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HARBOUR MANAGEMENT STUDY

MARITIME REGION

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HARBOUR MANAGEMENT STUDY
MARITIMES REGION
1980

SMALL CRAFT HARBOURS BRANCH

HARBOUR MANAGEMENT PLAN

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HARBOUR MANAGEMENT - MARITIMES

The Harbour Management Plan

Objective

1. A proposal has been prepared for a harbour management plan to provide a management system for commercial fishing harbours which is effective, economical and responsive to the needs of the users.

Present Situation

2. At present, there are 104 Harbour Managers supervising 144 harbours. Many of the larger and more complex harbours have on-site management. The number of Managers and the harbours supervised have changed little since being transferred to Small Craft Harbours. Inactive Managers are being replaced and all harbours requiring supervision have been identified.

3. The biggest weakness in the present system is that it does not provide enough remuneration on a regular basis to compensate the Manager for the time and degree of responsibility required to provide a good level of management.

4. Harbour management is required to maintain the most efficient, effective and economical use of federal fishing harbours. Management protects the large federal investment and ensures maximum returns from such investments. It ensures safety, controls pollution, indemnifies the crown against claims; it controls parking and berthing, it controls the efficient use of space by means of licenses and leases. It resolves problems quickly; good management ensures that all boats are able to

The Harbour Management Plan

leave and enter the harbour so that they can fish and so that their catch can be unloaded quickly to maintain quality. Good management ensures that all clients can use the facilities in a fair manner.

5. Harbour management criteria measures the number and degree of responsibility required for each harbour. This system also identifies the harbours that can be supervised by the regional office. All the activities plus the complexity and the number and size of harbour facilities have been allotted points. Using a bench mark harbour, re-numberation can be allotted according to the points. This is a fair system and can be adopted to changing conditions. With minor changes, this system can be used with our present system.

6. Many harbour management alternatives were considered, such as salaried full-time employees, leasing to municipalities, contracts to towns and municipalities, grants to municipalities, commissions based upon revenue, commissions based upon a point rating system which would be an equal pay for equal work situation. Each alternative was analysed for advantages and disadvantages, costs, flexibility and acceptability. Any alternative must meet the needs of the fishing industry and our Department. It must be acceptable to our clients and flexible in these changing times.

7. From the various alternatives, a regional harbour management system was chosen. Weighing the advantages, disadvantages, costs and flexibility, a system that pays the Harbour Manager a fair remuneration on a regular basis would appear to be the most satisfactory for this region. The remuneration would be established by a point rating system that measures the amount of time required and the degree of responsibility needed to obtain good management. If there were not sufficient revenue derived from the harbours in question, the extra revenue could be obtained from these harbours that are supervised by the regional office. Another method would be to pay the Harbour Managers from an allotment. Such a system could be easily phased in and is flexible. It is an improvement on what is in place now and this has proven acceptable to our clients. This would be the main system in the Maritimes.

8. Contracts with towns could be studied as a viable alternative for large harbours that require full-time management. We are studying this alternative at the present time but it has not been in operation long enough to evaluate.

HARBOUR MANAGEMENT - MARITIMES

Conclusions

At low activity harbours, supervision can be undertaken by the regional office of Small Craft Harbours.

The proposed system can be phased in by upgrading the remuneration of the Managers now in place at Category 1 and 2 harbours. If the full system is not approved, the present system can be improved by adopting a revised scale of commissions. The second phase would be to enlarge the number of Harbour Managers to include all harbours in Category 1. Further expansion would see Managers at all Category 1 and 2 harbours. Various harbours in Category 2 could be managed as satellite harbours if they were in close proximity to a Category 1 harbour.

Contracts with towns are being reviewed and tried at various harbours. These should continue so that they can be properly evaluated after one year's operation.

Under the current regulations, contracting to individuals and firms is not feasible.

Due to the current policy of non-growth in the Public Service, full-time or term employees cannot be hired.

Due to the current restraints on man/years and contracting out, the most suitable form of management in the Maritimes appears to be some form of commission to the Manager. Whether this commission is based upon present or future estimates, or allotments, it should be a set amount on a regular basis. The suggestions for improving part or all in a revised system would be covered by revenue.

Conclusions

If a revised fee system for boats, wharfage and berthing keeps pace with other costs, the revenue would soon exceed expenditures.

HARBOUR MANAGEMENT - MARITIMES

Recommendations

That an improved commission system be adopted for the renumeration of Harbour Managers.

That the regional staff of Small Craft Harbours continues to supervise the small harbours with low activity.

That we study the possibility of contracts to towns and municipalities and to expand and continue leasing to towns and municipalities.

HARBOUR MANAGEMENT - MARITIMES

STUDY NO. 1

HARBOUR MANAGEMENT SYSTEM NOW IN EFFECT

There are 104 Harbour Managers in the Maritimes, supervising 144 harbours. The majority of harbours supervised are our large, complex Category 1 Harbours. Because of their nature, the large, mixed harbours have demanded management.

All Managers are paid a percentage of the revenue derived from the harbours. In 1979, the amount of commissions paid in the Maritimes amounted to \$40,000. This amount will more than double as the base of revenue has been widened and the percentage of revenue increased. We have also received a substantial number of water lot leases from the Ministry of Transport, which will increase revenue.

The majority of our Managers are full-time fishermen or work for the fishing industry.

The Fishing and Recreational Harbours Act and Regulations clarified many grey areas of operational management and has assisted us in the supervision of our harbours.

Our Managers are assisted in the management of the harbours by annual training seminars, increased on-site training, direction by telephone and correspondence.

Managers are forwarded listings of leases and licenses for an annual updating.

Our licenses and leases which number over 1,500 documents assist the regional office in the administration of

Harbour Management System Now in Effect

the harbours.

In the Maritimes, harbours that are managed are New Brunswick 152, Prince Edward Island 82, Nova Scotia 454 for a total of 688 harbours with over 3,000 structures.

In the past three years, over 400 signs have been installed at our harbours to assist us in parking, berthing, speeding, littering, storage etc.

We would like to acknowledge with thanks the excellent assistance and cooperation of Community Services Officers, Fisheries Officers, Public Works engineers and the Ministry of Transport.

As our new Act has clarified grey areas in berthing and as our administrative capability has improved, revenue in berthing has improved and will continue to improve.

The efficient, effective and safe use of our harbours has been of prime concern to us but we have also directed our efforts to ensure cleanliness, tidiness and pollution.

To assist us in the administration of the day to day operations of those harbours supervised directly by the regional office (500 in number), better methods and systems were implemented which included a new and improved license document, new and updated inventory system, new and updated survey plans and technical descriptions, aerial photographs of all harbours, updated records and files and new metric harbour plans.

MARITIMES REGION
HARBOUR MANAGEMENT STUDY

STUDY NUMBER 2 - INVENTORY OF HARBOUR FACILITIES

This study will only cover the harbours which are classified according to the following criteria:-

Category 1 (A) Major Fishing Harbour

- Major fishing harbours, except Category 1 (B).
- Harbours used by trawlers/large draggers or mix of these and inshore fishing vessels, Atlantic Regions.
- Major home ports for commercial fishing vessels, Pacific Region.
- suitably situated in relation to transportation facilities and fish processing plants.
- Require high standards of accommodation and service facilities.

Category 1 (B) Major Fishing Harbour

- Primary inshore fishing harbour.
- Substantial fish landings.
- Significant number of fishing vessels.
- Suitably situated in relation to transportation facilities and fish processing plants.
- Require high standards of accommodation and service facilities.

Category 2 Secondary Fishing Harbour

- Harbours required in order to provide the necessary geographical spread of harbours to support the fishing vessels.
- Transient fishing vessel harbours.
- Require basic standards of accommodation and minimal levels of service.
- Individual spread sheets showing the details of each harbour inventory are attached as Appendix A.
- Also enclosed as Appendix B is a record of the lineal berthage space.

HARBOUR MANAGEMENT - MARITIMES

STUDY NO. 2

BERTHAGE - LINEAR BERTHING SPACE

This is a good indicator of useage but the following must be noted when evaluating use and/or responsibilities.

1. At many harbours, only the inside of the wharf can be used for berthage.
2. There are wharves that the first berths cannot be used because of low water. The length of berthing space lcast varies with the llocation of the wharf. Each wharf will have to be analysed and the berthing figure not just taken carte blanche off a plan.
3. Boats berth differently at each harbour - such as Caribou where they berth at right angles, to the wharf with the bow tied to the wharf. They prefer this type of berthing to being off at Cribbins Point. They berth with the stern tied to the wharf.
4. At many harbours, the boats tier off. At Shag Harbour, the boats tie up to 9 or 10 abreast. Other harbours have two or three in a tier. West Head has two draggers tied together. This is all that can be held.
5. There are other harbours that have a small wharf, but most of the boats moor off; e.g., Black Point, East Green Harbour, Lower Wedgeport and East Ferry.

LINEAR BERTHAGE SPACE - PRINCE EDWARD ISLAND

<u>CATEGORY 1 HARBOURS</u>	<u>FEET</u>	<u>METERS</u>
ALBERTON	760	230
GRAHAM'S POND	800	242
HOWARD'S COVE	620	188
JUDE'S POINT/TIGNISH RUN	590	179
LAUNCHING POND	396	120
MALPEQUE COVE	720	218
MIMINEGASH	780	236
NAUFRAGE	990	300
NORTH LAKE	1294	392
NORTH RUSTICO & RUSTICO	1850	561
RED HEAD	1560	473
SAVAGE HARBOUR	248	75
SKINNER'S POND	634	192
TRACADIE	429	130
WOOD ISLANDS	495	150

CATEGORY 11 HARBOURS

ANNANDALE	469	142
BAY FORTUNE	314	95
BEACH POINT	402	149
BORDEN	500	152
COVEHEAD	380	115
DARNLEY BRIDGE	140	42
EDMONT BAY	680	206
FISHING COVE	420	127
FRENCH RIVER NORTH & FRENCH RIVER SOUTH	363	110
GREEK RIVER	80	24
LOWER MONTAGUE	273	83
MACHON'S POINT	248	75
MACAULEY'S SHORE	-	-
MILLIGAN'S SHORE	320	97
MINK RIVER	180	55
MONTAGUE	280	85
MURRAY HARBOUR (SOUTH RIVER)	726	220
MURRAY RIVER	200	61
NEW LONDON	150	45
NINE MILE CREEK	-	-
PINETTE	180	55
RICE POINT	-	-
SEACOW POND	460	139
STURGEON BRIDGE	160	48
WEST POINT	320	97
VICTORIA	300	91

LINEAR BERTHAGE SPACE - NEW BRUNSWICK

CATEGORY 1 HARBOURS

	<u>FEET</u>	<u>METERS</u>
BACK BAY	660	200
BEAVER HARBOUR	330	100
BLACK'S HARBOUR	200	61
CARAQUET (YOUNG'S LANDING)	1865	565
CHOCKFISH	310	94
DIPPER HARBOUR	140	42
DUPUIS CORNER (HARSHMAN'S BROOK)	627	190
ESCUMINAC	1440	436
HEAD HARBOUR	320	97
INGALL'S HEAD	1060	321
LAMEQUE	1000	303
LEONARDVILLE	275	83
LITTLE CAPE	460	139
MCEACHERN'S POINT	320	97
NEGUAC CHURCH	400	121
NORTH HEAD, GRAND MANAN	720	218
POINT SAPIN	760	230
RICHIBUCTO CAPE	690	209
SAL COVE	858	260
SHIPPEGAN	1716	520
SHIPPEGAN GULLY	680	206
WHITE HEAD	120	36

CATEGORY 11 HARBOURS

ALMA	100	30
BLACK RIVER	100	30
BLUE COVE	410	124
BOTSFORD	310	94
BAYNE'S COVE	150	45
BURNT CHURCH	381	115
CAISSIE S CAPE	440	133
CAPE BALD	410	124
CAPE TORMENTINE	410	124
CHANCE HARBOUR	289	88
COCAGNE BAR	396	120
CURRY'S COVE	180	155
EMILY'S POINT	297	90
FAIRHAVEN	140	42
FIVE FATHOM HOLE	83	25
GREEN POINT	370	112
HARDWICKE (FRENCH RIVER)	50	15
LITTLE SHIPPEGAN	100	30
LORD'S COVE	200	61
LOWER CARAQUET	550	167
LOWER NEGUAC	300	100
MACE'S BAY	315	95
MALLOCH'S BEACH	300	91
MISCOU HARBOUR	330	100
NEW MILLS	320	97

LINEAR BERTHAGE SPACE - NEW BRUNSWICK

<u>CATEGORY 11 HARBOURS</u>	<u>FEET</u>	<u>METERS</u>
PETIT-ROCHER	160	48
PIGEON HILL	231	70
RICHARDSON	220	67
RICHIBUCTO	400	121
RICHIBUCTO BEACHES	-	-
SEELY COVE	100	30
ST. EDWARD'S	440	133
ST. MARTIN'S	320	97
STE. MARIE SUR MER	1240	376
ST. THOMAS	360	109
STONEHAVEN	260	79
STUARTTOWN	120	36
VAL-COMEAU	180	55
WELCHPOOL	180	55
WILSON'S BEACH	480	145
WOODWARD'S COVE	300	91

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LINEAR BERTHAGE SPACE - NOVA SCOTIA

<u>CATEGORY 1 HARBOURS</u>	<u>FEET</u>	<u>METERS</u>
ABBOTT'S HARBOUR	231	70
ALDER POINT	297	90
ARISAIG	587	178
BAILEY'S BROOK (LISMORE)	868	263
BALLANTYNE'S COVE	680	206
BATTERY POINT (VICTORIA BEACH)	660	200
BAY ST. LAWRENCE	205	62
BIG TANCOOK ISLAND	442	134
BLACK POINT (INGOMAR)	220	67
BUSH ISLAND (LA HAVE ISLAND)	122	37
CAMP COVE (LOWER ARGYLE)	528	160
CANSO	548	166
CAPE ST. MARY'S	330	100
CARIBOU	409	124
CENTRAL PORT MOUTON	1353	410
CENTREVILLE (TROUT COVE)	792	240
CHEGOGGIN DYKE & CHEGOGGIN POINT	320	97
CHETICAMP	1287	390
CLARK'S HARBOUR	1445	438
COMEAUVILLE	571	173
CRIBBON'S POINT	353	107
DENNIS POINT (LOWER WEST PUBNICO)	868	263
DIGBY	990	300
DINGWALL	221	67
EAST FERRY	139	42
EAST JEDDORE	139	42
EASTERN PASSAGE	472	143
FALL'S POINT	1304	395
FREEPORT	400	121
GLACE BAY	980	297
GRAND ETANG	561	170
GUNNING COVE	462	140
HALL'S HARBOUR	479	145
KRAUT POINT (RIVERPORT)	1353	410
LARRY'S RIVER	195	59
LEDGE HARBOUR	110	33
LITTLE DOVER	396	120
LITTLE HARBOUR (HALIFAX COUNTY)	142	43
LITTLE HARBOUR (L'ARDOISE)	191	58
LITTLE RIVER (DIGBY COUNTY)	396	120
LITTLE RIVER HARBOUR (YARMOUTH COUNTY)	215	65
LITTLE RIVER (VICTORIA COUNTY)	149	45
LOCKEPORT	1535	465
LOUISBOURG	1871	567
LOWER EAST PUBNICO	541	164
LOWER JORDAN BAY	231	70
LOWER SANDY POINT	594	180
LOWER WOODS HARBOUR	479	145
LUNENBURG	337	102
MAIN-A-DIEU	231	70
MARGAREE HARBOUR	-	-

LINEAR BERTHAGE SPACE - NOVA SCOTIA

<u>CATEGORY 1 HARBOURS</u>	<u>FEET</u>	<u>METERS</u>
METEGAN	1577	478
MORRIS ISLAND	200	61
MURPHY'S POND	320	97
NEIL'S HARBOUR	240	73
NEW EDINBURGH	307	93
NEWELLTON	581	176
NEW HAVEN	205	62
NORTH SYDNEY	818	248
NORTHWEST COVE	200	61
PARKER'S COVE	812	246
PEREAU (DELHAVEN)	140	42
PETIT DE GRAT	673	204
PINKNEY'S POINT	601	182
PLEASANT BAY	657	199
PORT BICKERTON WEST	574	174
PORT MAITLAND	594	180
PORT MEDWAY	440	133
PORT MORIEN	749	227
SAMBRO	500	153
SANDFORD	733	222
SANDY COVE EAST	Future	-
SAULNIERVILLE	574	174
SHAG HARBOUR	677	205
SLUICE POINT	287	87
SOUTH SIDE	858	260
STONEY ISLAND	419	127
SWIM'S POINT	389	118
TIVERTON	257	78
TONEY RIVER	452	137
UPPER PORT LATOUR	683	207
VOGLER'S COVE WEST	297	90
WEDGEPOINT	Future	
WEST DOVER	80	24
WEST GREEN HARBOUR	545	165
WEST HEAD	1086	329
WESTPORT	320	97

LINEAR BERTHAGE SPACE - NOVA SCOTIA

<u>CATEGORY 11 HARBOURS</u>	<u>FEET</u>	<u>METERS</u>
ADVOCATE	240	73
ARICHAT	70	21
AULD'S COVE	260	71
BAYPORT	110	33
BEARPOINT	934	283
BIG BRAS D'OR	270	82
BLANDFORD	300	91
BROAD COVE MARSH	80	24
CANADA CREEK	160	48
CAPE JOHN	80	24
CHARLOS COVE	116	35
CHEBOGUE (TOWN POINT)	178	54
CHESTER	200	61
CHEZZETCOOK EAST	60	18
CHURCH POINT	250	76
COOPER'S POINT	190	58
CRANE COVE (ESKASONI)	130	30
CRIPPLE CREEK	462	140
DRUMHEAD	200	61
DUBLIN SHORE	200	61
EAST DOVER	50	15
EAST PORT LEHEBERT	241	73
ECUM SECUM WEST	50	15
ENGLISHTOWN	130	39
FINDLAY POINT	300	91
FLAT MUD ISLAND	80	24
FORBES POINT	170	52
FORCHU	120	36
FOX POINT	280	85
GABARUS	-	-
GULLIVER'S COVE	-	-
HALF ISLAND COVE	180	55
HAMPTON	240	73
HAVRE BOUCHER	90	27
HERRING COVE	50	15
HILLSBURN	-	-
HUNT'S POINT	330	100
INDIAN HARBOUR	40	12
INVERNESS	180	55
JONE'S HARBOUR	140	42
JUDIQUÉ (BAXTERS)	200	61
KELLY'S COVE	60	18
KING'S POINT	40	12
L'ARCHEVEQUE	300	91
LISCOMB	150	45
LITTLE JUDIQUÉ HARBOUR	200	61
LITTLE JUDIQUÉ PONDS	500	152
LITTLE TANCOOK ISLAND	200	61
LIVINGSTONE COVE	110	33
LONG COVE (SOUTH SHORE)	-	-
LOWER PLYMOUTH	50	15

LINEAR BERTHAGE SPACE - NOVA SCOTIA

<u>CATEGORY 11 HARBOURS</u>	<u>FEET</u>	<u>METERS</u>
LOWER PROSPECT	20	6
LOWER WEDGEPORT	601	182
MABOU HARBOUR	200	61
MACDONALD'S COVE	100	30
MALAGASH	200	61
MARGARETTSVILLE	99	30
MARIE JOSEPH	211	64
MEAT COVE	-	-
METEGHAN RIVER	200	61
MILL COVE	340	103
MOOSE HARBOUR	264	80
NEW CAMPBELLTON	150	45
NEW HARBOUR (GUYSBOROUGH COUNTY)	120	36
NEW HARBOUR (SOUTH SHORE)	131	40
NEW WATERFORD (BARROCHOIS)	-	-
NORTH INGONISH	330	100
OSBORNE	120	36
OWL'S HEAD	140	42
PEGGY'S COVE	145	44
PICTOU ISLAND	300	91
PICTOU LANDING	320	97
POINT ACONI (MCCREADYVILLE)	230	70
PORT HOOD	140	42
PORT HOOD ISLAND	235	71
PORT LORNE	-	-
PORT PHILLIP	70	21
PORTUGUESE COVE	40	12
PUGWASH	150	45
QUEENSPORT	140	42
SANDY COVE WEST	99	30
SEAL HARBOUR	-	-
SHORT BEACH	244	74
SKINNER'S COVE	545	165
SOUTH INGONISH	-	-
ST. CATHERINE'S RIVER	150	45
SURETTES ISLAND (LOWER)	100	30
TERRENCE BAY	345	105
THREE FATHOM HARBOUR	90	28
UPPER PROSPECT	-	-
WALLACE	250	76
WEST ARICHAT	120	36
WEST BERLIN	100	30
WHALE COVE	-	-
WHITE POINT	140	42

HARBOUR MANAGEMENT - MARITIMES

STUDY NO. 3

NEED FOR MANAGEMENT

The costs of harbour development, repairs and improvements are so high that we must look after what we have to ensure that the full economic (or useable life) is realized. We also must use the (and manage) present facilities to their maximum to relieve the need for additional facilities.

With the advent of larger and more expensive boats (together with expensive equipment), the fishermen have to work their boats harder and keep them longer in order to pay for them. Our clients, the fishermen, are therefore demanding good protection, good berthing, better off-loading facilities (to maintain quality) and an orderly harbour so they can leave for fishing at any time and unload and berth without any obstruction.

Many of the fishing seasons have been shortened and there is more competition so it is becoming more critical that the operations of a fishing harbour assist the fishermen in ensuring that there are no obstructions during these short busy periods.

With the advent of the larger boats, we are faced with the berthing of transient vessels. Traditional berthing must be changed to accommodate these vessels. There is a traditional attitude in many harbours that the wharf belongs (or is for the exclusive) to the fishermen of that

Need for Management

community. This is difficult to overcome but berthing must be organized to ensure the best utilization of space.

Many derelict boats are left to our harbours. These take up valuable space required by the active fleet. They are also an eyesore and can become a nuisance and a menace to navigation. Such boat owners must be discouraged.

Unmarked pleasure craft are tied up in our harbours. If the boats are not clearly marked, it is difficult to contact the owners. In many cases, they are not from the community and are therefore not known. If the wharf is small and the berthing restricted, this practice can cause problems for fishermen.

At many harbours, sites for lobster traps are drawn for each year or are allotted on seniority. This must be controlled for each fishermen fishes from 300 to 350 traps and if there are 50 boats then there are from 15,000 to 17,500 traps on the wharf. These traps cannot be placed on the wharf until two weeks before the season. There must be an area left open as there are fishermen who do not fish lobster and they must be able to get to their boats and unload their catch.

On setting day, larger draggers and seiners and other boats not fishing lobster must cooperate and either move off or berth in an area that will not interfere with the opening of the lobster season.

Need for Management

The operation of a buying station on a wharf is a first-come, first-serve situation. We have priority lists established as there are only so many areas on the wharf that a station can operate. A lack of organization would lead to overcrowding, fighting among the buyers and crowded conditions for the fishermen.

Buying stations are only given providing they do not interfere with the normal fishing operations of the wharf. However, the fishermen are reluctant to complain about the buyers especially if they are selling their fish to them.

Where there is a mixture of inshore and offshore boats, there tends to be friction at times. These differences must be arbitrated quickly. Such situations sometimes occur between buyers at a wharf which Harbour Managers must settle.

When one season is over, the same space of a buyer may be required for a different buyer. Harbour Managers must ensure gear from previous buyers is removed and the site clean and tidy for the incoming buyer.

Good berthing practice can prevent costly damages to our wharf or when it occurs; the Harbour Manager ensures that those responsible pay for such damage if found negligent.

Need for Management

The safe, efficient, effective operations of fishing and recreational harbours by economic means.

The prime reason for the existence of the harbour is to provide protection for the fishing vessels. The fishermen must be able to reach their vessels at any time so that they can go fishing and return, unload the catch and then berth their boats. These basic activities must be done quickly and safely.

We must ensure that our facilities are in good repair. They must be safe, clean, tidy and free from any obstruction. The crown must be protected from liability arising from any claims. Improvements, maintenance and operating costs are prohibitive so the facilities must be used correctly to keep repairs to a minimum. Preventive maintenance is a must in a time of expensive repairs.

These items can only be realized through management.

Ensure the proper use of crown land through lease, license and agreements.

It takes many hours for paid staff to try to resolve problems at a harbour hundreds of miles away. It is time consuming and must be done by telephone. A man on the scene of the problem can talk to all concerned; he readily understands the problem because he can go to the harbour to view the situation and because he is usually from the area he knows the background or the history. If there are

Need for Management

sensitive issues, he is aware of them. The local fishermen are more inclined to tell one of their own the complete story. When a problem arises at a harbour, the ones involved usually have the solution. If you have a man nearby that they can contact, then the problem can be solved and it can be solved quickly.

When there is no on-site supervision, a sensitive problem could involve the time of the Director, the Chief of Harbour Management and high paid personnel in order to resolve it. This is not efficient, effective or economical.

When there is no on-site supervision, this lack of communication can be derogatory to the Department's image.

The inefficient use of the primary staff of the Branch and resulting delay in providing the often urgently required services, affects the credibility of the Branch when dealing with the public.

HARBOUR MANAGEMENT - MARITIMES

STUDY NO. 3

PROBLEMS WHICH HAVE ARISEN AS
A RESULT OF NO HARBOUR MANAGEMENT

Clark's Harbour, N.S.

The Harbour Manager has to resign because of ill health. There was an eight month period that this harbour was without supervision and as a result, the following problems have been identified by regional Small Craft Harbours staff.

Parking: One large parking lot with cars parked in such an unorganized manner that over half cannot be used. As a result, vehicles are illegally parked on the wharf. This hampers traffic to and from the wharf as well as fishermen working to load and unload their boats. An adjoining fish plant is storing crates, boxes, barrels and other material in the parking lot. Old rope, wire, traps, boxes, cans and bottles are strewn on the edges of the parking lot as well as along the protective rock work.

Both wharves have become very dirty and untidy. An item of concern is the oily rags which are left on the wharf. These are very slippery and dangerous. Old lobster traps, bait, boxes and old gear have been left on the wharf, on the approaches and around the buildings. Many of the buying stations on the wharf have changed hands and the new owners or operators are not aware of the conditions for these facilities. Two buying stations are not in use and the space is required for active buyers or fishermen

Problems Which Have Arisen As A Result of No Harbour Management - Clark's Harbour, N.S.

wanting to install hoisting facilities. Two lobster cars have been abandoned in the dock. The regional office had complaints on the use of the skidway. This had to be solved with telephone calls and correspondence from the Small Craft Harbours regional office.

The spikes on the outer pier of the north wharf have worked loose and had to be respiked. When the spikes work loose, they protrude 2" on the deck. A fisherman can trip or a vehicle can tear a tire. This would have been a costly job to contract but the C.S.O. representative assisted us in getting new spikes and having the planks respiked as a temporary measure. A Harbour Manager would have recognized the problem and could have saved many complaints from such a dangerous situation.

HARBOUR MANAGEMENT - MARITIMES

STUDY NO. 3A

Harbour Activities

The largest and most complex harbours in Prince Edward Island require some degree of supervision. The degree of supervision varies with the number and degree of responsibilities and the amount of time required to provide a good level of supervision. The means to measure time and responsibilities was adopted at a meeting with Atlantic Managers so that we would have a common base for both comparison and discussion. A copy of the accepted formula adopted for Prince Edward Island is attached as Appendix B for reference.

The basic six indicators of activity (infrastructure, vessel traffic, landings, services, property and fish plants) were maintained but the points were amended to reflect the situation in Prince Edward Island. The original points when applied as originally agreed, were coming out relatively the same. It was first thought to use the most active harbour as a bench mark position and work downward to less active harbours. However, when this was attempted, the results were judged to be unrealistic. A medium size harbour was selected and this appeared to work.

The following pages illustrate the different types of activity found at the harbours.

HARBOUR MANAGEMENT - MARITIMES

STUDY NO. 3A

Length of Seasons (Operations)

The operations of the harbours fall into three basic lengths of seasons or lengths of operations.

The Offshore Harbours - Twelve Months of the Year: The majority of these are on the south shore of New Brunswick and the south shore of Nova Scotia (Queens, Shelburne, Yarmouth and Digby) with a few exceptions being Canso, Petit de Grat and Louisbourg as well as Glace Bay and Cheticamp.

These harbours would only be hampered by extreme winter conditions in January and February. Many would refit in March to ensure that boats and equipment were in good condition for the Spring fishing.

The Inshore Boats of P.E.I., north shore of N.B., north shore of N.S. and Cape Breton cannot fish in the winter. This is a six month fishing operation because of the ice and winter conditions.

General

April - launch boats; get traps and gear ready for May and June.

May and June - lobster fishing.

¹ July - get lobster gear up, repair, landed and stored.

August - get ready for groundfish (Mackerel); other areas take out tourists for July and August (deep sea and tuna).

July and August - tourist trade and other rig up for

Length of Seasons (Operations)

July and August - the scallops depending on where they are. (West P.E.I. lobster fish.)

September - heavy into the tuna fishing, mackerel and groundfishing.

October - fish when they can - due to weather conditions; prepare to haul up their boats to make ready for winter; clean and repair gear.

November to March - Idle - should the weather be good in March, many fishermen start to repair their gear and get it ready for the Spring fishery.

The most difficult boats to monitor are the inshore boats of southern Nova Scotia. Most of these boats fish nine to ten months and more often when the weather permits. The boats at Yarmouth Bar leave their traps out all winter and when the weather permits, they are fishing.

During November activity is high as the traps are made ready for the¹Fall lobster season. The season opens on the last Monday of November and they usually fish up to the last week in December. The majority land their traps during the last week in December. January and February - fishing is limited because of the weather. March - getting traps re-

Length of Seasons (Operations)

paired and down to the wharf. If there is good weather in March, some lobstering will be done.

April, May and June - lobster fish.

June and July - many areas harvest Irish Moss.

This is mostly in Yarmouth county.

June, July, August, September & October - herring and groundfish (squid, mackerel).

HARBOUR MANAGEMENT - MARITIMES

STUDY NO. 3A

Number of Fishermen

This is another basic indicator of activity. The number we will show on our activity table will be those fishermen that work on the boats.

This does not include fishermen or plant workers, truck or machine operators, unloaders, etc. These positions will be analysed under the title of "Other Related Activities".

The number of active fishermen is one of the most important activities and must be rated high. This is why it is shown second.

HARBOUR MANAGEMENT - MARITIMES

STUDY NO. 3A

NUMBER OF LICENSES

The greater the number of licenses, the greater the activity. If there are three to five buyers on a wharf, the Manager must ensure that they stay within their allotted space; and that safety and pollution standards are adhered to. They must also ensure that the areas are kept in a clean and tidy condition and most important ensure that any license does not interfere with the normal fishing operations of the harbour.

When seasons change, he must ensure that the gear not in use is not left on the wharf or land to interfere with the new season (and thus new gear).

If there are fish sheds (or trap or gear sheds) on shore (or bait compartments), then all the management requirements are necessary for each.

This is to be considered as a minor activity as there is little supervision to be done on the buildings once they are constructed. If the Manager visits the harbour every day then a quick look over these facilities is all that is necessary. If a problem arises, then it can take time but generally these run smoothly.

HARBOUR MANAGEMENT - MARITIMES

STUDY NO. 3A

Complexity of Licenses

The more complex or the larger the facility under license, the activity can vary greatly; for example.

Most buying stations consist of a hoist, winch, a set of scales, a few boxes and a work area.

A Manager that has such a buying station should not be given the same points or rated the same as a Manager who has to supervise an air unloader. An air unloader pumps fish from the boat directly into a truck so there is constant vehicular traffic. There are many moving parts in this machinery and it takes from six to ten men to operate it. After the fish is unloaded, the wharf must be washed as there is fish oil, blood and scales left after the unloading.

HARBOUR MANAGEMENT - MARITIMES

STUDY NO. 3A

Number of Boats

This is self explanatory as the more boats at the harbour, the more difficult it is to moor, berth, unload, load, come and go in the channel or approach. This is one of the best indicators as it also determines the size of the harbours. The more boats, the bigger the harbour. The bigger harbours generate much activity and with activity comes responsibilities.

Activity must be analysed as various types have varying degrees of responsibilities.

Example: North Lake, P.E.I. has 100 boats - this is considered to be a high activity.

Woods Harbour (Falls Point), N.S. - also has 100 boats but because the boats are larger, the harbour is smaller, the fishing is more diversified, the boats vary in length and construction and it is a longer operation (in months of operation).

This is an example to use the number as an indicator but that even indicators must be analysed and cannot be used by themselves.

HARBOUR MANAGEMENT - MARITIMES

STUDY NO. 3A

On-Shore Facilities

The on-shore facilities should be divided into two categories for ease of assessment. The first category would be those facilities that are not on crown land but are in close proximity to our wharves so that their activity is an integral part of harbour operations. If this activity must be managed or controlled by the Manager, then he should be given some credit for it.

A good example are fish plants close to the wharf. The traffic to the plant usually travels over the access road to the wharf so parking, good access and egress must be maintained at all times. Both the plant workers, the fishermen and visitors to the harbour must compete for the available parking spaces.

At harbours that have boat buildings, machine shops, canteens, etc., this generates additional traffic, parking and use of crown upland and private land.

HARBOUR MANAGEMENT - MARITIMES

STUDY NO. 3A

Leases

Along with the number of leases, the size is also a factor in evaluating activity.

The majority of our leases do not require constant supervision. The majority of leases are with large firms. These firms are usually cooperative in ensuring that the terms and conditions of the lease are followed, especially clauses dealing with cleanliness, tidyness and pollution.

The largest single problem we have is that many firms place fish boxes on the wharf, on the road or in the parking lots. Now these are required in the daily processing of fish but they can be kept to a minimum and those in use can be kept neat.

Another problem is that various firms block access to the wharf when loading, especially those firms that have loading doors near the wharf.

The Harbour Managers must control parking as many employees from the fish plants park in government lots.

Businesses or plants in close proximity that would contribute to the complexity of harbour operations.

There are many harbours that have fish plants, boat building facilities, machine shops, canteens, etc. near the harbour that create extra problems for the Harbour Manager.

Example: Clark's Harbour - There are three fish plants and two boat building businesses.

Leases

These businesses are not on crown land but they are adjacent to the harbour. There are workers going to and from those operations daily. Traffic and parking is a problem.

The fish companies buy fish at the harbour so there is traffic from the wharf to the plants. The fish are trucked to markets so the trucks create considerable traffic. There are water pumps and lines which must be licensed. The firms must be supervised to ensure that their equipment is not stored or parked on our wharves. The boat builders launch their boats when sold or a tractor trailer picks them up for delivery.

Plants that are close to our facilities generate the same type of activity as plants on crown land.

HARBOUR MANAGEMENT - MARITIMES

STUDY NO. 3A

Public Relations

This is a most important part of the position. The Manager must get along with the clients if he expects to do any kind of job. He must be responsive to the needs of the fishermen but responsible to Small Craft Harbours.

The Managers must not only get along with the clients but at times be firm. This is difficult but quite necessary.

Many harbours are taxed by a mixture of offshore fishermen, inshore fishermen and tourists. The Manager must satisfy all groups and remain impartial.

He must also maintain good relations with the buyers, plant workers and general public.

Various harbours have varying degrees of problems and it may be difficult to rate. It is a most important aspect and must be recognized and the Manager given credit in any point rating system.

HARBOUR MANAGEMENT - MARITIMES

STUDY NO. 3A

Tides, Wind and Waves - Other factors that would affect the operation or the administration of the harbour.

Wharves that are in the extreme tidal waters of the Bay of Fundy must have strict management. Boats that fish from these harbours are at the mercy of the tide. When they fish, they go out on high or mid-tide and return on the same.

When lobstering, many boats would have to leave at 3 a.m. They must continually adjust their time of departure and arrival to coincide with the tide. Cooperation is a must in a situation of this nature as all the fishermen must work together to ensure that they can get out fishing. Berthing is done in a manner to take the 30 foot tide into consideration. Lines must have slack in them to ensure that they do not break on a high tide, allowing the boats to float free and damage themselves or other boats.

The floats and pontoon (or steps and ladders) must be kept clear at all times.

HARBOUR MANAGEMENT - MARITIMES

STUDY NO. 3A

Types of Boats

Problems at a harbour increase when there is a mixture of boats as the larger boats cannot mix with the smaller boats. As the large boats require different types of unloading systems, this creates more systems required on the wharf.

If there is a mixture of inshore and offshore boats, there is always the possibility that one group is complaining about the other.

Different berthing arrangements must be made as large boats cannot berth on the outside of a small boat. Normally, a small boat will not even berth on the outside of a large boat. The larger boats require a bigger turning area to berth and come and go at the wharf.

The larger boats must have their own berth. When they come into a harbour, they cannot be on the outside of any boats because of their size. Again, because they are so large, they hold a big catch, one which must be unloaded as soon as possible. These large boats usually unload by a large unloader and they are trucked to the plant. Some are unloaded directly into the plant through pipes. Again, because of their size, they generate much activity and labour and machinery at a harbour.

HARBOUR MANAGEMENT - MARITIMES

STUDY NO. 3A

Size and Type of Wharf

The size of the wharf is a good indicator of activity. Again, this is a generalization.

Out large wharves (Meteghan, West Head, Woods Harbour, Lockeport, Glace Bay, Petit de Grat, Kraut Point, Louisbourg, Lunenburg, Caraquet, Shippegan, Lameque, etc.) are very busy wharves. The activity, quantity and quality are indicative of the size.

However, there are other wharves that are large but only because of the conditions that govern construction, e.g., over half the wharf is approach. This type of wharf may be very long and similar in size to the above wharves but only 1/3 or 1/2 is useable berthage space. This is necessary where we have gradually sloping shorefront. Such as on the north coast of New Brunswick.

HARBOUR MANAGEMENT - MARITIMES

STUDY NO. 3A

Other Marine Facilities

A harbour which has a haul-out engine and house, a skid-way and breakwater will have extra responsibilities.

Boat traffic on the haul-out must be supervised to ensure that it is used efficiently and effectively. The cables must be inspected regularly for any flaws. They must be replaced periodically. The machine must be oiled and the battery kept in working order. The shed and slip must be maintained in a clean and tidy condition.

Large boats cannot use the slip if they are over a certain weight as they break the skids.

Breakwaters can be an administrative problem as at various harbours the fishermen build stages to store traps, buildings and wharves. At other harbours, fishermen repair gear and the area must be policed for tidiness and cleanliness. At other harbours, businessmen build unloading stands and ice facilities. Where such facilities exist, it adds to the responsibilities of the Manager so he should receive credit for supervising such facilities.

HARBOUR MANAGEMENT - MARITIMES

STUDY NO. 3A

The following is an example of fishing activity at a typical harbour over the period of one year.

Clark's Harbour, N.S.

The main fishing activity is groundfish and lobster.

The lobster season extends from the last Monday in November to May 31 in the following year. Because of the weather, the fishermen usually land their pots from January 15 to March 15. The lobster boats are idle during this period. The fishermen usually build 150 lobster pots and overhaul gear/lines/buoys during this period.

Weather permitting, the groundfish season is 12 months.

The fish caught at Clark's Harbour are processed by Claredon Nickerson and Connor Bors. Ltd. at Clark's Harbour. Claredon Nickerson - Pollock and cod are processed to the finished product. At peak times, the firm employs 20 to 30 workers. (There is a 2-3 month shut-down in January/February.) The regular production employs 15-20 employees 7-8 months of the year.

Connor Bros. Ltd. - This large firm employs up to 150 employees on a seasonal basis (when there is fish). Additional men are employed when¹ the herring is running.

Groundfish and herring are processed both salt and fresh. Fish is trucked in from many harbours (especially West Head where large draggers land). Groundfish is bought from Ingomar.

Salt fish is pieced out (skin, bone, cut and trim). When the fish is ready for market, it is forwarded to Pubnico for

Clark's Harbour, N.S.

drying and packaging and it is shipped to market from Pubnico.

Charles and Robert Blades - This firm employs 10 to 12 people at peak periods. They buy lobsters and ship to Island Lobsters who in turn ship to Grand Manan.

This firm is not into herring. They process groundfish. Mackerel is bought for bait. It is frozen and held for sale. C. & R. blades have a building on the breakwater where flying gear is baited (trawl) and then stored in cold storage. Groundfish is salted, split and deboned in the small building on the breakwater.

There is a Minister of Transport Rescue Station (Coast Guard) at Clark's Harbour.

Clearwater Lobster has a storage building on the outer end of the breakwater.

Lobster Cars - There are approximately 10-15 cars in the harbour. These take up a great deal of room and must be strictly berthed so as not to interfere with the berthing of the boats.

In the Fall, the lobsters are held for about one month. When the price goes up, they are sold. In the Spring, the lobsters may be held for 2 months perhaps until the first of July. Again, this is to take advantage of a better price.

Iris Moss - This product gathered in 18 foot boats with an outboard motor. The season is from June 7 to the last of October.

Lobster Fishing - The boats usually have two fishermen but the

Clark's Harbour, N.S.

captain tries to take an extra helper in the winter.

Groundfish - Trawl or flying gear; these boats have the captain and two men in the winter.

Trawl - In the Summer, the fish is gutted at sea and these boats have the captain and three men. (In the winter, the fish will keep better in the hold.)

There is no Port Committee at Clark's Harbour.

Boat Builders - Freebert Atkinson - He makes fibreglass hulls and employs eight people. He builds 42 foot Cape Island style hulls.

Hubley Atkinson - He finishes the fibre-glass hull to a complete boat and employs ten people. The boats are launched at Clark's Harbour or a tractor trailer delivers them.

HARBOUR MANAGEMENT - MARITIMES

STUDY NO. 3A

Lockeport, N.S.

There are two large fish plants at Lockeport. National Sea Products employs over 200 employees. This plant operates 12 months of the year. It never closes.

The firm has their own boats which are stern draggers approximately 160' in length. These draggers unload their catch at the National Sea wharf. They are at the plant two days at a time. They unload, take on supplies, make repairs, change crews and are off again. There are one or two boats in every week. They berth at National Sea.

The small lobster boats sell to National Sea. Only a few sell to Pierce Fisheries.

This is the major source of activity for the town. Pierce Fisheries - Scallops are trucked in from Lunenburg, packed, frozen and packaged and are trucked to markets in N.S. This plant employs approximately 60 employees. Pierce buys fish from approximately ten harbours in the area. Only a few are processed by Pierce. The remaining fish are sold to National Sea Products. Squid, mackerel and herring are frozen for bait; mackerel is also trucked in from other ports. Curtis Roach - Offshore Lobster Boat. He employs 6 to 8 employees, has 150,000 lb. limit for offshore lobsters and also has a seizing license. He has an ice plant, cooler and small holding shed at the harbour. He does not fish in January, February and March due to weather conditions.

Lockeport, N.S.

Earl Whitaway - He has two large boats (85' and 60') and fishes 12 months of the year. Both boats are longliners. He has a baiting shed and a freezer at the wharf.

Small Boats (lobster boats) - Lobster fish from the last Monday in November to the end of May. They do not fish much in January, February and March due to the weather.

June to October - Trawl for groundfish, mackerel, herring and squid. (There is no herring fishing after the end of August.) The fishermen work on their gear when not fishing.

HARBOUR MANAGEMENT - MARITIMES

STUDY NO. 3A

Activities

Experience over the past five years has shown that the large, complex harbours in Category 1 require some degree of supervision. In order to establish a management criteria for the Nova Scotia harbours in Category 1, sixteen of the largest and most complex harbours were selected to evaluate a system of evaluating the amount of time and degree of responsibility. A point rating system was agreed upon and this system is outlined in Appendix "A" attached hereto.

The original system of points was altered slightly and this amended point system is shown as Appendix "C" attached.

The points were allotted from information and statistics but had to be amended as some information did not appear to be accurate, up-to-date or not available. The system worked well for 14 out of 16 harbours and the other two harbours were amended from experience as it is obvious that the statistics are not correct.

HARBOUR MANAGEMENT - MARITIMES

STUDY NO. 3A APPENDIX A

HARBOUR ACTIVITY AND MANAGEMENT TABLE

1. Infrastructure: - Maximum: 10 points

Wharf	2 points each
Breakwater	1/2 point each
Slipway	1 point each
2. Traffic Vessel: - Maximum: 50 points

Fishing vessel over 45 feet	2 points each
Fishing vessel 45 feet and under	1 point each
Commercial vessel	4 points each
Pleasure craft	2 points each
3. Landings at Wharf: - Maximum: 20 points
 - (a) Fish Landings:

5 points up to 1,000 metric tons
10 points up to 2,000 metric tons
15 points up to 3,000 metric tons
20 points over 3,000 metric tons
 - (b) Cargo Landings:

Maximum 10 points
4. Services: -- Maximum: 5 points

Hoist	1/2 point each
Fish Offloading system (Fisheries)	4 points
Lights	1/2 point each
Parking Lot	2 points each
Water	1 point each
Fuel (oil gasoline)	2 points each
5. Property: - Maximum: 5 points

Lease	1 point
License	1 point
6. Fish Plant (at wharf site): Maximum: 10 points
7. Total Points: - Maximum: 100 points
8. Management Criteria
9. Management Method

HARBOUR MANAGEMENT - MARITIMES

STUDY NO. 3A APPENDIX B

STUDY NO. 3A APPENDIX B - PRINCE EDWARD ISLAND

1. Infrastructure: Maximum: 10 points

Wharf	2 points each
Breakwater	1/2 point each
Slipway	1 point each

2. Traffic Vessel: Maximum: 50 points

Fishing vessel over 45 feet	1 point each
Fishing vessel 45 feet and under	1/2 point each
Commercial vessel	4 points each
Pleasure craft	2 points each

3. Landings at Wharf: Maximum: 20 points

Fish Landings:

5 points up to 300 metric tons	
10 points up to 1,000 metric tons	
15 points up to 2,000 metric tons	
20 points over 2,000 metric tons	

4. Services: Maximum: 5 points

Hoist	1/2 point each
Fish offloading system (Fisheries)	4 points each
Lights	1/2 point each
Parking Lot	2 points each
Water	1 point each
Fuel (oil gasoline)	2 points each

5. Property: Maximum: 10 points

Lease	1 point each
Licenses: 0-10 licenses	1 point each
11-20 licenses	2 points each
21-30 licenses	3 points each
31-40 licenses	4 points each
41-50 licenses	5 points each
51 and over	10 points each

6. Fish Plant (at wharf site): Maximum: 5 points

1 point per plant

7. Total Points: Maximum: 100 points

8. Management Method

9. Management Criteria

HARBOUR MANAGEMENT - MARITIMES

STUDY NO. 3A APPENDIX C - NEW BRUNSWICK AND NOVA SCOTIA

HARBOUR ACTIVITY AND MANAGEMENT TABLE

1. Infrastructure: Maximum: 10 points

Wharf	2 points each
Breakwater	1/2 point each
Slipway	1 point each

2. Traffic Vessel: Maximum: 50 points

Fishing vessel over 45 feet	2 points each
Fishing vessel 45 feet and under	1/2 point each
Commercial vessel	4 points each
Pleasure craft	2 points each

3. Landings at Wharf: Maximum: 20 points

Fish Landings	1/2 point each 100 metric tons
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4. Services: Maximum: 5 points

Hoist	1/2 point each
Fish offloading system (Fisheries)	4 points each
Lights	1/2 point each
Parking Lot	2 points each
Water	1 point each
Fuel (oil gasoline)	2 points each

5. Property: Maximum: 10 points

Lease	1 point up to \$1,000 2 points over \$1,000
Licenses:	
1-5	1 point
6-10	2 points
11-15	3 points
16-20	4 points
21-25	5 points
26-30	6 points
31-35	7 points
36-40	8 points
41-45	9 points
46 and over	10 points

6. Fish Plant (at wharf site): Maximum: 5 points

1 point per plant

7. Total Points: Maximum 100 points

8. Management Method

9. Management Criteria

PRINCE EDWARD ISLAND

HARBOUR	INFRA- STRUCTURE	TRAFFIC VESSEL	LANDINGS AT WHARF	SERVICES	PROPERTY	FISH PLANT	TOTAL PTS.	SALARY
ALBERTON (alt)	5½	39	10	5	9	4	72½	\$3,125
GRAHAM'S POND	7	37	5	5	4	1	50	\$2,500
JUDES POINT (TIGNISH)	10	50	20	5	1	1	87	\$4,350
LAUNCHING POND	6	23	5	5	5	5	44	\$2,200
MALPEQUE COVE	7	22	10	5	7	1	52	\$2,600
MIMINEGASH	7	35	10	5	4	2	63	\$3,150
NAUFRAGE	7	48	10	5	9	2	81	\$4,050
NORTH LAKE	8	50	20	5	10	3	96	\$4,800
NORTH RUSTICO	10	25	10	5	5	3	58	\$2,900
RED HEAD	7	25	10	5	7	2	76	\$3,800
RUSTICO HARBOUR	—	—	—	—	—	—	—	—
SAVAGE HARBOUR	3½	16	10	5	3	1	38½	\$1,925
SKINNERS POND	8	32	10	5	4	0	59	\$2,950
TRACADIE	5½	11	10	5	3	0	34½	\$1,725
WOOD ISLANDS MVT	?	?	?	?	?	?	?	—
ANNANDALE (alt 2)	5	18	10	5	2	0	40	\$2,000
BAY FORTUNE	7	12	5	5	1	0	30	\$1,500
BEACH POINT	7	27	15	5	7	0	63	\$3,150
COVE HEAD	5	11	5	5	4	0	30	\$1,500
EGMONT BAY	4	14	5	5	2	1	31	\$1,550
FISHING COVE	3½	9	5	5	1	0	23½	\$1,175
FRENCH RIVER NORTH	10	12	10	5	3	1	41	\$2,050
FRENCH RIVER SOUTH LANDING								
HOWARDS COVE	7½	22	10	5	5	0	49½	\$2,500

PRINCE EDWARD ISLAND

<u>HARBOUR</u>	<u>INFRA- STRUCTURE</u>	<u>TRAFFIC VESSEL</u>	<u>LANDINGS AT WHARF</u>	<u>SERVICES</u>	<u>PROPERTY</u>	<u>FISH PLANT</u>	<u>TOTAL PTS.</u>	<u>SALARY</u>
MILLIGANS SHORE	5	9	5	5	3	0	27	\$ 1,350
MINK RIVER	3	9	5	3½	0	0	20½	\$ 1,025
MONTAGUE	3	2	5	2½	2	0	14½	\$ 725
MURRAY RIVER	2	9	0	5	0	0	16	\$ 800
MURRAY HARBOUR (SOUTH RIVER)	7	18	10	5	2	1	43	\$ 2,150
SEACOW POND	5½	10	10	5	2	0	32½	\$ 1,625
WEST POINT	5½	13	5	5	1	0	29½	\$ 1,475
VICTORIA	?	?	?	?	1	0		

NOVA SCOTIA

HARBOURS	INFRA- STRUCTURE	TRAFFIC VESSEL	LANDINGS AT WHARF	SERVICES	PROPERTY	FISH PLANT	TOTAL POINTS	SALARY
ABBOTTS HARBOUR (101)	3½	18	13	4	4	1	43½	\$2,840
ALDER POINT	2	30	17	5	1	1	56	\$3,657
ARISAIG	2	11	2½	5	3	1	24½	\$1,600
BAILEYS BROOK	9½	17	5½	5	3	1	41	\$2,677
BALLANTYNES COVE	3½	13	2	5	4	1	28½	\$1,861
BATTERY POINT (VICTORIA BEACH)	5½	17	10	5	1	1	39½	\$2,579
BAY ST. LAWRENCE	4	23	6½	5	2	2	42½	\$2,775
BIG TANCOCK ISLAND	2	16	6	5	0	0	29	\$1,894
BLACK POINT (INGOMAR)	5	19	9	5	1	1	40	\$2,612
BUSH ISLAND	2	10	3½	3½	0	0	19	\$1,241
CAMP COVE	3½	17	2	5	3	0	30½	\$1,992
CANSO-FISHERMEN'S WHARF	4½	49	20	5	1	1	80½	\$5,257
CAPE ST. MARY'S	7	9	1	5	1	0	23	\$1,502
CARIBOU, ..	7	50	4	5	0	1	66	\$4,310
CENTRAL PORT MOUTON	7½	45	10	5	3	1	71½	\$4,669
CENTREVILLE (TROUT COVE)	4½	11	3	4½	0	0	23	\$1,502
CHEGOGGIN DYKE & CHEGOGGIN POINT	5½	10	1	5	2	1	24½	\$1,600
CHETICAMP	9	40	20	5	2	1	77	\$5,028
CLARK'S HARBOUR	5½	50	20	5	7	3	90½	\$5,910
COMEAUVILLE	3½	7	5	5	0	2	22½	\$1,469
DENNIS POINT	5	50	1	5	2	5	68	\$4,440

NOVA SCOTIA

HARBOURS	INFRA- STRUCTURE	TRAFFIC VESSEL	LANDINGS AT WHARF	SERVICES	PROPERTY	FISH PLANT	TOTAL POINTS	SALARY
LR. SANDY POINT	5	5	1/2	5	3	1	19 1/2	\$1,273
LR. WOODS HARBOUR	3	7	15	5	2	1	33	\$2,155
LUNENBURG	2 1/2	50	20	5	3	1	81 1/2	\$5,322
MAIN-A-DIEU	5	18	3 1/2	5	1	1	33 1/2	\$2,187
MARGAREE HARBOUR	4 1/2	11	1/2	0	0	0	16	\$1,045
METEGHAN	3 1/2	50	10	5	5	3	76 1/2	\$5,000
MORRIS ISLAND	2	10	1/2	5	2	0	19 1/2	\$1,273
MURPHY'S POND	7	10	5	5	4	1	32	\$2,090
NEIL'S HARBOUR	3 1/2	12 1/2	3	3 1/2	2	1	25 1/2	\$1,665
NEW EDINBURGH	2	5	2 1/2	2	1	0	12 1/2	\$816
NEWELLTON	2	14 1/2	12 1/2	5	3	2	35	\$2,285
NEW HAVEN	5 1/2	12	2 1/2	5	0	1	26	\$1,698
NORTH SYDNEY	6 1/2	13	20	3	0	1	33 1/2	\$2,187
NORTHWEST COVE	3	11	7 1/2	5	2	1	29 1/2	\$1,469
PARKERS COVE	9 1/2	8	3	5	0	0	25 1/2	\$1,665
PEREAU (DELHAVEN)	2	9	10	4	1	0	26	\$1,698
PETIT DE GRAT	8	36	20	5	3	2	74	\$4,832
PINKNEY'S POINT	5	23	4	5	4	1	42	\$2,743
PLEASANT BAY	06	15	5	5	5	1	57	\$2,416
PORT BICKERTON WEST	5	21	20	5	1	1	53	\$3,460
PORT MAITLAND	6	11	1 1/2	5	2	1	26 1/2	\$1,730
PORT MEDWAY	3 1/2	15	12	5	2	1	38 1/2	\$2,514
PORT MORIEN	3 1/2	16	4	5	1	1	30 1/2	\$1,992
SAMBRO	3 1/2	31	20	5	0	1	60 1/2	\$3,951
SANDFORD	3 1/2	8	3 1/2	5	5	0	22	\$1,437
SANDY COVE EAST	3	11	1	5	0	0	20	\$1,206

NOVA SCOTIA

HARBOURS	INFRA- STRUCTURE	TRAFFIC VESSEL	LANDINGS AT WHARF	SERVICES	PROPERTY	FISH PLANT	TOTAL POINTS	SALARY
SAULNIERVILLE	6½	50	20	4	1	1	82½	\$5,387
SHAG HARBOUR	5½	25	8	5	3	2	48½	\$3,167
SLUICE POINT	2	22	3	4	1	0	32	\$2,090
SOUTH SIDE	2½	15	6½	4	1	1	30	\$1,959
STONY ISLAND	5½	19	8½	5	3	2	44	\$2,873
SWIM'S POINT	2½	20	7	5	3	2	39½	\$2,579
TIVERTON	5	17	10	5	1	1	39	\$2,547
TONEY RIVER	5	11	2	3½	3	0	24½	\$1,600
UPPER PORT LATOUR	3	16	2½	5	1	1	28½	\$1,861
VOGERS COVE WEST	4½	15	6	5	2	1	33½	\$2,188
WEST DOVER	2	11	3½	½	0	0	17	\$1,110
WEST GREEN HARBOUR	2	19	½	3½	0	0	25	\$1,633
WEST HEAD	5½	50	19	5	8	4	91½	\$5,975
WESTPORT	4½	19	7½	5	1	1	38½	\$2,514
ADVOCATE	2	4½	0	1	0	0	7½	\$490
ARICHAT	2	6½	1	3½	1	0	11	\$713
AULD'S COVE	2	6½	2½	3	0	1	13	\$849
BAYPORT	2	4½	½	1½	1	0	9½	\$620
BEAR POINT	2	10½	3½	5	1	1	23	\$1,502
BIG BRAS D'OR	3	11	½	2½	1	1	19	\$1,241
BLANDFORD	2½	15	4½	5	1	1	29	\$1,894
EROAD COVE MARSH	3	3½	½	2	1	0	10	\$653
CANADA CREEK	2	1	½	1½	0	0	5	\$327
CAPE JOHN	3½	9	½	3½	1	0	17½	\$1,143
CHARLOS COVE	82½	3½	½	1	0	0	7½	\$490

NOVA SCOTIA

HARBOURS	INFRA- STRUCTURE	TRAFFIC VESSEL	LANDINGS AT WHARF	SERVICES	PROPERTY	FISH PLANT	TOTAL POINTS	SALARY
CHEBOGUE (TOWN PT)	2	5	1/2	5	1	1	14 1/2	\$ 947
CHESTER	2 1/2	4	1/2	1/2	0	0	7 1/2	\$ 490
CHEZZETCOOK EAST	2	5	1/2	0	0	0	7 1/2	\$ 490
CHURCH POINT	2 1/2	3 1/2	1/2	1/2	0	1	8	\$ 522
CRIPPLE CREEK	2 1/2	15 1/2	2	5	1	1	27	\$ 1,763
DRUMHEAD	3 1/2	4	1/2	3 1/2	3 1/2	0	15 5/8	\$ 980
DUBLIN SHORE	4	6	1/2	4	0	0	14 1/2	\$ 947
EAST DOVER	2	5	1/2	1	1	0	9 1/2	\$ 620
EAST PORT L'HEBERT	4	4 1/2	2	5	1	1	17 1/2	\$ 1,143
ECUM SECUM WEST	2 1/2	4	1/2	5	1	0	13	\$ 849
ENGLISHTOWN	3	3 1/2	1/2	4	1	0	12	\$ 784
FINDLAY POINT	4 1/2	6	1/2	5	2	0	18	\$ 1,175
FISHERMAN'S HARBOUR	3	2	1/2	4 1/2	0	0	10	\$ 653
FORBES POINT	2 1/2	8 1/2	1/2	1/2	0	0	12	\$ 784
FORCHU	2	8 1/2	1/2	2 1/2	0	0	13 1/2	\$ 882
FOX POINT	3	1	1/2	3	0	0	7 1/2	\$ 490
GULLIVERS COVE	1	2 1/2	1/2	0	0	0	4	\$ 261
HALF ISLAND COVE	2	2 1/2	4	2 1/2	0	0	11	\$ 713
HAMPTON								
HAVRE BOUCHER	2	7 1/2	1	2	0	0	12 1/2	\$ 816
HERRING COVE	2 1/2	10	1/2	1/2	0	0	13 1/2	\$ 882
HILLSBURN	1	4	1/2	0	0	0	5 1/2	\$ 359
HUNT'S POINT	5 1/2	5	1/2	5	1	0	17	\$ 1,110
INDIAN HARBOUR	2	11 1/2	3 1/2	3	1	1	22	\$ 1,437
INVERNESS	4	1 1/2	1/2	5	1	0	26 1/2	\$ 1,730
JONES HARBOUR	5	3	1/2	1/2	0	0	9	\$ 588

NOVA SCOTIA

HARBOURS	INFRA- STRUCTURE	TRAFFIC VESSEL	LANDINGS AT WHARF	SERVICES	PROPERTY	FISH PLANT	TOTAL POINTS	SALARY
JUDIQUE (BAXTERS)	3½	2½	½	5	1	Ø	12½	816
KELLY'S COVE	4	1	½	5	1	Ø	11½	751
L'ARCHEVEQUE	4	3½	½	2½	Ø	Ø	10½	686
LISCOMB	2	6½	½	2½	1	Ø	12½	816
LITTLE JUDIQUE HBR.	5	6½	½	5	2	1	20	1,308
LITTLE JUDIQUE PONDS	3½	10	½	3	1	Ø	18	1,175
LITTLE TANCOOK ISLAND	2	6	2½	4	Ø	Ø	14½	947
LIVINGSTON COVE	2	4½	½	3	1	Ø	11	713
LONG COVE (SOUTH SHORE)	2	1	Ø	Ø	Ø	Ø	3	196
LR. PLYMOUTH	2	2	½	Ø	Ø	Ø	4½	294
LR. PROSPECT	2	3½	½	2½	Ø	Ø	8½	555
LR. WEDGEPORT	5	50	4	5	4	1	69	4,586
MABOU HARBOUR	2	3½	½	5	2	Ø	13	849
KALAGASH	2	4½	½	5	1	Ø	13	849
MARGARETTSVILLE	2½	3	½	3	2	Ø	11	713
MARIE JOSEPH	2	12½	2	3	Ø	Ø	19½	1,273
METEGHAN RIVER	3½	3	½	Ø	2	1	10	653
MILL COVE	3	6½	1	3	Ø	Ø	13½	882
MOOSE HARBOUR	4	10	½	5	2	Ø	21½	1,404
NEW CAMBELLTON	2	1	½	3	Ø	Ø	6½	424
NEW HARBOUR (SS)	3½	3½	8	Ø	1	Ø	16	1,045
NEW HARBOUR (GUYS)	3½	5	½	5	1	1	16	1,045
NEW WATERFORD	1	5½	½	2	Ø	Ø	9	588
NORTH INGONISH	2½	6½	½	5	1	Ø	15½	1,012
OSBOPNE	2	2	½	1½	Ø	Ø	6	392
OWL'S HEAD	2	6	2	3½	Ø	1	14½	947

NOVA SCOTIA

HARBOURS	INFRA- STRUCTURE	TRAFFIC VESSEL	LANDINGS AT WHARF	SERVICES	PROPERTY	FISH PLANT	TOTAL POINTS	SALARY
PEGGY'S COVE	3	5	1	5	0	0	14	914
PICTOU ISLAND	4½	6½	1	2½	1	0	15½	1,012
PICTOU LANDING	2	4	½	1	1	0	8½	555
POINT ACONI	3	12	½	4½	1	1	22	1,437
PORT HOOD	2½	4	3½	5	1	0	16	1,045
PORT HOOD ISLAND	5	4½	½	3½	1	0	14½	949
PORT LORNE	3	6	½	1	0	0	10½	686
PORT PHILLIP	2	1½	1½	0	0	0	5	327
PORTUGUESE COVE	3½	2	½	0	0	0	6	392
PUGWASH	3	12	½	5	5	1	22½	1,469
QUEENSPORT	3	5½	4½	4	0	0	17	1,110
SANDY COVE WEST	3	10½	½	½	0	0	14½	949
SEAL HARBOUR	1	1½	0	0	0	0	2½	165
SHORT BEACH	5	4	1½	5	1	0	16½	1,077
SKINNERS COVE	4	9½	½	5	1	0	20	1,308
S. INGONISH (FERRY)	2	7	½	0	0	0	9½	620
ST. CATHERINE'S RIVER	3	1	0	3	1	0	8	522
SURRETTE'S ISLAND (LR)	3	12½	1	4½	1	0	22	1,437
TERRENCE BAY	3	14½	3	1½	0	1	23	1,502
THREE FATHOM HBR	4	15½	½	2½	1	0	23½	1,535
UPPER PROSPECT	½	0	0	0	0	0	½	33
WALLACE	2	15	½	5	1	0	23½	1,535
WEST ARICHAT	2½	4½	½	3	0	0	10½	686
WEST BERLIN	3½	4	½	½	0	0	8½	555
WHALE COVE	3	3½	½	5	0	0	12	784
WHITE POINT	3	5½	1½	5	1	0	16	1,045

HARBOUR	NEW BRUNSWICK					FISH PLANT	TOTAL PTS	SALARY
	INFRA- STRUCTURE	TRAFFIC VESSEL	LANDINGS AT WHARF	SERVICES	PROPERTY			
BACK BAY	2 1/2	14 1/2	16 1/2	5	3	1	42 1/2	\$2,388
BEAVER HARBOUR	5	10	12 1/2	5	2	1	35 1/2	\$1,994
BLACKS HARBOUR	2	33 1/2	20	5	4	1	65 1/2	\$3,680
CARAQUET	6	50	20	5	8	3	92	\$5,169*
CHOCKFISH	6	20	1	5	1	0	33	\$1,854
DIPPER HARBOUR	2	8 1/2	1/2	1 1/2	1	0	13 1/2	\$758
DUPUIS CORNER (Harshman's Brook)	9	7 1/2	1/2	4 1/2	1	0	25 1/2	\$1,433
ESCUMINAC	8	50	19	5	6	1	89	\$5,000
HEAD HARBOUR	2	34	1/2	3 1/2	0	0	40	\$2,247
INGALLS HEAD	5 1/2	33 1/2	12	5	5	1	62	\$3,483
LAMEQUE	5	50	20	5	5	2	87	\$4,888
LEONARDVILLE	3	12 1/2	1 1/2	5	1	0	23	\$1,292
LITTLE CAPE	3	30	1 1/2	5	1	0	40 1/2	\$2,275
MCBEACHERN'S PT.	3	48	1	5	3	0	60	\$3,371
MEGUAC CHURCH	2	10	1 1/2	5	1	0	20 1/2	\$1,152
NORTH HEAD	3	44	4 1/2	5	1	1	58 1/2	\$3,287
POINTE SAPIN	7	50	5 1/2	5	4	1	72 1/2	\$4,073
SEAL COVE	3	28 1/2	19	5	6	1	62 1/2	\$3,511
SHIPPAGAN	4	50	20	5	10	5	94	\$5,281*

NEW BRUNSWICK

HARBOUR	INFRA- STRUCTURE	TRAFFIC VESSEL	LANDINGS AT WHARF	SERVICES	PROPERTY	FISH PLANT	TOTAL PTS.	SALARY
SHIPPAGAN GULLY	5	15½	1	5	0	0	26½	\$ 1,489
WHITEHEAD	4	18½	8½	4	0	0	35	\$ 1,966
RICHIBOUCTOU CAPE	7	50	3	5	7	3	75	\$ 4,214
Alma BLACK RIVER	2	1	½	3	0	0	6½	\$ 365
BLUE COVE	3	15½	2	3½	2	0	26	\$ 1,461
BOSTFORD	5	12½	½	5	2	0	25	\$ 1,405
BOYNES COVE	3	3	½	3	0	0	9½	\$ 534
BURNT CHURCH	3½	6	½	3½	1	0	14½	\$ 815
CAISSIE CAPE	5	16	½	3½	2	0	27	\$ 1,517
CAPE BALD	5	19	½	5	3	1	33½	\$ 1,882
CHANCE HARBOUR	5	7½	1½	1	0	0	15	\$ 843
COCAGNE BAR	3	10	½	3½	1	0	18	\$ 1,011
CURRY'S COVE	3	15	½	3½	1	0	23	\$ 1,292
EMILY'S POINT	3	7½	½	3½	1	0	15½	\$ 871
FAIRHAVEN	3	6	5½	5	1	0	20½	\$ 1,152
FIVE FATHOM HOLE	2	5	½	2½	0	0	10	\$ 562
GREEN POINT	3	13½	½	3½	1	0	21½	\$ 1,208
HARDWICKE	2	3½	½	½	0	0	6	\$ 337
LITTLE SHIPPAGAN	2	5	1	4	0	0	12	\$ 674

NEW BRUNSWICK

<u>HARBOUR</u>	<u>INFRA- STRUCTURE</u>	<u>TRAFFIC VESSEL</u>	<u>LANDINGS AT WHARF</u>	<u>SERVICES</u>	<u>PROPERTY</u>	<u>FISH PLANT</u>	<u>TOTAL PTS</u>	<u>SALARY</u>
LORD'S COVE	3	5	2	3 1/2	0	0	13 1/2	\$ 758
LOWER CARAQUET	3	5	1/2	4	2	1	15 1/2	871
LOWER NEGUAC	2	8	1	4	1	0	16	899
MACES BAY	3	4	1/2	1 1/2	0	0	9	506
MALLOCH BEACH	3 1/2	10	1/2	3 1/2	0	0	17 1/2	983
MISCOU HARBOUR	3	39	1	3 1/2	2	0	46 1/2	2,612
NEW MILLS	3	10	1/2	3 1/2	1	0	18	1,011
PIGEON HILL	3	3 1/2	2 1/2	3 1/2	2	0	42 1/2	2,388
PETIT ROCHER	3	14	1	3	0	0	21	1,180
RICHARDSON	3	2	8	1	0	0	14	787
RICHIBOUTOU	5	27	4	5	1	0	42	2,360
<u>RICHIBOUCTOU BEACHES</u>								
SEELY COVE	2	2 1/2	1 1/2	2	0	0	8	449
ST. EDWARDS	3 1/2	17	1 1/2	5	0	0	27	1,517
ST. MARTINS	3	1	1/2	3	0	0	7 1/2	421
STE MARIE SUR MER	5	30	2 1/2	5	2	0	44 1/2	2,500
ST. THOMAS	3	11	1/2	5	0	0	19 1/2	1,096

NEW BRUNSWICK

<u>HARBOUR</u>	<u>INFRA- STRUCTURE</u>	<u>TRAFFIC VESSEL</u>	<u>LANDINGS AT WHARF</u>	<u>SERVICES</u>	<u>PROPERTY</u>	<u>FISH PLANT</u>	<u>TOTAL PTS.</u>	<u>SALARY</u> \$
STONEHAVEN	5	18	2½	5	1	Ø	31½	1,770
STUARTON	4	12½	12½	3½	Ø	Ø	32½	1,826
VAL COMEAU	3	22	3	5	1	Ø	34	1,910
WELCHPOOL	4	21	1½	3½	1	Ø	31	1,742
WILSON'S BEACH	3	8½	11	3½	1	Ø	27	1,517
WOODWARD'S COVE	2	5	19	3½	Ø	Ø	29½	1,657

HARBOUR MANAGEMENT - MARITIMES

STUDY NO. 3B

SUPERVISION REQUIREMENTS

The duties of our Harbour Managers were classified two years ago (1978) and at that time the hourly rate was \$5.81 per hour. A review of the hourly rate for skilled labour in the Halifax/Dartmouth area still indicates that \$6.00 per hour is reasonable. This rate of \$6.00 per hour is generally accepted throughout the Maritimes as it was suggested for various extra duties at the harbours and is now used as a norm. Using the \$6.00 per hour as a norm, it is only then necessary to decide the number of hours that is required at the harbours and to provide a good level of supervision.

Q. What should the hours be based upon?

A. The hours should be based upon the responsibilities and the time required to provide good supervision (or harbour management) at our harbours. The big question is how to decide how many hours are to be allotted to what responsibility.

Any system must:

1. provide a good level of harbour management at our harbours to ensure their efficient, effective, safe¹ and economical operation; and
2. good management system must treat the Manager fairly. It must provide him (or her) with a guaranteed remuneration for services provided.

HARBOUR MANAGEMENT - MARITIMES

STUDY NO. 3

Nova Scotia

Harbour	Total Points	Supervision Required	Commissions	Remarks
Abbotts Harbour	43 1/2	473.33	2,840	1/2 Manager appointed
Alder Point	56	609.5	3,657	2/2 Manager appointed
Arisaig	24 1/2	266.67	1,600	
Baileys Brook	41	446.17	2,677	
Ballantynes Cove	28 1/2	310.17	1,861	
Battery Point (Victoria Beach)	39 1/2	429.83	2,579	Manager appointed
Bay St. Lawrence	42 1/2	462.5	2,775	
Big Tancook Island	29	315.67	1,894	
Black Point (Ingomar)	40	435.33	2,612	Manager appointed
Bush Island	19	206.83	1,241	
Camp Cove	30 1/2	332.	1,992	Manager appointed
Canso	80 1/2	876.17	5,257	
Cape St. Marys	23	250.33	1,502	Manager appointed
Caribou	66	718.33	4,310	Manager appointed
Central Port Mouton	71 1/2	778.17	4,669	4/2 Manager appointed
Centreville (Trout Cove)	23	250.33	1,502	4/2 Manager appointed
Cheggoggin Dyke Pt.	24 1/2	266.67	1,600	
Cheticamp	77	838.	5,028	
Clark's Harbour	90 1/2	985.	5,910	Manager appointed
Comeauville	22 1/2	244.83	1,469	Manager appointed
Dennis Point	68	740.	4,440	1/2 Manager appointed
Dingwall	43 1/2	473.33	2,840	
East Ferry	43 1/2	473.33	2,840	4/2 Manager appointed
East Jeddore	14	152.33	914	
Eastern Passage	43 1/2	473.33	2,840	Manager appointed
Falls Point	70	761.83	4,571	5/2 Manager appointed
Freeport	41	446.17	2,677	4/2 Manager appointed
Glace Bay	80	870.67	5,224	
Grand Etang	20 1/2	223.17	1,339	
Gunning Cove	42 1/2	462.5	2,775	Manager appointed
Halls Harbour	15	163.17	979	
Kraut Point	70	761.83	4,571	6/2 Manager appointed
Larry's River	30	326.5	1,959	
Ledge Harbour	14	152.33	914	1/2 Manager appointed
Little Dover	29 1/2	244.83	1,469	
Little Harbour (Halifax County)	22	239.5	1,437	
Little Harbour (L'Ardoise)	9	98.	588	
Little River (Digby County)	59	642.17	3,853	4/2 Manager appointed

Nova Scotia

Harbour	Total Points	Supervision Required	Commis- sions	Remarks
Little River Hbr.	26 1/2	288.33	1,730	Manager appointed
Little River (Victoria County)	22	239.5	1,437	Manager appointed
Lockeport	86	936.	5,616	Manager appointed
Louisbourg	65 1/2	712.83	4,277	
Lr. East Pubnico	31	337.33	2,024	Manager appointed
Lr. Jordan Bay				
Lr. Sandy Point	19 1/2	212.17	1,273	5/ Manager appointed
Lr. Woods Harbour	33	359.17	2,155	6/ Manager appointed
Lunenburg	81 1/2	887.	5,322	6/ Manager appointed
Main-A-Dieu	33 1/2	364.5	2,187	
Margaree Harbour	16	174.17	1,045	
Meteghan	76 1/2	833.33	5,000	Manager appointed
Morris Island	19 1/2	212.17	1,273	
Murphy's Pond	32	348.33	2,090	7/ Manager appointed
Neil's Harbour	25 1/2	277.5	1,665	
New Edinburgh	12 1/2	136.	816	
Newellton	35	380.83	2,285	
New Haven	26	283.	1,698	
North Sydney	33 1/2	364.5	2,187	
Northwest Cove	29 1/2	244.83	1,469	
Parkers Cove	25 1/2	277.5	1,665	Manager appointed
Pereau (Delhaven)	26	283.	1,698	
Petit de Grat	74	805.33	4,832	
Pinkney's Point	42	457.17	2,743	Manager appointed
Pleasant Bay	37	402.67	2,416	
Port Bickerton West	53	576.67	3,460	
Port Maitland	26 1/2	288.33	1,730	Manager appointed
Port Medway	38 1/2	419.	2,514	
Port Morien	30 1/2	332.	1,992	
Sambro	60 1/2	658.5	3,951	
Sandford	22	239.5	1,437	9/ Manager appointed
Sandy Cove East	20	218.	1,308	4/ Manager appointed
Saulnierville	82 1/2	897.83	5,387	
Shag Harbour	48 1/2	527.83	3,167	10/ Manager appointed
Sluice Point	32	348.33	2,090	10/ Manager appointed
South Side	30	326.5	1,959	3/ Manager appointed
Stoney Island	44	478.83	2,873	3/ Manager appointed
Swim's Point	39 1/2	429.83	2,579	4/ Manager appointed
Tiverton	39	424.5	2,547	4/ Manager appointed
Toney River	24 1/2	266.67	1,600	
Upper Port LaTour	28 1/2	310.17	1,861	8/ Manager appointed

Nova Scotia

Harbour	Total Points	Supervision Required	Commissions	Remarks
Voglers Cove West	33 1/2	364.67	2,188	
West Dover	17	185.	1,110	
West Green Harbour	25	272.17	1,633	
West Head	91 1/2	995.83	5,975	4/Manager appointed
Westport	38 1/2	419.	2,514	4/Manager appointed
TOTAL CATEGORY 1:		36,110.87	\$216,669	

CATEGORY II HARBOURS

Advocate	7 1/2	81.67	490	Manager appointed
Arichat	11	118.83	713	
Auld's Cove	13	141.5	849	
Bay Port	9 1/2	103.33	620	
Bear Point	23	250.33	1,502	
Big Bras D'Or	19	206.83	1,241	2/Manager appointed
Blandford	29	315.67	1,894	
Broad Cove Marsh	10	108.83	653	
Canada Creek	5	54.5	327	
Cape John	17 1/2	190.5	1,143	
Charlos Cove	7 1/2	81.67	490	
Chebogue (Town Pt.)	14 1/2	157.83	947	
Chester	7 1/2	81.67	490	
Chezzetcook East	7 1/2	81.67	490	
Church Point	8	87.	522	
Cripple Creek	27	293.83	1,763	3/Manager appointed
Drumhead	15	163.33	980	
Dublin Shore	14 1/2	157.83	947	
East Dover	9 1/2	103.33	620	
East Port L'Hebert	17 1/2	190.5	1,143	
Ecum Secum West	13	141.5	849	
Englishtown	12	130.67	784	
Findlay Point	18	195.83	1,175	
Fisherman's Hbr.	10	108.83	653	
Forbes Point	12	130.67	784	5/Manager appointed
Forchu	13 1/2	147.	882	
Fox Point	7 1/2	81.67	490	
Gullivers Cove	4	43.5	261	4/Manager appointed
Half Island Cove	11	118.83	713	
Hampton				
Havre Boucher	12 1/2	136.	816	
Herring Cove	13 1/2	147.	882	
Hillsburn	5 1/2	59.83	359	
Hunt's Point	17	185.	1,110	
Indian Harbour	22	239.5	1,437	
Inverness	26 1/2	288.33	1,730	Manager appointed
Judique (Baxters)	12 1/2	136.	816	
Kelly's Cove	11 1/2	125.16	751	

Nova Scotia

Harbour	Total Points	Supervision Required	Commissions	Remarks
L'Archeveque	10 1/2	114.33	686	
Liscomb	12 1/2	136.	816	
Little Judique Hbr.	20	218.	1,308	
Little Judique Pond	18	195.83	1,175	
Little Tancook Isl.	14 1/2	157.83	947	
Livingston Cove	11	118.83	713	
Long Cove (S.S.)	3	32.67	196	
Lr. Plymouth	4 1/2	49.	294	
Lr. Prospect	8 1/2	92.5	555	
Lr. Wedgeport	69	751.	4,506	Manager appointed
Mabou Harbour	13	141.5	849	
Malagash	13	141.5	849	Manager appointed
Margarettsville	11	118.83	713	
Marie Joseph	19 1/2	212.17	1,273	
Meteghan River	10	108.83	653	
Mill Cove	13 1/2	147.	882	
Moose Harbour	21 1/2	234.	1,404	
New Campbellton	6 1/2	70.67	424	
New Harbour (S.S.)	16	174.17	1,045	
New Harbour (Guys)	16	174.17	1,045	
New Waterford	9	98.	588	
North Ingonish	15 1/2	168.67	1,012	
Osborne	6	65.33	392	
Owl's Head	14 1/2	157.83	947	
Peggy's Cove	14	152.33	914	
Pictou Island	15 1/2	168.67	1,012	
Pictou Landing	8 1/2	92.5	555	
Point Aconi	22	239.5	1,437	
Port Hood	16	174.17	1,045	7/Manager appointed
Port Hood Island	14 1/2	157.83	947	7/Manager appointed
Port Lorne	10 1/2	114.33	686	
Port Phillip	5	54.5	327	
Portuguese Cove	6	65.33	392	
Pugwash	22 1/2	244.83	1,469	Manager appointed
Queensport	17	185.	1,110	
Sandy Cove West	14 1/2	157.83	947	4/Manager appointed
Seal Harbour	2 1/2	27.5	165	
Short Beach	16 1/2	179.5	1,077	9/Manager appointed
Skinner's Pond	20	218.	1,308	
South Ingonish (Ferry)	9 1/2	103.33	620	
St. Catherines River	8	87.	522	
Surettes Island (Lr)	22	239.5	1,437	10/Manager appointed
Terrence Bay	23	250.33	1,502	
Three Fathom Hbr.	23 1/2	255.83	1,535	
Upper Prospect	1/2	5.5	33	

Nova Scotia

Harbour	Total Points	Supervision Required	Commissions	Remarks
Wallace	23 1/2	255.83	1,535	Manager appointed
West Arichat	10 1/2	114.33	686	
West Berlin	8 1/2	92.5	555	
Whale Cove	12	130.67	784	
White Point	16	174.17	1,045	
Jones Harbour	9	98.	588	
<u>TOTAL CATEGORY II:</u>		<u>13,137.28</u>	<u>\$78,821</u>	
<u>TOTAL - NOVA SCOTIA:</u>		<u>49,248.15</u>	<u>\$295,490</u>	

New BrunswickCategory I

Back Bay	42 1/2	398.0	2,388	
Beaver Harbour	35 1/2	332.33	1,994	$\frac{11}{11}$ Manager appointed
Black's Harbour	65 1/2	613.33	3,680	$\frac{11}{11}$ Manager appointed
Caraquet	92	861.50	5,169	
Chockfish	33	309.0	1,854	Manager appointed
Dipper Harbour	13 1/2	126.33	758	
Dupuis Corner (Harshmans Brook)	25 1/2	238.83	1,433	Manager appointed
Escuminac	89	833.33	5,000	
Head Harbour	46	374.50	2,247	
Ingalls Head	62	580.50	3,483	Manager appointed
Lameque	87	814.67	4,888	Manager appointed
Leonardville	23	215.33	1,292	$\frac{13}{13}$ Manager appointed
Little Cape	40 1/2	379.17	2,275	Manager appointed
McEachern's Point	60	561.83	3,371	Manager appointed
Neguac Church	20 1/2	191.67	1,150	$\frac{12}{15}$ Manager appointed
North Head	58 1/2	547.83	3,287	$\frac{15}{15}$ Manager appointed
Pointe Sapin	72 1/2	678.83	4,073	
Seal Cove	62 1/2	585.17	3,511	
Shippegan	94	880.17	5,281	
Shippegan Gully	26 1/2	248.17	1,489	
Whitehead	35	327.67	1,966	$\frac{15}{15}$ Manager appointed
Richibucto Cape	75	702.33	4,214	Manager appointed
<u>TOTAL CATEGORY I:</u>		<u>10,800.49</u>	<u>\$64,803.00</u>	

New BrunswickCATEGORY II HARBOURS

Harbour	Total Points	Supervision Required	Commissions	Remarks
Black River	6 1/2	60.83	365	
Blue Cove	26	243.50	1,461	Manager appointed
Botsford	25	234.17	1,405	
Boynes Cove	9 1/2	89.0	534	
Burnt Church	14 1/2	135.83	815	<u>12</u> /Manager appointed
Caissies Cape	27	252.83	1,517	
Cape Bald	33 1/2	313.67	1,882	Manager appointed
Chance Harbour	15	140.50	843	
Cocagne Bar	18	168.50	1,011	Manager appointed
Curry's Cove	23	215.33	1,292	
Emily's Point	15 1/2	145.17	871	
Fairhaven	20 1/2	192.0	1,152	<u>13</u> /Manager appointed
Five Fathom Hole	10	93.67	562	
Green Point	21 1/2	201.33	1,208	
Hardwicke	6	56.17	337	
Little Shippegan	12	112.33	674	
Lord's Cove	13 1/2	126.33	758	<u>13</u> /Manager appointed
Lr. Caraquet	15 1/2	145.17	871	
Lr. Neguac	16	149.83	899	<u>12</u> /Manager appointed
Maces Bay	9	84.33	506	
Mallock's Beach	17 1/2	163.83	983	
Miscou Harbour	46 1/2	435.33	2,612	Manager appointed
New Mills	18	168.50	1,011	
Pigeon Hill	42 1/2	398.0	2,388	Manager appointed
Petit Rocher	21	196.67	1,180	
Richardson	14	131.17	787	<u>13</u> /Manager appointed
Richibucto	42	393.33	2,360	
Richibucto Beaches				
Seely Cove	8	74.83	449	
St. Edwards	27	252.83	1,517	
St. Martins	7 1/2	70.17	421	
Ste. Marie Sur Mer	44 1/2	416.67	2,500	Manager appointed
St. Thomas	19 1/2	182.67	1,096	
Stonehaven	31 1/2	295.0	1,770	
Stuarton	32 1/2	304.33	1,826	<u>13</u> /Manager appointed
Val Comeau	34	318.33	1,910	
Welchpool	31	290.33	1,742	
Wilson's Beach	27	252.83	1,517	
Woodwards Cove	29 1/2	276.17	1,657	

TOTAL CATEGORY II:7,781.48\$46,689.00TOTAL - NEW BRUNSWICK:18,581.97\$111,492.00

Prince Edward IslandCATEGORY I

Harbour	Total Points	Supervision Required	Commissions	Remarks
Alberton	72 1/2	604.17	3,625	Manager appointed
Graham's Pond	50	416.67	2,500	Manager appointed
Judes Point (Tignish)	87	725.0	4,350	
Launching Pond	44	366.67	2,200	Manager appointed
Malpeque Cove	52	433.33	2,600	
Miminegash	63	525.0	3,150	Manager appointed
Naufrage	81	675.0	4,050	Manager appointed
North Lake	96	800.0	4,800	Manager appointed
North Rustico	58	483.33	2,900	¹⁴ /Manager appointed
Red Head	76	633.33	3,800	¹⁴ /Manager appointed
Rustico Harbour				¹⁴ /Manager appointed
Savage Harbour	38 1/2	320.83	1,925	
Skidders Pond	59	491.67	2,950	Manager appointed
Tracadie	34 1/2	287.50	1,725	Manager appointed
Wood Islands				Manager appointed
<u>TOTAL CATEGORY I:</u>		<u>6,762.50</u>	<u>\$40,575.00</u>	

CATEGORY II

Annandale	40	333.33	2,000	Manager appointed
Bay Fortune	30	250.0	1,500	Manager appointed
Beach Point	63	525.0	3,150	Manager appointed
Covehead	30	250.0	1,500	Manager appointed
Egmont Bay	31	258.33	1,550	
Fishing Cove	23 1/2	195.83	1,175	Manager appointed
French River North and South	41	341.67	2,050	
Howards Cove	49 1/2	416.67	2,500	Manager appointed
Milligans Shore	27	225.0	1,350	Manager appointed
Mink River	20 1/2	170.83	1,025	Manager appointed
Montague	14 1/2	120.83	725	
Murray River	16	133.33	800	Manager appointed
Murray Harbour (South River)	43	358.33	2,150	
Sea Cow Pond	32 1/2	270.83	1,625	Manager appointed
West Point	29 1/2	245.83	1,475	Manager appointed
Victoria				Manager appointed
<u>TOTAL CATEGORY II:</u>		<u>4,095.81</u>	<u>\$24,575.00</u>	
<u>TOTAL - P.E.I.:</u>		<u>10,858.31</u>	<u>\$65,150.00</u>	

1/ - 15/ - Harbour Manager supervising more than one harbour.

HARBOUR MANAGEMENT - MARITIMES

STUDY NO. 4 - MANAGEMENT CRITERIA

PRINCE EDWARD ISLAND

As a result of our experience in P.E.I., we chose all of the harbours that would require a certain degree of supervision. The point spread indicated in the attached spread sheet, Appendix "B", verifies our assumption. The cut-off point for harbours that require a certain degree of supervision is 14. This would provide 120 hours for an 8 month period (15 hours per month). This would be a very low activity harbour, one with a small number of boats, small boats and limited harbour facilities.

All harbours which fall below the 14 points could be supervised by the regional office with assistance from Community Services Officers, Fisheries Officers, Public Works engineers and interested fishermen.

HARBOUR MANAGEMENT - MARITIMES

STUDY NO. 4 - MANAGEMENT CRITERIA

NOVA SCOTIA AND NEW BRUNSWICK

Any system can be monitored very closely and adjustments made by either an increase or decrease in hours. Such flexibility should be built into any system so that periodic adjustments can be made.

In Category 1 and 2, the standard for a need for management was established at 20 points. Harbours below 20 points are low in activity and can be managed from the regional office. None of the harbours identified in this Category now have a Harbour Manager.

HARBOUR MANAGEMENT - MARITIMES

STUDY NO. 5

ALTERNATIVES

Alternative 1

Do nothing; remain the same; that is, the Harbour Managers receive a commission based upon revenue.

Advantages

1. This system is in effect now; none of our records or forms would have to be changed.
2. The Managers are familiar with the system and more importantly, so are our clients, the fishermen.
3. It provides some measure of supervision at a nominal cost.
4. The system is easily maintained.

Disadvantages

1. Where there is no revenue, there is no pay.
2. It is not an equal pay for equal work situation.
3. The payments are irregular as the commission is based upon the collection of the revenue.
4. In many cases, our harbours receive little or no direct supervision as the Managers are not paid to put in the time required.
5. The Managers are not available to resolve problems when they occur. Most Managers have other jobs because the remuneration is so limited.
6. Many Managers will not take the action required to resolve problems as they are not being paid for such responsibilities. In many communities fellow fisher-

Alternative 1

Disadvantages

men are friends, neighbours or relatives and the Managers feel they are not being compensated enough to give orders and possibly make bad friends.

7. We have problems getting Managers because of the lack of revenue.

Alternative 2

Commissions - On a Revised Scale

Under our present system, a Harbour Manager receives a commission on revenue collected from that harbour. The percentage of revenue received by the Harbour Manager is low in comparison to the number of hours spent at the harbour. If we are to ask the Harbour Managers to continue to put in the same number of hours, we must be willing to increase the remuneration. A simple way of doing this is to revise the scale of commission. This proposal is very easy to implement since the Harbour Managers are already in place. The major change would occur in the book-keeping. However, many problems that now exist will continue. The amount of commission to be received from harbours with very little revenue (under \$1,000) would not increase. Only those harbours with a substantial amount of revenue would benefit from such a system. The proposed scale is compared to our existing scale and is shown below (based on \$10,000 revenue collected).

Alternative 2

<u>Existing Scale</u>		<u>Proposed Scale</u>	
80% of 1st \$1,000	- \$ 800	80% of 1st \$3,000	- \$2,400
60% of next \$1,000	- \$ 600	60% of next \$2,000	- \$1,200
40% of next \$3,000	- \$1,200	40% of next \$1,000	- \$ 400
20% of next \$5,000	- \$1,000	30% of remainder (\$4,000)	\$1,200
10% of remainder	- \$3,600		\$5,200

Commission Paid Manager \$3,600 Commission Paid Manager \$5,200

The increase on \$10,000 collected is \$1,600.

Alternative 3Commission Based on a Point Rating System

We propose that the commission paid to Harbour Managers be established by a point rating system. A point rating system is a system which measures the number and degree of responsibility. This alternative is basically the same as the present system with the following exceptions:

- (a) the amount of remuneration not be based upon the amount of revenue derived from the harbour;
- (b) the commission is to be based upon a point rating system that measures the amount and degree of responsibility at the harbour;
- (c) the commission will be limited so as to have an "equal pay for equal work" situation;
- (d) the system will determine what the Harbour Manager will receive over the year. The payments can be made in equal monthly installments;
- (e) in this way, if a Manager is absent, on leave, fishing or leaves the position and it is vacant for two or

Alternative 3

three months, they do not get paid for this period and we will have a guide to reimburse a replacement; and

- (g) at harbours where there is no revenue or very little revenue, the commission could be drawn from general revenue. There are many harbours generating revenue that will be supervised by the regional office.

Advantages

1. The Harbour Manager would be assured of a certain amount of commission on a regular basis.
2. A better standard of service could be maintained at the harbour.
3. The commission to the Manager will be limited by the criteria to ensure that no one is overpaid.
4. Such a system would be self supporting as the revenue should cover the expenditures.
5. This is not a new system but an improvement on our existing system so it would be easy to implement.
6. It would be more effective as we could demand a certain level of service if we paid for it.
7. It would be more efficient as there would be less administrative work. The accounting section would determine the remuneration for a year's period and then place the Managers on a payroll system so they

Alternative 3Advantages

- could be paid once a month.
8. More revenue would be realized as the Managers would be available to bill and to collect on a regular basis.
 9. The use of all crown facilities would be regulated leading to a more efficient use of facilities.
 10. The crown is protected from liability when all facilities are under a lease or license document.
 11. Problems could be solved when they come up and not left or delayed until someone was available. In many cases, an on-site Manager can identify problem areas or situations and take steps to rectify them before they become problems.

Disadvantages

1. Difficult to manage as the administration would have to be detailed. This is time consuming and costly.
2. If revenue was not collected, funds would have to be made available from other sources (an allotment).
3. Training and supervision would have to increase to ensure that our goals and objectives are being met.
4. The Managers would still not be available as much as we would like to resolve problems when they occur. Most Managers would still have other jobs because the remuneration is limited.

Alternative 3

Disadvantages

5. Under this system, the commission received may be construed as salary. If so, person years would have to be made available for the system to be implemented.

Scope

This system could be expanded to include all harbours in Category 1 and 2 which number 174 harbours.

Alternative 4

Salaried Harbour Managers

In the Maritimes, there is no one harbour that would require a full-time salaried Harbour Manager. However, salaried Harbour Managers (full time) could be used to supervise more than one harbour.

Full time, on a seasonal basis, is also a viable alternative. Such a system could be employed at harbours that have a high activity in the Spring, Summer and Fall. Such Managers could be employed eight hours a day for June, July and August and four hours a day in April, May, September and October. A few harbours would require a small degree of supervision in November.

There are other harbours that would require a part-time salaried Manager twelve months of the year and others that would require a part-time salaried Harbour Manager during the fishing seasons only.

The hours would be based upon the activity and respon-

Alternative 4

sibilities as determined by the Harbour Activity Management tables.

Advantages

By having salaried Harbour Managers, the harbours would be managed more efficiently and effectively by:

1. It would be more efficient for one person to do the billing as they would be available to record berthage and other revenue items. This would ensure a high degree of billing and would result in an increase in revenue.
2. If the Harbour Manager was on salary, there is less likelihood he would have to fish for a living. He would be in a better position to enforce the regulations because he would be present at the harbour every day. Regulations which are not being enforced can be enforced; e.g., fire and safety regulations.
3. Problems can be solved immediately by having a full-time Harbour Manager at the harbour every day; there would be less calls to the regional office re space availability on the wharf, license applications, berthing problems and parking problems.
4. A salaried Harbour Manager would be compensated fairly for his work. He would be able to enforce regulations on relatives, friends and co-workers (fishermen) without having to worry about damage to his fishing gear.

Alternative 4

Advantages

- This happens now under our present situation if he tries to enforce regulations.
5. He would be more knowledgeable of harbour useage and conditions. Any accidents can be reported immediately. Accidents can even be cut down due to his on-site availability.
 6. His on-site availability will be a deterent to theft and vandalism.
 7. He will be able to assist in gathering information for statistics, harbour improvements and harbour operations.

Disadvantages

1. More costly as we would have to pay on a regular basis and would have to pay a good salary to attract competent Managers.
2. Training and supervision would have to increase to ensure that our goals and objectives being met.
3. At various harbours, office accommodations, telephones, furniture etc. would have to be provided.
4. Such a system would require man years (or man months) and under the present policy of no growth in the Public Service, man years are difficult to obtain.
5. Such a system would result in an increase in funds to administer as well as an increase in office staff.

Alternative 4Scope

This system could be used for those harbours that have sufficient activities and responsibilities. It is unlimited in its application.

Application

All harbours in Category 1, 2 and 2A have been analysed to determine the number of hours involved.

Example of the number of hours, man years and funds required for a system of salaried Harbour Managers:

	<u>Hours</u>	<u>Person Years</u>	<u>Amount\$</u>
Nova Scotia	49,460	25	296,763
New Brunswick	18,580	9.5	111,492
Prince Edward Island	10,858	5.5	65,150
<u>Total</u>	<u>78,898</u>	<u>40</u>	<u>473,405</u>

Alternative 5Contracting by Personal Service Contracts

It is present policy that this practice is not to be used as it creates a master/servant relationship and the person under contract could then be deemed to be an employee.

Alternative 6Contracting to Private Companies

Under the present government policy, we are restricted to contracts with private companies for contracts over two months. Any contracts going over two months will require

Alternative 6

man/years. This practice is therefore of no use to us in this review.

Alternative 7Contributions to Municipalities or Fishermen's Associations

We feel that there would be a lack of control in such a system. We are not in favour of such a system as it leaves us in a position of relying on their honor to provide services. Such a system is too loose and would be spending funds with no assurance that we would obtain the services we require. It may work on a one-shot deal situation, but where this is an ongoing matter, a firm system that is controllable, fair to both sides and gives good value for money spent is more desirable.

Alternative 8Lease to Municipalities

Discussions have taken place with the Provincial Department of Municipal Affairs to obtain information on the organization of the municipalities. The Province is to forward additional information for our review. More information on this matter is required before we can properly assess if we are going to use this avenue to assist us in future harbour management.

In some municipalities, there would be many wharves and for them to even consider a lease arrangement, would

Alternative 8

take away from their other duties to the point that it would be one of the major, if not the major activity, of that office. The Province did advise that these offices were very busy and usually short staffed.

Alternative 9

Contract to Town or Municipalities

Where there is little or no revenue or no other real advantage to lease, then a contract with the town or municipality should be considered.

Alternative 10

Contract with Towns or Municipalities

This practice would have to be exempt from the latest directive involving man/years and the time limit of two months.

We could contract to provide supervision of the harbour (or harbours) under the Fishing and Recreational Harbours Act. The town would recruit, hire and supervise any employees. The employee would be appointed as Harbour Manager and Enforcement Officer so that they would have the power of the Act and Regulations. If we set a rate, we feel reasonable, then an administrative fee of 10% could be maintained by the municipality.

Alternative 11Port Committees

In P.E.I., there are a few harbours where the Port Committee manage the harbour and the Harbour Manager is their representative. He is not only responsible to the Committee, but the Committee members take an active part in the administration of the harbour.

Unfortunately, this is in the minority. Of the 35 Committees, only 2 or 3 manage the harbour in the manner we prefer. Most members do not want to get involved to that degree. At many harbours in Nova Scotia and New Brunswick, Port Committees do not exist.

Port Committees are getting stronger as the fishermen's union and associations organize. This may be a good source for management potential in the future.

Alternative 12Grants

These require Treasury Board approval. This would be a time consuming method especially if we had to make over 80 separate submissions. There would also be many amendments. This would be difficult to control. Treasury Board may not approve of such a large amount of grants.

There may be other reasons in the application for grants that we are not aware of and did not pursue as we do not recommend such a system.

Alternative 13

Honorarium

Honorariums are usually paid for advice or consultation. They are intended for groups or individuals that attend meetings and are compensated by honorariums in lieu of a salary. They were not intended to be used for service contracts.

Financial advice indicates that they would not be applicable to a harbour management situation.

Alternative 14

Satelite Harbours

Where smaller harbours are in close proximity to a harbour which has a Harbour Manager, then it may be practicable to have the Manager supervise the smaller harbour. Managers may be able to supervise many small harbours if they are fairly close together. This is a good means to provide management where it would be otherwise uneconomical to do. Such Managers should have the revenue from such satelite harbours included in the total revenue from which their commission is calculated.

At present, there are twelve harbours that are supervised by thisⁱ means. There are approximately 40 to 50 harbours that could be managed as satelite harbours. This would require approximately 6,000 hours at an estimated annual cost of \$36,000. This estimate was arrived at using \$600 per year as our minimum payment.

Alternative 15

Regional Office

There are many harbours that are low in activity that can be managed by the regional office. The majority of these harbours have little or no revenue to compensate or attract a Manager. Such harbours could be visited by Public Works engineers on their routine field trips. Community Services Officers and Fishery Officers could report on conditions and activity. Almost every harbour has an interested fisherman who could advise the office of any problem.

A good example of harbours in this Category would be the harbours on the eastern shore of Nova Scotia (and also the north shore). These harbours are closed from November to April because of winter conditions.

HARBOUR MANAGEMENT - MARITIMES

STUDY NO. 6

Regional Management System

It is proposed that the Maritimes adopt a system of remuneration for Harbour Managers based upon commissions. The commissions are to be based on a point rating system which measures the amount of work and level of responsibilities of the position.

This system would ensure a good standard of supervision as it would adequately compensate the Harbour Manager. The level of service to the fishermen would improve and we would be getting efficient and economical utilization from our facilities. These are the main objectives of our Branch and this system would greatly improve the chances of achieving them. Such a system could be used for all harbours in Category 1 and those harbours in Category 2 that require supervision.

Ninety-seven harbours are presently being managed. This system could be expanded so that all harbours in Category 1 could be managed. This would increase our Harbour Managers to 122 or 53,662 hours per year at a cost of \$321,972.

With increased management comes increased revenue. We are almost in the position now that our projected revenue would cover the cost of such a system. This system is flexible as hours can be increased as they are required. Additional Managers can also be employed if the need arises.

Regional Management System

We have not been able to determine if such a system is feasible under our current regulations as it may be interpreted as a salary and an employee/employer relationship for which man/hours would be required.

Any system must set out our requirements and a recruitment, hiring, training and supervision program to ensure compliance with these requirements.

The remuneration must be fair (equal pay for equal work) and it must be regular. Under our present system, if the lessee does not pay, then the Manager does not receive any commission. Such a system is unfair. In many of our harbours, the remuneration would not have to be too high as the majority of our harbours are in rural areas and such positions are used to supplement salaries or pensions. The main item is that the remuneration be large enough to encourage the Managers to give orders to neighbours, relatives and friends. This is what most of them have to do in small rural communities.

Any system must be flexible to enable the Manager to provide minimal supervision in the off-seasons and to put in many hours during the peak fishing periods or when a problem has to be resolved.

Flexibility also enables us to obtain help in other areas not normally considered regular duties (statistics, background to resolve problems, assisting contractors, etc.).

Regional Management System

Any system should be subject to periodic reviews and the hours or hourly rate adjusted when and where necessary.

Commissions are not to be paid automatically but will be subject to satisfactory performance. Reports, written and verbal, site visits by regional office and contact with clients to be verified on a regular monthly basis.

The most favourable alternative to be used within the Maritimes Region, is salaried Harbour Managers. The Harbour Managers would be employed on a seasonal and part-time basis. This would be easy to implement because there are already Harbour Managers at many of the harbours. It would be more effective and give the regional office more control in the management of the harbours. The initial cost may be high but the effectiveness and efficiency in the management and the increase in revenue would offset this cost. This system cannot be implemented unless enough person/years are allocated to the region for salaried Harbour Managers. As shown in Study No. 5, there are enough hours for forty (40) person/years. Unless some of the person/years are allocated to this region, this alternative is neither realistic or viable.

HARBOUR MANAGEMENT - MARITIMES

Revenue

Actual 1979/80

	<u>Nova Scotia</u>	<u>New Brunswick</u>	<u>P.E.I.</u>	<u>Total</u>
	<u>\$</u>	<u>\$</u>	<u>\$</u>	<u>\$</u>
Lease	20,830	21,295	8,740	50,865
Licenses	29,882	16,254	21,230	67,366
Berthage	9,551	3,048	-	12,599
Wharfage	<u>17,535</u>	<u>8,311</u>	<u>2,173</u>	<u>28,019</u>
TOTAL	<u>77,798</u>	<u>48,908</u>	<u>32,143</u>	<u>158,849</u>

12,599
i. e. 2-

Estimate Revenue If All Boats Paid Berthage:

Lease	23,540	32,414	12,525	68,479
Licenses	40,177	14,950	21,500	76,627
Berthage	598,206	209,840	188,852	996,898
Wharfage	<u>17,535</u>	<u>8,311</u>	<u>2,173</u>	<u>28,019</u>
TOTAL	<u>679,458</u>	<u>265,515</u>	<u>225,050</u>	<u>1,170,023</u>

HARBOUR MANAGEMENT - MARITIMES

Revenue

	<u>NOVA</u> <u>SCOTIA</u> <u>\$</u>	<u>NEW</u> <u>BRUNSWICK</u> <u>\$</u>	<u>P.E.I.</u> <u>\$</u>	<u>TOTAL</u> <u>\$</u>
<u>Revenue from Property</u>	63,717	47,364	34,025	145,106
<u>Revenue from Vessels</u> <u>Over 45'</u>	<u>95,254</u>	<u>43,560</u>	<u>-</u>	<u>138,814</u>
TOTAL	<u>158,971</u>	<u>90,924</u>	<u>34,025</u>	<u>283,920</u>

The difference in revenue would be an increase of \$126,215 which would accrue from berthage if a revised management system is implemented and the existing regulations are fully enforced.

The total revenue would increase by \$153,090; estimated revenue is \$310,939 as compared to the present \$158,849.

HARBOUR MANAGEMENT - MARITIMES

Revenue

P.E.I.: BOATS UNDER 45' - AVERAGE 38'

Alberton	-	2,964	Annandale	-	1,330
Grahams	-	2,812	Bay Fortune	-	912
Launching	-	1,748	Beach Point	-	2,014
Malpeque	-	1,672	Cove Head	-	836
Miminegash	-	2,660	Egmont Bay	-	1,064
Naufrage	-	3,610	Fishing Cove	-	684
North Lake	-	3,914	French River N.	-	380
North Rustico	-	1,900	French River S.	-	532
Red Head	-	1,938	Milligans	-	684
Savage	-	1,216	Mink	-	646
Skinnners	-	2,318	Montague	-	874
Tignish	-	4,826	Murray River	-	646
Tracadie	-	<u>836</u>	Seacow Pond	-	760
<u>CATEGORY 1</u>		<u>32,414</u>	South River	-	1,330
			West Point	-	950
			Howards Cove	-	<u>1,634</u>
			<u>CATEGORY 2</u>		<u>15,276</u>

GRAND TOTAL 47,690

HARBOUR MANAGEMENT - MARITIMES

Revenue

NEW BRUNSWICK: BOATS UNDER 45' - USING AN AVERAGE LENGTH OF 38'

Back Bay	-	646	Black River	-	76
Beaver Harbour	-	760	Blue Cove	-	1,178
Blacks Harbour	-	190	Boynes	-	228
Caraquet	-	2,090	Burnt Church	-	456
Dipper	-	494	Caissie Cape	-	760
Dupuis Corner	-	570	Cape Pele	-	1,444
Escuminac	-		Chance Harbour	-	570
Head Harbour	-	760	Emily's Point	-	570
Ingall's Head	-	1,482	Five Fathom	-	228
Lameque	-	798	Green Point	-	1,026
Leonardville	-	950	Hardwicke	-	228
McEachern's	-	380	Little Shippagan	-	228
Neguac Church	-	760	Lower Caraquet	-	380
North Head	-	912	Lower Neguac	-	608
Richibucto Cape	-	2,508	Maces Bay	-	304
Seal Cove	-	1,406	Miscou	-	1,900
Shippagan	-	2,052	New Mills	-	760
Shippagan Gully	-	1,178	Pigeon	-	2,394
Whitehead	-	798	Petit Rocher	-	760
TOTAL		<u>18,734</u>	Richibucto	-	1,786
			Seeley Cove	-	190
			St. Martins	-	76
			St. Marie Sur Mer	-	2,128
			St. Thomas	-	836
			Stonehaven		1,368
			Val Comeau	-	1,520
			Welshpool	-	380
			Wilson's Beach q	-	494
			Woodwards	-	380
			TOTAL		<u>23,256</u>

GRAND TOTAL 41,990

If the boats under 45' paid berthage @ \$.33 per foot per month (our present rates), then the total berthage collected is estimated at \$166,280.

HARBOUR MANAGEMENT - MARITIMES

COMMISSIONS

<u>1979/80 Expenditures</u>		<u>Expenditure</u>	<u>Revenue</u>	<u>Balance</u>
	N.S.	19,622	77,798	58,176
	N.B.	8,132	48,908	40,776
	P.E.I.	<u>12,008</u>	<u>32,143</u>	<u>20,135</u>
	<u>Total</u>	<u>39,762</u>	<u>158,849</u>	<u>119,087</u>

Proposed Commissions - (Only for harbours now managed by Harbour Managers) - No Increase.

	<u>Commissions</u>	<u>Revenue</u>	<u>Balance</u>
N.S.	146,507	685,617	539,110
N.B.	79,217	342,136	262,919
P.E.I.	<u>65,150</u>	<u>189,802</u>	<u>124,652</u>
<u>Total</u>	<u>290,874</u>	<u>1,217,555</u>	<u>926,681</u>

With no increase in the number of Harbour Managers, our estimated revenue for 1981/82 would cover the proposed commissions.

HARBOUR MANAGEMENT - MARITIMES

Client Survey

In the Maritimes, thirty-one client interviews were conducted to obtain the views of the fishermen.

All reports indicated that the fishermen want some form of harbour management.

Only one fisherman felt that there should be a charge for such services (\$1 per foot per year) and the rest felt that they were already paying enough in their taxes. However, in visiting the various harbours, it is the feeling of many fishermen that they should pay something and that all boats should pay. This would discourage inactive boats at the wharf, boats stored at the harbours and the attitude of the users of our harbours. It is felt that if some charge were levied, the attitude of the users would improve.

The only big item in any charge or fee is that the fee may start off small and increase.

QUESTIONNAIRE

Nova Scotia - Bear Point

- Question 1 - yes
- Question 2 - yes
- Question 3 - yes
- Question 4 - Bigger parking, more operational space and more wharf.
- Question 5 - Five hours per week.
- Question 6 - 1 - yes; 1 - no, already paying.

Nova Scotia - West Head

- Question 1 - yes
- Question 2 - yes
- Question 3 - no
- Question 4 - More parking, bigger wharf providing more space for piling traps and hydraulic travel lift.
- Question 5 - Four hours per day.
- Question 6 - yes - suggest \$100 per boat.

QUESTIONNAIRE

P.E.I. - Malpeque

- Question 1 - yes - 19
- Question 2 - yes - 19
- Question 3 - yes - 19
- Question 4 - Dredging - slip - hoist - riprap
(harbour repair) east wharf reconstruction.
- Question 5 - Hours - he should be available at all
times - 30 hours per week.

P.E.I. - Rustico

- Question 1 - (8) yes
- Question 2 - N/A
- Question 3 - (8) yes
- Question 4 - Dredging - control of pleasure boats -
additional maintenance - fire protection -
life saving equipment.
- Question 5 - Hours - fishing - he should be at call -
available at all times - hours unknown.
- Question 6 - Remain on commission basis
(already paying enough in taxes).

HARBOUR MANAGERS - MARITIMES

	<u>NO. OF MANAGERS</u>	<u>NO. OF HARBOURS</u>
PRINCE EDWARD ISLAND	38	44
NEW BRUNSWICK	41	63
NOVA SCOTIA	76	181
TOTAL	<u>155</u>	<u>288</u>

NUMBER OF HARBOURS MANAGED
 &
TYPE OF MANAGEMENT / MARITIMES

PRINCE EDWARD ISLAND

<u>Location</u>	<u>Harbour Manager</u>	<u>Satalite Manager</u>
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#1) Alberton-----	X	
Graham's Pond-----	X	
Howard's Cove-----	X	
Jude's Point-----	X	
Tignish-----		X
Launching Pond-----	X	
Malpeque-----	X	
Miminegash-----	X	
Naufrage-----	X	
North Lake-----	X	
North Rustico-----	X	
Rustico-----		X
Red Head-----	X	
Savage Harbour-----	X	
Skinner's Pond-----	X	
Tracadie-----	X	
Wood Islands-----	X	

#2) Annandale-----	X	
Bay Fortune-----	X	
Black Point-----	X	
Borden-----	X	
Covehead-----	X	
Darnley Bridge-----		X
Egmont Bay-----	X	
Fishing Cove-----	X	
French R. North-----	X	
French R. South-----		X
Greek River-----	X	
Lower Montague-----	X	
Machon's Point-----		X
McAuley's Shore-----	X	
Milligans. Shore-----	X	
Mink River-----	X	
Montague-----	X	
Murray Harbour-----	X	
Murray River-----	X	

PRINCE EDWARD ISLAND

MARITIMES/2

<u>Location</u>	<u>Harbour Manager</u>	<u>Satalite Manager</u>
. #2) New London-----	X	
ont.) Nine Mile Creek-----		X
Pinette-----	X	
Rice Point-----	X	
Seacon Pond-----	X	
Sturgeon Bridge-----	X	
West Point-----	X	
Victoria-----	X	

NEW BRUNSWICK

<u>Location</u>	<u>Harbour Manager</u>	<u>Satalite Manager</u>
. #1) Back Bay-----		X
Beaver Harbour-----		X
Black's Harbour-----	X	
Caraquet-----	X	
Chockfish-----	X	
Dipper Harbour-----	X	
Dupuis Corner-----	X	
Escuminac-----	X	
Head Harbour-----	X	
Ingall's Head-----	X	
Lameque-----	X	
Leonardville-----	X	
Little Cape-----	X	
McEachern's Point-----	X	
Neguac Church-----	X	
North Head-----	X	
Point Sapin-----	X	
Richibucto Cape-----	X	
Seal Cove-----	X	
Shippegan-----	X	
Shippegan Gully-----	X	
White Head-----	X	
. #2) Alma-----	X	
Black River-----		X

NEW BRUNSWICK

MARITIMES/3

<u>Location</u>	<u>Harbour Manager</u>	<u>Satalite Manager</u>
#2) Blue Cove-----	X	
Botsford-----	X	
Boyne's Cove-----		X
Burnt Church-----		X
Caissie's Cape-----	X	
Cape Bald-----	X	
Cape Tormentine-----	X	
Chance Harbour-----		X
Cocagne Bar-----		X
Curry's Cove-----		X
Emily's Point-----	X	
Fairhaven-----		X
Five Fathom Hole-----		X
Green Point-----	X	
Hardwicke-----		X
Little Shippegan-----	X	
Lord's Cove-----		X
Lower Caraquet-----		X
Lower Neguac-----		X
Maces Bay-----		X
Malloch's Beach-----		X
Miscou-----	X	
New Mills-----		X
Petit-Rocher-----	X	
Pigeon Hill-----	X	
Richardson-----		X
Richibucto-----	X	
Richibucto Beaches-----		X
Seely Cove-----		X
St. Edward-----		X
St. Martins-----	X	
Ste-Marie-sur-Mer-----	X	
St. Thomas-----		X
Stonehaven-----		X
Stuarttown-----		X
Val Comeau-----	X	
Welshpool-----		X
Wilson's Beach-----		X
Woodwards Cove-----	X	

NOVA SCOTIA

<u>Location</u>	<u>Harbour Manager</u>	<u>Satalite Manager</u>
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<u>Location</u>	<u>Harbour Manager</u>	<u>Satalite Manager</u>
#1) Abbott's Harbour-----		X
Alder Point-----	X	
Arisaig-----	X	
Bailey's Brook-----	X	
Ballantyne's Cove-----	X	
Battery Point-----		X
Bay St. Laurence-----	X	
Big Tancook Island-----		X
Black Point-----	X	
Bush Island-----		X
Camp Cove-----	X	
Canso-----	X	
Cape St. Mary's-----	X	
Caribou-----	X	
Central Port Mouton-----	X	
Centreville-----		X
Chegoggin Point-----		X
Chegoggin Dyke-----	X	
Chéticamp-----	X	
Clark's Harbour-----	X	
Comeauville-----	X	
Cribbin's Point-----	X	
Dennis Point-----	X	
Digby-----	X	
Dingwall-----	X	
East Ferry-----		X
East Jeddore-----		X
Eastern Passage-----	X	
Falls Point-----	X	
Freeport-----	X	
Glace Bay-----	X	
Grand Etang-----	X	
Gunning Cove-----	X	
Hall's Harbour-----		X
Kraut Point-----	X	
Larry's River-----	X	
Ledge Harbour-----		X
Little Dover-----		X
Little Harbour (Halifax)-----		X
Little Harbour (L'Ardoise)-----		X
Little River (Digby)-----		X
Little River (Yarmouth)-----	X	
Little River (Victoria)-----	X	
Lockeport-----	X	
Louisbourg-----	X	
Lower East Pubnico-----	X	
Lower Jordan Bay-----		X
Lower Sandy Point-----	X	

<u>Location</u>	<u>Harbour Manager</u>	<u>Satalite Manager</u>
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. #1) Lower Woods Harbour-----		X
ont.) Lunenburg-----	X	
Main-a-Dieu-----	X	
Margaree-----	X	
Meteghan-----	X	
Murphy's Pond-----	X	
Neil's Harbour-----	X	
New Edinburg-----	X	
Newellton-----	X	
New Haven-----	X	
North Sydney-----	X	
Northwest Cove-----		X
Porter's Cove-----	X	
Pereau-----		X
Petit de Grat-----	X	
Pinkney's Point-----	X	
Pleasant Bay-----	X	
Port Bickerton West-----	X	
Port Maitland-----	X	
Port Medway-----	X	
Port Morien-----		X
Sambro-----	X	
Sandford-----	X	
Sandy Cove East-----		X
Saulnierville-----	X	
Shag Harbour-----	X	
Sluice Point-----		X
South Side-----	X	
Stoney Island-----	X	
Swim's Point-----	X	
Tiverton-----		X
Toney River-----		X
Upper Port Latour-----	X	
Vogler's Cove West-----	X	
Wedgepoint-----		X
West Dover-----		X
West Green Harbour-----	X	
West Head-----	X	
Westport-----		X

4

. #2) Advocate-----	X	
Arichat-----		X
Auld's Cove-----	X	
Bayport-----		X

<u>Location</u>	<u>Harbour Manager</u>	<u>Satalite Manager</u>
. #2) Bear Point-----		X
ont.) Big Bras D'Or-----		X
Blandford-----		X
Broad Cove Marsh-----		X
Canada Creek-----		X
Cape John-----		X
Charlos Cove-----		X
Cheboque-----		X
Chester-----	X	
Chezzetcook East-----		X
Church Point-----		X
Cooper's Point-----		X
Crane Cove-----		X
Cripple Creek-----		X
Drumhead-----		X
Dublin Shore-----		X
East Dover-----		X
East Port Lehebert-----	X	
Ecum Secum West-----		X
Englishtown-----		X
Finlay Point-----		X
Flat Mud Island-----		X
Forbes Point-----		X
Fourchu-----		X
Fox Point-----		X
Gabarus-----	X	
Gulliver's Cove-----		X
Half Island Cove-----		X
Hampton-----		X
Havre Boucher-----		X
Herring Cove-----		X
Hunt's Point-----	X	
Indian Harbour-----		X
Inverness-----	X	
Jones Harbour-----		X
Judique (Baxters)-----		X
Kelley's Cove-----		X
Kingsport-----		X
L'Archeveque-----	X	
Liscomb-----		X
Little Judique Harbour-----		X
Little Judique Pond-----		X
Little Tancook Island-----		X
Livingstone's Cove-----		X
Long Cove-----		X
Lower Plymouth-----		X
Lower Prospect-----		X
Lower Wedgeport-----	X	

<u>Location</u>	<u>Harbour Manager</u>	<u>Satalite Manager</u>
t. #2) Mabou-----		X
ont.) McDonald's Cove-----		X
Malagash-----		X
Margaretsville-----		X
Marie Joseph-----		X
Meat Cove-----		X
Meteghan River-----		X
Mill Cove-----		X
Moose Harbour-----	X	
New Campbellton-----		X
New Harbour (Guysborough)-----		X
New Harbour (Halifax)-----		X
New Waterford-----		X
North Ingonish-----	X	
Osborne-----		X
Owl's Head-----		X
Peggy's Cove-----		X
Pictou Island-----		X
Pictou Landing-----		X
Point Aconi-----		X
Port Hood-----	X	
Port Hood Island-----		X
Port Lorne-----		X
Port Philip-----		X
Portuguese Cove-----		X
Pugwash-----		X
Queensport-----		X
Sandy Cove West-----		X
Seal Harbour-----		X
Short Beach-----		X
Skidders Cove-----		X
South Ingonish-----		X
St. Catherine River-----		X
Surette's Island-----		X
Terrence Bay-----		X
Three Fathom Harbour-----		X
Upper Prospect-----		X
Wallace-----	X	
West Arichat-----	X	
West Berlin-----	X	
Whale Cove-----	X	
White Point-----	X	