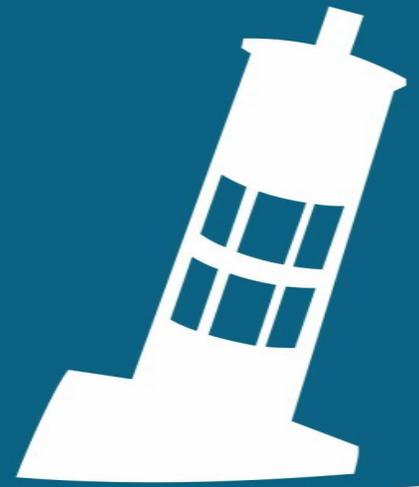


# HAANL

HARBOUR AUTHORITY ASSOCIATION  
OF NEWFOUNDLAND AND LABRADOR



## Strategic Plan 2018-2020





# Harbour Authority Association of Newfoundland and Labrador (HAANL)

HAANL is a non-profit organization. It was formed in 2011 by a representative group of Harbour Authority volunteers from the four areas of Small Craft Harbours (SCH) of the Department of Fisheries and Oceans (DFO) in Newfoundland and Labrador. We are proud of what the association has accomplished to date.

This strategic plan outlines a continued approach to growth of the association and building the capacity of Harbour Authorities with clear goals over a three year period from 2018-2020. We hope its directions and ideas go a long way.

Thank you,

Dave Johnson  
Harbour Authority of Old Perlican  
Chair, HAANL



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## Who We Are

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HAANL is a provincially-registered non-profit corporation governed by volunteers. The by-laws of the corporation ensure province-wide representation on the board of directors representatives from each of the areas designated by SCH. These areas are outlined on a map at the end of the Strategic Plan. Current Board Members are listed on page 14.

## What We Do

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Our purpose is to provide leadership on matters relating to Harbour Authorities in Newfoundland and Labrador.

## How To Contact Us

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Administrative support is currently provided to HAANL from the offices of the Harbour Authority of Burin:

c/o Marguerite Drake  
HAANL Inc.  
PO Box 273  
Burin Bay Arm, NL  
A0E 1G0  
Tel: 709 891 2858/1051  
Fax: 709 891 4251  
Cell: 709 277 1989  
haanl\_inc@yahoo.ca

## Our Environment

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HAANL was incorporated as a non-profit, volunteer-led organization to provide leadership and representation for Harbour Authorities. It is separate and distinct from the regional and national harbour authorities advisory committee that operates in Newfoundland and Labrador. The National Harbour Authority Advisory Committee (NHAAC) and the Regional Harbour Authority Advisory Committee (RHAAC) are also voluntary groups whose members are elected by Harbour Authorities or appointed by Small Craft Harbours (SCH) of DFO with inputs from HAs to provide advice of regional or national importance to the Government of Canada.

By contrast, HAANL exists to serve a voting membership. Our by-laws were crafted to ensure the leadership team, our Board of Directors, is drawn on an elected basis from Harbour Authority volunteers already elected to local boards. If it is in the best interest of harbour authorities to allow membership from other sources HAANL will consider amendments to the by-laws.

Our strategic directions require HAANL to maintain a strong working relationship with SCH staff specifically at the regional level. We recognize SCH as a source of good advice and strong support for harbour operations. As leaseholders on federal government property, harbour authorities have a financial and compliance relationship with DFO. These relationships are respected and will be supported by HAANL. Likewise, HAANL will support the roles of both the RHAAC and the NHAAC.



# Strategic Directions

HAANL will pursue activities within the following strategic directions over the next three years.

- HAANL will strive for **increased organizational sustainability through improved governance** which includes planning for the management of risks, succession of board members, volunteer recruitment, committee structure and review of our by-laws and constitution.
- We will focus on **membership development and growth** so that HAANL can speak with credibility when representing the HA community and be positioned to help build the capacity of HAs by providing resources, opportunities and benefits.
- HAANL will endeavor to **achieve financial substantiality** for the organization by examining business and social enterprise development opportunities that will help fund our operations and activities.



# Mission



## Mission Statement:

The Harbour Authority Association of Newfoundland and Labrador (HAANL) provides leadership for harbour authorities through representation, outreach and support.

HAANL has a wide-ranging mission which includes representing the needs of HAs in public and providing harbours with support and benefits. The 200+ local harbour authorities comprise hundreds of volunteers who play a vital role in the management of harbour properties and the continued operation of our many fisheries. The founding board members of HAANL saw a need to develop a strong independent voice for harbour authorities.

- HAANL would like to raise the profile of HAs and demonstrate their importance in the life of local communities.
- HAANL would like to strengthen the network of harbour authorities by supporting their volunteers.

Many governing bodies, departments and agencies who deal with the fishery, recreational boating, land use, water traffic, safety and inspections now approach individual harbours with issues that are the same in other communities. HAANL aims to identify these province-wide or regional matters and ensure they are brought to the attention of relevant departments, funders and regulators so that improved policies and practices can be implemented at all harbours.

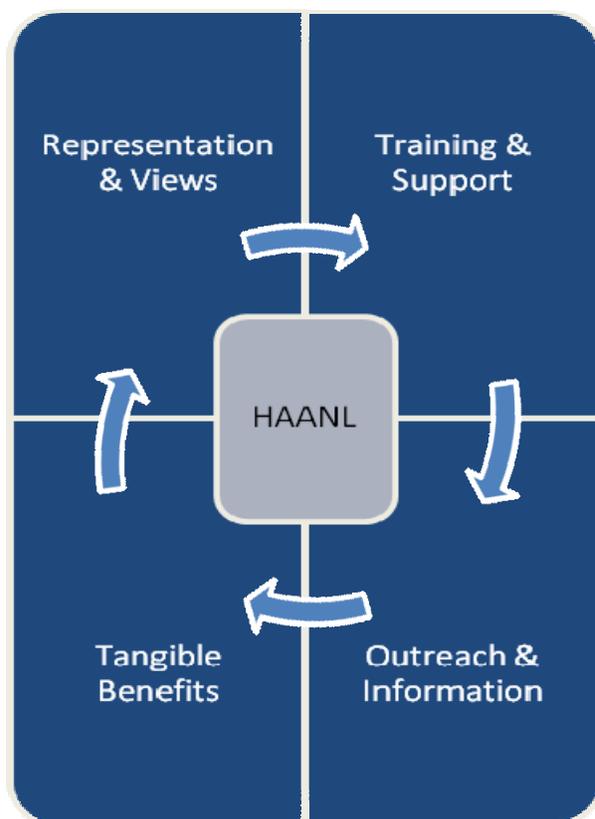
- HAANL directors are willing to provide a forum for HAs seeking guidance, direction and advice.
- HAANL will ensure that the many and diverse views of local harbour authorities are heard by other organizations who deal with harbours.

Harbour Authority volunteers need regular access to information on legislation, marine safety, occupational health and safety, property management, leasing, financial oversight and numerous matters of a regulatory nature. Small Craft Harbours (SCH) Division of DFO attempts to meet these training needs and HAANL wishes to support their initiatives.

- HAANL wants to help SCH ensure that training opportunities are available to fishers and HA staff on an annual basis.
- HAANL can help to identify local training needs as determined by the individual HAs and promote attendance at training events.

The tangible benefits of membership in the Association, including guidance, support for training and a unified voice on important issues, are a vital part of HAANL's mission to support its members.

The general areas of the Mission illustrated below represent significant undertakings and will require HAANL to work on sustaining itself with funded resources.



## Vision Statement:

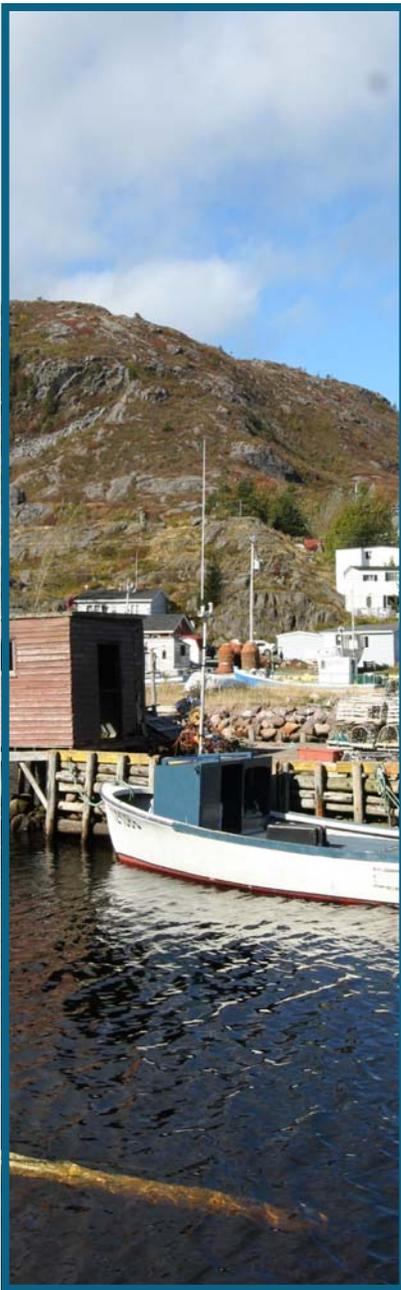
By 2020 the Harbour Authority Association of Newfoundland and Labrador will be well recognized as the representative and voice for the Harbour Authority community in Newfoundland and Labrador.



Our vision is of a strong member-based organization which identifies the needs of harbour authorities and speaks on their behalf when a voice is needed at the provincial or national level. We expect to build and maintain membership that will represent a majority of Newfoundland and Labrador Harbour Authorities and are committed to providing communication tools to gather comments and opinions that represent their collective views.

This vision requires our board and members to seek out partnership opportunities with departments, agencies and organizations dealing with local harbours. In particular, HAANL is committed to a strong positive and long-term relationship with Small Craft Harbours Division (SCH) of DFO and will work with SCH to identify training and other needs. HAANL will create partnerships with provincial and federal regulators and corporate bodies when it is in the best interest of all HAs to do so. A majority of our partnerships will involve seeking and establishing tangible benefits for members, based on their needs.

## HAANL values 10 core principles and will apply them to our operations, activities and relationships:



- 1) HAANL values fair representation of all Harbour Authorities in Newfoundland and Labrador in its membership and when speaking on issues of importance.
- 2) We will show a willingness to help harbour authorities when they seek assistance from the Association. This includes listening to members and being up front with them.
- 3) We commit to providing the best and most reliable information possible when dealing with requests for assistance.
- 4) We will develop and nurture healthy working relationships with stakeholders and partners of the association.
- 5) We will respect and consider the views of members, which may at times be diverse.
- 6) Our business will be conducted in an open and transparent way.
- 7) HAANL is accountable to its membership.
- 8) We will work in the best interests of the commercial fishing industry in Newfoundland and Labrador.
- 9) We will ensure our availability as volunteers and be reliable in our relationships with members.
- 10) We will demonstrate confidence in board decisions which honour the decision-making process and promote trust between board members.

# Membership

HAANL recognizes a need to grow. More than 200 Harbour Authorities are registered with the Government of Canada in Newfoundland and Labrador and have active leases with Small Craft Harbours Division (SCH) of DFO to manage harbours in local communities across the Island and Labrador.

At startup, the Association had more than 20 paid members and wishes the number to double and then triple in the near future. To enable membership growth, HAANL has:

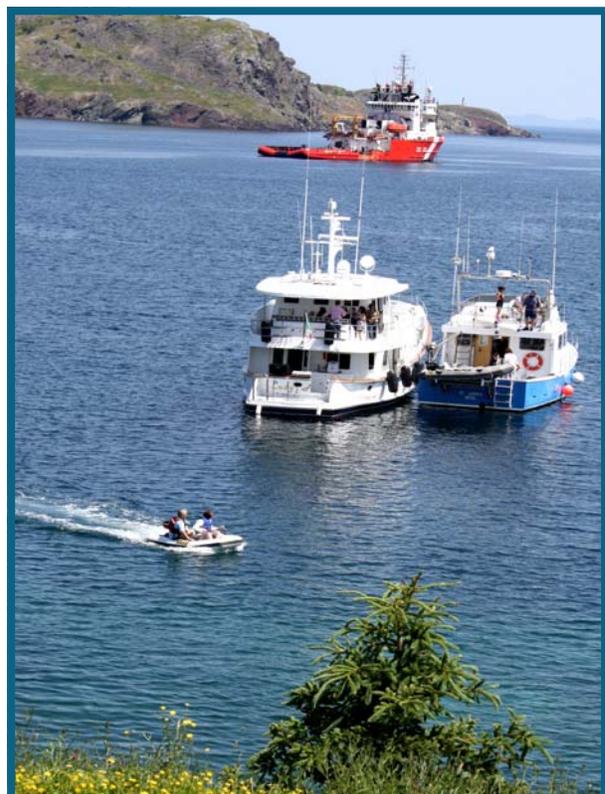
- Adopted a low annual membership fee of \$125 per harbour
- Distributed information on the purpose of HAANL in a province-wide newsletter
- Prepared by-laws with member voting rights

Our Association recognizes a need to let more harbour authorities know about membership opportunities and a need to demonstrate that membership has benefits. Our plan is to promote knowledge about HAANL to each and every HA in the four areas of the province and take on projects with real value for HAs over the next three to five years.

These could include helping with annual training seminars and negotiating the group purchase of goods or services needed by harbour authorities.

HAANL will remain open to learning about the needs of local HAs directly from community volunteers. We will be receptive to new ideas and provide a forum within which to discuss emerging issues.

We hope this approach will demonstrate to all harbour authorities that there are many benefits of joining HAANL and that increased membership will make our collective voice stronger.



# Three Year Action Plan

## HAANL has several broad goals to achieve within three years.

It wishes to strive for organizational sustainability, grow and develop its membership, and endeavor to achieve financial sustainability as a member-based association.

## The following actions support our goals:

### Year One (2018)

- Work on a provincial harbour authority marketing strategy
- Focus on effective governance of HAANL:
  - Review existing by-laws
  - Establish a nomination committee
  - Review the HAANL committee structure
  - Develop and adopt a confidentiality agreement
  - Develop and adopt conflict of interest guidelines or policy
  - Implement procedures to ensure that meetings are effectively managed
  - Undertake a risk assessment and management process
  - Develop a succession plan for the board of directors by exploring volunteer

### Year Two (2019)

- Work on a provincial harbour authority marketing strategy
- Deliver a membership survey and analyze results
- Develop a provincial database to share contact information for all HAs
- Define membership benefits
- Explore options for membership structure and categories
- Create promotional materials for HAANL
- Launch new membership structure at fall conference
- Investigate use of technology as a tool for internal and external communications
- Explore co-hosting a conference/seminar and tradeshow
- Seek partnerships and methods to engage with stakeholders

### Year Three (2020)

- Offer a session for the board of directors and invited stakeholders on social enterprise
- Investigate what gaps exist and where business opportunities for HAANL might exist
- Explore the establishment and management of a social enterprise
- Develop a business plan for HAANL

# Review and Monitoring

HAANL is committed to reviewing this Strategic Plan in 2021. Updates will be provided at HAANL annual general meetings.

## Summary

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**We invite your comments on the strategic plan  
and its action items.**

**Please email us at: [haanl\\_inc@yahoo.ca](mailto:haanl_inc@yahoo.ca)**

**You can also contact a Board Member directly (listed on page 14)**

**Thank You.**



# 2017 Board of Directors

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## Representing Eastern Newfoundland

### **David Johnson - Chair**

Harbour Authority of Old Perlican

### **Sharon Penney**

Harbour Authority of Arnold's Cove

## Representing Central Newfoundland & Northern Labrador

### **Kim Blackwood**

Harbour Authority of Carmanville

### **Allan Starkes**

Harbour Authority of La Scie

## Representing Western Newfoundland & Southern Labrador

### **Tony Ryan - Vice Chair**

Harbour Authority of Port Saunders

### **Morris Fudge**

Harbour Authority of Burin

## Representing Southern Newfoundland

### **Reg Best**

Harbour Authority of Petty Harbour

### **Barry Spencer - Secretary/Treasurer**

Harbour Authority of Fortune

## Administrative Support

### **Marguerite Drake**

Burin Bay Arm



# Small Craft Harbours Newfoundland & Labrador Region

## Legend:

- N1- EASTERN NEWFOUNDLAND
- N2- CENTRAL NEWFOUNDLAND & NORTHERN LABRADOR
- N3- WESTERN NEWFOUNDLAND & SOUTHERN LABRADOR
- N4- SOUTHERN NEWFOUNDLAND

