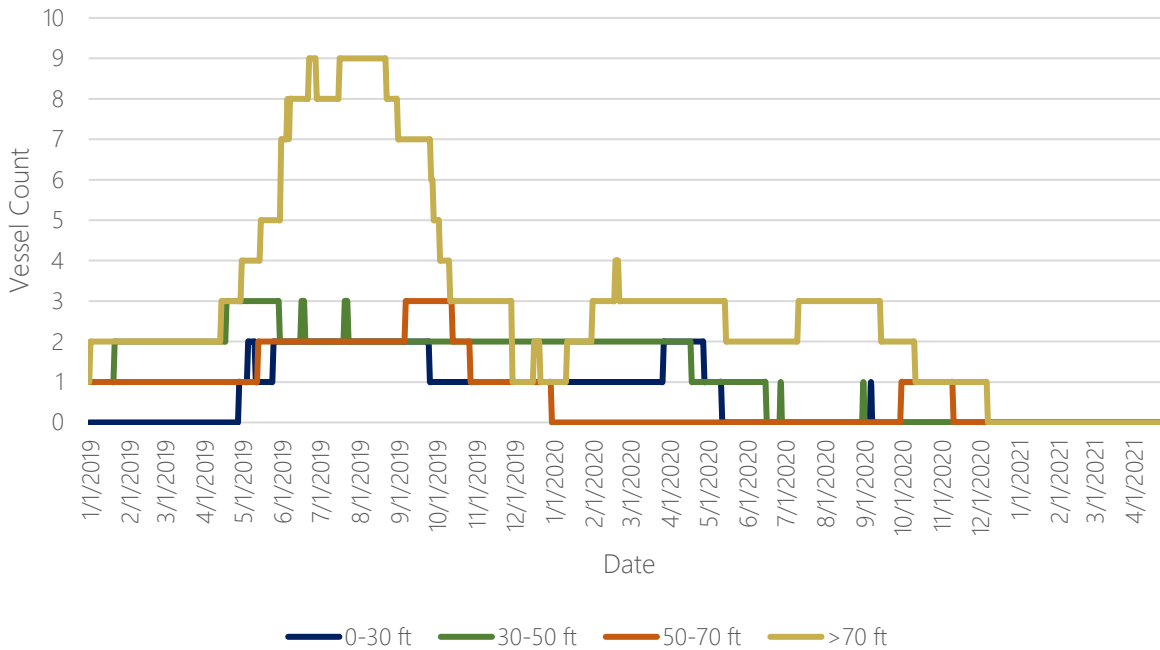
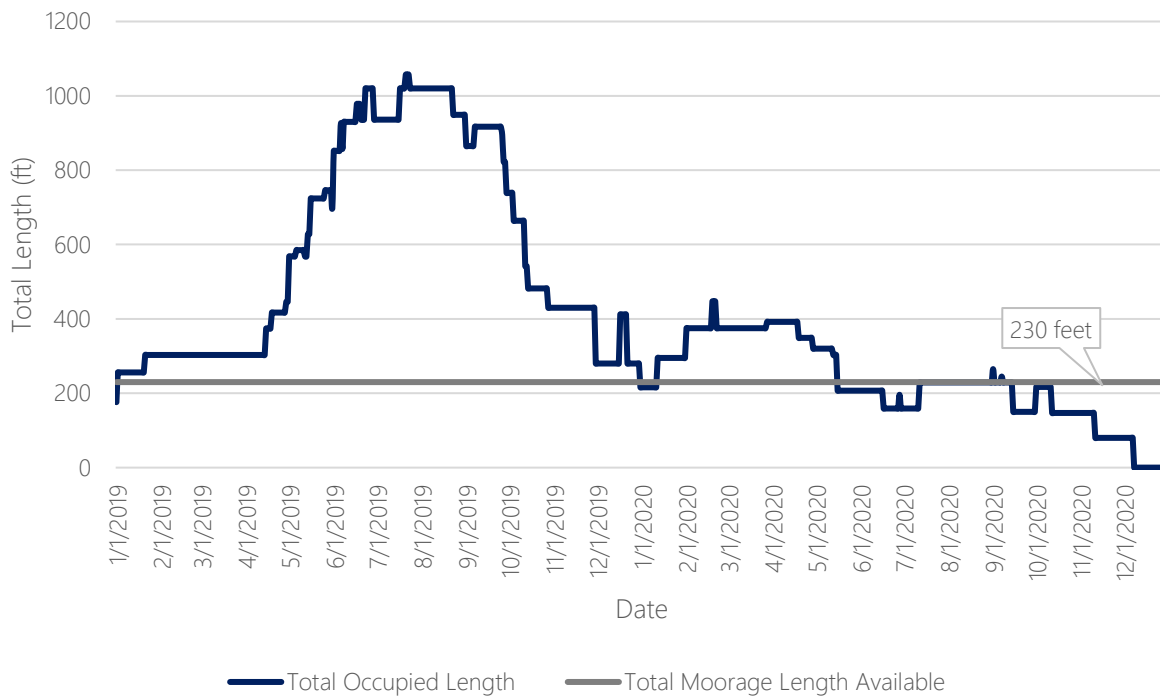


Figure 15. Whiskey Dock Moorage Utilization 2019-2020



2.2 EXISTING MARINE INFRASTRUCTURE ASSESSMENT AND RENEWAL

Condition inspections and assessments are common practices used to evaluate the condition of various infrastructure assets and help predict repair and replacement needs, including associated costs and timing. Between 2017 and 2019, five separate condition assessments have been completed across Ucluelet's harbours, including the Inner and Outer Boat Basins, 52 Steps, and Whiskey Dock. As discussed in further detail below, two of these assessments were initiated by the Department of Fisheries and Oceans (DFO), with the other three commissioned by the District of Ucluelet. The following sections provide an overview of the approach and key findings for each of these assessments followed by a summary to help guide the District in how to use these reports for short and long-term investment planning.

2.2.1 DFO-INITIATED INFRASTRUCTURE ASSESSMENT

In 2017 the DFO retained Pelagic Technologies and Moffatt & Nichol to complete respective condition inspections and assessments of Small Craft Harbour's 52 Steps Dock and Inner and Outer Boat Basin. The comprehensive list of recommended assets for repair, their estimated costs and timing are included within **Appendix C**, while a summarized list of the major inventory items and sub-components assessed through these works is presented in **Table 1** below.

Table 1. Asset Inventory: Small Craft Harbour - 52 Steps and Inner Boat Basin and Outer Boat Basin

	Inventory Item	Sub-Component Description	
Small Craft Harbour - 52 Steps (Pelagic Technologies)	Timber Stairway	<ul style="list-style-type: none"> • Handrail and posts • Decking 	<ul style="list-style-type: none"> • Power support pole • Fireline pipe
	Pedestrian Approach/ Wharfhead	<ul style="list-style-type: none"> • Timber pilings (pedestrian approach) • Pilings with bracing (Wharfhead) • Caps • Stringers 	<ul style="list-style-type: none"> • Curbs • Decking • Handrails • Short stairway • Fireline pipe
	Float	<ul style="list-style-type: none"> • Galvanized gangway • Anchor chains • Timber dolphin piles • Decking • Bull rail 	<ul style="list-style-type: none"> • Facia • Electrical power • Water services • Lamps
Small Craft Harbour – Inner & Outer Boat Basin (Moffatt & Nichol)	Approaches	<ul style="list-style-type: none"> • Handrail • Bull rails • Decking • Stringers 	<ul style="list-style-type: none"> • Pile Caps • Piles • Braces
	Gangways	<ul style="list-style-type: none"> • Truss • Decking 	<ul style="list-style-type: none"> • Kick board • Guide rail

Rock Breakwater (Inner Only)	<ul style="list-style-type: none"> Erosion and rock settlement 	
Floats	<ul style="list-style-type: none"> Bull rails Decking Rub boards 	<ul style="list-style-type: none"> Flotation Guide piles
Finger Floats Perpendicular to Floats	<ul style="list-style-type: none"> Decking Flotation 	<ul style="list-style-type: none"> Frame
Buildings	<ul style="list-style-type: none"> Harbour master office Public washrooms Shed 	<ul style="list-style-type: none"> Laundry building Fish cleaning station
Harbour Services	<ul style="list-style-type: none"> Lighting Fire protections 	<ul style="list-style-type: none"> Shore power

A report for each location was published and provides a detailed condition assessment of these sub-components, including a description of key condition findings and recommended renewal actions on an individual basis. This ranges from component replacement to general maintenance (i.e., cleaning). The benefit of reporting on individual components (e.g. each pile), rather than grouping them all together, is that it provides both DFO and the District with a more detailed and highly accurate itemized list of replacement and maintenance needs for immediate, short, and long-term time horizons. However, capital repair estimates included within these reports are only provided for short-term needs (i.e. within 5-years of the assessment) and therefore do not provide a comprehensive understanding of long-term financial needs for Small Craft Harbour.

2.2.1.1 Small Craft Harbour - 52 Steps Dock

At the time of the 52 Steps Dock condition assessment in 2017, the immediate and short-term investment needs required for the next 5 years were estimated to be **\$158,125**. Assuming all actions from this report that require immediate attention have been resolved, the outstanding short-term needs reported for 52 Steps Dock (to be completed by 2022) include:

- ▶ Replacement of the approach / wharfhead handrail, decking and curbs;
- ▶ Replacement of select decking on the float and abrasion to the fascia; and
- ▶ Replacement of the stairway's handrail and decking.

The total cost for these remaining asset needs is approximately **\$141,700**. It should be noted that assets found to be in good condition at the time of this assessment were reported to have a longevity of over 5 years (from the year of inspection in 2017) and therefore, were not reported on in terms of repair needs and are not included within the appended list of asset repairs. This approach requires condition assessments to be conducted, at minimum, on a 5-year basis.

2.2.1.2 Small Craft Harbour – Inner and Outer Boat Basin

At the Inner and Outer Boat Basin, a similar approach was undertaken in which a 5-year projection of capital and operation and maintenance needs were provided from 2017 for assets requiring immediate and short-term repairs.

The total cost for these needs were estimated to be approximately **\$649,900**. Additionally, this report provides longer-term residual life estimates for assets in better condition, estimating some to have a remaining lifespan upwards of 10 years (since the 2017 inspection). A completed list of residual life estimates for all assets assessed at the Inner and Outer Boat Basin are also included within **Appendix C**.

Assuming all assets from this report requiring repairs/operation and maintenance prior to March 2021 have been resolved, the outstanding short-term needs reported for the Inner and Outer Boat Basins include:

- ▶ Cleaning of two piles by March 2022:
 - One at a float in the Inner Boat Basin,
 - One at the approach of Outer Boat Basin

The capital cost for these remaining asset needs is roughly **\$4,300**. Moffatt & Nichol recommended that assets be inspected every 36 months.

2.2.2 DISTRICT-INITIATED INFRASTRUCTURE ASSESSMENT

In 2019, the District procured VFA Inc. (VFA) to complete an asset inventory and assessment at 52 Steps Dock, Inner Boat Basin and Whiskey Dock. Note, no VFA assessment was complete for Small Craft Harbour's Outer Boat Basin. A list of the major inventory items and sub-components assessed by VFA are summarized in **Table 2**.

Table 2 Asset Inventory (by VFA Inc.)

	Inventory Item	Sub-component Description	
Small Craft Harbour - 52 Steps	Floating Docks	<ul style="list-style-type: none"> • Exterior enclosure • Site • Structure 	<ul style="list-style-type: none"> • Plumbing system • Electrical • Fire protection
	Ramp	<ul style="list-style-type: none"> • Structure 	
	Stairs	<ul style="list-style-type: none"> • Exterior enclosure • Site • Structure 	<ul style="list-style-type: none"> • Electrical • Fire protection
Small Craft Harbour - Inner Boat Basin	Floating Docks	<ul style="list-style-type: none"> • Exterior enclosure • Interior construction and conveyance • Site • Structure 	<ul style="list-style-type: none"> • Plumbing system • Electrical • Fire protection
	Ramp 1 and 2	<ul style="list-style-type: none"> • Structure 	
	Buildings	<ul style="list-style-type: none"> • Exterior enclosure • Structure • HVAC system • Electrical 	<ul style="list-style-type: none"> • Plumbing system • Interior construction and conveyance
Whiskey	Floating Docks	<ul style="list-style-type: none"> • Exterior enclosure 	<ul style="list-style-type: none"> • Site
	Ramp	<ul style="list-style-type: none"> • Structure 	

	Main Dock	<ul style="list-style-type: none"> • Exterior enclosure • Interior construction and conveyance • Site 	<ul style="list-style-type: none"> • Structure • Electrical • Fire protection
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This analysis reported on the following parameters for each sub-component listed in Table 2 (a summary of these outcomes is also provided within **Appendix D**).

- ▶ Lifetime (i.e., design life);
- ▶ Year of Installation;
- ▶ Fiscal year for renewal; and
- ▶ Costs of renewal actions

Furthermore, the approach of the VFA assessment groups common assets together at key locations. For example, VFA assigns a single lifetime estimate, install year, fiscal year for renewal, and renewal cost for all piles at the Inner Boat Basin's floating docks, whereas Moffatt & Nichol (similar to Pelagic Technologies' approach) assigns these parameters on a pile-by-pile basis. As a result, VFA's approach will have all piles at Inner Boat Basin's floating docks being renewed in the same year. Additionally, VFA's approach differs from the DFO-initiated assessments in that recommendations appear to focus strictly on renewal and do not specify/differentiate actions around cleaning, repairs, or other operation/maintenance needs. Lastly, although the DFO-initiated assessments appear to be more in-depth, VFA's work is more detailed in terms of utility infrastructure needs such as electrical, plumbing, etc.

A benefit of VFA's assessment is the inclusion of capital needs for all assets requiring renewal, short, and long-term. This allows a projection of replacement costs to be determined for the SCH (Inner Boat Basin and 52 Steps), and Whiskey Dock, over the next 20-years and allows an average annual investment for each dock to be determined which is the primary take-away from VFA's work.

To do this, the 2019 renewal action costs provided by the VFA were inflated to 2021 dollars using the building cost index provided by the Engineering News Record, from September 2019-July 2021, as shown in **Appendix D**. The short (2021-2024), medium (2026-2030) and long-term (2030-2041) financial needs for each of the docks are summarized respectively in **Tables 3, 4, and 5** below.

The 20-year investment needs at each location are determined by adding the short, medium and long-term financial needs together. When this is done, the 20-year total investment needs at each dock are approximately:

- ▶ SCH - 52 Steps: \$272,500
- ▶ SCH - Inner Boat Basin: \$2,182,600
- ▶ Whiskey Dock: \$615,800

These 20-year estimates are presented location by location in **Figures 15, 16 and 17**, whereby each inventory item (e.g., floating dock, ramp etc.) is mapped and valued relative to its 20-year replacement needs. It should be noted that the financial needs identified in this assessment for Small Craft Harbour (52 Steps and Inner Boat Basin) are the responsibility of the DFO, whereas those indicated for Whiskey Dock are the District's responsibility.

Table 3. Short-term Asset Improvement Needs (by VFA Inc.)

Short-Term (2021-2025)	Small Craft Harbour - 52 Steps			Small Craft Harbour - Inner Boat Basin					Whiskey Dock		
	Floating Docks DS008	Ramp DS009	Stairs DS007	Floating Docks DS001	Ramp 1 DS002	Ramp 2 DS003	Bathroom and Laundry Building BD009	Building BD008	Floating Docks DS006	Ramp DS005	Main Dock DS004
Electrical	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 23,066	\$ 27,966	\$ -	\$ -	\$ -
Exterior Enclosure	\$ 8,298	\$ -	\$ 7,780	\$ 70,536	\$ -	\$ -	\$ 82,607	\$ 16,530	\$ 5,187	\$ -	\$ 26,814
Fire Protection	\$ -	\$ -	\$ 22,765	\$ 88,019	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Interior Construction and Conveyance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 18,400	\$ 2,776	\$ -	\$ -	\$ -
HVAC System	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 13,202	\$ -	\$ -	\$ -	\$ -
Plumbing System	\$ 23,570	\$ -	\$ -	\$ 67,427	\$ -	\$ -	\$ 10,809	\$ -	\$ -	\$ -	\$ -
Site	\$ 58,795	\$ -	\$ 47,285	\$ 999,513	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Structure	\$ -	\$ -	\$ 42,784	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 40,258	\$ -
Sub-Total	\$ 90,664	\$ -	\$ 120,614	\$ 1,225,495	\$ -	\$ -	\$ 148,085	\$ 47,272	\$ 5,187	\$ 40,258	\$ 26,814
Total			\$ 211,278				\$ 1,420,852				\$ 72,259
Annual Average			\$ 52,819				\$ 355,213				\$ 18,065

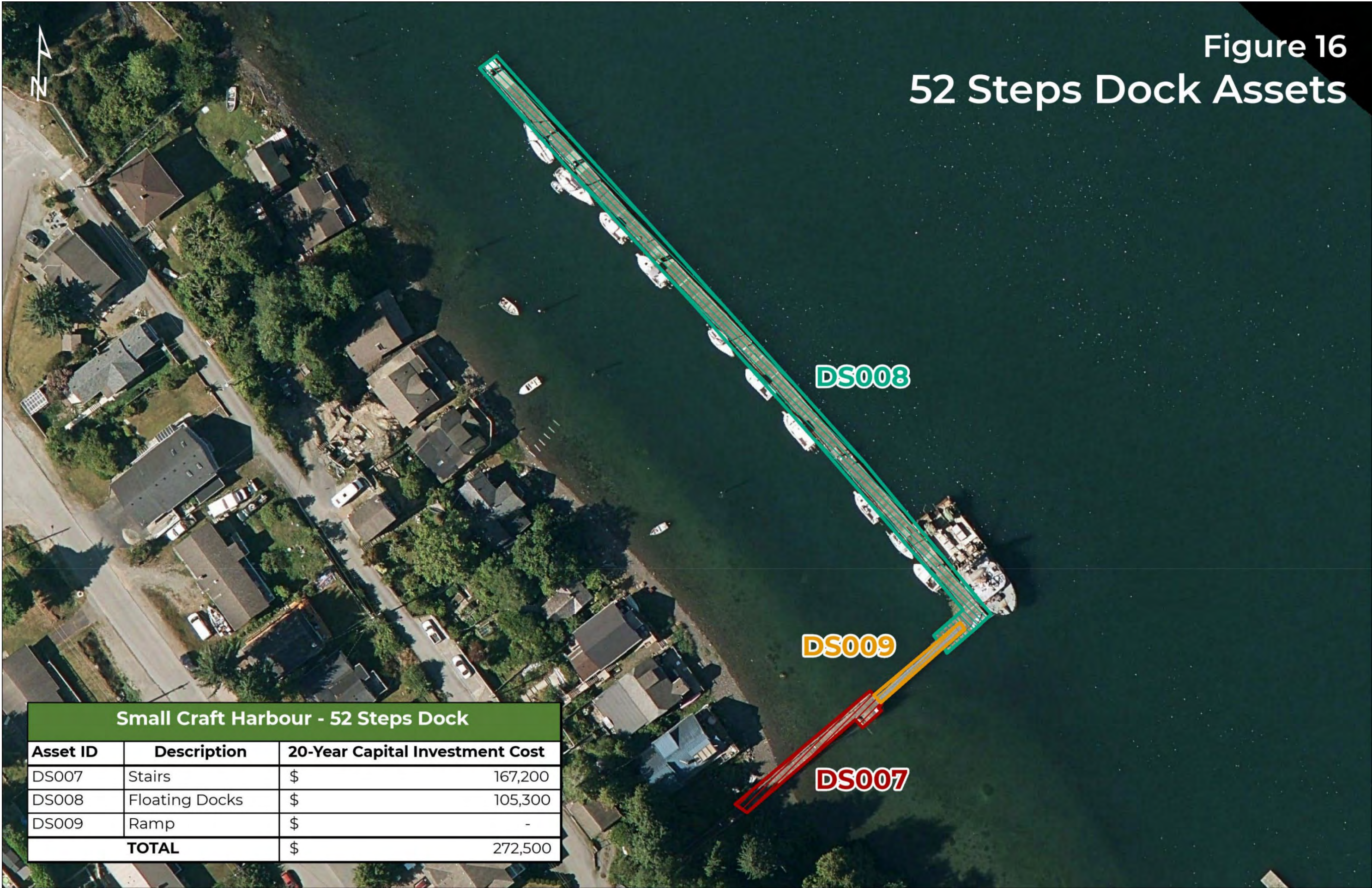
Table 4. Medium-term Asset Improvement Needs (by VFA Inc.)

Medium-Term (2026-2030)	Small Craft Harbour - 52 Steps			Small Craft Harbour - Inner Boat Basin					Whiskey Dock		
	Floating Docks DS008	Ramp DS009	Stairs DS007	Floating Docks DS001	Ramp 1 DS002	Ramp 2 DS003	Bathroom and Laundry Building BD009	Building BD008	Floating Docks DS006	Ramp DS005	Main Dock DS004
Electrical	\$ 4,586	\$ -	\$ 38,805	\$ 28,665	\$ -	\$ -	\$ 9,251	\$ -	\$ -	\$ -	\$ 32,604
Exterior Enclosure	\$ -	\$ -	\$ -	\$ 6,602	\$ -	\$ -	\$ 17,980	\$ 8,774	\$ -	\$ -	\$ -
Fire Protection	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Interior Construction and Conveyance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 814	\$ 2,552	\$ -	\$ -	\$ -
HVAC System	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Plumbing System	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 8,003	\$ 2,063	\$ -	\$ -	\$ -
Site	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Structure	\$ -	\$ -	\$ -	\$ -	\$ 46,968	\$ 46,968	\$ -	\$ -	\$ -	\$ -	\$ -
Sub-Total	\$ 4,586	\$ -	\$ 38,805	\$ 35,267	\$ 46,968	\$ 46,968	\$ 36,048	\$ 13,389	\$ -	\$ -	\$ 32,604
Total	\$ 43,392			\$ 178,641					\$ 32,604		

Table 5. Long-term Asset Improvement Needs (by VFA Inc.)

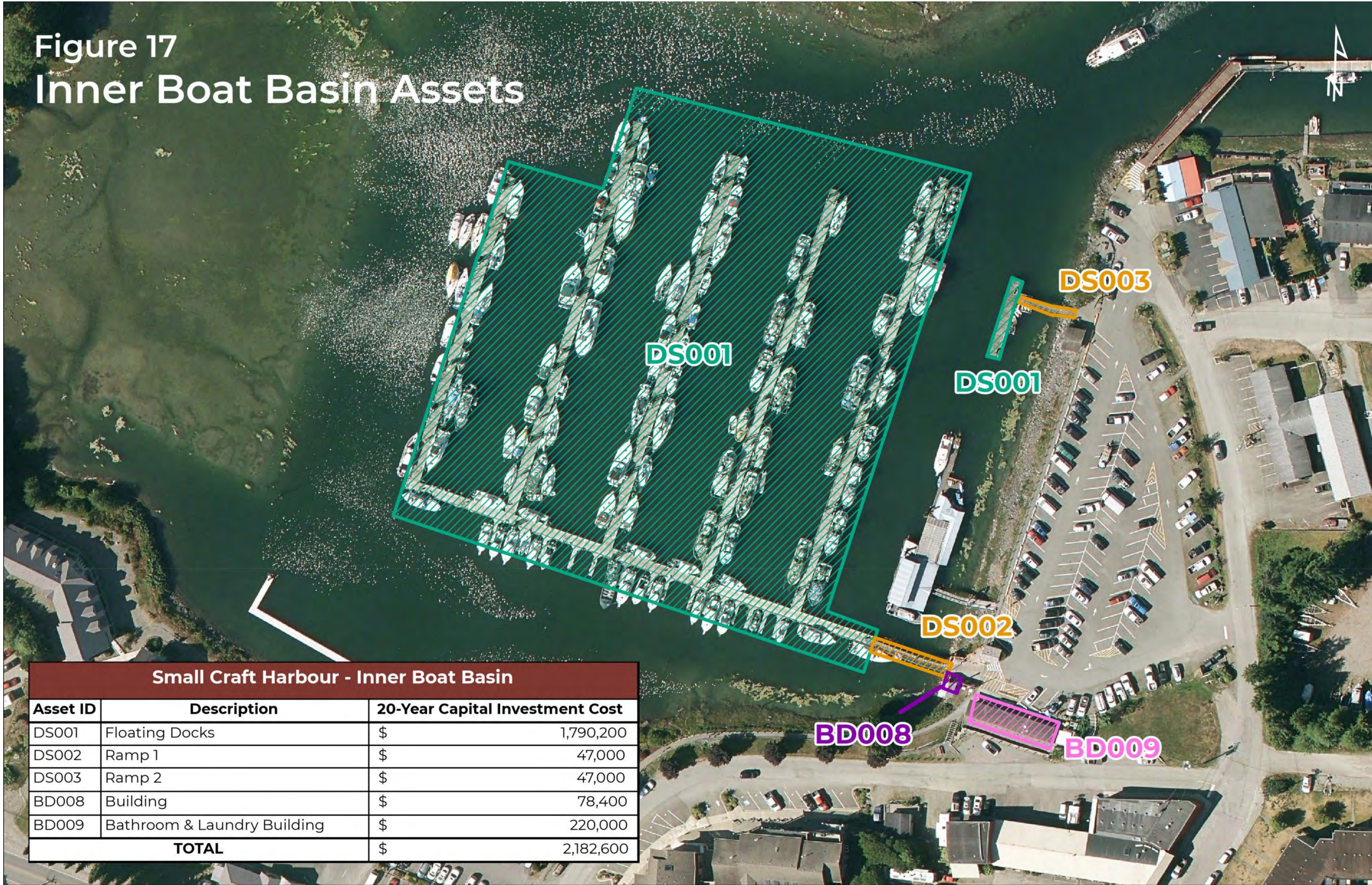
Long-Term (2031-2041)	Small Craft Harbour - 52 Steps			Small Craft Harbour - Inner Boat Basin					Whiskey Dock		
	Floating Docks DS008	Ramp DS009	Stairs DS007	Floating Docks DS001	Ramp 1 DS002	Ramp 2 DS003	Bathroom and Laundry Building BD009	Building BD008	Floating Docks DS006	Ramp DS005	Main Dock DS004
Electrical	\$ -	\$ -	\$ -	\$ 385,199	\$ -	\$ -	\$ 4,147	\$ 9,466	\$ -	\$ -	\$ -
Exterior Enclosure	\$ 8,298	\$ -	\$ 7,780	\$ 70,536	\$ -	\$ -	\$ 11,359	\$ 5,543	\$ 5,187	\$ -	\$ 26,814
Fire Protection	\$ 1,777	\$ -	\$ -	\$ 8,886	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 889
Interior Construction and	\$ -	\$ -	\$ -	\$ 64,778	\$ -	\$ -	\$ 2,015	\$ 2,776	\$ -	\$ -	\$ 24,625
HVAC System	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 9,345	\$ -	\$ -	\$ -	\$ -
Plumbing System	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 9,007	\$ -	\$ -	\$ -	\$ -
Site	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 73,494	\$ -	\$ 379,962
Structure	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Sub-Total	\$ 10,076	\$ -	\$ 7,780	\$ 529,400	\$ -	\$ -	\$ 35,874	\$ 17,785	\$ 78,680	\$ -	\$ 432,290
Total	\$		17,855	\$			583,059	\$			510,970

Figure 16
52 Steps Dock Assets



Small Craft Harbour - 52 Steps Dock		
Asset ID	Description	20-Year Capital Investment Cost
DS007	Stairs	\$ 167,200
DS008	Floating Docks	\$ 105,300
DS009	Ramp	\$ -
TOTAL		\$ 272,500

Figure 17 Inner Boat Basin Assets



Small Craft Harbour - Inner Boat Basin			
Asset ID	Description	20-Year Capital Investment Cost	
DS001	Floating Docks	\$	1,790,200
DS002	Ramp 1	\$	47,000
DS003	Ramp 2	\$	47,000
BD008	Building	\$	78,400
BD009	Bathroom & Laundry Building	\$	220,000
TOTAL		\$	2,182,600

Figure 18
Whiskey Dock Assets



Whiskey Dock		
Asset ID	Description	20-Year Capital Investment Cost
DS004	Main Dock	\$ 491,700
DS005	Ramp	\$ 40,300
DS006	Floating Dock	\$ 83,900
TOTAL		\$ 615,900

The 20-year renewal costs for 52 Steps, Inner Boat Basin, and Whiskey Dock are presented respectively in Figures 19, 20 and 21 below. These fundings estimates indicate that the DFO will require a 20-year average annual investment of approximately \$13,600 and \$109,100, for 52 Steps and Inner Boat Basin, respectively. On the other hand, the 20-year average annual investment estimated for Whiskey Dock is approximately \$30,800 and is the responsibility of the District.

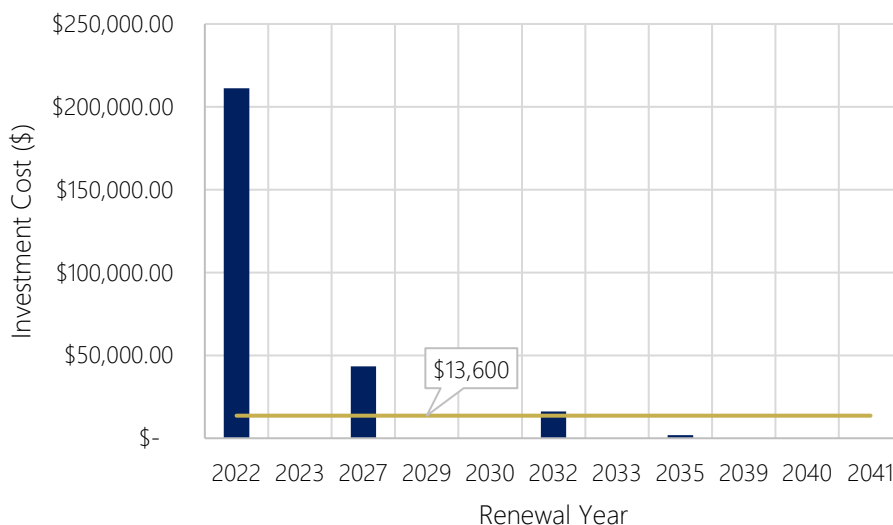


Figure 19. 20 Year Harbour Funding Needs – 52 Steps

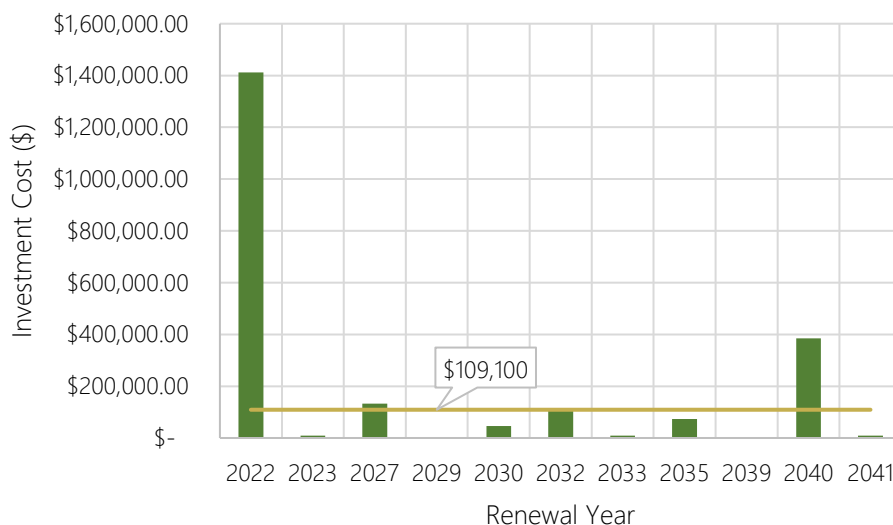


Figure 20. 20 Year Harbour Funding Needs – Inner Boat Basin

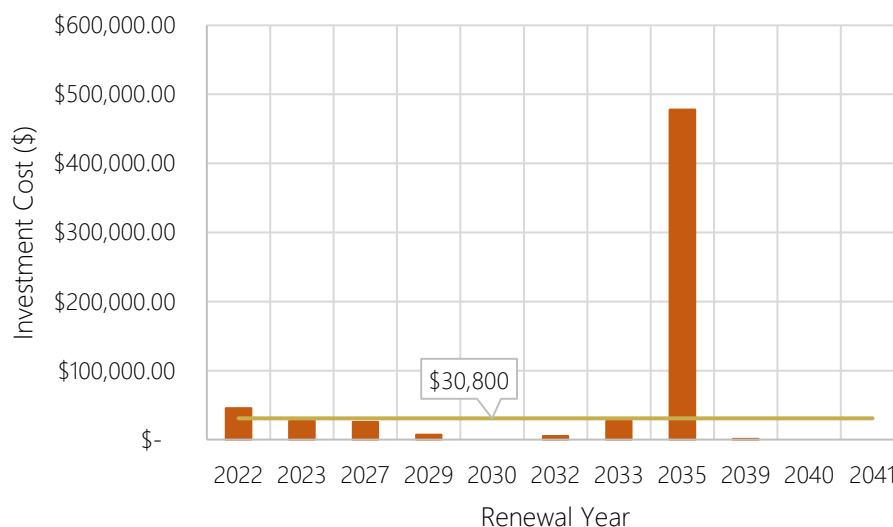


Figure 21. 20 Year Harbour Funding Needs – Whiskey Dock

It should be noted that the VFA's reports were reviewed by District staff, who are well versed in the District's harbour operations and overall conditions. Through this review, they identified several discrepancies between the report's findings and the realities of the docks' condition, specifically assets at the Inner Boat Basin and the renewal periods provided for select assets. This is likely due the inconsistency between the District's maintenance practices which address repairs on an as-and-when needed basis, rather than lump sum, as suggested by VFA's assessment approach above. As a result, the short-term estimates derived from the VFA assessment are appearing higher than experience is indicating, largely due to premature and lump sum renewal dates identified by the VFA. This comparison of theoretical renewal timing (VFA assessments) and actual renewal experience (e.g., Harbour Master's knowledge) demonstrates that the VFA assessments are better suited as a high-level, long-term planning tool to assist the District with capital planning and should not be relied upon to inform short-term investment needs if other data is available. Moreover, this assessment reinforces the need for condition assessments to be coupled with local knowledge of harbour assets.

2.2.3 SUMMARY: SHORT- AND LONG-TERM INVESTMENT NEEDS

A key distinction between the approaches taken in the assessments above is that the DFO-initiated assessments (Pelagic; Moffatt & Nichol) reported asset conditions on an individual basis, while the District-initiated assessment (VFA) grouped together common assets at key locations. Our understanding is that the VFA approach does not align well with the short-term realities of the District's harbour maintenance practices, where assets are renewed and maintained on an as-and-when needed basis, rather than all at once. Because of these variations in approach, the Pelagic and Moffatt & Nichol assessments result in more accurate short-term investment needs, while the VFA report is better suited for high-level, long-term capital planning. These findings support the recommendations for short and long-term investments below.

2.2.3.1 Short-Term Investment Needs

Based on the estimates completed by Pelagic Technologies, DFO will need approximately **\$141,700** for **52 Steps** in 2022 (**Section 2.2.1.1**). This assumes that all other immediate asset needs identified in the report have been resolved by either the District or the DFO.

In 2022, the District will need approximately **\$4,300** for the **Inner and Outer Boat Basin** based on the pile cleaning estimates identified in the Moffatt & Nichol condition assessment (**Section 2.2.1.2**). This assumes that all other immediate and shorter-term asset needs identified in the report have been resolved by either the District or the DFO.

It is recommended that the District complete a comparison of recent repair and renewal actions taken at Small Craft Harbour (52 Steps and Inner and Outer Boat Basin) and compare them against the short-term action items identified in both reports completed by Pelagic Technologies and Moffatt & Nichol (**Appendix C**) to identify any outstanding asset needs. Note, any outstanding items related to capital expenses should be the responsibility of the DFO while operation and maintenance responsibilities are that of the District.

The short-term average annual investment needed for **Whiskey Dock** is approximately **\$18,100**. This has been determined based on VFA estimates and uses the short-term (2021-2025) average annual investment needs, as determined in **Section 2.2.2, Table 3**. The VFA assessment has been used for short-term capital planning in this case due to the absence of more detailed and accurate condition assessments. It is recommended that an immediate needs assessment be complete for Whiskey Dock that follows a similar approach to that of Pelagic's or Moffatt & Nichol's which will provide a more accurate understanding of the short-term investments needs for Whiskey Dock. All costs associated with Whiskey Dock are the responsibility of the District.

2.2.3.2 Long-Term Investment Needs

All long-term investment needs are informed by the 20-year average annual investment needs (**Section 2.2.2, Figures 18, 19 and 20**) determined using VFA's assessments and are summarized below:

- ▶ Small Craft Harbour – 52 Steps: **\$13,600** (DFO responsibility)
- ▶ Small Craft Harbour – Inner Boat Basin only: **\$109,100** (DFO responsibility)
- ▶ Whiskey Dock: **\$30,800** (District responsibility)

It is recommended that the District engage VFA or an equivalent service provider to complete a condition assessment of the Outer Boat Basin which identifies the long-term investment needs for this asset. Completion of this assessment will round-out the District's understanding of the long-term needs at Small Craft Harbour.

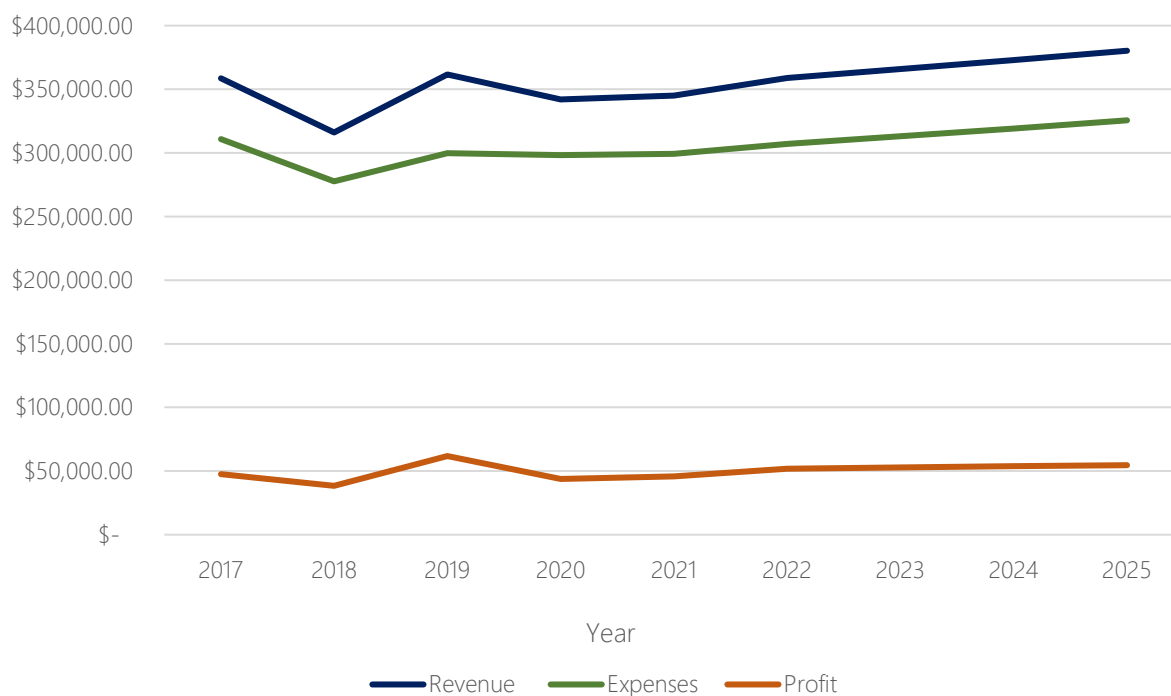
2.3 OPERATING REVENUES AND EXPENSES

Table 6 and Figure 22 below provide a comparison of tracked harbour expenses and revenue generated from the Inner and Outer Boat Basin, Whiskey Dock, and 52 Steps Dock from 2017-2020, with projections forecasted until 2025. A complete itemized list of expenses and revenue sources can be found in Appendix E. The results of this analysis demonstrate that the average annual profit across the harbours over the past four years was approximately **\$48,000** and is anticipated to increase to an estimated average of **\$49,900** per year for the next 5 years, given the District's expense and revenue projections.

Table 6. Historic and Forecasted Harbour Expenses and Revenue

	Expenses	Revenue	Profit
2017	\$310,850	\$358,850	\$48,000
2018	\$277,650	\$316,050	\$38,400
2019	\$299,800	\$361,800	\$62,000
2020	\$298,300	\$342,000	\$43,700
Historic Average	\$296,650	\$344,675	\$48,025
2021	\$299,150	\$344,900	\$45,750
2022	\$307,000	\$358,850	\$51,850
2023	\$313,050	\$365,850	\$52,800
2024	\$319,200	\$372,950	\$53,750
2025	\$325,600	\$380,250	\$54,650
Forecasted Average	\$304,750	\$354,600	\$49,900

Figure 22. Historic and Forecasted Expenses and Revenue



2.3.1 FISCAL PLANNING FOR HARBOUR INFRASTRUCTURE MAINTENANCE

Within the forecasted expenses, the District has specified repair and infrastructure costs over the next 4 years (2022-2025). These expenses relate to the ongoing operation and maintenance costs (e.g., painting, re-decking, repairing stairs etc.) of Small Craft Harbour's 52-Steps, and Inner and Outer Boat Basins and Whiskey Dock, all of which are the responsibility of the District. The 4-year expense projections total roughly:

- ▶ **\$33,600** for Small Craft Harbour (Inner and Outer Boat Basin), and
- ▶ **\$12,600** for Whiskey Dock

No infrastructure and repair expenses have been projected as part of this report for 52-Steps, however, District staff have indicated that annual expenses are typically around \$800 - \$1,000. Therefore, over the next 4-years the District should budget approximately **\$4,000** for repair and infrastructure costs at 52-Steps.

SECTION 3.0

WHAT WE HEARD: SUMMARY OF ENGAGEMENT



3.1 COMMUNITY ENGAGEMENT

A key aspect of this Harbour Master Plan (HMP) update has been the engagement of a broad range of partners and stakeholders to both inform the community while also receiving valuable feedback from partners and stakeholders. This will ensure that the HMP reflects the needs and desires of the people who use and most depend on Ucluelet's Harbour for their livelihood, quality of life, and various other purposes.

3.1.1 PUBLIC ENGAGEMENT: INTERACTIVE MAP AND SURVEY

Public engagement activities (summarized in **Appendix F**) were promoted through the District website and social media, along with paper posters distributed at some key locations within the community. As a result of the COVID-19 pandemic, engagement for the project was primarily conducted online through the development of an *ESRI StoryMap* tool, which included an interactive map and survey through which participants provided:

- ▶ Input on current uses, opportunities, and constraints
- ▶ Recommendations for the future use of the Harbour

Paper surveys were also available upon request from the District Office and the Harbour Master's office; these responses have been digitized and are included within the overall survey results. The survey and interactive map were open from November 1 to December 13, 2020 and included:

- ▶ 43 survey responses
- ▶ 30 annotated points placed geographically on the interactive map

3.1.2 PARTNER & STAKEHOLDER ENGAGEMENT: VIRTUAL WORKSHOPS

Following the initial survey and interactive mapping exercise, four (4) virtual workshops were conducted on March 31 and April 15, 2021. Representatives from 22 key local stakeholders and community partners, who were contacted individually to participate, were able to attend the virtual workshop sessions, including:

- ▶ Workshop 1 – **Business Community**
- ▶ Workshop 2 – **Commercial Fishers** (incl. Department of Fisheries and Oceans)
- ▶ Workshop 3 – **Service Providers** (incl. Yuułuᑭiᑭᑭᑭᑭ First Nation)
- ▶ Workshop 4 – **Nature / Adventure Groups**

Urban Systems led the overall engagement, with District, Harbour and Tourism staff also contributing directly. The intent of these sessions was to better understand the results of the initial public engagement, as well as the specific vision, needs, and desires of these groups (refer to **Appendix G** for full summary).

3.2 CURRENT CHALLENGES

The following summary of current challenges has been derived from *Section 3.1 – Community Engagement* above (also see **Appendix F**), other existing District strategic and technical documents (such as the 2017 Economic Development Strategy), through ongoing discussions with and guidance from District staff and leadership. These challenges include but are not limited to the following:

- ▶ Harbour Asset Management Planning
- ▶ Capacity Constraints
- ▶ Physical Condition of Harbour Facilities
- ▶ Balancing Demands of User Groups
- ▶ Increased Harbour Use
- ▶ Seasonal Harbour Use
- ▶ Environmental Impacts
- ▶ Private Moorage Buoys and Anchorages

3.2.1 HARBOUR ASSET MANAGEMENT PLANNING

Harbour facilities require regular maintenance and upkeep, which can be difficult for a community the size of Ucluelet to sustain on its own without charging uncompetitive rates to harbour users. It is therefore paramount for the District and Harbour Authority to be able to develop sustainable funding mechanisms involving contributions from users and senior levels of government, in addition to ongoing asset management planning efforts.

Planning for consistent and regular condition assessments - by identifying individual components and specify remaining lifecycle and replacement costs - will improve the accuracy of long-term forecasting and ability to meet community and industry needs. Also refer to:

- ▶ *Section 2.2 - Existing Marine Infrastructure Assessment And Renewal*
- ▶ *Section 2.3 – Operating Revenues and Expenses*
- ▶ Deferred infrastructure maintenance identified through the *Capital Needs Assessment Summary* within *Section 2.2.3* above (DFO responsibility).

3.2.2 CAPACITY CONSTRAINTS

We have heard that several District-managed harbour facilities are strained to accommodate the number and variety of harbour users, particularly during high season (May to October), resulting in congestion in key areas like the Inner and Outer Boat Basins. This issue is partly due to physical constraints of the harbour, with limited space to expand without investing in substantial measures such as manipulation of the foreshore or the purchase of additional water lots. The harbours are also affected by ongoing changes in marine-based industry. For instance, the size of commercial fishing vessels has increased since the current infrastructure was established, making it challenging for the commercial fleet to raft at busy times of the season.

As traffic in District-controlled harbour areas continues to grow, additional challenges related to capacity and condition of harbour infrastructure will require further discussion and collaboration with DFO, the community and others. For example, how to fund and prioritize facility maintenance and upgrades while managing user needs and mitigating impacts to the local environment. The District might also consider a potential role for the existing private marinas (e.g. Island West Resort) in helping alleviate capacity constraints during high season.



Image 4. Commercial vessels moored at the Outer Boat Basin

3.2.3 PHYSICAL CONDITION OF HARBOUR FACILITIES AND AMENITIES

The deteriorating physical condition of the harbour facilities - including foreshore infrastructure - has been a long-term issue in Ucluelet's harbours. For example:

- ▶ There is a concern that 52 Steps and the Whiskey Dock are both absorbing excessive wear and tear through the pounding of large vessels that are using those facilities for lack of a more suitable alternative. The District has been working to mitigate these impacts through the installation of additional steel pilings.
- ▶ The pedestrian facilities along the harbourfront could be enhanced, for example through widened walkways and improved accessibility at key public connections to the water.
- ▶ Numerous users shared that the Pat Leslie Memorial Boat Launch is not functional at low tide and that the vehicle circulation and trailer parking could be significantly improved.



Image 5. Harbour Walk along the Inner Boat Basin

3.2.4 BALANCING NEEDS AND ASPIRATIONS OF USER GROUPS

As a result of limited space in Ucluelet Inlet, the harbour's facilities can only accommodate a limited amount of moorage and traffic at any point in time. As growth continues among most harbour user groups, competition over harbour space will increase and may therefore require accelerating planned expansions. Any future measures must evaluate the space required for recreational vessels, commercial and tourism operators, industrial uses, and service providers. Refer to *Section 3.1 – Community Engagement* (and related **Appendix C**), along with *Section 4.2 – Recommended Priorities* for more information around harbour users' functional and programmatic needs.

3.2.5 INCREASED HARBOUR USE

Ucluelet's harbours have experienced steady growth in use over recent years, including greater numbers of commercial and tourism operators, paddleboarders and kayakers all seeking to access to harbour-related infrastructure and services. Should this trend continue, further pressure will be placed on Ucluelet's harbours, as well as on land-based parking and pedestrian facilities.

3.2.6 SEASONAL HARBOUR USE

Seasonality is a common factor among Ucluelet's economy and is reflected in the use of the harbour. The 'high season' (for both tourists and industry - approximately May through October), is often when harbour congestion and space limitations are most acutely experienced, leading to safety concerns and occasional friction between harbour users. It is also important to understand the variability of the commercial fishing season – as both the annual regulations and the timing of fish migrations for multiple species will affect how and when the District-managed harbours are used.



Image 6. A commercial fishing vessel in Ucluelet Harbour

3.2.7 ENVIRONMENTAL IMPACTS

The District of Ucluelet is committed to marine conservation and ensuring environmental sustainability in harbour facilities. Mitigating the environmental impacts of the working harbour is an ongoing challenge that is strained by increased harbour use. Known environmental risks and concerns include:

- ▶ Sewage from pump outs at Outer Boat Basin:
 - The pump out is currently operating as designed and is sufficient for meeting user demand. Electrical components require periodic renewal as a result of natural degradation due to saltwater exposure
- ▶ Degrading foam floatation devices
- ▶ Abandoned or derelict vessels, sometimes releasing toxic fluids
- ▶ Conflicts with marine mammal populations
- ▶ Stormwater contamination at Inner Boat Basin:
 - Given the natural topography of the area and three direct outfalls to the Inner Basin, contamination events requiring mitigation occur every few years, with more minor events (e.g. oil leaks in parking lots making their way to the harbour) occurring more frequently
- ▶ Damage to local ecosystems due to shoreline manipulation and introduction of invasive species

Refer to *Section 3.1 – Community Engagement* (and related **Appendix C**), as well *Section 3.2.9 Marine Conservation And Marine Protected Areas (MPA's)* for additional current / historical context and resources.



Image 7. Sea lions resting on dock infrastructure near Sea Plane Base

3.2.8 PRIVATE MOORAGE BUOYS AND ANCHORAGES

There are noted community concerns and impacts regarding those who decide to anchor or moor throughout the Ucluelet Inlet (i.e. private moorage within federal Crown waters), particularly an increase in derelict boats and those setting up permanent anchorage.

The District may wish to explore the development of harbour bylaws to regulate this behaviour and help limit impacts on the marine environment, however due to the nature and use of the Ucluelet Inlet, there are multi-jurisdictional issues to consider. Further to *OCP Policy 3.130* described within *Section 1.2.5 - Marine Conservation and Marine Protected Areas* above, the development of a “Healthy Inlet / Safe Harbour” management plan for the Ucluelet Inlet will provide a coordinate approach to clean-up and avoiding future contamination (sewage, plastics, derelict vessels, etc.), as well as a coordinated policy for liveaboard moorage and sewage disposal.



Image 8. A semi-submerged, derelict vessel in the Ucluelet Inlet

3.3 SUMMARY OF OPPORTUNITIES

As a key service centre supporting the commercial, industrial, and recreational marine communities, the District-managed harbours provide numerous opportunities to contribute to the region's maritime economy while fostering relationships with regional and national partners. The following summary of current opportunities has been derived from *Section 3.1 – Community Engagement* above (also see **Appendix F**), other existing District strategic and technical documents, and through ongoing discussions with and guidance from District staff and leadership:

- ▶ Commercial Fishing
- ▶ Tourism
- ▶ Recreation
- ▶ Marine Industrial
- ▶ Commercial Interests

3.3.1 COMMERCIAL FISHING

The Harbour Authority continues to support commercial fishing activities. Although the trends impacting commercial fishing are beyond the District's direct control, the continuation and/or improvement of services, supports and shore-based value-added processing may allow for an expanded volume of commercial fishing. This is also true for aquaculture operations, which require shore-based services and supports. In particular, expanded seafood processing and other value-added services may help the District attract further investment and job growth.



Image 9. Spooled fishing nets aboard a commercial vessel at Outer Boat Basin

3.3.2 TOURISM

Expanded marine-based tourism. Significant potential for increased and sustainable employment opportunities and economic growth are present in the ever-expanding tourism market on Vancouver Island. With visitors arriving by land, boat or air, Ucluelet's unique coastal setting provides opportunity to expand in the marine tourism market. Tourists arriving by boat often look for temporary moorage in the District's harbours, accessing services and participating in local tourist offerings. However, tourists arriving by land participate in a wider offering of marine-based activities that utilize the District's harbours to a greater degree, such as fishing charters, wildlife tours, or recreational kayaking (current), or a fish market, harbour taxi, etc. (future).

Expanded floatplane service. Floatplanes do not currently fly from Ucluelet on a scheduled basis, though charter flights can and do land in the harbour. There is currently a floatplane docking area at Whiskey Dock, as well as private floatplane moorage at the Inner Boat Basin. The market viability of expanded floatplane service is beyond the purview of the Harbour Master Plan; however it is typically seen as a popular option for business trips and tourist connections (e.g. Vancouver, Victoria, Nanaimo).

Unlike some other coastal communities, floatplane traffic does not consistently serve Ucluelet. Charter flights can land in the harbour and dock at facilities at the Seaplane Dock or the Whiskey Dock. Despite the obvious benefits for resident, business, and visitor connections to communities around Vancouver Island and the South Coast, the market viability of expanding floatplane service to Ucluelet is currently unclear.



Image 10. Sea kayak tourism operator at the Inner Boat Basin

3.3.3 RECREATION

Recreational users make up a significant portion of harbour users. This group is comprised of residents and visitors who use harbour facilities throughout the year to launch kayaks and paddleboards, moor recreational fishing vessels and pleasure craft or meet up with friends and family along the waterfront. Recreational vessels use most public harbour facilities to access the waters around the Ucluth Peninsula and Barkley Sound, attracted by the region's spectacular setting and renowned water-based recreational opportunities. The draw of local marine environments mean that recreational uses and access inherently overlap with tourism and commercial interests.



Image 11. A sailboat moored in Ucluelet Inlet

3.3.4 MARINE INDUSTRIAL

Industrial uses have long been part of Ucluelet's working harbour and are an essential component of current and future harbour activities. Fish processing, ice plants, haul-out facilities, marine repair and manufacturing, and fuel services are among the key marine industrial uses. District policy supports these existing uses and identifies opportunities to expand marine industrial uses around Seaplane Base Road. Marine industrial uses will therefore continue to support harbour operations moving forward and will be an important component of Ucluelet's economic growth and associated employment opportunities.

3.3.5 COMMERCIAL INTERESTS

A variety of businesses operate within the District's harbour that serve local and visitor needs. Businesses from the tourism, seafood, and natural resource sectors play an important role in creating a vibrant and economically sustainable harbour. Commercial fishing continues to play an important and active role in daily harbour operations, generating significant economic activity in the District while also emphasizing the working nature of Ucluelet's harbours. Much of the commercial activity in Ucluelet takes place at the water's edge, making the harbourfront central to the District's economy both on land and on the water. Future land-based development along the harbourfront, such as the Village Square redevelopment near Whiskey Dock, should continue further emphasize this connection between land and sea and its importance to sustainable livelihoods in Ucluelet.



Image 12. The Ukee Ice facility along the Ucluelet harbourfront



SECTION 4.0

**HARBOUR
MASTER PLAN**



The Harbour Master Plan identifies both challenges and opportunities to improve harbour management, access, infrastructure, and services, while also supporting marine conservation and reconciliation. The guiding principles and recommendations provided within this HMP are intended to inform and support future decision-making in ensuring that the waters and land around Ucluelet's harbour are sustainable over the long-term.

4.1 GUIDING PRINCIPLES

Through discussions with the public, harbour stakeholders, and community partners and the guidance provided by other District plans and strategies, the following guiding principles were identified as the foundation for the Harbour Master Plan:



4.2 HARBOUR PRIORITIES AND RECOMMENDATIONS

Building upon the summary of challenges and opportunities and in alignment with the guiding principles outlined above, priorities and recommendations for District-managed harbours are outlined below:

- ▶ **Overall Harbour Recommendations:**
 - Supporting Reconciliation
 - Environmental Protection
 - Harbour Management and Operations
 - Commercial and Recreational Access
 - Pedestrian and Visitor Experience
- ▶ **Small Craft Harbour:**
 - Inner Boat Basin
 - Outer Boat Basin
 - 52 Steps Dock
- ▶ **District Harbour Assets:**
 - Whiskey Dock (Main Street Wharf)
 - Pat Leslie Memorial Boat Launch
 - Alder Street Park



Image 13. Pedestrians out for a stroll at the Outer Boat Basin

To inform financial planning and focus District efforts, the proposed recommendations have been prioritized as follows:

- ▶ **Ongoing**
- ▶ **Short-term** (5 years; 2021-2025)
- ▶ **Medium-term** (10 years; 2026-2030)
- ▶ **Long-term** (20 years; 2031-2040)

Further information regarding roles and responsibilities associated with these recommendations (i.e. District of Ucluelet versus Department of Fisheries and Oceans) is provided within *Section 5.0 – Priorities for Short-Term Implementation*.

4.2.1 OVERALL HARBOUR RECOMMENDATIONS

The following recommendations apply to all of the District-managed harbours (unless otherwise stated).

Supporting Reconciliation		Priority
1	Continue to build and strengthen the relationship between the District of Ucluelet and local First Nation communities (Yuułuᑦiᑦᑭᑦᑭᑦᑭᑦᑭᑦ and 'tukwaaᑭᑦᑭᑦᑭᑦᑭᑦ), to: <ul style="list-style-type: none"> • Foster and balance sustainable economic development in and around District-managed harbours in this time of reconciliation; • Build and strengthen the relationship between the municipality and indigenous communities with a spirit of neighbourliness and mutual support, in this time of reconciliation. 	Ongoing
2	Together with DFO, explore opportunities to include Indigenous partners in decision-making within the governance structure of the Harbour Authority.	1

Environmental Protection		Priority
1	Together with the local community, Yuułuᑦiᑦᑭᑦᑭᑦᑭᑦᑭᑦ and 'tukwaaᑭᑦᑭᑦᑭᑦᑭᑦ (and regional, provincial, and federal governments), develop a strategy for the protection of sensitive marine and foreshore ecosystems in and around the Ucluelet Harbour, including a system for the monitoring and reporting of environmental performance.	Ongoing
2	Assess and seek to remove derelict vessels and noxious debris from within Harbour Authority facilities, to prevent environmental harm and improve harbour safety.	Ongoing
3	Identify opportunities to study the impacts of climate change on harbour assets and infrastructure, including potential partnerships with organizations and institutions.	Ongoing
4	Provide additional receptacles for solid waste at high traffic areas adjacent to harbour facilities.	1

5	Conduct regular underwater inspections surrounding all public harbour facilities to find and remove possible environmental contaminants.	2
6	Ensure all new harbour development and expansion utilizes sustainable, low-impact materials, with the intent of eliminating the use of non-degradable plastics (refer to <i>Marine Shoreline DPA VII within 2020 DRAFT OCP</i>).	2
7	Implement programs and supporting facilities (e.g. wash stations at all public boat launches) to limit the spread of invasive species in Ucluelet's harbours.	2
8	Evaluate opportunities to provide purpose-built haul-out structures for local sea lion populations to avoid damage or interference with harbour assets.	3
9	Consider potential stormwater quality treatment opportunities at outfall locations along the Inner Basin to protect the long-term health of the harbour.	3
10	Explore opportunities to naturalize or enhance habitat along sections of the harbour previously disturbed or contaminated by former development or other human activities, including opportunities for interpretive signage in unique areas such as the mud flats.	3

Harbour Management and Operations		Priority
1	Work with the Ucluelet Harbour Authority and Department of Fisheries and Oceans (DFO) to ensure effective ongoing management of the Small Craft Harbour (SCH) and other harbour assets.	Ongoing
2	Continue to collect harbour usage and financial data and seek opportunities to implement systems that improve data collection and monitoring.	Ongoing
3	Undertake an updated and detailed inventory, hierarchy of needs and financial assessment of District owned harbour assets at regular intervals (i.e. every 5 years) to prioritize identified projects and ensure adequate funding allocation for needed improvements.	1
4	Continue to evaluate opportunities to establish and develop improved / additional harbour infrastructure suitable for regular floatplane service.	2
5	Evaluate potential location(s) to provide the opportunity for liveaboard moorage, including the identification of water lots best suited to float home communities.	3



Image 14. The Ucluelet Harbour Master's office

Commercial and Recreational Access		Priority
1	Work with emergency service providers to ensure adequate access for emergency services for land-based and water-based emergency response at key locations in the harbour, including emergency-service-only parking areas.	1
2	Explore opportunities to increase and improve public access to the Ucluelet harbours and surrounding marine areas through District-owned lands.	2
3	Expand short-term and long-term vehicle parking capacity and improve options for boat trailer parking near key locations.	2
4	Explore the feasibility of establishing a regular water taxi service between key locations within the harbour and other important destinations on both sides of the Ucluelet Inlet (per 2020 DRAFT OCP).	3
5	Assess opportunities to develop new harbour accesses, infrastructure, parks, etc. as new development takes places along the harbourfront.	3

Pedestrian and Visitor Experience		Priority
1	Improve the pedestrian experience along the waterfront, including access to commercial and recreational uses. Assess existing pedestrian infrastructure to understand replacement, repair, and maintenance needs and costs.	Ongoing
2	Work with landowners, partners and stakeholders to develop a continuous harbourfront pedestrian pathway from the Village Green to Olsen Bay. The pathway should connect to the existing and future segments of Harbour Walk and the Safe Harbour Trail where possible.	Ongoing
3	Preserve views of the harbour and develop new viewpoints at locations identified within the 2020 DRAFT Official Community Plan.	Ongoing
4	Introduce new wayfinding signage identify pathways, key locations, and public facilities along the harbourfront, along with informational signage to educate users and visitors about and safe use of Ucluelet's harbours and waters and accompanying etiquette where applicable.	2
5	In coordination with the wayfinding approach and in collaboration with local First Nations, the Ucluelet Aquarium, and other key stakeholders, develop and implement an interpretive signage program along the Harbour that explores and shares the historical and environmental significance of Ucluelet's harbours.	2

4.2.2 SMALL CRAFT HARBOUR

Ucluelet's Small Craft Harbour is central to the District's working harbour, providing opportunities for recreational, commercial and First Nation fisheries, as well as industrial uses. The Small Craft Harbour is comprised of the dock facilities known as the *Inner Boat Basin*, *Outer Boat Basin*, and *52 Steps Dock*. It is owned by the Department of Fisheries and Oceans (DFO) and managed by the Ucluelet Harbour Authority. The Small Craft Harbour is the largest marina in Ucluelet and is the primary center for commercial, recreational, and public marine uses. The facility offers approximately 1,150 linear meters of moorage floats and offers the safest moorage in Ucluelet.

The Inner Boat Basin's float spacing allows rafting of vessels on either side while maintaining lane navigation. Sixteen (16), 6.5-metre finger long floats offer moorage for smaller vessels on the west side of the main float. The Outer Boat Basin supports larger commercial fishing vessels that measure 25 metres on average. As a result, the current structures are prone to significant wear. However, the current condition of the facilities has been evaluated as 'good.'

Due to the natural topography, land access to the 52 Steps Dock is provided via a 52-step stairway with limited upland services (e.g. pay phone). It acts as the District's customs dock, where foreign vessels are provided clearance by federal customs officials. 52 Steps Dock also accommodates a variety of users including large commercial vessels, transient vessels, and liveboards across the existing moorage space of approximately 140 metres.

Each of these assets plays an important role to the function of the harbour, now and in the future. The following recommendations are based on the infrastructure assessments and informed by the community engagement processes outlined in the sections above – and aim to support the increased pressures at SCH while balancing the needs of different groups will be critical over both the short-term and long-term.



Image 15. Signage at the entrance to the Inner and Outer Boat Basins

Inner Boat Basin		Priority
1	Maintain a minimum number of docking slips designated for commercial vessels.	1
2	Implement operational measures to reduce overcrowding around the Inner Boat Basin to ensure comfortable and safe use for all vessels.	2
3	Study parking capacity and turnover in parking lots adjacent to the Inner Boat Basin and Outer Boat Basins to assess the need for expanded parking facilities or parking management measures in the area.	2
4	Explore opportunities to diversify onshore commercial activities (e.g. allocating space for a food truck).	3



Image 16. Recreational and commercial vessels moored at the Inner Boat Basin

Outer Boat Basin		Priority
1	Maintain the Outer Boat Basin as the primary commercial harbour facility in Ucluelet.	Ongoing
2	Work with commercial fishers and service providers to ensure future improvements to the Outer Boat Basin meets the needs of users.	Ongoing
3	Assess the need to reconfigure the Outer Boat Basin parking lot to allow for emergency vehicle access and increased parking capacity.	1
4	Undertake a VFA assessment of the dock infrastructure at the Outer Boat Basin (which was not completed as part of the most recent round of assessments).	3
5	Study additional space needs and improvements required to meet needs at the Outer Boat Basin, including reconfiguration or the possibility of purchasing adjacent water lots to facilitate expansion.	3
6	Consider opportunities to add a historical artifact or interpretive signage to mark the entrance of the Outer Boat Basin and to create continuity in historical points of interest along the harbourfront.	3



Image 17. View of Outer Boat Basin (looking north)

52 Steps Dock		Priority
1	Initiate conversations with DFO to acquire or divest 52 Steps Dock to the District of Ucluelet.	2
2	Explore options to improve access to the 52 Steps Dock for people of all ages and abilities.	3
3	Investigate feasibility of electrical and other required infrastructure upgrades (e.g. parking, sewage pump-out) at the 52 Steps Dock to support commercial fishers and potential houseboats and liveaboards.	3
4	Consider expanding the 52 Steps Dock with dock fingers to increase moorage capacity for smaller vessels.	3
5	Explore potential community amenities that could be implemented at or near the 52 Steps Dock, for example through user / public input and surveys.	3



Image 18. Vessels moored at the 52 Steps Dock

4.2.3 DISTRICT HARBOUR ASSETS

4.2.3.1 WHISKEY DOCK (MAIN STREET WHARF)

Whiskey Dock, also known as the Main Street Wharf, is centrally located along the harbourfront adjacent to the Village Square area. Ownership of the Whiskey Dock was transferred from Transport Canada to the District in 2001. This harbour is comprised of a timber approach and wharf, one gangway, and approximately 70 meters of moorage. Primary uses of the facility include:

- ▶ Offloading of specialty catches (e.g. urchins, prawns)
- ▶ Public access and observation
- ▶ Net minding
- ▶ Community markets
- ▶ Floatplane staging
- ▶ Transport of passengers and freight (e.g. the MV Frances Barkley connects Port Alberni and Ucluelet to other destinations within Barkley Sound)
- ▶ Charter operator moorage
- ▶ Occasional off-loading of fish, although heavy uses are not encouraged at this facility



Image 19. Commercial vessel moored at Whiskey Dock, with Ucluelet Aquarium at left

The long-term focus of the improved harbour will be to support recreational and tourism uses, while limiting commercial vessels to leverage the dock's accessibility and strategic location. The Whiskey Dock will also be an important amenity in support of wider redevelopment around the Village Square (i.e. Village Green), providing access to the harbourfront for locals and visitors alike (e.g. school kids on field trips to the Aquarium). The following recommendations emphasize this important, multi-faceted role in harbour operations and their connection to adjacent land uses.

Whiskey Dock		Priority
1	Maintain Whiskey Dock as a working dock used by large commercial vessels.	Ongoing
2	Accommodate and coordinate safe public use during peak tourist season.	Ongoing
3	Ensure short-term public moorage is maintained for arrival/transfer by visiting vessels, charters and residents accessing town from across the Inlet.	Ongoing
4	Support continued use as the landing space for the MV Frances Barkley ferry.	Ongoing
5	Enhance the Whiskey Dock as a public gathering space and primary wharf for tourism uses that is complementary to future development around Village Square.	2
6	Explore opportunities to diversify adjacent onshore commercial activities (e.g. allocating space for a food truck).	2



Image 20. The Ucluelet Aquarium (right), with access to Whiskey Dock to the left

4.2.3.2 PAT LESLIE MEMORIAL BOAT LAUNCH

The Pat Leslie Memorial Boat Launch is among the most widely used facilities in Ucluelet's harbours. It provides water access for a variety of users; however it is especially important for launching and hauling recreational craft. Currently, the boat launch has several limitations (incl. accessibility at low tides, poor circulation, low supply of trailer parking supply and a lack of supporting amenities).

Pat Leslie Memorial Boat Launch		Priority
1	Upgrade and/or expand the existing boat launch ramp to ensure it is usable at low tides throughout the year, including for large vessels.	1
2	Expand vehicle and trailer parking along Seaplane Base Road and assess the need for circulation improvements - for existing traffic and as new development occurs in adjacent properties.	1
3	Consider supplementing the boat launch with a dock suitable for launching kayaks, paddleboards, and other recreational users.	2
4	Provide a public wash-down facility adjacent to the boat launch, including fresh water service connection.	2
5	Explore opportunities to provide public green space and amenities to support arrival / staging / waiting at the Pat Leslie Memorial Boat Launch.	3
6	Consider implementing a launch / landing / parking fee to regulate use.	3

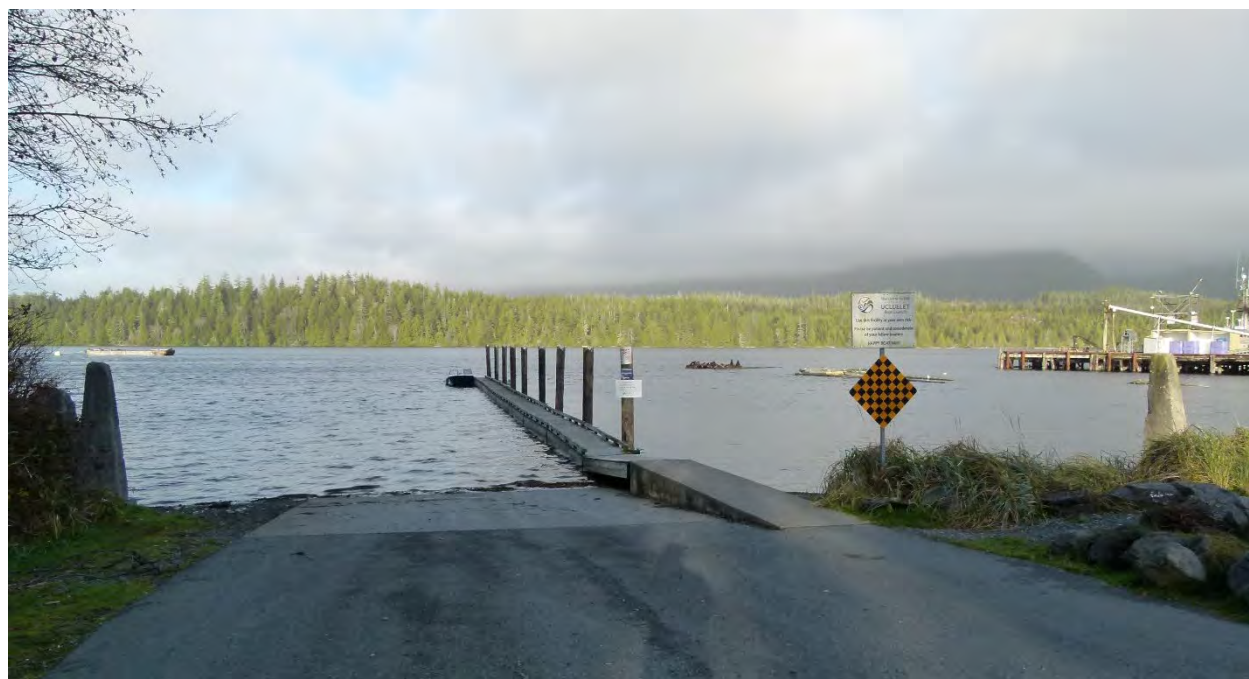


Image 21. Pat Leslie Memorial Boat Launch

4.2.3.3 ALDER STREET PARK

Alder Street Park is a small park located along Ucluelet's southern harbourfront, adjacent to the Ukee Ice manufacturing plant. The park currently provides scenic views across the harbour, as well as seating opportunities and a kayak launch for recreational use. Despite its limited size, the park is noted as an important local resource both in the provision of community open space, recreational amenities, and access to the harbour.

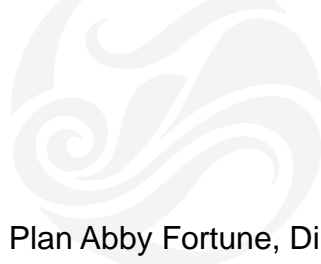
Alder Street Park		Priority
1	Create a kayak launch at the Alder Street Park to ensure safe access for recreational vessels.	1
2	Assess the feasibility of adding a small public dock for recreational use and short-term moorage.	3
3	Explore potential park enhancements, including: <ul style="list-style-type: none"> • Tree planting for shade/screening. • Interpretive signage explaining the purpose, history and importance of the ice plants and marine fuelling facilities along the Inlet. 	3



Image 22. North-east view across Ucluelet Inlet (from Alder Park)

SECTION 5.0

**PRIORITIES FOR
SHORT-TERM
IMPLEMENTATION**



Building upon the general and harbour-specific recommendations outlined within *Section 4.2* above, the following table summarizes the ongoing and short-term priorities for implementation over the following 5 years (2021 to 2025). While a ‘responsible party’ has been identified to lead the short-term priorities identified below, ongoing communication and collaboration between the District, DFO and community partners and stakeholders will be the catalyst for successful long-term outcomes for the Harbour.

Supporting Reconciliation	Responsibility	Priority
<p>Continue to build and strengthen the relationship between the District of Ucluelet and local First Nation communities (Yuułuᑦiᑦᑦᑦᑦᑦ and ‘tukwaaᑦᑦᑦ) to:</p> <ul style="list-style-type: none"> • Foster and balance sustainable economic development in and around District-managed harbours in this time of reconciliation • Build and strengthen the relationship between the municipality and indigenous communities with a spirit of neighbourliness and mutual support, in this time of reconciliation. 	Ucluelet Harbour Authority (UHA)	Ongoing
<p>Explore opportunities to include Indigenous partners in decision-making within the governance structure of the Harbour Authority.</p>	UHA Yuułuᑦiᑦᑦᑦᑦᑦ ‘tukwaaᑦᑦᑦ DFO	1
Environmental Protection	Responsibility	Priority
<p>Work with the local community, Yuułuᑦiᑦᑦᑦᑦᑦ and ‘tukwaaᑦᑦᑦ, as well as regional, provincial, and federal governments to develop a strategy for the protection of sensitive marine and foreshore ecosystems in and around the Ucluelet Harbour.</p>	District	Ongoing
<p>Assess and seek to remove derelict vessels and noxious debris from within Harbour Authority facilities, to prevent environmental harm and improve harbour safety.</p>	UHA / DFO	Ongoing
<p>Identify opportunities to study the impacts of climate change on harbour assets and infrastructure, including potential partnerships with organizations and institutions.</p>	All	Ongoing
<p>Provide additional receptacles for solid waste at high traffic areas adjacent to harbour facilities.</p>	District Parks	1

Harbour Management and Operations	Responsibility	Priority
Work with the Ucluelet Harbour Authority and Department of Fisheries and Oceans (DFO) to ensure effective ongoing management of the Small Craft Harbour (SCH) and other harbour assets.	District	Ongoing
Continue to collect harbour usage and financial data and seek opportunities to implement systems that improve data collection and monitoring.	District	Ongoing
Undertake an updated and detailed inventory, hierarchy of needs and financial assessment of District owned harbour assets at regular intervals (i.e. every 5 years) to prioritize identified projects and ensure adequate funding allocation for needed improvements.	District	1
Commercial and Recreational Access	Responsibility	Priority
Work with emergency service providers to ensure adequate access for emergency services for land-based and water-based emergency response at key locations in the harbour, including emergency-service-only parking areas.	District	1
Pedestrian and Visitor Experience	Responsibility	Priority
Improve the pedestrian experience along the waterfront, including access to commercial and recreational uses. Assess existing pedestrian infrastructure to understand replacement, repair, and maintenance needs and costs.	District Parks	Ongoing
Work with landowners, partners and stakeholders to develop a continuous harbourfront pedestrian pathway from the Village Green to Olsen Bay. The pathway should connect to the existing and future segments of Harbour Walk and the Safe Harbour Trail where possible.	District Planning + Parks	Ongoing
Preserve views of the harbour and develop new viewpoints at locations identified within the 2020 DRAFT Official Community Plan.	District	Ongoing

Inner Boat Basin	Responsibility	Priority
Maintain a minimum number of docking slips designated for commercial vessels.	District / DFO	1
Outer Boat Basin	Responsibility	Priority
Maintain the Outer Boat Basin as the primary commercial harbour facility in Ucluelet.	District / DFO	Ongoing
Work with commercial fishers and service providers to ensure future improvements to the Outer Boat Basin meets the needs of users.	DFO / District	Ongoing
Assess the need to reconfigure the Outer Boat Basin parking lot to allow for emergency vehicle access and increased parking capacity.	District	1
Whiskey Dock	Responsibility	Priority
Maintain Whiskey Dock as a working dock used by large commercial vessels.	District	Ongoing
Accommodate and coordinate safe public use during peak tourist season.	District	Ongoing
Ensure short-term public moorage is maintained for arrival/transfer by visiting vessels, charters and residents accessing town from across the Inlet.	District	Ongoing
Support continued use as the landing space for the MV Frances Barkley ferry.	District	Ongoing
Pat Leslie Memorial Boat Launch	Responsibility	Priority
Upgrade and/or expand the existing boat launch ramp to ensure it is usable at low tides throughout the year, including for large vessels.	District	1
Expand vehicle and trailer parking along Seaplane Base Road and assess the need for circulation improvements - for existing traffic and as new development occurs in adjacent properties.	District	1
Alder Street Park	Responsibility	Priority
Create the kayak launch at the Alder Street Park to ensure safe access for recreational vessels.	District	1

Meeting	Meeting Item Description	Resolution Text	Description	Follow-Up Status
17-Sep-19	Scale Educational Component	THAT HA directs Staff to collaborate with the Ucluelet Aquarium to develop an educational component which will accompany the scale installed at the Small Craft Harbour.	Staff to collaborate with the Ucluelet Aquarium to develop an educational component which will accompany the scale installed at the Small Craft Harbour.	Completed: signs will be rehung for Spring Break
16-Feb-21	Ucluelet Harbour Authority Project Budget	THAT HA directs staff to provide a report regarding improvements to the public boat launch intended to solve issues with use during low tides.	Present Report to HA	In Progress: proposal/study to be presented at May 17 HA to improve the Pat Leslie Boat Launch.
04-May-21	Harbour Manager Report - May 4, 2021 Update Kevin Cortes, Harbour Manager	THAT HA direct Staff provide a report to HA donations at the Pat Leslie Boat Launch.	Present report regarding donation box at the Pat Leslie Boat Launch.	In progress: signage installed completed for parking, report to come regarding potential donation box
07-Sep-21	Ucluelet Small Craft Harbour Service Level Survey	THAT the Harbour Authority direct Staff to distribute a survey regarding service levels to the Charter Operators.	Draft and distribute service level survey.	In progress: To be carried out in April
07-Sep-21	Ucluelet Small Craft Harbour Moorage Rates Review	THAT the Harbour Authority direct Staff to provide a comparison for onboarding fees at a future Harbour Authority meeting.	Provide comparison of onboarding charges.	In progress to be presented at the May 17 HA meeting with results of service level



REPORT TO HARBOUR AUTHORITY

Council Meeting: March 1, 2022

500 Matterson Drive, Ucluelet, BC V0R 3A0

FROM: ABBY FORTUNE, DIRECTOR OF PARKS & RECREATION

FILE No: 2240-25

SUBJECT: HARBOUR MASTER CONTRACT

REPORT No: 22-09

ATTACHMENT(s): APPENDIX A - DUTIES
APPENDIX B – SMALL CRAFT HARBOUR AUTHORITY MANUAL

SUMMARY OF DESIRED OUTCOME

Staff is seeking input from the Harbour Authority for direction in terms of the addition or removal of duties in the Harbour Master contract for the District of Ucluelet as outlined in Appendix A.

Staff is also seeking input from the Harbour Authority for direction in terms of payment for contract fee options for the Harbour Master contract for the District of Ucluelet as outlined in the report.

BACKGROUND

The Harbour Master's contract is expiring on May 31, 2022. As required, staff will be issuing a Request for Proposal (RFP) through the District's Procurement Policy for the Harbour Master Contract.

Staff has updated the duties of the contractor as defined in the Harbour Master Contract, specifically looking at general, operational, and financial duties, and risk management as laid out in Appendix A of the Contract. The Harbour Master Plan will also be considered when looking at deliverables for the harbour.

With the transition of the Harbour Master contract and the intermittent staff oversight of the work being carried out within the harbour, staff is recommending a higher level of overseeing be undertaken for the new Harbour Master Contract. Staff will be commencing a review of how the Harbour Master, Harbour Authority and staff are communicating in order to identify any deficiencies, priorities and areas for improvement. This is to be undertaken to ensure that Council, the Harbour Authority and community expectations are being met.

Expectations

1. *The Harbour Master is expected to carry out his or her duties in a manner that reflects Ucluelet as not only a working community but a resort municipality.*
2. *The Harbour Master is expected to communicate with the Harbour Authority and Director of Parks & Recreation on any projects carried out to determine deliverables and project*

outcomes. The Harbour Master must provide and submit approval for any projects to the Harbour Authority prior to undertaking any works.

3. *The Harbour Master will work with the Director of Parks and Recreation and the Harbour Authority to determine the priorities and projects as laid out in the Harbour Master Plan.*
 - *Assessing District owned or managed harbour infrastructure, including recommendations and guidance for ongoing maintenance and/or capital improvements, and fostering an economically and socially vibrant community.*
 - *Supporting the twin pillars of the local economy – harbour-related industries and tourism in alignment with the community’s vision, goals and objectives.*
 - *Reflecting the priorities of the District, DFO, partners, stakeholders, user groups and the broader community through the creation of a more effective harbourfront that meets commercial, recreational, industrial, and Federal interests, while maintaining and enhancing the harbours’ character and charm.*

Commission Fee Option

Currently the Harbour Master Contract is based on a commission of fees collected. This model has been successful for the Harbour Master Contract and the Harbour Authority. If the Harbour is seeing a good year both the Harbour Master and the Harbour Authority benefit. With this model there is a strong incentive for the Harbour Master to collect fees and be more widely available. There is also a lower risk level to the District with this model in slower years as the compensation rate is purely reflective of how busy the harbour is from year to year.

As part of the RFP process the total commission rate would be considered when negotiating with the preferred proponent and presented to the Harbour Authority to consider when awarding the final contract. Consideration could also be given to including a compensation cap where the commission would be limited to a maximum total annual contract fee.

Other options that staff could further investigate if the Harbour Authority desired.

Fixed Fee Contract

A fixed fee Contract would see a set annual amount paid to the Harbour Master. This model would ensure a set contract price for the contractor and the Harbour Authority. If the funds collected in at any given year were below the fixed fees additional funds would need to come from the Harbour Reserve fund; this could prove to be an issue if the short fall happened regularly. The setting of the fixed rate would be a part of the Request For Proposals process and negotiated based appropriately on historical information.

Hybrid: Fixed Fee & Commission

In this option a base line fixed fee would form the minimum compensation level for the contract services. An additional compensation rate, based on moorage volumes, would provide additional compensation to the contractor in order to mitigate the cost of managing higher traffic volumes. Further investigation would be required to determine a fixed fee amount as well as the commission percentage. This is a more complex system but could be considered by the Harbour

Authority and could ensure the contractors base costs are covered while incentivizing the collection of user fees.

PROCESS FOR ISSUANCE OF HARBOUR MASTER CONTRACT

1. Staff to finalize contract template
2. Request for Proposal will be issued for the Harbour Master
3. Submission will be vetted and presented to the Harbour Authority
4. Harbour Authority will make a recommendation to Council

KEY QUESTION – GENERAL DUTIES (PLEASE REFER TO APPENDIX A)

1. *With respect to the operations of the Harbour, are there additional requirements that the Harbour Authority would like to consider adding or removing to Appendix A?*
2. *Are there further deliverables that the Harbour Authority would like to see included in the Harbour Master contract?*
3. *With respect to the payments for the contract which form of payment system does the Harbour Authority wish to include in the RFP:*
 - a. *Commission*
 - b. *Fixed Fee*
 - c. *Hybrid – Fixed fee and commission*

RESPECTFULLY SUBMITTED:

Abby

ABBY FORTUNE, DIRECTOR OF PARKS & RECREATION

APPENDIX A

GENERAL DUTIES

1. Operate, manage and supervise the Small Craft Harbour's Inner and Outer Basins, parking lot, Main Street Dock, 52 Steps Dock, Boat Launch (Seaplane Base Road) and associated facilities in a safe and efficient manner. Management duties to include but are not limited to:
 - a. Daily supervision
 - b. Garbage disposal
 - c. Waster oil disposal
 - d. Monitoring of utilities, both electrical and water
 - e. Parking and vehicular traffic
 - f. Rules of conduct
 - g. Vessel records
2. Supply coverage by him/herself or qualified staff on harbour related duties as a minimum for the following times:
 - a. For a minimum of twenty-eight (28) hours per week for the periods January to April inclusively and October to December inclusively; and
 - b. For a minimum of seventy (70) hours per week for the periods May through September inclusively.
 - c. The hours of work should be scheduled by the Harbour Manager in order to best serve the public and to maximize revenues.
 - d. If at any time, and at the sole determination of the Harbour Authority, the management and maintenance of the facilities are considered to be unsatisfactory due to inadequate staff coverage, the Harbour Manger shall immediately address this through the hiring of additional help.
3. If at any time, and at the sole determination of the Harbour Authority, the maintenance or condition of the facilities are considered to be unsatisfactory or potentially dangerous due to any reason, the Contractor expressly agrees and covenants to the District that the costs incurred by the District to remedy the situation shall then constitute a debt owed by the Contractor to the District that may be collected by the District in any manner permitted by law including, but not limited to, by set off against the Fee established by this Agreement.
4. Assume responsibilities of a Wharf Manager as outlined in the Small Craft Harbour's Operational Manual.

5. Provide a monthly report, using the form provided, to the Director of Parks & Recreation indicating hours of operation, boat counts, and operational highlights.
6. Provide a weekly safety report for all Facilities, outlining dangerous areas (i.e. snow, ice, rotting planks, etc.) and steps taken (i.e. salting, sanding, replacing, etc.) to remedy same.
7. Report to the Director of Parks & Recreation any capital or major maintenance works required to be completed.
8. Supply complete financial management responsibilities for the operation of the facilities as deemed necessary by the District. It is agreed that costs incurred for the financial start-up will be negotiated and will be the responsibility of the District.
9. Attend Council/Harbour Authority meetings, Harbour Advisory Commission meetings and other meetings upon request.

OPERATIONAL DUTIES

1. Undertake all minor maintenance and ensure that the facilities are in an orderly and clean condition. Such maintenance will include painting, clean-up, minor hand tool repairs and general repairs to The Facilities.
2. Undertake weekly safety inspections, and record results of same, for all Facilities.
3. Enforce parking lot, boat launch, live-aboard and business license regulations as per posted signs and bylaws at the Harbour parking lots and other associated facilities.
4. Ensure that the planters, grass and general upkeep of the facilities including the parking lot and boat launch are well maintained.
5. Ensure the washrooms are maintained to a clean and healthy standard.
6. Paint on an 'as required' basis handrails, speed bumps, office, washroom, laundry facilities, loading zone, indicators, etc. and ensure appropriate signage is posted around The Facilities.
7. Maintain office furniture, equipment, tools and other equipment (radio, etc.) in good working order and conditions, subject to normal wear and tear. Maintain inventory of supplies and materials at a reasonable level to carry out his/her duties. Supply and materials costs are for the account of the District.

FINANCIAL DUTIES

1. Submit, by the 15th day of each month, to the Chief Financial Officer, a Contractor's Report indicating the following:
 - a) Monthly cash receipts

- b) Monthly billings
 - c) Daily reconciliation of point-of-sale terminal
 - d) Petty cash reconciliation, if applicable
 - e) Such other information as may be requested from time to time.
2. Remit all monies collected for services, sales, payments on account, parking, etc. to the District's bank or the Finance Department on a daily basis, or as instructed by the Chief Financial Officer.

RISK MANAGEMENT

1. Refer to the Director of Parks & Recreation, within twenty-four (24) hours of the Manager becoming aware of an incident, all legal matters with details, names and date of any incident or act that might reasonably lead to an insurance claim or litigation.



HARBOUR
AUTHORITIES
*our harbour,
our community*

SMALL CRAFT HARBOURS

Harbour Authority
Manual /
Governance
2011



GOVERNANCE

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Incorporation of Not-for-Profit Organizations

Incorporating a not-for-profit organization is one of the first steps toward managing and operating a public commercial fishing harbour as a Harbour Authority.

A corporation, which is considered a distinct legal “person”, provides a permanent, legal structure through which individuals act together for a common purpose. It also limits the liability of its individual members. A corporation shields members of its Board of Directors from most liability for their actions. Organizations that are not incorporated generally do not offer this protection. A corporation is independent of its individual members; the coming and going of members does not affect the organization.

Harbour Authorities can be incorporated federally or provincially. Most existing Harbour Authorities are federally incorporated. Federal incorporation of not-for-profit organizations falls under the *Canada Not-for-profit Corporations Act*. This Act provides federal not-for-profit corporations, such as Harbour Authorities, with a set of rules that are modern, flexible and better suited to the needs of a not-for-profit sector.

For complete information on operating a Federal Not-for-profit Corporation please refer to Industry Canada’s website:

http://www.ic.gc.ca/eic/site/cd-dgc.nsf/eng/h_cs04953.html



Roles and Responsibilities

This section describes the roles and responsibilities of the various individuals and groups involved in the Harbour Authority.

THE BOARD OF DIRECTORS

The Board of Directors is responsible for managing the property and business of the Harbour Authority, and for the overall direction and supervision of the Harbour Authority. In most cases, the Board would not be responsible for carrying out “day-to-day” operations; this would be the responsibility of officers and employees of the Harbour Authority. These distinctions often blur in small volunteer organizations. Quite often these responsibilities are managed by a working Board, where directors may be directly involved in day-to-day activities.



Board members might act at any given time, in three roles:

- As **decision makers**, directors may participate actively by making suggestions and voting on them.
- As **advisors**, directors may provide information and expert advice to others.
- As **implementers**, directors carry out activities specified by the Board.

Generally speaking, the Board of Directors:

- Determines and reviews the strategic objectives;
- Determines the policies of the Harbour Authority;
- Develops and implements business and financial plans for the Harbour Authority;
- Establishes and maintains the organization of the Board, including clearly described authorities and responsibilities;
- Ensures that the Harbour Authority is carrying out its objectives, as stated in its articles of incorporation;
- Monitors the organization's financial health and takes corrective action where necessary;
- Selects a Harbour Manager, develops a job description, evaluates performance, decides on compensation and approves development plans for the Harbour Manager;
- Maintains a well-informed, participatory membership; and
- Maintains effective relations with other Harbour Authorities, with the community and Governments.

The primary responsibility of the Board of Directors is to protect the business interests of the Harbour Authority or organization, which include the operation, maintenance, and management of a public Commercial Fishing Harbour(s), and the provision of associated services.



The Board may establish policies that describe how it will govern. These policies should clearly indicate the roles that are being assigned and the individuals to whom they are being assigned, the organizational structure, and the reporting relationship. Examples of issues for which policies should be developed include recruitment, fuelling, maintenance and repair, garbage, waste oil, property damage, personal injury, berthage, and a code of conduct for Directors.

The Board of Directors has the following significant roles:

- To set user fees;
- To set the rules and regulations that govern the use of leased property and behaviour on the property;
- To employ the people necessary to manage the leased area and contracting out projects as necessary;
- To set a budget and control its costs;
- To expel members for cause;
- To borrow funds; and
- To set membership fees or dues as directed in the by-laws.



Every Board should have a manual which should contain all of the Harbour Authorities' formal documents, including:

- ✓ Copy of the By-laws
- ✓ Copy of the Lease
- ✓ Most recent Annual Report
- ✓ Current budget and financial report
- ✓ List of Board responsibilities
- ✓ List of the committees and their terms of reference
- ✓ List of Board members, including addresses and telephone numbers
- ✓ Information about meetings, including when and where they are held and their duration
- ✓ Minutes of the recent meetings
- ✓ Board calendar
- ✓ Long and short-term goals
- ✓ Outline of contractual relationships (e.g. lease, employment contract, etc.)
- ✓ Job descriptions for employees (if applicable)

BOARD MEETINGS

The Board meets as often as necessary or in accordance with what is stipulated in their by-laws to discuss issues and resolve problems. The Board may delegate certain responsibilities, such as signing cheques, to staff or specified officers so that routine matters are handled in a timely fashion between meetings.

To be efficient and productive, the meetings should be well-organized, and the rules of conduct, process and protocol properly communicated and adhered to.

The purpose of a meeting may be to:

- **Carry out the official business of the organization;**
- **Plan an event or course of action; or**
- **Resolve or manage conflicts.**

A formal process governs how items are discussed and decided upon at Board meetings. There are documents at the end of this section that describe this process (Annexes 2 and 3). You will also find a glossary of terms that could be used during Board meetings (Annex 1).

To fulfill their obligations, Directors must attend meetings. The Board may wish to establish a compulsory attendance policy: for example, Board members are required to attend at least two thirds of all meetings. Meetings should be held when there is enough relevant business to discuss.

An agenda outlines the items to be discussed at a meeting and can greatly assist Board members in identifying problems and issues. It helps to organize the meeting and provides a framework for decision making.

An agenda could cover the following matters:

- routine business, such as the review and approval of the minutes of the previous meeting, correspondence, employee and committee reports, and financial updates;
- business arising from the previous meeting, or unfinished business;
- new business; and
- date of the next meeting.

A sample meeting agenda as well as a tip and tools guide for conducting effective meetings can be found at the end of this section (Annex 3).



BOARD DIRECTORS

Each Board Director is elected or appointed at an Annual General Meeting of the Harbour Authority (according to the by-laws). Directors are responsible for the management of the Harbour Authority and therefore have certain duties and obligations to the organization, its members and employees, and the various levels of government.

Each Board Director should meet two basic requirements:

1. The individual must be committed to the Harbour Authority, must support what the Harbour Authority is trying to achieve, and must want to help;
2. The individual must have the time and energy to accomplish the work required of a Director (including regular attendance at the meetings) and should bring experience and expertise to that work.

Directors must act honestly, in good faith, and in the best interest of the organization. Directors must not let personal interest influence their actions as a Board member. Directors should be aware of potential conflicts of interest that may arise from their duties and must be cautious when conducting business with their own Harbour Authority. Directors must exercise a minimum standard of care in the performance of their duties as Directors.



Some functions performed by Board Directors may include:

- Providing particular expertise to the Board and Harbour Manager;
- Making suggestions and participating actively in decision making;
- Bringing relevant issues to the attention of the Board; and
- Providing input into the strategic management of the harbour(s) through the Board.

When a new Director is elected, they should receive a New Harbour Authority Director's Package. A checklist for what should be included in this package can be found at the end of this section. (Annex 4)



For more information on the Roles and Responsibilities of the Harbour Authority Directors please consult the Industry Canada website at:

<http://www.ic.gc.ca/eic/site/cd-dgc.nsf/eng/cs05004.html>

OFFICERS OF THE CORPORATION

An Officer is an individual who is appointed by a Director(s) of a corporation to manage the day-to-day business of a corporation, such as President, Vice president, Secretary and Treasurer. The position of Officer is distinct from that of Director, although in a small corporation one individual may often occupy both positions.

PRESIDENT

The President is elected at an annual meeting of the Board of Directors.

Some functions performed by the President may include:

- acting as a spokesperson for the Harbour Authority;
- guiding the Board of Directors;
- ensuring that the Board adheres to its by-laws and Letters Patent;
- preparing the Board of Directors' meetings' agendas with input from Board members and employee(s);
- chairing Board of Directors meetings, executive committee meetings, and special and annual meetings;
- keeping the Board focussed on issues relevant to the Harbour Authority;
- acting as one of the signing officers for cheques and other documents, such as contracts and applications for funding; and
- preparing the annual report for the Annual General Meeting.

VICE-PRESIDENT

The Vice-President is appointed by the Board of Directors and assists the President. In the absence of the President, the Vice-President performs the duties and exercises the powers of the President, such as presiding over Board of Directors meetings.

Some functions performed by the Vice-President may include:

- acting in the absence of the President;
- serving on the Executive Committee;
- learning the duties of the President and remaining informed of key issues; and
- acting as a signing officer for cheques or other documents.

SECRETARY

The Secretary is appointed by the Board of Directors and takes minutes, tracks decisions made by the Board and Executive Committees, and maintains a register of all Harbour Authority members. The Secretary may also be responsible for the Harbour Authority's correspondence.

Some functions performed by the Secretary may include:

- serving on the Executive Committee or other various committees;
- maintaining a copy of the Harbour Authority's by-laws and the Board's policy statements;
- maintaining lists of Officers, Board Members, Committees, and the General Membership;
- filing the annual return, amendments to by-laws, and other incorporating documents with the appropriate registrar's office;
- acting as custodian of the corporate seal;
- conducting a number of tasks with respect to meetings, such as:
 - notifying Board members of meetings,
 - keeping a record of Board attendance,
 - ensuring that a quorum exists at Board meetings,
 - bringing the official minute book to meetings,
 - keeping accurate minutes of the meetings,
 - recording all motions and decisions of meetings,
 - signing Board minutes to attest to their accuracy,
 - maintaining copies of minutes and distributing them to Board members, and
 - ensuring that members are notified of general meetings.

TREASURER

The Treasurer, also appointed by the Board of Directors, holds responsibility for maintaining the books and recording the day-to-day financial transactions of the Harbour Authority. The Treasurer is responsible for reporting the financial matters of the Harbour Authority to the Board of Directors. He or she should report monthly to the Board and annually to the general membership. The Treasurer maintains the records personally or appoints a bookkeeper to do so. The Treasurer oversees the work of the bookkeeper, and prepares financial statements required by the Harbour Authority. Some Boards combine the roles of Secretary and Treasurer into one position.

Some functions performed by the Treasurer may include:

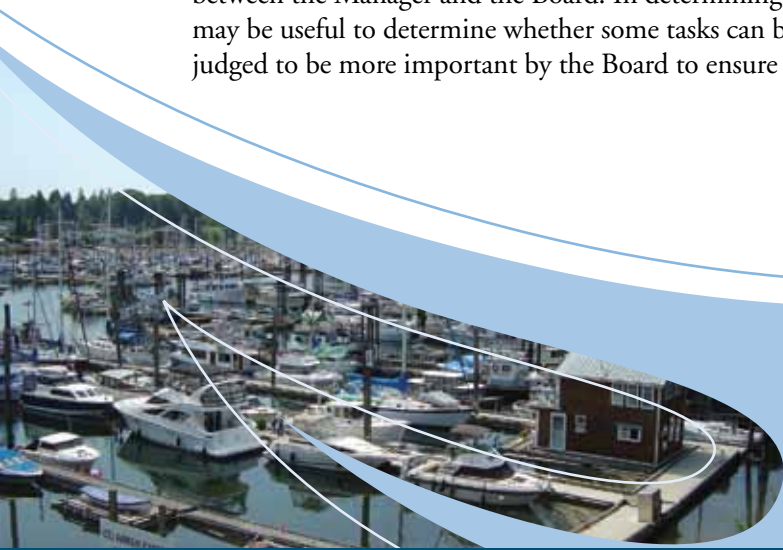
- serving on the Executive Committee;
- regularly reporting the financial state of the Harbour Authority to the Board;
- maintaining files of financial reports;
- chairing the Finance Committee;
- acting as a signing officer, with another officer or with the senior staff member, for cheques and other documents;
- ensuring that all necessary financial reports, tax reports, and audits are filed; and
- preparing and monitoring the overall budget with the Finance Committee (if applicable).

HARBOUR MANAGER

The Harbour Manager is responsible for the day-to-day operation of the harbour. The Manager should report directly to the Board and works with the Board to reach the goals of the Harbour Authority. The Harbour Manager is a valuable source of information for the Board: he or she can report about how well policies are working, identify areas for improvement, and suggest new ideas. He or she can also bring important issues, which may otherwise go unnoticed, to the attention of the Board.

The decision about whether to hire a Harbour Manager is important in terms of the financial resources that will be allocated for that purpose, the collection of fees, and the delivery of services to harbour users. At harbours operated by small Harbour Authorities, members may perform the tasks normally performed by a Manager at a larger harbour.

The work to be performed by the Harbour Manager should be clearly defined before the position is staffed. Clearly defined responsibilities will help prevent misunderstandings and oversights and will ensure cooperation between the Manager and the Board. In determining the work to be performed by the Harbour Manager, it may be useful to determine whether some tasks can be contracted out, freeing the Manager to perform tasks judged to be more important by the Board to ensure safe, secure, and quality services to commercial fishers.



Activities that may be assigned to a Harbour Manager may include:

- operating, managing, and supervising all facilities in the harbour administered by the Harbour Authority;
- controlling and supervising all land (including land covered by water) that is administered by the Harbour Authority;
- explaining policies, regulations, and rate structures to users of the facilities and property administered by the Harbour Authority;
- collecting and accounting for berthage, wharfage, and utility fees, and other charges as directed by the Harbour Authority;
- allocating berthing and storage space for goods (if provided), and monitoring its use in accordance with the Board's instructions or policies;
- supervising parking space (if provided);
- maintaining contact with local authorities (e.g., police, fire, ambulance);
- ensuring that licensees, lessees, and agreement holders observe the terms and conditions agreed to;
- ensuring that users dispose of trash and used oil in the containers provided, and that facilities are kept clear of personal property, spare gear, and so on;
- supervising the garbage contractor and other local contractors that may be employed;
- ensuring that load limits are not exceeded on government roads and structures;
- reporting all structural defects on leased facilities to the Board, and making or arranging minor repairs;
- reporting all accidents, damage, and fires to the designated authorities;
- posting all signs and notices; and
- performing other duties that may be assigned either verbally or in writing by the Board of Directors of the Harbour Authority.



Attached at the end of this section is a Monthly Harbour Authority Checklist which will help your Harbour Manager or Board of Directors with the prioritization of tasks that should be performed by the Harbour Authority (Annex 6).

It is important to ensure that all Harbour Managers receive a copy of the guidebook entitled "Harbour Manager Pocket Guidebook" (Available through your SCH regional Office or on the SCH Website).

COMMITTEES

Committees carry out specific tasks and are composed of individuals chosen by the Board of Directors. Committees must regularly report to the Board and could be chaired by a Board member. In many cases, Committees may be beneficial to the operation of a Harbour Authority.

They can:

- Provide a small, problem-solving group to study an issue in depth and to make recommendations to the Board; and
- Assist employees in carrying out tasks that the employees cannot complete alone or perform tasks in the place of an employee (e.g., lead a construction or major renovation work project, negotiate with the municipality, and introduce a new service).

GOVERNANCE COMMITTEE

The Governance Committee keeps your board rolling “behind the scenes”; it’s the conscience of the board. This committee examines how the board is functioning, how the board members communicate, and whether the board is fulfilling its responsibilities and living up to the objectives and aspirations set for itself and the organization.

Their responsibilities can be grouped into two general categories:

Find, keep and/or replace board members:

- Develop board member job descriptions;
- Determine what skills and attributes are required among board members;
- Identify potential board members from beyond the organization’s network; and
- Nurture potential leaders within the board.

Educate board members:

- Orient new board members;
- Suggest training and development options for the board; and
- Annually lead the board in a performance assessment and draft recommendations for improvement.

EXECUTIVE COMMITTEE

The corporation’s by-laws stipulate whether an Executive Committee will exist. The Committee is composed of a specified number of Directors who exercise such powers as are authorized by the Board of Directors. Usually, Officers of the corporation sit on the Executive Committee. The by-laws specify how members of the Committee are appointed to, and removed from, the Executive Committee. Harbour Authorities with a large number of Directors are more likely to have an Executive Committee than a smaller Board.

STANDING COMMITTEES

Standing committees are permanent sub-committees of the Board of Directors that handle specific, strategic issues, such as environmental protection, or that provide operational support in areas such as finance or personnel. Some standing committees include Finance, Operations, Property, Environment, and Personnel.

The general role of a standing committee is to:

- Draft policies;
- Study issues; and,
- Provide recommendations to the Board on possible courses of action.

Standing committees are an effective means of delegating and carrying out the work of a Harbour Authority. The committee determines how often it plans to meet, and should prepare an agenda and keep minutes for each meeting.

Standing committees should be established only if a clear need for them exists. Standing committees are staffed with Board members.

AD HOC COMMITTEES

Ad hoc committees are flexible, convenient committees created by the Board of Directors to handle a specific issue, such as a major maintenance project or special event, in a short period of time. In ad hoc committees, work is clearly defined and a completion date is targeted.

An ad hoc committee may be staffed with well-qualified individuals who are not members of the Board. Only the committee Chair need be a Board member. Ad hoc committees facilitate the participation and support of Harbour Authority members who wish to limit their involvement to a specific project or area of expertise.

HARBOUR AUTHORITY MEMBERSHIP

Harbour Authority members are those people who have applied for membership and have received the approval of the Board of Directors. Members support the Harbour Authority in operating, maintaining, and managing a public commercial fishing harbour. The conditions of membership are outlined in the corporate by-laws. Members are prohibited from receiving any financial gain from their membership in the corporation. The by-laws also confirm when membership fees or dues are payable.

Members must meet at least once a year to conduct business such as:

- hearing the Board of Directors' report on how the corporation has been managed over the last year;
- learning how the Board will be managed over the next year;
- reviewing the audited financial statements;
- appointing an auditor for the coming year (if applicable); and
- electing new Board members (if applicable).

PLANNING – ROLE OF THE BOARD

Typically Boards are so busy realizing and reacting to problems, they do not have time to plan. However, one of the most important roles of a Board is to ensure the continuous operations of the organization.

One way for a Board to get out of “crisis-mode” and to ensure future sustainability is to have a plan in place. The Board needs to ask itself: What do we need to do today in order to leave the organization in a stronger position for the future? This involves determining a mission, vision, values and long-term direction for the organization. Creating a “blueprint” helps paint a clear picture of where the organization is going and how it will get there.

The business plan, discussed in the Finance section of this manual, is an excellent tool for long-term strategic planning.

Advantage to Planning:

- **Direction** Planning allows the organization to know where it is headed. It provides focus which can increase the organization's efficiency and effectiveness. When everyone has a mutual understanding of the organization goals they can work collectively towards these goals.
- **Sustainability** – Effective planning involves understanding what and when resources are required in order to access resources in a timely manner.
- **Decision Making** – By creating both long-term and short-term goals, the Board can make proactive decisions based on pre-determined goals. Without goals, decisions are made on a day-to-day basis without consideration for long-term consequences.
- **Succession Planning** – Planning ensures the organization has continuity despite turnover in Board and staff. As well, it allows the Board to recruit staff and Board members with the skills necessary to carry out the plan. (See the Human Resources section for more information on Succession Planning).
- **Evaluation** A plan enables the Board to evaluate the organization's performance (staff, programs, Board) against pre-determined goals.
- **Community Relations** Planning helps to position and profile the organization with the community.

To assist you with planning we have attached a “Planning Guide for Boards” at the end of this section. (Annex 5)

ANNEXES

ANNEX 1 – ROLES AND RESPONSIBILITIES

Glossary of terms used during a meeting of the Board

Abstain	Refrain from voting. Some organizations have rules governing the conditions under which a member may abstain from voting (e.g., conflict of interest).
Accept	To accept a report is the same as adopting and approving the report as presented, including any and all of its recommendations. A motion to accept a report must be seconded, and may be debated, amended, carried, or defeated.
Adjourn	End the meeting. A motion to adjourn takes precedence over all other motions. The motion to adjourn can not be debated or amended, and must be voted on immediately.
Ad hoc committee	A temporary committee or task force established to address a specific issue.
Advisory council	A group created to advise and support an organization, also called advisory group, advisory committee, or advisory Board; usually focuses on a specific issue.
Agenda	The list of items proposed to be discussed at a meeting.
Amendment	<p>A proposed revision of the main motion. Motions may be amended by adding, deleting, or changing words in the main motion.</p> <p>Example: Member: “Mr. /Madam Chair, I move that the motion be amended by deleting the words ‘before February’.”</p> <p>Amendments may not change the primary intent of the main motion.</p> <p>Motions to amend are discussed and voted on before returning to the main motion, as originally presented (if the motion to amend was defeated), or as amended (if the motion to amend was carried).</p>
Appeal	<p>A member who disagrees with a ruling of the Chair may appeal by stating, “Mr. /Madam Chair, I appeal from the ruling of the Chair.” This statement requests that the Chair ask for the opinion of the members on the ruling.</p> <p>The motion to appeal must be seconded. The motion is not debatable, but it is customary for the Chair and the appellant to explain their reasoning before voting begins.</p>
Board member	A person sharing the responsibility and liability for the organization with the rest of the members of the Board.

Bylaws	The legal operating guidelines for a Board.
Carried	A majority of the individuals voting favour the motion, and the motion is accepted by the organization.
Code of conduct	The high ethical standards expected of every Board member.
Conflict of interest	A situation in which the personal or professional concerns of a Board member or a staff member affect his or her ability to put the welfare of the organization before personal benefit.
Debate	Discussion that takes place on a motion before the motion is voted on.
Defeated	A majority of the individuals voting oppose the motion.
Due diligence	An expectation that a Board member exercises reasonable care and follows the business judgment rule when making decisions.
Majority	The number of people who must favour a motion before it can be carried. A “simple majority” is more than half the members voting: that is, 50 percent plus one person.
Motion	A proposal put forward for debate. A motion is made using the expression “I move that...” or “I move to...”
Notice of motion	Advance notification that a motion will be presented at a certain date in the future.
Point of order	A motion that may be raised without the speaker being recognized by the Chair and that raises a question about whether a motion or debating point are within the by-laws or rules of order of the organization. A point of order does not require a seconder and is not debatable. The Chair must rule on the validity of the point of order. Example: Member: “Mr. /Madam Chair, I rise to a point of order.” Chair: “Please state your point of order.” Member: “The proposed motion is out of order because it is contrary to by-law number 21.” Chair: “Your point of order is correct. I declare the motion out of order.”
Precedence	The order in which motions are dealt with.

Privilege	<p>A motion of privilege takes precedence over all other motions except adjournment and recess. It does not require a seconder and is not put to a vote. Questions of privilege are related to:</p> <ul style="list-style-type: none"> the health and safety of members of the organization; the integrity of a member, the meeting, or the organization, and the respect due to them; and the safety and protection of property. <p>The Chair must rule immediately on questions of privilege.</p> <p>Example: Member: “Mr. /Madam Chair, I rise to a point of privilege.” Chair: “Please state your question of privilege.” Member: “Mr. /Madam Chair, I ask that guests be asked to leave the room until discussion of this confidential matter has been completed.” Chair: “Your question of privilege has been granted. All guests shall leave the room until confidential business is completed.”</p>
Question	<p>When a motion has been made and seconded, and the Chair has repeated the motion to those present, it becomes the “question”. Following debate, the Chair states the question again and puts it to a vote. At this point, if the question is carried, it becomes a resolution.</p>
Quorum	<p>A quorum is the minimum number of people, as specified in the corporate by-laws, required at each Board meeting for business to be legally carried out. In the absence of a quorum, debate can continue but no votes can be taken, except the vote to adjourn. To ensure a quorum at every meeting, it may be helpful to develop a compulsory attendance policy.</p>
Ratify	<p>To give approval; to confirm an action; to make valid and legal. Usually, the final action taken by a meeting to legalize some business performed by its officers or representatives.</p>
Table	<p>Delay discussion of a motion. A motion may be tabled for a fixed period of time or indefinitely.</p>
Withdraw	<p>A motion on the floor may be withdrawn by the mover, with the permission of the person seconding. If a motion is withdrawn, it is not dealt with further.</p>

ANNEX 2 – ROLES AND RESPONSIBILITIES

Tips and Tools for Conducting Effective Board Meetings

The following process is used when discussing and deciding on items at Board meetings:

1. The Chair calls an item (items are called in the order that they appear on the agenda).
2. Board members discuss the item.
3. Once the Chair is satisfied that the item has been fully discussed, he or she asks for a motion.
4. A Board member presents the motion by summarizing the proposal or the general will of the people by stating “I move that....”.
5. The Chair requests that someone support or “second” the motion. To second a motion, a Board member must say “I second the motion.” Seconding does not imply acceptance of the motion, but simply a willingness to hear the motion discussed. If no seconder comes forward, the Chair will ask for another motion. Should no agreement be reached on a plan of action, the discussion may be postponed until further information is available.
6. A seconded motion is discussed by the Board members. During the discussion, the group or a member may propose to amend the motion. An amendment changes some aspect of the motion without altering its basic intent. If the amendment is not seconded, the discussion on the original motion continues.
7. An amendment can also be amended through a sub-amendment (which must be presented as a motion and seconded before it can be discussed). A sub-amendment modifies some aspect of the amendment, but does not change the basic intent of the amendment.
8. If seconded, the sub-amendment is discussed by the Board members. When the Chair is satisfied that the sub-amendment has been fully discussed, the Chair asks the question “Shall the sub-amendment carry?” and a vote is taken on the sub-amendment. If the vote favours the sub-amendment, the Board members may continue to discuss the amendment until the Chair calls a vote by asking “Shall the amendment, as amended, carry?” If the vote favours the amendment, the Chair may call a vote on the motion by asking “Shall the motion, as amended, carry?” The motions are voted on in reverse order of presentation.
9. The Chair will call a vote when satisfied that all relevant points (pros and cons) have been made on the proposed motion. The vote can be made by a show of hands or by a voice vote.
10. The Chair brings forward the next item of business.

When the vote favours the motion, the motion is carried; when the vote opposes the motion, the motion is defeated. The Chair refrains from voting; he or she votes only in the event of a tie.

The Secretary records motions and voting results in the minutes of the meeting as accurately as possible. The minutes are the official record of the discussions and decisions of the meeting.

ANNEX 3 – ROLES AND RESPONSIBILITIES

Conducting Board Meetings – Sample Agenda

SUNSET BAY HARBOUR AUTHORITY

Board of Directors Meeting

(**Insert date, time (from and to), location, and name of municipality**)

AGENDA	Time	Speaker	Discussion/Decision
Call to order			
Request for additional agenda items			
Routine business: <ol style="list-style-type: none"> 1. Approval of the agenda. 2. Approval of the minutes of the previous meeting. 3. Correspondence received. 4. Information reports from directors and committees. 5. Financial update/report. 			
Business arising from the previous meeting or unfinished business:			
<ol style="list-style-type: none"> 1. Item under discussion and not resolved at the end of the last meeting. 2. Any matter that must be dealt with as a result of what occurred at the last meeting. 			
New business:			
<ol style="list-style-type: none"> 1. Most important or urgent item. 2. Second most important item. 3. Third most important item. 4. Other business. 			
Date of next meeting			
Adjournment (End of meeting)			

ANNEX 4 – ROLES AND RESPONSIBILITIES

New Harbour Authority Director's Package Checklist

Each Harbour Authority should customize this package to include copies of any relevant information about the operation of their Harbour Authority. Among the items to include, are:

- ✓ A list of **Harbour Authority Board and any other Harbour Authority committees**, including their membership and terms of reference.
- ✓ Contact information for all current **Harbour Authority Board members**, including their terms of office and responsibilities.
- ✓ A list of the **Harbour Authority Board executive**, including their positions and responsibilities.
- ✓ **Copies of minutes** from recent Board meetings.
- ✓ **Annual calendar of Board meetings**, committee meetings, and other functions Board members should attend, as well as the date, place, and time of any upcoming meeting that have been set.
- ✓ An Harbour Authority **organizational chart** and staff information.
- ✓ A copy of **Harbour Authority Manager job description** and a copy of the contract (if applicable).
- ✓ A **brief written overview of the Harbour Authority** and its history, including the mission and vision statements (if available).
- ✓ A **copy of the incorporation documents**, corporate by-laws and Harbour Authority lease.
- ✓ Copy of existing **Board policies** (e.g. code of conduct, insurance coverage, expense reimbursement, investment policy).
- ✓ Copies of current **annual budget** and latest **financial statement**.
- ✓ Copies of prior year's **annual report** and **audit report**.
- ✓ The current or most recent **business plan, strategic plan and/or annual operating plan** for the Harbour Authority (if available).
- ✓ A list of **information on partners and association memberships**.
- ✓ Copies of any **Harbour Authority promotional material** and web site information.
- ✓ Other available **not-for-profit Board governance information**.

ANNEX 5 – ROLES AND RESPONSIBILITIES

PLANNING GUIDE FOR BOARDS

Mission

Planning must be based on an organization's fundamental purpose – its mission. A mission describes why the organization exists and provides a boundary for decision. Effective planning ensures the Board and staff adhere to an organization's primary purpose and attracts donors, volunteers and community involvement.

Mission statements are not meant to sit as a plaque on the wall. They should breathe life into everyday decisions and guide Board activity and long-term planning. One of the primary purposes of a Board is to review the mission statement on a regular basis.

Mission Statement – Is it time to Review?

Answer the following questions

1. We are people who _____
2. No one can do _____ as well as we do.
3. We want to be seen as _____

Now pull out your mission statement. Does it reflect the statements above? If not, it is probably time you revisit what you are doing.

Mission Statements Should:

- Define why you exist and whom you will serve.
- Provide a clear picture of what you will achieve.
- Be brief and to the point.
- Be inspirational.
- Describe what makes your organization important and special.
- State the inherent values of your organization, as seen by your Board staff and volunteers.

VISION

A vision statement is a clear, compelling image of a desired future. A good vision serves to inspire and provides a path in which to follow.

A Vision Should Answer the Following Questions:

1. What does the organization want, what are its aspirations?
2. How does the organization wish to be known to its staff, Board, community and clients?
3. How will the organization enhance the quality of those it serves?

Vision Exercise

1. Brainstorm a list of all the things that are going well for your organization (programs, services, clients, volunteers, staff, finances, etc.).
2. Brainstorm a list of things that the Board and staff have done in the last five years to ensure such a successful operation.
3. Write down a few sentences to describe your collective vision for the future of your organization, and the things you will have to do as an organization in order to reach this ideal.

TAKING STOCK – INTERNAL AND EXTERNAL SCAN

The next step is for the Board and staff to take stock of the organization's current internal and external reality. This process highlights the critical issues the organization faces and what the plan must address.

Internal Scan

1. **Strengths** - e.g. good reputation in community, committed staff and volunteers:
2. **Weaknesses** - e.g. lack of financial resources:
3. **Opportunities** - e.g. changing regulations, changing needs in the client population:
4. **Threats** - e.g. changing harbour users and focus:

External Scan

1. **Political** – e.g. changing government regulations that define how the organization operates:
2. **Economic** – e.g. available funding sources/options, changing government budgets:
3. **Opportunities** – e.g. changing regulations, changing needs in the client population:
4. **Threats** – e.g. changing harbour users and focus:

PLANNING

The difference between where you are (current status) and where you want to be (vision and goals) is what you do (target objectives and action plans).

1. Strategic Goals

What the organization must do to address its major issues and opportunities. These are broad statements that, if achieved, will move an organization towards its vision. Typically an organization should only establish between three to five strategic goals.

Remember – less is more.....with limited resources, an organization is better off creating fewer strategic goals and objectives than too many. It is better to make a significant improvement in two or three areas than it is to have little or no effect in ten.....

2. Objectives

Specific, measurable targets that will accomplish the strategic goals. These are short, concise statements that follow the following guidelines:

- Specific: specific accomplishments
- Measurable: must be measurable to know you've achieved them
- Aggressive but attainable
- Results-oriented: specify a result
- Time-bound: no more than a year

Example of a SMART Objective –

To reduce the number of overdue accounts by March 2014

Example that is not SMART –

To reduce staff turnover. (not specific, measurable or time-bound)

3. Action Steps

Specific things individuals will do to achieve the objectives. Action steps describe what will be done, who will do it and when it will be done. Be sure to detail the first 90 days of an action plan to help you get started.

Ask your Board, is this realistic? Can we do this?

Ensure the plan is realistic before moving forward.

ANNEX 6 – ROLES AND RESPONSIBILITIES

Harbour Authority Annual Checklist

Add anything that you feel should be included in the blank spaces provided.

JANUARY / FEBRUARY

Task	Date Completed
<p>Plan to hold an annual general meeting and election.</p> <p>Have fire extinguishers inspected and certified annually.</p> <p>Review your Environmental Management Plan.</p> <p>Complete your environmental harbour inspection checklist.</p> <p>Fiscal year end for Harbour Authorities is March 31st. Start making preparations to close books for this fiscal year.</p>	

MARCH

Task	Date Completed
<p>Ensure user agreements (licenses) are issued and signed prior to any operational activity (including but not limited to the used of hoist and haul out equipment, fuel dispensing systems, fuel delivery trucks, gear or bait shed and berthage) to protect your Harbour Authority from liability. Standard licenses are available through your SCH regional office.</p> <p>Submit the Annual Financial Report and Environmental Report as part of the Annual Report package to your SCH regional office.</p> <p>Complete fire checklist and inspection.</p>	

APRIL

Task	Date Completed
<p>Underground fuel systems require an annual engineering inspection. Aboveground fuel systems require an engineering inspection every three (3) years.</p> <p>Ensure user agreements (licences) are in place for fuel dispensing systems and/or fuel truck to vessel delivery activities.</p> <p>Review your Harbour Authority fee structure.</p> <p>Provide a copy of your Harbour Authority Contact and Governance Information to your SCH regional office.</p>	

MAY

Task	Date Completed
<p>Have offloading systems inspected and certified annually.</p> <p>Review your Harbour Authority Lease and Sublease requirement.</p> <p>Discuss with your SCH regional office any upcoming renewals or new requirement that may arise to ensure appropriate legal documents are in place to protect your Harbour Authority from liability.</p>	

JUNE

Task

Date Completed

Complete the Annual Summary Form 3 and send to Industry Canada, along with \$30.00 filing fee to renew your incorporation before June 30th.

JULY

Task

Date Completed

Periodically check and replenish first aid kits.

AUGUST

Task

Date Completed

Ensure your financial statements have been sent to DFO.

Prepare a business plan for your harbour to help with your planning of projects and harbour activities.

SEPTEMBER

Task	Date Completed
------	----------------

Periodically check and replenish Environmental Spill Kits.

OCTOBER

Task	Date Completed
------	----------------

Major project proposals are to be submitted to SCH by November for consideration in upcoming fiscal year. Contact your SCH regional office for assistance.

NOVEMBER

Task	Date Completed
------	----------------

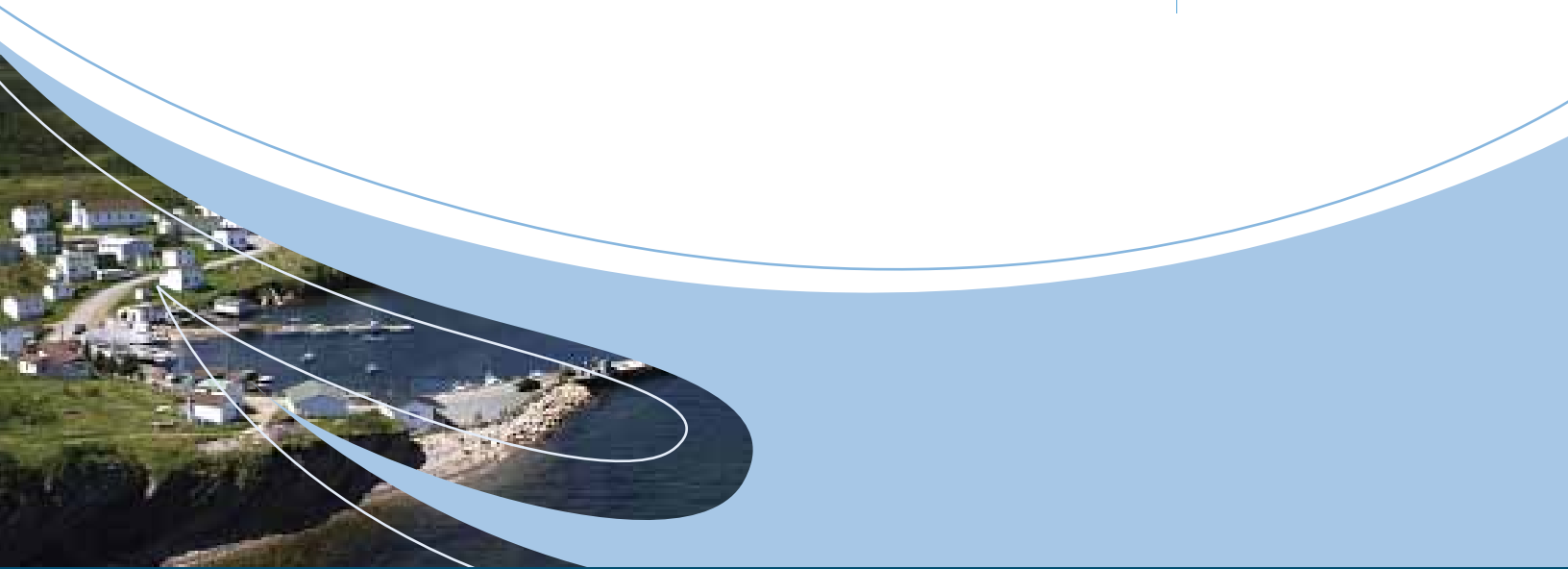
Sign up or renew Directors and Officers & Bodily Injury Insurance coverage before November 16th through your Harbour Authority Corporation (HAC).

DECEMBER

Task

Date Completed

File your T2 tax return to Canada Revenue Agency within 6 months of the end of your taxation year.



Human Resources

The Board of Directors should decide how the work at their harbour will be performed, for example, can the work be done by volunteers or independent contractors, or should paid staff be hired to manage the work and day to day business.

The decision could depend on many factors, such as:

- The size of harbour.
- The number of vessels using the harbour.
- The length of season.
- The services offered at the harbour.
- The availability of potential staff. This could be an issue in more remote locations.

This section discusses activities related to **hired staff** and includes related information on:

- recruitment;
- terms and conditions; and
- pay and benefits.

RECRUITMENT

Should the Board decide that the Harbour Authority can hire a paid employee (s), its first task is to develop personnel guidelines. The guidelines can be drafted by the Board of Directors, a Human Resources Committee, or by another committee assembled for this purpose.

This **checklist** could be used when drafting these personnel guidelines:

- ✓ Prepare a job description that specifies the employee's duties or work-related responsibilities and qualifications such as:
 - Experience;
 - Knowledge;
 - Abilities;
 - Skills;
 - Personal suitability;
 - Education; and
 - To whom the employee reports (i.e., the Board of Directors).
- ✓ Draft a sample contract.
- ✓ Develop statements that address:
 - Recruiting process (attracting qualified candidates by word-of-mouth or advertising);
 - Selection process (identifying the best-qualified applicants by screening and interviewing applicants, and checking references);
 - Pay and benefits. (see further down in this section for more information on this topic);
 - Hours of work (part-time, full-time, seasonal);
 - Performance review (evaluating how well the employee has performed);
 - Overtime;
 - Holidays;
 - Vacation;
 - Absences (sick and other);
 - Termination; and
 - Any other aspects of employment.

Provincial laws regulating employment standards must be considered when drafting a personnel policy. For more information regarding provincial laws regulating employment standards, contact the appropriate provincial labour ministry. Provincial legislation regulates the following aspects of employment:

- Minimum wage;
- Payment of wages;
- Hours of work;
- Statutory holidays; and
- Termination of employment.

The contact information for these Ministries can be found at the end of this section. (Annex 1)

TERMS AND CONDITIONS OF EMPLOYMENT

The Board of Directors approves the terms and conditions of employment. Terms of employment refers to the details specified in the employment contract. Conditions of employment deal with the nature of the work and its impact on the employee.

Terms of employment

The terms of employment specify an employee's position, period of employment, performance review, and type and amount of payment. Factors to consider when establishing the terms of employment include:

- ✓ the circumstances and conditions under which the employee works;
- ✓ the nature of the work;
- ✓ how and when the employee is paid;
- ✓ on what basis and to what degree the employee is responsible for losses, expenses, or damages he or she may cause; and
- ✓ the degree of control that the Harbour Authority exercises over the employee.

Conditions of employment

The Harbour Authority is responsible for providing a safe and healthy work environment for its workers. Health and safety issues are closely related to the nature of the work and the tasks and responsibilities that are assigned to the employee. All provinces have legislation dealing with occupational health and safety.



Questions that may help to identify potential health or safety hazards include:

- ✓ Are hazardous materials present?
- ✓ Is the work site isolated?
- ✓ Is the work physically demanding?

It is important that the Harbour Authority address health and safety issues by taking measures to eliminate hazardous situations and outlining contingency measures.

The conditions of employment must specify any matter that could impact the health and safety of an employee.

PAY, BENEFITS AND HEALTH AND SAFETY

Pay

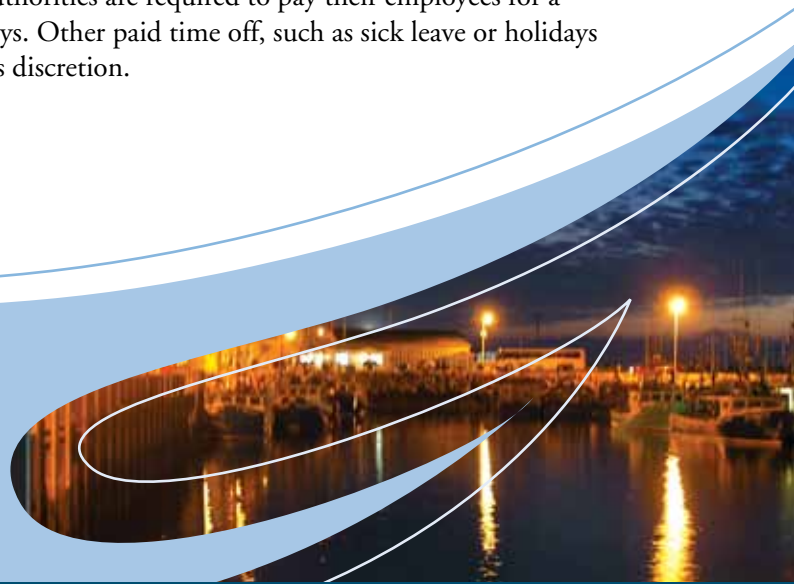
Pay or compensation is any form of payment given to an employee in exchange for work performed for the employer. An employee who is paid according to an hourly rate earns a wage; an employee who is paid weekly, semi-monthly, or monthly earns a salary. A retainer is a negotiated flat fee paid to an individual on a regular basis, in advance, to cover an amount of work specified in the contract. No clear-cut rules exist as to who should work for a wage, a salary, or a retainer.

Benefits

Benefits are compensation to employees in forms other than direct pay. Although benefits do not involve paying the employee, they represent a cost to the employer and to the employee. The cost of benefits can represent as much as one third of total compensation.

Four categories of benefits are:

- **Universal benefits** are benefits such as Old Age Security (OAS), the Guaranteed Income Supplement (GIS), and provincial supplements to these programs that governments provide without requiring direct contributions from either the employer or the employee. Health insurance is also a universal benefit in several provinces. In other provinces, employers or employees, or both, must pay the premiums.
- **Mandatory benefits** are benefits that an employer is required to provide by law. Health insurance (in some provinces) and workers' compensation are examples of regulated provincially mandatory benefits. The Canada and Quebec pension plans and the Employment Insurance scheme are federally regulated benefits funded by both the employee and the employer. As an employer, the Harbour Authority is required to make these deductions from the pay of its employees. (Please consult the Government Reporting Requirements of the Finance section of this Manual.)
- **Discretionary benefits** are benefits such as private pension plans, group life and disability insurance, and supplementary health insurance. Larger organizations typically offer these types of benefits to their employees on a cost-shared basis.
- **Pay for time not worked** includes benefits such as paid vacation, paid statutory holidays, and paid sick leave. Under employment standards law, Harbour Authorities are required to pay their employees for a certain number of statutory holidays and vacation days. Other paid time off, such as sick leave or holidays beyond the legal minimum, is given at the employer's discretion.



Workers' compensation/Health and Safety

Harbour Authorities that employ personnel should be familiar with the occupational health and safety legislation in their province. The legislation sets out the rights and duties of all parties in the workplace, together with procedures for dealing with workplace hazards.

The Workers' Compensation Board (WCB) (Commission de la santé et sécurité au travail (CSST) in Quebec) pools contributions from employers and provides benefits to workers who are injured on the job or who contract an occupational disease. Each province has its own workers' compensation legislation and board.

When a Harbour Authority awards work to contractors or subcontractors, the WCB could hold the Harbour Authority financially responsible for any of the contractor's unpaid assessments. A good practice is to require a clearance certificate from contractors before awarding a contract. The clearance certificate confirms that the contractor is covered under the WCB and has met the payment requirements. Time limitations apply regarding the validity of a clearance certificate.

The Harbour Authority Board of Directors and Harbour Supervisors/Managers should familiarize themselves with the application of provisions of the *Occupational Health and Safety Act* and its Regulations.

Here is the link to the Canadian Centre for Occupational Health and Safety: <http://www.ccohs.ca/>

VOLUNTEERS



Volunteer:

- 1) a person who voluntarily takes part in an enterprise or offers to undertake a task
- 2) a person who works for an organization voluntarily and without pay

Volunteers are just as important as paid staff. They are special people who give their time and energy without receiving money in return. Volunteers remain active with organizations when they feel they are contributing positively to the community and when they are recognized for the effort they make within the organization.

Why do individuals volunteer?

When we understand why individuals contribute their time, we can provide them with opportunities that are both productive for the organization and rewarding to the individual.

People volunteer to:

- Grow and develop
- Use their skills and experience
- Explore their own strengths
- Improve job opportunities
- Learn something new
- Meet people
- Help others – individuals and their community
- Fulfill their personal beliefs to make a difference
- Educate the public
- Influence society
- Change attitudes and beliefs
- Support the cause of an organization

Position Descriptions for Volunteers

Whether the Harbour Authority has paid staff or relies solely on volunteers carefully written position descriptions send the message that an organization takes responsibility for both its personnel and its clients seriously, and screens all applicants thoroughly accepting only those applicants who meet the identified position requirements.

Volunteer Recruitment

Effective recruitment messages should be realistic and clear. Volunteer recruitment is the process of matching a Harbour Authority's needs with a volunteer's interests and skills. In a time where volunteers can be hard to come by, identifying practical and successful recruitment strategies for getting the right people for the right positions is essential.

Recruitment of volunteers is usually done less formally than the recruitment of employees. For example, the Board of Directors might ask a local user of the Harbour Authority to help ensure that the wharf is kept clean during the fishing season. The more informal volunteer recruitment is the less comfortable recruiters are in applying formal steps. One of the ways to move from an informal to a formal recruitment process is to post notices or send home requests for volunteers accompanied by position descriptions and application forms.

Some important tips to use when recruiting volunteers could be:

- Ensure that your recruiting materials such as position descriptions clearly outline that the Harbour Authority takes its responsibilities for volunteers seriously and screens all applicants thoroughly.
- Do not leave people with the impression that everyone who applies will be accepted.
- Be very clear that your Harbour Authority is extremely careful about selecting volunteers.
- Make sure that any promotional materials or position descriptions that you may use are kept accurate and up-to-date.
- Ensure that the documents include all of the information available about the position in question.

Now that you know what you're looking for in a possible volunteer, you must determine where to find the candidates to fill the position description.



There are a number of ways you can get the word out such as:

- Referrals from former and current volunteers;
- Local universities/colleges/high schools (many students look for volunteer work to get more experience);
- Community newspaper ads;
- Websites;
- Industry, Trade & Professional Associations; or
- Chair people and members of service, social, community, professional groups, etc.

After considering the advantages and disadvantages of a variety of different recruitment options you will likely be able to find a strategy that meets the needs of your organization.

Volunteer Selection

Selecting volunteers involves getting to know the applicant and determining the suitability of an individual for a given task. This often begins with conducting an interview, which can be either formal or informal, to talk to the potential volunteer about their:

- Background
- Talents
- Skills
- Interests
- Availabilities

Interviews, formal or informal, serve to express your Harbour Authority's expectations and help determine whether it is the "right fit."

Volunteer Orientation & Training

A proper orientation can familiarize volunteers by providing information on the policies and procedures that influence work and involvement of the Harbour Authority. Not unlike paid staff, volunteers should have an adequate amount of training in order to perform tasks without putting themselves or others at risk. Training prepares volunteers to do the work required by the position and to meet the expectations of their volunteer assignments.

Orientation and training sessions give volunteers general information about the Harbour Authority and provide specific information about the volunteer position. Orientation and training help your volunteers feel confident and prepared. Taking the time to help volunteers know what is expected will decrease the chances of problems occurring in the future.

Supervision of Volunteers

Volunteers should know who their supervisors are. Supervision increases the motivation of volunteers, helps ensure the organization's mandate is met and gives volunteers a sense of belonging within the organization.

Regular "check-ins" provides both the Board and the volunteer time to assess how the placement is going, as well as the opportunity to give feedback. It encourages volunteers to feel part of the organization and also illustrates that the work they do is worth being evaluated and that they are making meaningful contributions.

Assessment & Evaluation of Volunteers

Volunteer involvement should be evaluated regularly, perhaps yearly, to ensure that involvement of volunteers is contributing to the organizations mandate.



An evaluation of volunteer involvement could include:

- Reviewing goals and objectives;
- Identifying results achieved; and
- Obtaining feedback from current volunteers and clients.

Evaluations can be a useful guide to assess if there is a good match between what is being done, who is doing it and how it could get done more efficiently. It is an opportunity for discussion.

Exit interviews can help you gain valuable information about a departing volunteer's experience with your organization. As soon as you become aware that a volunteer is leaving, try to schedule an informal interview to cover topics such as:

- the volunteer position they performed;
- the supervision they received;
- recognition;
- health and safety issues; and
- any areas of satisfaction and dissatisfaction.

Taking a little time with volunteers to discuss their experience provides the Harbour Authority and Board with valuable insight about the experience, the skills and abilities required to perform the position that the volunteer is vacating.

Volunteer Recognition and Motivation

Ongoing recognition is essential to the volunteer management cycle and it happens in an informal way every time a "thank you" is said. It is important that the thank you fits the volunteer; you need to know your volunteers so that they can be thanked in a way that leaves them feeling truly recognized.

Records Management

Records should be maintained on every volunteer involved with the Harbour Authority, using a confidential, secure system. Records should include application forms, records of interviews, assignment descriptions, letters of reference, performance appraisals and current contact information. Records are also useful in evaluating the impact of the volunteer program through the contribution and time donated by volunteers.

With ongoing recognition, motivation and good record keeping you will retain your current volunteers and be ready to involve new volunteers as the volunteer cycle begins again.

Taken from - <http://volunteer.ca/en/resource/management/theory#3>

There is no great secret to motivation... It's simply finding out what individuals like to do - and can do well - and then finding a position that allows them to do it. Every volunteer brings his/her motivation with them and it is the job of the managers of volunteers to identify, understand and where possible, nurture that personal motivation to shape recognition.



SUCCESSION PLANNING

Succession planning is the process of identifying, assessing and developing people to ensure key roles within an organization can be filled during times of change. Succession planning ensures that there are qualified people in all staff and volunteer positions, not just today, but next year and five years from now.

Why is Succession Planning Important?

The role of the Board is to ensure the organization achieves its mission, and succession planning is an important part of this work. Succession planning is important for both Board and staff positions.



Human Resources shortages are on the rise for a number of reasons:

- Baby boomer retirements are on the rise.
- Birth rates have been falling in Canada since the 1990s.
- Migration from rural to urban communities is on the rise.
- The available labour pool is not as large as in years past (e.g. women entering the workforce, immigrants, and boomers).

Volunteerism is also affected. Volunteers have less time and higher expectations that their involvement will be meaningful. Boards engaged in succession planning will have to work harder to retain good staff and volunteers.

Here are some good reasons to start succession planning now:

Competition:	Competition for employees and volunteers is going to increase over time. By having a plan in place, you are prepared to compete for the best people to take on key roles within your organization.
Organizational Stability:	Your organization will be prepared to meet its mission and continue to provide key programs and services during times of transition.
Accountability:	You are telling clients, employees, and volunteers that your organization is responsible and accountable.
Keeping Talent:	A succession plan can provide you with the opportunity to consider current employees and volunteers for development which may increase their motivation and commitment to your organization.
Retain Knowledge:	Succession planning includes documenting and managing your organization's important information – so that corporate knowledge doesn't leave when people do!

Succession Planning on Your Board

Planning for the departure of Board members is a vital role for the Board. It ensures leadership continuity for your organization. Here are some guidelines to follow:

1. Review your by-laws regarding Board service

This first step will allow you to determine the length of time a Board member can remain on the Board. Typically, a Board member's term will be between one to three years, but often, these terms are renewable. Set term limits and stagger Board elections to encourage the development of new perspectives on your Board.

2. Consider your current Board make-up

Which of your Board members are up for retirement? When will your Board Chair and other executive members retire? To keep the dates straight, consider creating a document that reflects retirement dates for Board members to discuss.

3. Engage your Governance Committee

Put your Governance Committee to work – they play a valuable role in succession planning. Ideally the Governance Committee will identify current Board members who could take on “executive roles” (i.e. Chair, Vice-Chair, Treasurer or Secretary) in the future. To prepare Board members for these roles the committee can suggest development/training options to enhance Board members' leadership skills and establish mentoring relationships among Board members.

4. Recruit with the future in mind

When selecting new Board members, consider the candidate's potential to fill key positions in the future. Could this individual lead your Board in three years? What support would they need to prepare for an executive role?

5. Develop a Board manual

New Board members will get up to speed more quickly if they have ready access to previous Board meeting minutes, policies, and other organizational information. Retain this information as part of an overall record management practice.



Board Recruitment – Making the Connection

Great Boards don't just happen. It takes time and energy to recruit volunteers with the right skills, passion and drive to join your Board. It is up to the Board to lead and guide this process.

1. Banish the “warm body” approach

It's easy to accept the first “warm body” that shows an interest in your Board. Instead, do your homework – take time to get to know the potential candidate and really consider how they could contribute to your Board's long-term goals.

2. Think of Board recruitment as an “unofficial” marketing campaign

Make your Board visible in the community. Are there opportunities for your Chair to speak at local events? Can you share your Board position opportunity in your member newsletter? By serving on your Board, people will gain a number of valuable benefits – it is up to you to sell your Board position for the opportunity that it is.

3. Clearly define the commitment Board members are asked to make

Design a written job description that outlines responsibilities and approximate time commitment of your Board members. Also consider how you will orient new Board members to their role in your Board.

4. Determine what you are looking for in a new Board member

If you could have any Board member in the world, who would it be? Who's the ideal person to work with your Board and move your organization into the future? It's valuable to consider a combination of skills, background and passion for the organization's mission. And remember – Board diversity is essential.

5. Don't hide your organization's challenges

It is important to give prospective Board members the entire picture – share both the organization's successes and challenges. Remember – they could bring a new “take” on a challenge that your organization is facing.

6. Engage your membership

Strengthen member commitment and involvement in your organization – ask them to serve on your Board! Your members are interested in your organization and respect the work that you do – have you considered involving them as Board members? Contact key members that could bring unique skills and diversity to your Board – they may even be honoured you asked.

7. Search far and wide

Target your immediate network and beyond. Consider the different sectors and communities that work with small craft harbours – fishing, tourism, First Nations communities, and local government bodies. Are these sectors represented on your Board? Even if you can't recruit Board members from these sectors immediately, you could invite members to brainstorm with your Board on other possible recruitment strategies.

Checklist for Succession Planning

On the Board

- ✓ **Create an ongoing recruitment strategy.**
Recruitment is a year-round process. While led by a Governance Committee, it's the responsibility of all Board members. Successful Boards make recruitment a top priority and think well into the future.
- ✓ **Plan for succession within your Board.**
Who will be your next chair? What opportunities are there to develop leadership skills within your Board (for example, mentoring or shadowing in key positions)? Think long term about who will fill key Board positions.
- ✓ **Develop your Board's capacity to lead.**
Provide Board members with training and support to do their job well. Engage local business people or educational institutions to help with your training.
- ✓ **Share important Board documents and information.**
Develop a Board manual that includes general information about your organization (bylaws and other important legal documents, mission, strategic and business plan and financial data) and about your Board (members, biographies, job descriptions, meeting minutes and schedules). Make it easy to bring new members up to speed.

You may find this website useful for additional information on mentoring and Board involvement:
www.mentoringcanada.ca

In Your Organization

- ✓ **Create an accessible and systematic records management system.**
Organize information so that no one person becomes keeper of your corporate knowledge. Work with volunteer committees to help you develop this system.
- ✓ **Develop an inventory of skill sets for key staff and volunteer positions.**
What are the must have and great to have skills you need to run your organization? Identify current staff or volunteers who could step up to replace a vacancy, either on a temporary or long-term basis.

In Your Community

- ✓ **Promote the Harbour Authority within your Community.**
Share your story and the organization's work in the broader community. By raising your organization's profile, people will understand the important role you play and consider how they might get involved.
- ✓ **Engage the broad community in your organization.**
Are you overlooking certain segments of the population as potential Board members and volunteers? Are you creatively engaging the skills that exist in your community in furthering your organization's mission? Involve a Board spectrum of people as volunteer trainers, committee members and advisors. These individuals are potential champions of your organization, and also potential future Board members.

CONFLICT RESOLUTION

What is Conflict?

Conflict is a state of disagreement, incompatibility or opposition between two or more people or groups of people. Conflict occurs at work, at home, and in communities. Our method of managing conflict often depends on our temperament, personal experience, or cultural background.



Conflict can occur for the following reasons:

1. **Relationship/values conflict:** At the core, relationship conflict occurs because of the way people perceive and treat each other. This type of conflict is influenced by values, belief system and ethics.
2. **Information/structure conflict:** Different interpretation of the same information, contradictory information, organizational structures and role confusion are often sources of conflict, especially in not-for-profit organizations.
3. **Resource conflict:** Organizations have limited resources – financial, human and technological. Individual Board members are often stretched for time. All organizations must decide how best to use their resources and tough decision making can lead to conflict over resource allocation.

When is conflict on the Board a good thing?

As governors of an organization, Boards of Directors are required to make tough decisions about their organization's policies, objectives and future. They must weigh the multiple interests of the community they serve to ensure their organization is performing to the highest standards. With this responsibility, conflict can be a healthy part of a good decision making process.

Yet many Boards avoid conflict at all costs. Sometimes, a challenging question of differing opinion is perceived as “against the team”. It is important for Boards to work towards a common goal, but Boards without conflict are Boards that aren't performing their governing duties or considering new ideas to move their organization forward.

Boards can develop a culture where debate and dialogue contribute positively to the organization by:

1. Establishing decision-making practices that encourage open communication and active participation.
2. Developing an effective process for managing conflict so that it helps, rather than hinders, your organization's development.

Types of Conflict of Boards of Directors

Some conflict is unique to not-for-profit organizations, like Harbour Authority Boards. The multiple interests that Boards must consider contribute in part to conflict, as does the model of shared leadership between volunteer Boards and the Harbour Manager/Management. Here are some common ways conflict occurs for Board of Directors, and suggested tips for managing conflict:

Difference among Board members:

- Vision for the organization.
- Personal expectations for the organization.
- Levels of participation in Board work.
- Understanding of their role as a Board member.
- Specific professional perspectives and area of expertise.

Solutions:

- Create a culture where diversity and healthy debate is encouraged.
- Clarify job descriptions, roles and responsibilities before Board members are selected.
- Regularly evaluate Board meetings and Board performance to understand expectations and opportunities for improvement.

Division of responsibility and accountability between Harbour staff and the Board

- Method of accountability for Harbour Manager/Management to the Board.
- Degree of autonomy Harbour staff have for decision-making and action.
- Level of financial oversight the Board undertakes.

Solutions:

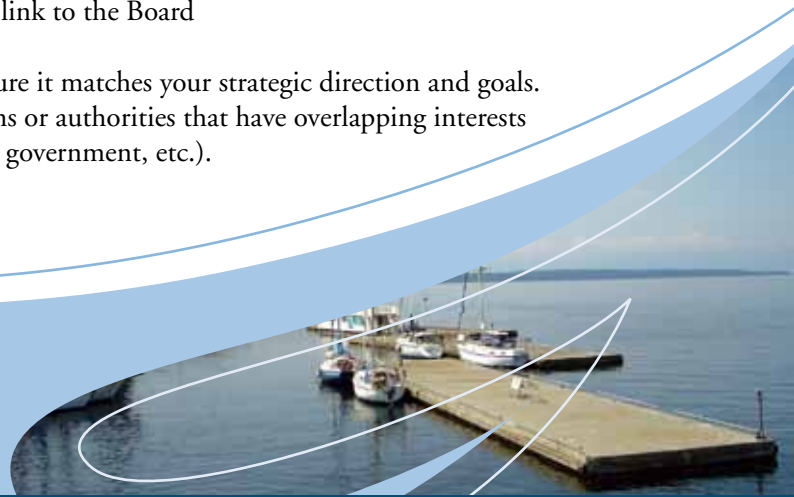
- Create clear expectations for Harbour Manager/Management through job description(s) and an agreed upon evaluation process.
- Understand and agree upon the difference between operation functions (staff) and governance functions (Board) in your organization.

Areas of authority and responsibility between the Board and other volunteers

- Subcommittee roles and authorities.
- Conflicting mission and needs among interdependent Boards or groups.

Solutions:

- Ensure committees have clear job descriptions and link to the Board (e.g. a chair who is also a Board member).
- Regularly evaluate the committee's mandate to ensure it matches your strategic direction and goals.
- Develop regular communications with organizations or authorities that have overlapping interests (e.g. other nearby Harbour Authority Boards, local government, etc.).



CONFLICT OF INTEREST

What is conflict of interest?

A conflict of interest is when a Board member has a personal interest that is in conflict with the interests of the organization. The Board member may be influenced by this personal interest when making a decision for the organization, or he/she or another person or organization affiliated with that Board member could stand to gain some sort of benefit or advantage.

Sometimes, the public perception of conflict of interest is as damaging as an actual conflict of interest. Directors need to be aware at all times that they are acting in the broad public good, and even perceived conflict can erode public trust in a Harbour Authority Board.

Working through conflict of interest is a part of all Board work, and Harbour Authority Boards are not exception. For example, boat owner/operators who are Board members have implied conflicts with some decision because of their use of Harbour facilities. Harbour Authority directors must consider how to put the good of the Harbour Authority above their own personal interests when making all Board decisions.

Other common areas of conflict of interest include financial conflict, affiliations with multiple organizations or conflicting roles and relationships.

How can you protect your Board from conflict of interest?

Make disclosure a normal practice or habit

Disclosing potential areas of conflict should be a typical practice of the Board. For example, it would be quite normal for a Board member to say “The next agenda item involves revamping our information management systems. Since my brother is one of the main computer retailers in this area and will be considered a vendor, I have a potential conflict of interest and I am going to excuse myself from the room for this discussion”.

Remember to record any disclosures or excusals from voting in your meeting minutes.

Get written bids for purchases

Make sure to get one or more competitive written bids if your Board is making a major purchase. This will ensure that prices and products are comparable.

Create a conflict of interest policy

Establish a clear statement that defines conflict of interest for your organization. Ask your Board members to sign the policy and renew annually.

Here is an example of a Conflict of Interest policy that could be used:

Sample Policy

The standard of behaviour at the _____ Harbour Authority is that all staff, volunteers, and Board members scrupulously avoid any conflict of interest between the interests of _____ Harbour Authority on one hand, and personal, professional, and business interests on the other. This includes avoiding actual conflicts of interest as well as perceptions of conflict of interest.

I understand that the purpose of this policy is: to protect the integrity of the _____ Harbour Authority decision-making process, to enable our constituencies to have confidence in our integrity, and to protect the integrity and reputation of volunteers, staff and Board members.

Upon or before election, hiring or appointment, I will make a full written disclosure of interests, relationships, and holdings that could potentially result in a conflict of interest. This written disclosure will be kept on file and I will update it as appropriate.

In the course of meetings or activities, I will disclose any interests in a transaction or decision where I (including my business or other not-for-profit affiliation), my family and/or my significant other, employer, or close associates will receive a benefit or gain. After disclosure, I understand that I will be asked to leave the room for the discussion and will not be permitted to vote on a question.

I understand that this policy is meant to be a supplement to good judgement, and I will respect its spirit as well as its wording.

Signed:

Date:



What to do when Conflict Happens

If conflict does happen on your Board, fight the urge to run and hide! It is important to resolve conflicts quickly and fairly, so they do not interfere with the work of your Board.

It should be noted that the steps below are not suitable for some types of conflict, including charges of harassment, discrimination or illegal activity.

For most types of conflict, design and conduct a conflict resolution process. The Board Chair plays a lead role in addressing conflict of the Board. If your Board Chair is not equipped to resolve the conflict or is part of the conflict, seek the help of a skilled and neutral third party.

Some examples include:

- A mediator;
- An organizational consultant with conflict management skills; or
- The organization's previous Board Chair, executive, or similar leader that has the respect and confidence of your Board.

These "conflict managers" are impartial and trustworthy, provide a safe environment to consider a broad range of solutions and make efforts to restore the balance of power between parties.

Steps in Designing and Conducting a Conflict Resolution Process***Step 1: Identify the Conflict***

Learn to watch for signs of serious conflict. Watch for changes in communication, recurring tensions or other patterns.

Step 2: Decide Whether to Intervene

Decide whether you should help with the conflict and consider possible consequences if you do – or do not – become involved.

Step 3: Identify Parties, Issues, and Emotions

Collect as much information about the conflict as you can, gathering each person's perspective on the issue.

Step 4: Analyse the Conflict

Take time to formally analyze the conflict based on the information you gathered.

Step 5: Design the Process

Plan the way you will bring the parties together to address the conflict.

Step 6: Educate Parties and Get Agreement to Participate

Explain everything that will happen in the conflict resolution process and ask each person to agree to participate.

Step 7: Conduct the Process

Hold one or more meetings to help the parties to find a creative solution to their differences.

Step 8: Celebrate and Check In

Celebrate the end of the conflict. Set up a system to ensure that the agreement is followed and the parties remain satisfied.

Some questions to ask about a conflict situation:

If you are involved in a conflict or called upon to mediate, here are some questions to ask to help understand the situation:

1. Can this process be handled informally, or is another resolution process required?
2. Who are all the people involved in this conflict, including directly or indirectly (individual Board members, staff, funders, etc.)
3. Are there power relationships that will inhibit a fair resolution of this conflict?
4. Are there cultural or gender differences that need to be considered?
5. What are the positions and perspectives of each party?
6. What are the assumptions people are making?
7. What are the shared interests?
8. Is the conflict based on resources, personalities or systems?
9. Are there limitations to potential resolutions available?

Taken from: Angelica Marion Peters, "Resolving Conflict in Nonprofit Organizations: The Leaders Guide to Finding Constructive Solutions". Saint Paul, MN: Amherst Wilder Foundation, 1999.



ANNEX**ANNEX 1 – HUMAN RESOURCES****Provincial Labour Ministries****British Columbia**

Victoria: 250-387-6121
 Vancouver: 604-660-2421
 Elsewhere in B.C.: 1-800 663-7867
 Outside B.C.: 604-660-2421
 E-mail address: EnquiryBC@gov.bc.ca
 Website:
www.labour.gov.bc.ca/esb

Alberta

Department of Labour
 Telephone Number: 780-427-3731
 Toll Free Phone: 1-877-427-3731
 Website:
www.employment.alberta.ca/SFW/1224.html

Saskatchewan

Department of Labour
 Telephone Number: 306-787-3662
 Website:
www.labour.gov.sk.ca/about

Manitoba

Department of Labour
 Telephone Number: 204-945-3744
 Toll Free: 1-866-626-4862
 Website:
<http://www.gov.mb.ca/labour>

Ontario

Ministry of Labour
 Telephone Number: 416-326-7160
 Toll Free Number: 1-800-531-5551
 Website:
<http://www.labour.gov.on.ca/english/>

Quebec

Commission des normes du travail/Work Standards
 Commission
 Telephone Number: 418-644-0817
 Website:
www.travail.gouv.qc.ca

New Brunswick

Department of Advanced Education and Learning
 Telephone Number: 506-453-2725
 Toll Free Number: 1-888-452-2687
 Website:
www.gnb.ca/0308/index-e.asp

Prince Edward Island

Department of Community Affairs and Attorney
 General Labour and Industrial Relations Division
 Telephone Number: 902-368-4000
 Toll Free Number: 1-800-463-4PEI.
 Website:
www.gov.pe.ca/commcul/index.php3

Nova Scotia

Department of Labour
 Telephone Number: 902-424-5301
 Website:
www.gov.ns.ca/enla/404.asp

Newfoundland

Department of Environment and Labour Relations
 Telephone Number: 709-729-2480
 Website:
www.hrle.gov.nl.ca/hrle

Leases, Subleases and Licences

Leases, subleases, and licences are contractual agreements, between two or more parties, that are enforceable under the law. These types of agreements should be reviewed by a lawyer unless they are standard-form documents that the Harbour Authority uses on an ongoing basis and that have previously been reviewed by a lawyer.

LEASES

A lease is a legal contract between a Harbour Authority (Lessee) and DFO (Lessor) whereby DFO gives the right to use its land and facilities (commercial fishing harbour) to the Harbour Authority for the purpose of maintaining, operating and managing the harbour(s) as a public commercial fishing harbour under the *Fishing and Recreational Harbours Act*. The only formal relationship between Harbour Authorities and SCH is contractual via their lease agreements.

With prior written consent from DFO, the Harbour Authority may sublease any portion of the Leased Area or Leased Equipment. The lease arrangement also entitles a Harbour Authority to issue licences that allow third parties to use the Leased Area or Leased Equipment to carry out particular businesses. Revenues associated with subleases and licences are collected by and retained by the Harbour Authority.

The Board of Directors should be familiar with the terms and conditions of the lease document. The document clearly describes obligations that the Harbour Authority must meet to continue to manage the Leased Area.



Some responsibilities of the Harbour Authority as stipulated in the lease include:

- Cover all operation costs – utilities, services, maintenance (including access road) and taxes;
- Ensure public access;
- Not to permit anyone to damage or cause harm to the Leased Area;
- Ensure that no person shall loiter;
- Make maintenance and repairs on Leased Area and equipment;
- Have required insurance coverage – Improvement works and maintenance repairs;
- Be liable for all risks;
- Keep Leased Area and equipment clean and tidy;
- Make best effort to avoid construction's liens or other liens in relation to labour, services or materials;
- Take all necessary precautions to prevent fire from occurring;
- Immediately inform DFO of any unsafe conditions; and
- Immediately notify DFO should they become a party to an action in court.

SUBLEASES

With the written consent of DFO, a Harbour Authority may sublet part of the leased facilities (i.e., sublease a parcel of land) to third parties to take advantage of the ability of the harbour to generate revenue. A sublease is an agreement between the Harbour Authority and the party subletting the property.

The Harbour Authority retains some rights or interest, as well as the obligations contracted under the original lease, with respect to the property subleased. As with leases, subleases do not relinquish title to the land or its improvements.

The insurance policies of a sublessee should provide liability coverage to the Harbour Authority. The insurance policies should be primary, non-contributing, and not in excess of any insurance available to the Harbour Authority. This means that the sublessee's insurance must be exhausted before any of DFO or Harbour Authority insurances are required to contribute for a loss. The Harbour Authority should be named under the policy.

The terms and conditions of a standard sublease can be found in the sublease template available from your SCH regional office.

Please contact your SCH regional office to obtain a copy of a template of a Sublease.

LICENCES

A licence is a personal contract between two parties. It does not give an interest in land. Rather, it is the right, given by the owner or lessee of land, to another party, to use land in a certain way, for a certain purpose, and on certain terms while that land remains, in other respects, in possession and under the control of the owner or lessee. Harbour Authorities may issue licences for the provision of such things as space for fish offloading, tour boats and fuel pumps, for example. To avoid being held liable for the activities of a licensee, a Harbour Authority should ensure that the licensees carry adequate liability insurance coverage.

The following terms and conditions are found in a standard licence agreement:

- the amount payable and when;
- the interest penalty that will apply in the event of non-payment;
- the need to comply with applicable laws and regulations;
- the requirement for comprehensive general liability insurance coverage;
- the right to request proof of insurance coverage;
- a cancellation clause;
- a statement to the effect that the rights under the licence cannot be transferred or assigned;
- a clause that addresses the issue of potential damage to the facilities;
- a clause that ensures continued public use or public access to the site under licence;
- a clause that addresses the state of the facilities at the end of the licence agreement;
- signatures of both the licensor and licensee;
- the date; and
- other clauses, as applicable.

Please contact your SCH regional office to obtain a copy of a template of a License.

Third Party Liability Insurance

DFO purchases Third Party Liability Insurance (TPLI) for all Harbour Authorities. The insurance provides protection to the Harbour Authority if a claim is made against it for accidental loss of life, bodily injury, and/or property damage suffered by third parties. The insurance policy is renewed annually in April. The SCH Program is responsible for the renewal and administration of this policy.

When the Harbour Authority, their officers, employees and/or volunteers become aware of an incident you should immediately report the incident to your regional SCH contact. A copy of the **Harbour Accident Report** form is attached at the end of this section. (Annex 1)

For more information on Third Party Liability Insurance please consult the brochure (including a questions and answers pamphlet) that has been included as a separate pull out to this Manual.

THIRD PARTY LIABILITY INSURANCE FOR HARBOUR AUTHORITIES

Who is insured?

- The HA (ignores claims from a third party)

What is insured?

- The insurance policy will cover losses if a claim is made against the HA for accidental loss of life, bodily injury, and/or property damage suffered by third parties that result directly from negligent acts of the HA, such as:
 - A person slips and falls over a piece of wood and injures himself. The insurer will investigate the claim and, if warranted, pay for the pain and suffering and any legal defence should a lawsuit ensue.
 - A collision between two boats in a marsh of wrong directions gives by the HA or their employees. The insurer will investigate the claim and, if it is determined that the HA or their employees was at fault, the insurer would pay for the repairs of the boats and any other damages that they are legally required to pay.

What is not insured?

- Any loss or damage to property owned, leased or occupied by the HA, if a fire burns down a building that is owned by the HA, the insurance policy will not respond. However, the insurance company will investigate claims against the HA as a result of the fire causing damage to someone else's property or causing injuries to a Third Party.
- Injuries sustained by members of the Board of Directors, members, employees and volunteers. The Harbour Authority Corporation is fully incorporated body working on behalf of all HA's separately offers to its members Directors and Officers' insurance as well as Accidental Death and Dismemberment and Bodily Injury insurance.
- Construction on harbour property causing damage to others. Contractors must carry their own liability and property insurance.
- Vehicles owned by the HA and used on HA business. Vehicles must be insured under a separate liability insurance policy.

WHAT TO DO IN CASE OF AN INCIDENT?

When the HA, their officers, employees and/or volunteers become aware of an incident, the following steps should be taken:

- Contact law enforcement or emergency services, if required
- Provide assistance and first aid
- Record key information, including:
 - Date and time
 - Name and contact information of the persons involved or injured
 - Location where incident occurred
 - Weather conditions at time of incident
 - Witness names and contact information
 - Photographs, if possible
- Arrange for emergency repairs to minimize any damage
- Immediately report the incident to your regional SCH contact

Brook Craft Harbours Regional Offices

Pacific

102 University Ave.,
V1B 3K6
Vancouver, BC V6C 1B6
Fax: 604-686-7052
Tel: 604-686-4870

Maritimes & Gulf

102 University Ave.,
V1B 3K6
Halifax, NS B1C 2B6
Fax: 902-421-2423
Tel: 1-800-853-6741

Central & Arctic

102 University Ave.,
V1B 3K6
Halifax, NS B1C 2B6
Fax: 902-421-2423
Tel: 1-800-853-6741

Newfoundland & Labrador

102 University Ave.,
V1B 3K6
Halifax, NS B1C 2B6
Fax: 902-421-2423
Tel: 1-877-553-4488

Quebec

102 University Ave.,
V1B 3K6
Halifax, NS B1C 2B6
Fax: 902-421-2423
Tel: 1-877-553-4488

You may also wish to consult the insurance tab located in the toolbox for Harbour Authorities on the Small Craft Harbours website.

<http://www.dfo-mpo.gc.ca/sch-ppb/toolbox-boiteaoutils/index-eng.htm>

ANNEX 1 – THIRD PARTY LIABILITY INSURANCE

HARBOUR ACCIDENT REPORT FORM – THIRD PARTY LIABILITY INSURANCE

HARBOUR ACCIDENT REPORT

THIS REPORT IS REQUIRED FOR EVERY ACCIDENT CAUSING PROPERTY DAMAGE OR BODILY INJURY ARISING FROM OR INVOLVING HARBOUR OPERATIONS INCLUDING OPERATION OF HARBOUR EQUIPMENT OR VEHICLES OR MAINTENANCE OF HARBOUR FACILITIES.

THIS REPORT IS USED TO CONVEY INFORMATION REGARDING ACCIDENT TO OUR INSURERS AND THEIR SOLICITORS. IT IS A CONFIDENTIAL AND PRIVILEGED REPORT FOR THEIR PURPOSES IN DEFENDING ANY CLAIM OR LITIGATION WHICH MAY ARISE.

1. Name of Harbour Authority: _____

Contact Name: _____

Phone Number: _____

Fax Number: _____

2. Date of Accident: _____

3. Time of Accident: _____

4. Weather Conditions: _____

5. Description of Accident (attach sketch): _____

6. Name and address of Owner of any property damages: _____

7. Description of property damage: _____

8. Amounts of any estimates of property damage received: _____

9. Names and address of injured persons: _____

10. Description of bodily injuries: _____

11. Names of any harbour personnel involved: _____

12. Names and addresses of any witnesses: _____

13. Take photographs if possible and attach.

14. (If serious accident) telephoned notification of accident to:

Name: _____

On (date): _____

At (time): _____

Name of person making this report: _____

Date of report: _____

To: National Harbour Authority Program Coordinator

Small Craft Harbours
Station 14-N173
200 Kent Street
Ottawa (ON)
K1A 0E6

Tel.: (613) 993-5303
Fax: (613) 952-6788

To: Current broker or your SCH regional office

Records Management

Record Keeping Tip – Create an Organizational Policies Manual including all of your organization’s current policies such as policies on Human Resources, Privacy, Records Management, Governance and Investment.

KEEPING TRACK FOR THE FUTURE

What would you do if key board members or staff suddenly left your organization? Will important information leave with them?

Good succession planning includes maintaining corporate knowledge in the event of departures from your organization. Records management is also an important part of risk management.

Good records management systems are accessible and systematic. Here is a starting list of documents to keep, and practices to implement, to ensure smooth transitions of corporate knowledge.

Develop a records management retention policy and schedule:

- What information needs to be readily accessible in your organization?
- What can be archived?
- What authority and legal obligations govern your organization and what are the retention requirements?
- What is the best way to organize this information?

Develop guidelines for what information you need to keep, where you keep it, and for how long. For example, ensuring a daily harbour log is kept by harbour managers is an important requirement and will provide a good snapshot of activities for new staff. There may be regulations that determine the length of time you keep log information.

Also, consider having a committee and designate a records manager and work with staff to create a records retention policy and schedule, and an accessible records management system.

Records management involves making important pieces of information easy to retrieve, as well as protecting them from loss or destruction. It increases the efficiency and the effectiveness of the organization. The following records management topics may be considered for your organization:

- legal requirements,
- types of files,
- types of records,
- types of reports, and
- taking minutes.

Consider having a committee and designate a records manager and work with staff to create a records retention policy and schedule, and an accessible records management system.



LEGAL REQUIREMENTS

The corporation is to keep the following records in the custody of the secretary or another officer specially charged with that duty (sections 109 and 112 of the *Canada Corporations Act*):

- a copy of the Letters Patent, any Supplementary Letters Patent and all by-laws of the corporation;
- the names of all persons who are or have been members;
- the address and occupation of each such person while he/she is a member, as far as can be ascertained;
- the names, addresses and occupations of all persons who are or have been directors, and the dates upon which each became or ceased to be a director; and
- minutes of all members' and directors' meetings.

The corporation is also required to keep adequate accounting records at its head office (section 117 of the *Canada Corporations Act*) together with financial statements from the current and previous years. It is also required that the Board's secretary keep a record of the minutes of meetings.

Please consult the Industry Canada website for further information.
(<http://www.ic.gc.ca/eic/site/cd-dgc.nsf/eng/cs02167.html>)



FILES

An effective filing system not only allows for speedy retrieval of information, but also reduces the possibility of misplacing client information, records of financial transactions, and other important documents.

Organizing the filing system

Harbour Authorities handle large volumes of paperwork, a good management practice is to keep only the paperwork that is important and relevant and discard the rest. After identifying documents that should be kept, you may wish to adopt the following approach to organize the filing system:

- **Personnel files** contain employee information such as training, appraisals, health and safety, workers' compensation, job descriptions, and correspondence.
- **Administrative files** hold fee and rate schedules, and inventory listings.
- **Projects files** include all pertinent details of a given project (plan, estimates, progress reports, invoices, etc.).
- **Governance files** hold minutes of meetings, resolutions of the Board of Directors, and related correspondence.
- **Legal files** contain incorporation documents, by-laws, leases, subleases, licences, permits, official surveys, and small claims court and litigation documents.
- **Financial files** contain billing, collection and accounts payable documents, customer and supplier information, annual work plan and interim statements, annual financial statements, bank statements, copies of banking resolutions and signing authorities, and tax returns.
- **Customer files** contain files or ledger cards, completed by the harbour supervisor, for each vessel owner/operator or other firm or person who purchases the services of the Harbour Authority. Customer files should be filed alphabetically by customer or vessel name. Customer files could contain copies of:
 - berthage agreements,
 - descriptions of vessels (if applicable), and
 - contact names and other pertinent information.

- **Supplier files** contain files or ledger cards for each firm or person who sells goods or services to the Harbour Authority. These files should be kept in alphabetical order for ease of reference. Once an invoice is paid, the receipt, if provided, should be filed together with other information pertaining to the supplier. This information serves as a useful reminder in future dealings with the supplier.

Cheque stubs should be completed in full with the date, name of the payee, and the amount of payment. The same information should be entered directly into the journal. Once the bank reconciliation has been completed, the cancelled cheques and accompanying bank statement for each month should be filed in sequence and kept in storage.

RECORD KEEPING

Harbour Authorities are required by law to keep books and records, including supporting documents such as sales and purchase invoices, contracts, bank statements, and cancelled cheques, in an orderly manner at a designated records office. This information may eventually be useful to government bodies such as the Workers' Compensation Board, Canada Revenue Agency and the Department of Fisheries and Oceans for audit purposes.

Some corporate records, such as financial statements, journals and ledgers, and personnel records must be kept permanently. Canada Revenue Agency requires that taxation records be kept for at least six years from the end of the last taxation year to which the records relate.

Financial Records

Financial records provide a written account of the Harbour Authority's financial transactions and financial matters.

Bookkeeping Records

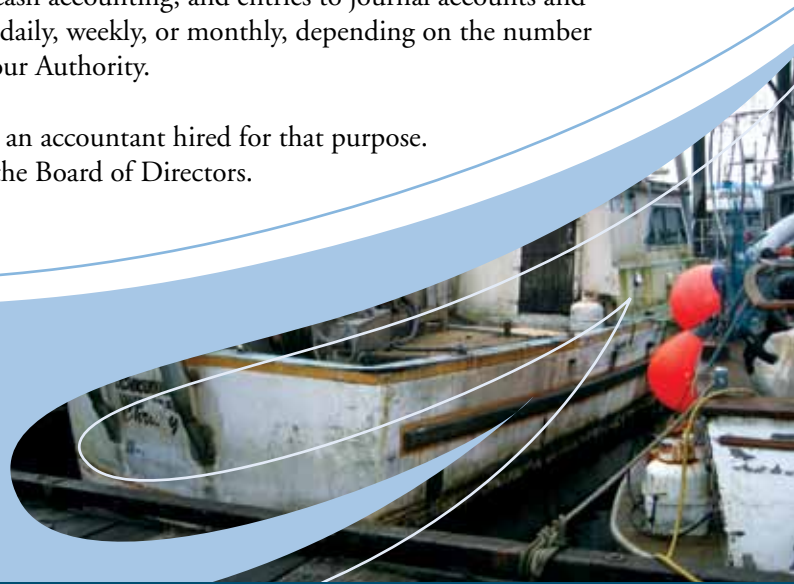
Bookkeeping is the basis on which financial records are built. Bookkeeping fills two important needs:

- It provides sufficient information to satisfy government reporting requirements.
- It supplies, in a simplified and direct manner, the financial information required to successfully manage the corporation.

Bookkeeping also justifies expenses, safeguards assets, and meets the management information and planning needs of the Harbour Authority. It involves accurately recording and accounting for day-to-day transactions, such as bill payments, receipt of revenue, bank deposits, cash accounting, and entries to journal accounts and general ledger accounts. Bookkeeping can be conducted daily, weekly, or monthly, depending on the number of transactions involved in the management of the Harbour Authority.

Financial statements are completed by the treasurer or by an accountant hired for that purpose. Financial statements are then reviewed and approved by the Board of Directors.

Bookkeeping can be conducted daily, weekly, or monthly, depending on the number of transactions involved in the management of the Harbour Authority.



MAINTAINING THE BOOKS

A typical method of maintaining financial records is called double-entry accounting. Double-entry accounting means that every transaction is recorded in one account as a debit and in another as a credit so that the total number of debits equals the total number of credits. The four main categories of accounts under which all financial transactions that could be captured and posted to the general ledger are:



- The **revenue account** shows funds flowing into the Harbour Authority: for example, membership dues, berthage fees, wharfage fees, DFO funding (if applicable), and other revenue.
- The **expense account** shows the costs of operating the Harbour Authority: for example, maintenance expenses, operating expenses, repairs, salaries, and so on.
- The **asset account** shows all items concerned with the ownership of money, buildings, and equipment.
- The **liability account** shows what the Harbour Authority owes to other parties, such as accounts payable and bank loans.

To maintain these four types of accounts, three sets of records or journals could be used:

- a sales/receipts journal records all money received;
- a cash disbursements journal records all payments; and
- a payroll journal records employee-related financial data.

FINANCIAL HEADINGS

Each financial transaction is recorded in a transaction category.

Transaction categories could include:

- salary,
- utilities,
- maintenance,
- berthage fees,
- parking fees,
- licences,
- garbage,
- used oil,
- insurance, etc.

It is important, at the outset of operations, to identify categories that are in line with items on the annual work plan and with taxation or Small Craft Harbours (SCH), DFO reporting requirements. It is also important to provide the Board of Directors with meaningful information to evaluate the financial performance of the Harbour Authority.

THE ANNUAL SUMMARY

Once incorporated, a not-for-profit corporation must file an Annual Summary, along with the \$30 filing fee, with Corporations Canada. It must be filed between March 31st and June 1st of each year, containing information regarding the corporation as of March 31st in the same year. A blank Annual Summary form can be obtained from Corporations Canada's website. Failure to file for two consecutive years can result in the dissolution of the corporation.

Failure to submit the \$30 filing fee will result in a notation being placed on Corporations Canada's website indicating that the Annual Summary for the particular year was filed without the fee. Corporations Canada will also forward a Notice of Default to you stating that until you pay the filing fee, the corporation has not fulfilled its obligation. Failure to file and/or to pay the filing fee for two consecutive years can result in the dissolution of the corporation.

THE ANNUAL REPORT

The Board of Directors must hold at least one meeting of the membership per year in accordance with the terms of the Harbour Authority's by-laws. An annual report must be presented to the membership for approval at this meeting.



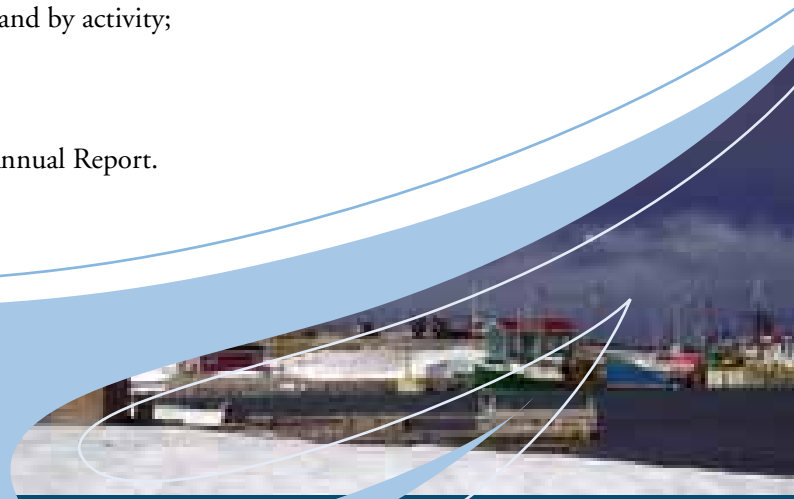
The report must include:

- the names of the executive, the Board of Directors, and the staff;
- the balance sheet and statement of income and expenses; and
- the auditor's report.

An annual report can be expanded and made more informative by adding a message from the president or the Board of Directors describing the goals that were achieved in the past year, difficulties encountered, new policies implemented and future directions. The report may include a report from the treasurer on the Harbour Authority's financial situation, as well as information on the major financial decisions made by the Board during the year, for example:

- a summary of DFO contributions, by project (if applicable);
- a breakdown of the various construction and maintenance projects completed during the year;
- a breakdown of the revenue generated by client type and by activity;
- the surplus accumulated and the cash position; and
- a report on insurance claims and premiums.

Please refer to the Finance section for an example of an Annual Report.



THE AUDITOR'S REPORT

The auditor's report is a summary of the Harbour Authority's financial standing. It is prepared annually by an auditor and presented to the membership at the annual meeting. The auditor for the coming year could be appointed at the annual meeting by passing a motion that specifies the name of the auditor and recording the approved motion in the minutes of the annual meeting.

An auditor is an outside party hired to provide an unbiased report of the financial situation of the organization. The auditor does not have to be a professional accountant; however, he or she should have good accounting knowledge.

Should a Harbour Authority determine that an independent audit is necessary, provisions should be made in the budget for this activity. If the Harbour Authority determines that an independent audit is unnecessary, someone from the general membership with the appropriate knowledge should be appointed to review the accounts and financial statements on a regular basis. The auditor should not be a director, officer, or employee of the Harbour Authority unless all members have consented to the appointment. A direct affiliation with the organization could compromise the auditor's objectivity.

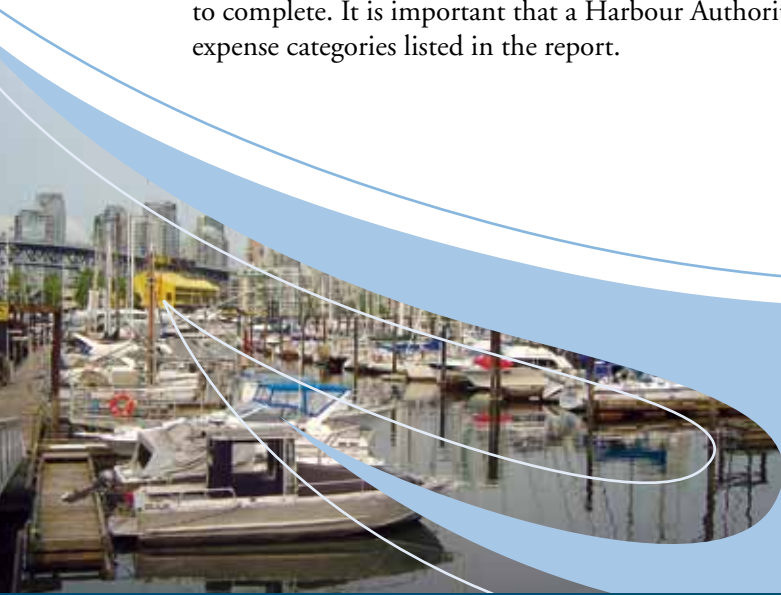
To complete the audit, the auditor examines the balance sheet and other financial statements of the Harbour Authority and renders an opinion as to whether the financial statements represent a fair picture of the financial position of the Harbour Authority.

The auditor's report may contain, in addition to the findings, various comments to ensure that readers of the financial statements can form an accurate picture of the financial position of the Harbour Authority. The auditor may also offer advice to the Harbour Authority on how to improve its bookkeeping and accounting processes.

REPORT TO DFO

The Harbour Authority lease document states that a Harbour Authority must provide the Regional Director of Small Craft Harbours (DFO) with a statement of costs and expenses, and revenues and assets for the 12-month period preceding the end of its fiscal year. The statement must be in a form satisfactory to the Regional Director and must be certified by an officer of the Harbour Authority.

Each regional office supplies the Harbour Authorities in their region with the necessary annual report form to complete. It is important that a Harbour Authority's accounting records and books match the income and expense categories listed in the report.



MINUTES

Minutes are a brief written record of the discussions and decisions of a meeting. The minutes summarize, in a factual manner, discussions, motions, and amendments put forward. They also indicate who put forward and seconded the motions and amendments, and the results of the voting. The minutes are considered official documents once they have been approved, at a subsequent meeting, by the members who attended the previous meeting. The minutes are confidential and should not be distributed without the consent of the Board of Directors.



Minutes provide the members of the Harbour Authority with:

- a clear, objective summary of the activities of the Harbour Authority;
- a means of relaying information to people who were unable to attend the meeting;
- a reminder of future expected action; and
- a historical background for decisions made at meetings and the rationale behind them.

The minutes serve as both a record and a reminder: minutes of committee meetings help the chair to prepare a report to the Board; minutes of Board meetings assist the president in preparing the annual report. Minutes should be distributed to Board members before the next meeting.

Recording Minutes

The minutes do not have to be a detailed record of all that was said at a meeting; only motions must be recorded word for word. Each Harbour Authority should determine the level of detail that is appropriate for their organization. Examples of the information that could be recorded in the minutes can be found in Annex 1 at the end of this section.

The secretary could be responsible for taking minutes at executive and Board meetings.

Minute Book

Minutes should be kept in a file, a minute book, or a three-ring binder with separate sections for special, general, and annual meetings, meetings of the Board of Directors, and other important meetings. For quick reference, the minute book should also contain the certificate of incorporation, and a copy of the Letters Patent and by-laws. It may also be helpful to include a copy of the resolution passed by the Board of Directors to choose a financial institution and to establish cheque-signing powers.

Storing Minutes

Minute books for past years should be clearly identified and stored at the Harbour Authority's official place of business.

ANNEX 1 – RECORDS MANAGEMENT

TAKING MINUTES

The following points should be included in the minutes of a meeting:

1. **Heading:** Name of the committee (Executive, Full Board, special, general, etc.); must include the word “Minutes”, the date, time, and location of the meeting.
2. **Attendance:** The names of members present, names of people invited but absent; names of non-members who attended the meeting, names of chair and secretary.
3. **Minutes of the previous meeting:** The standard form is “The minutes of the meeting of month/day/year were approved as read.” If the minutes were approved as amended, indicate the amendment and the individuals who moved and seconded the motion to amend. Also indicate whether the minutes were approved.
4. **Reports received or presented by an officer of the Harbour Authority or by a committee:** Information reports should be acknowledged in the minutes as “received” or “presented” (as applicable). Reports with recommendations should be “adopted”, “accepted”, or “considered”. For example, the treasurer’s report on finances is “reported”. In the case of the treasurer’s annual report, which has been audited according to the by-laws, a motion and vote must take place to accept the report. All reports should be attached to the minutes.
5. **Correspondence:** Letters are read by the secretary and then either filed or attached to the minutes in an appendix; this section may also deal with telephone conversations or other means of communication.
6. **Unfinished business:** Motions and issues raised at previous meetings and deferred to the current meeting, details of follow-up action and of new actions, if applicable.
7. **New business:** New information (motions, amendments, votes, pros and cons, expected action, etc.); tasks assigned to members and deadlines established.
8. **Adjournment:** The time the meeting was adjourned.
9. **Next meeting date and location:** The date, time, and location of the next meeting.
10. **Signatures:** The minute-taker’s signature appears at the end of the minutes; the chair initials all pages and signs the last page.