

SGI Small Craft Harbours Commission

Strategic Plan Framework
2014/15-2018/19

DRAFT 3 – 18 February, 2014

Mandate

- * As a result of local voter approval through referenda, the CRD provides the service of acquiring and operating small craft harbour facilities (docks) through the following bylaws:
 - [Bylaw 2614 for SGI](#)
 - [Bylaw 2730 for SSI](#)

- * The CRD established these services when the federal government divested itself of small craft harbour facilities ownership and operation in the early 2000s.

- * The CRD retains fiscal and regulatory authority for the Small Craft Harbour Service.

- * For the operation of this Service, the CRD Board has delegated authority to two commissions to represent the local community interests and exercise administrative authority:
 - * Fernwood Dock Management Commission (Salt Spring Island); and
 - * SGI Small Craft Harbours Commission (see Appendix for Scope of Operations).

(From CRD Website)

Mission

- * The Commission oversees the management of small craft harbours (docks) currently at 12 locations in the Southern Gulf Islands, under CRD Bylaws 2614, and 2844 (as amended by Bylaw Nos. 2905, 3233, 3295, 3417, 3586, 3651, 3814).
- * The Southern Gulf Island harbours are integral to the cultural, economic and social life of island community residents and visitors.
- * Our harbours provide a vital link – acting as commuter hubs, providing moorage (both year-round and transient), and offering access points for:
 - * Recreational use;
 - * Supplies and mail delivery;
 - * Water taxis;
 - * Seaplanes;
 - * Police and other public services;
 - * Water ambulances; and
 - * Emergency evacuation.

Vision

- * A community-led system of cost-effective, safe and sustainable docking facilities for residents and visitors to:
 - * Pender Islands
 - * Mayne Island
 - * Galiano Island
 - * Saturna Island
 - * Piers Island

Values

1. Public Interest
2. Community-led
3. Cost-effective
4. Safe
5. Sustainable

Goals

1. A Cost-Effective System of Small Craft Docks for the Southern Gulf Islands
2. Safe & Sustainable Docking Infrastructure
3. Accessible, Cost-effective Moorage Services
4. Community-led Governance & Community Engagement

Strategies

Goal 1: A Cost-Effective System of Small Craft Docks for the Southern Gulf Islands

1. Review the current **system** continually to ensure it is a cost-effective, responsive model, including:
 - * CRD Bylaws 2614 and 2844 (as amended)
 - * Dock configuration
 - * Wharfinger service
 - * Community consultation practices
2. Review the need to continue to retain under-utilized and/or expensive to maintain docks, if a suitable alternative or another location exists
3. Plan (including set aside sufficient funding) to assume responsibility for Horton Bay and Lyall Harbour once legal issues are resolved and divestiture approved , as well as for other additional docks/locations as required

Strategies

Goal 2: Safe & Sustainable Docking Infrastructure

1. Implement Annual Operating and Maintenance Plan
 - * Ensure sufficient contingency is built into the Operating Budget to address unforeseen calamity
2. Obtain Engineering Review and Update of 5 Year Life Cycle Maintenance/Replacement Plan (in 2014)
3. Maintain a 5-10 Year Capital Plan, with sufficient capital reserves to cover planned expenditures, including an inflation factor
 1. Develop strategy for renewal of Miner's Bay by 2015
 2. Develop a Plan to renew Montague Harbour and Port Browning with implementation expected in next 5 year planning period (post 2018)

Strategies

Goal 3: Accessible, Cost-Effective Moorage Services

1. Keep operational costs down through, e.g.:
 1. Life Cycle Maintenance planning and program
 2. Competitive tenders and bundled fix-price procurement
 3. Simple, repeatable design configurations
 4. Annual review of insurance costs in collaboration with CRD Institutional Risk Manager
 5. Review of site-specific needs for Wharfinger contracts regularly
2. Strive to keep moorage rates and licences within current price ranges, by:
 1. Monitoring the “free-time” and honour system – regular oversight by Wharfingers and designated community representatives;
 2. Applying for increases in moorage rates and licences to address any emerging financial pressures within the next 5 years, **only if necessary**; and
 3. Planning to consult communities on the need for increases to parcel tax levy or other financing instruments, **if needed** to support next 5 Year Plan.

Strategies

Goal 4: Community-led Governance & Community Engagement

1. Ensure effective Community-led Governance through:
 1. Implementing an orderly rotation of Commissioners, balancing experience with renewal, as per the Bylaw 3586; and
 2. Appointing Commissioners with appropriate community representation and diverse expertise (Commission to develop skills matrix)

2. Ensure effective Community Engagement through:
 1. Meeting and ensuring regular contact by the appointed Commissioner, Port Manager and local Wharfinger with individuals in the community , community associations such as Chambers of Commerce, EDC, as well as other government service providers eg Coast Guard.
 2. Conducting formal bi-annual community consultation sessions on each island; and
 3. Implementing a 2014 Public Relations initiative
 - a. Clarify and Communicate Roles (see Appendix)
 - b. Upgrade website and publish:
 - * Strategic Plan
 - * Annual Operating Plan and Budget
 - * Annual Report
 - c. Hold Town Halls and meet with Local Paper Editorial Boards to brief on Strategic Plan
 4. Consulting local communities, community associations (eg Chamber of Commerce, EDC) and the BC Ministry of Transportation and Infrastructure for ways and means to collaborate on improvements to adjacent facilities and grounds such as loading areas, parking, washrooms

Scope of Operations

