



Greater Victoria Harbour Authority
AGENDA – PUBLIC #79
 16 December 2011, 0900-1030
 Victoria Executive Centre – Meares Street Room
 Third Floor, 915 Fort Street, Victoria BC

#	Item	Responsible(s)	Page #s
1.	Call to Order	D. Loughnane	Verbal
2.	Introductions	D. Loughnane	Verbal
3.	Approval of Agenda	D. Loughnane	4010
4.	Declarations of Conflict of Interest	D. Loughnane	Verbal
5.	Presentations a) Chamber of Shipping – Capt. Stephen Brown b) JBNA/GVHA Joint Working Groups – Progress Report	C. Grad C. Grad	Verbal Verbal
6.	Community Director Appointments	B. Desjardins	Verbal
7.	Rise & Report	D. Loughnane	Verbal
8.	Minutes a) Review/Approve Minutes of Public Meeting #78 held on October 21, 2011	D. Loughnane	4012-4019
9.	Motions, Actions & Business Arising - Previous Meeting(s)	D. Loughnane	4020
10.	Regular Business a) Board Correspondence b) Board Committee Reporting i. Governance - VEHS Recall of Appointment to GVHA c) Management Reporting i. CEO's Report	D. Rand D. Rand C. Grad	4022-4023 Verbal Verbal
11.	Input from the Public	D. Loughnane	Verbal
12.	Other Business	D. Loughnane	Verbal
13.	Motion to Adjourn to In-Camera Meeting	D. Rand	Verbal

Board of Directors: D. Loughnane (Chair), B. Desjardins (Vice Chair), C. Causton, D. Cowen, P. Madoff, D. Rand, P. Ridout, Chief Sam, Chief Thomas, B. Wellburn, M. Williamson

Guests: Captain Stephen Brown, Chamber of Shipping
 JBNA Executive
 Wakefield Acoustics

004010

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MINUTES OF PUBLIC MEETING #78

Greater Victoria Harbour Authority
Held at 9:00 a.m. on 21 October 2011
Victoria Executive Centre - 915 Fort Street, Victoria BC

- In attendance:** Jim Allard
Christopher Causton (via telecon)
Dave Cowen (via telecon)
Barbara Desjardins, Vice Chair
Dermot Loughnane, Chair
David Rand, Secretary
Paul Ridout
Chief Andy Thomas
Bill Wellburn, Treasurer
Mike Williamson
- CEO & Resources:** Ian Crocker, Manager of Operations
Curtis Grad, CEO
Julia Park, Recording Secretary
Rebecca Penz, Manager of Communications
Sonterra Ross, Manager of Finance & Property
- Regrets:** Chief Robert Sam
- Guests:** Bob Barlow, Western Stevedoring
Clark C. Clark, Busker
Dave Featherby, Transport Canada
Marg Gardiner, James Bay Neighbourhood Assoc.
Rob Gialloreto, Tourism Victoria
Pete Hartman, Hart Corp.
Scott Hooker, KPMG
David Marshall, Greater Victoria Chamber of Commerce
Wayne Marston, Transport Canada
Greg McAllister, King Bros. Limited
Brenda McBain, CitySpaces Consulting
Don Prittie, GVHA Life Board Member
John Sanderson, GVHA Board Life member
Brian Scarfe, JBNA
Wayne Sheeran, Resident
Lyle Soetaert, VEHS
Deane Strongitharm, CitySpaces Consulting
Randy Wright, Tourism Victoria

- 1. Call to Order**
The Chair called the meeting to order at 9:55 a.m.
- 2. Introductions**
None.

004012

3. **Approval of Agenda**

Add to Presentations - 5 b. - Transport Canada Harbour Safety Review

Motion – PB/M-2011-10-21-#001 MOVED and SECONDED THAT the agenda be approved as amended.

CARRIED

4. **Declarations of Conflicts of Interest**

None.

5. **Presentations**

a) Fisherman's Wharf Visioning Project - Update

Deane Strongitharm and Brenda McBain provided an overview of the project, to date.

Process

- Engage in early discussions with user groups, neighbours and organizations.
- Prepare a development strategy and facilities plan.
- Obtain stakeholder feedback and additional input.
- Apply to the City for Zoning and Development Permit and Design Guidelines to implement the long term facilities plan.

Timeline

- Fall 2011- Initial consultation
- Winter 2011/12 - Preparation of plan
- Spring 2012 - Public review and feedback & zoning application to the City
- Fall 2012 Completion of the zoning process

Phase 1 Consultation Process

- JBNA - September 19 and October 12
- FW Floathomes - September 20
- Shoal Point Residents - September 21
- CFVs - October 3
- Annual Moorage - October 4
- FW Commercial - October 5
- Victoria Esquimalt Harbour Society - October 20
- Nearby Residents - October 25
- Tourism Victoria//Transport Canada//Chamber of Commerce - mid September to mid-October
- First Nations (Esquimalt and Songhees), Meetings with CEO, City of Victoria - ongoing

Current Inventory

- Land and Water Area (total) - 4.45 ha/11 acres
- Upland - 0.93 ha/2.3 acres
- Water Lot - 3.5 ha/8.7 acres
- Parking Stalls 142 stalls + 11 loading spaces
- Floathomes and Live-aboards 33 + 24 to 30
- Floating Retail Commercial Units - 13
- Yellow Line – 220 feet
- Berths - 101

Planning Principles

1. Acknowledge the mix of existing water uses, and the facility's distinct character and ambience.
2. Recognize FW for its contributions to and enhancement of the local economy.
3. Future facility plans and uses will reflect and reinforce GVHA's established vision, mandate and priorities that:
 - Support the working harbour and ensure best water, marine and marine-related uses;
 - Support Songhees and Esquimalt First Nations opportunities in the planning process;
 - Support commitment to sustainability, and incorporate and balance the social and environmental impacts, while achieving financial sustainability; and
 - Act in the best interest of the whole Victoria Harbour.
4. Development considerations will be respectful of neighbours.
5. Enhance the character of FW and strengthen it as a destination for the community and tourists.

6. Encourage and improve linkages between FW and the Victoria/Esquimalt waterfronts, reflecting the City of Victoria's Harbour Walkway objectives.
7. Include environmental best practices in the planning and development process.

Next Steps

- Summarize stakeholder feedback and post on website
- Financial analysis of current operations
- Prepare draft facility plan/design guidelines

Board feedback included:

- Financial stability #1 priority
- Accessibility to the docks for both customers and the public, need consistent messaging
- Consult with broader boating community re access
- Day surveys for visiting boaters
- Community feedback is significant
- Strike a balance recreational, residential and commercial uses, particularly the fishing fleet

Action – PB/A-2011-10-21-#001: The Board requested that CitySpaces Consulting amend the following - Planning Principles #3 – "~~Consider~~ Support Songhees and Esquimalt Nations opportunities in the planning process..."

b) Harbour Safety Review, Transport Canada (Wayne Marston)

Wayne Marston who oversees airports in BC and Victoria's Water Airport provided an overview of Transport Canada's harbour safety management including:

Safety Management System (SMS) Phased Implementation

All airport certificate holders must have a SMS system in place by March of 2012.

Risk Assessment Team

- Victoria Harbour Master and staff
- TC – Marine Safety Branch
- Risk specialists and pilots
- NavCanada

Remaining Audit Process

- Renewed compliance around emergency planning
- Requirements – safety policies consistent for all airports
- Documenting how safety is managed
- Challenge – designing SMS commensurate with complexities of the operation
(i.e. - Victoria harbour should be less complex than Vancouver)

Civil Aviation Regulations (CARS)

Proactive approach to safety – hazard reporting etc.

Goals established on an annual basis

Performance Measurement

- Airports will be reviewed annually to monitor safety performance goals
- Performance indicators will be reviewed quarterly

Board Feedback included:

- Inner Harbour Safety concerns of the community
- Transport Canada/Harbour Master communications with the public, where is the accountability
- Quality of life issues with noise and pollution
- Resident's concerns and tracking of complaints

Mr. Marston noted it was possible that Transport Canada's (TC) noise and pollution committee may be re-established to deal with problems associated with floatplanes. Further discussion would be needed with TC for this to happen.

The objective is to be proactive, not reactive, to safety oversight, including risk management, investigation and analysis. Transport Canada is currently building more capacity to increase oversight and identify mitigation strategies to deal with problems.

Dave Featherby, Harbour Master, stated that all complaints are investigated. If the complaint is unfounded, the matter is closed. If more information is required, TC will contact the complainant. He noted that details are being reported and taken seriously by all parties involved.

Randy Wright, Harbour Air, stated that the air operators association meets monthly to discuss air safety as well as other harbour issues.

6. Review/Approve Minutes

a) Approve minutes of Public Meeting #77 on August 19, 2011.

Page 3937, minutes from August 19, 2011, Director's Expense Policy motion – Christopher Causton was opposed.

Janis Ringuette's public input from August 19, 2011 will be amended to more closely reflect what was stated.

Motion – PB/M-2011-10-21-#002 MOVED and SECONDED THAT the minutes of Public Meeting #77 on August 19, 2011 be approved as amended.

CARRIED

7. Action Items, Board Motions and Business Arising from Previous Meeting

The Chair requested an update on action item PB/A – 2011-008-19 - #001 regarding abuse of commercial parking space along the causeway by taxi's, etc.

The Communications Manager reported that a meeting had been held with transportation providers. A committee has been struck to deal with those concerns and find solutions.

8. Regular Business

a) Board Correspondence

Motion – PB/M-2011-10-21-#003 - MOVED and SECONDED THAT the correspondence be received as circulated.

CARRIED

b) Committee Recommendations

i) Delegation of Authority Policy

The subject policy covers responsibility for oversight and sets out what authority is being delegated, and what limits for the CEO and management. The A&F Committee recommended the policy be brought forward for Board approval.

The Board recommended a friendly revision to the policy adding the necessary asterisks to commercial licences and leases, and changing the amended date to October 21, 2011.

Motion – PB/M-2011-10-21-#004 - MOVED and SECONDED THAT the Board adopts the updated Delegation of Authority with friendly amendments.

CARRIED

c) Management Reporting

i) CEO's Report

Looking Back

- Continued outreach with customers
- Ongoing community introductions
- Met with both Chief Thomas and Chief Sam
- Open dialogue JBNA
 - Harbour pathway
 - Harbour management
 - Noise measurement

Going Forward

- Hosting open houses
- Meeting with causeway artists and performers
- Engaging with larger cruise-related groups
- Meeting with cruise lines in November (Seattle & Florida)
- OP breakwater safety assessment
- Comprehensive sustainability plan
- S0² monitoring : 2011 cruise season

Year-End Financial Reports – Manager of Finance & Property

FY-2010/11

Revenues:	\$6,594,833	(5.5% over budget)
Expenses:	\$6,629,597	(4.0% over budget)
Net result:	-\$34,764	(budget: -\$123,024)

Cash re-invested in capital assets: \$1,806,090

Capital Improvements:

- Ogden Point mooring dolphin and dredging project
- Fisherman's Wharf reconfiguration

Properties

- Victoria Marine Fuel – 5 year operating agreement
- PCC Water Lot – 3-year lease renewal
- Trotac Building – RFP for new tenant for February 1, 2012
- Garage at Ogden Point – 1-yr contribution to Victoria Marine Rescue Society
- SeaQuest Explorers – 1 year pilot project in partnership with Norwegian Cruise Lines to offer dinner cruises to passengers
- New floathome Mexican restaurant at Fisherman's Wharf

Communications

- Completed
 - Member agency presentations – CRD, PCC (now complete for 2011)
- In Progress
 - End of season client meetings
 - Property, marinas, cruise, OP service providers
 - JBNA/GVHA working groups
 - Community Advisors
 - Social media strategy
- Upcoming
 - Public Open House: November 17, Pier B 5 – 7pm
 - Lighted Ship Parade: December 3, 2011

Environment

- | | |
|--|------------|
| • Projects | Completion |
| • Shore Power feasibility study underway | Dec 2011 |

- Noise measurement report Nov 2011
- Traffic counts (City of Victoria) completed
- Air monitoring report (Ministry of Environment) Jan 2011
- Cruise eco awards program Apr 2011

Operations

- Cruise Season
 - 206 calls (219 in 2010)
 - 5 lost calls due to weather = (approximately 10,000 passengers)
 - Passengers: 439,544=107% occupancy (441,330 in 2010=103%)
 - Crew: 179,020
 - August: 4 millionth passenger
- Ship Hold Cleaning:
 - MV Little Prince
 - POS Glory
- New waste/recycling offloading system optimizes resources and reduces traffic
- Sep/Oct Events:
 - Great Canadian Food Fight: Oct 13 – 15 (warehouse storage)
- Fisherman's Wharf
 - Float homes = 33
 - Pleasure vessels = 58 (91% occupancy)
 - Fishing boats = 11 homeports + 12 transient
 - Good year for fish offloading
- Inner Harbour Summer Season
 - Marinas
 - Resurgence of larger vessels
 - Transient vessels: TBD
 - International Busker Festival and new cycling events
- Sep/Oct Events:
 - Classic Boat Festival
 - Eagle Wing end of season
 - Total events: 13 (2 new events: Cycling and Busker Festivals)

Maintenance & Infrastructure

- Ogden Point
 - Landscaping improvements
 - Developing signage program
 - Walkway improvements
- Fisherman's Wharf
 - Electrical improvements (west end)
 - Expanded common areas (supports commercial activity)
 - Fish off-loading facilities upgrades
- Inner Harbour
 - Float improvements
- Ogden Point
 - Upgrade to the boat ramp
- Fisherman's Wharf
 - Floating washroom upgrades
- Inner Harbour
 - Wharf St. washrooms
 - Wharf St. float upgrades

Board feedback/queries included:

- Scope of Wharf street float upgrades

The Manager of Operations stated that the Wharf Street float upgrades include repairs and maintenance.

The CEO thanked Western Stevedoring and King Bros. handling another busy and successful cruise season.

ii) Fisherman’s Wharf Visioning Project

- Objective
 - To develop a Marina Development Strategy and Facility Plan building on the unique character
- Status
 - Consultation has been received favourably by all groups – Phase 1 nearly complete
 - Next steps – analysis based on consultation results

Fisherman’s Wharf Visioning - Project Plan

	2011					2012									
	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct
Start up and prepare consultation plan	█	█	█												
Phase 1 consultation with key stakeholders		█	█												
Financial and SWOT Analysis			█	█											
Report to GVHA Board					█										
Develop marina development strategy			█	█	█	█	█	█	█						
Phase 2 consultation with key stakeholders									█	█					
Zoning application and CALUC submission									█	█					
City of Victoria’s rezoning process										█	█	█	█	█	█

Board feedback/queries included:

- Scope of washroom upgrades at Fisherman's Wharf
- Fisherman's Wharf Visioning regular updates
- Financial stability and oversight from the A&F Committee

The Manager of Operations stated that the washrooms are not large enough and need work on the insides. The Fisherman's Wharf Visioning project is on time and on budget, and CitySpaces will report back to the Board on a regular basis.

iii) Sustainability Management

Objective

- Research, development and implementation of programs and initiatives that ensure responsible management of GVHA properties

Key Elements

- Sustainability Framework
- Clean Air/Noise Management Strategy
- Transportation Strategy
- Environmental Programs
- Green Energy Strategy

Completion Date ...

- April 2014
- Ongoing
- April 2013 and beyond
- Ongoing
- December 2012

iv) Ogden Point Breakwater – Access & Safety

Objective

- Assess the best option for balancing safety and access to the breakwater

Key Elements

- ◆ Safety ◆ Accessibility ◆Aesthetics

Status

- Developing a Breakwater Safety and accessibility strategy
- Assessing mitigation options and funding sources

Board feedback included:

- Breakwater safety a priority for GVHA staff and public
- Significant community asset, but risks involved which must be managed/balanced
- Current signage informs public the breakwater is not accessible after sunset
- Financial impact could be significant, maintenance costs need to be factored in

Management has opinions from our legal advisors and insurers. More investigation of the matter will be done and reported back to the Board.

In response to a Board query, the Manager of Operations reported that he received the HRV design and quote for the ventilation system for Western Stevedoring's office building.

9. Input from the Public

Marg Gardiner, JBNA, stated that in her experience with Transport Canada with respect to reporting an incident via email, the response time was good. Concerns were voiced about the lack of information regarding quality of life and health issues around floatplane emissions during Transport Canada's earlier presentation on harbour safety.

Brian Scarfe, JBNA, inquired about the proposed water shuttle from Ogden Point to Fisherman's Wharf and the potential for moving passengers via water instead of buses.

The CEO stated that the water shuttle proposal will be a pilot project, and is being looked at one step at a time. Discussions are advancing and, although preliminary, feedback is positive.

Kira Starr, University of Victoria student, requested she be able to use director's names and meeting information for a report.

10. Other Business

None.

11. Adjournment

Motion – PB/M-2011-10-21-#005 - MOVED and SECONDED THAT under section 34 (2) (d) the meeting be moved in-camera as in the opinion of the Board the public interest requires exclusion.

CARRIED

The meeting was adjourned at 11:36 a.m.

David Rand, Secretary

Dermot Loughnane, Chair



**PUBLIC BOARD MEETING
ACTIONS & MOTIONS
October 21, 2011**

DATE	ACTION ITEM	RESPONSIBLE	Target/Completion Date
October 21/11 #78	<i>PB/A - 2011-10-21-#001</i> - Rise and Report out at the Dec. 16/11 public board meeting on Point Hope Shipyard's expansion project.	Chair/CEO	Dec. 16/11
	<i>PB/A-2011-10-21-#002</i> - The Board recommended that CitySpaces Consulting amend the following - Planning Principles #3 – "Consider <u>Support</u> Songhees and Esquimalt Nations opportunities in the planning process..."	MPF & City Spaces	Complete
October 21/11 #78	MOTIONS		
	<i>PB/M - 2011-10-21-#001</i> - MOVED and SECONDED THAT the agenda be approved with amendments. CARRIED	√	
	<i>PB/M - 2011-10-21-#002</i> - MOVED and SECONDED THAT the minutes of Public Meeting #77 on Aug. 19, 2011 be approved as amended. CARRIED	√	
	<i>PB/M - 2011-10-21-#003</i> - MOVED and SECONDED THAT the public correspondence be received as circulated. CARRIED	√	
	<i>PB/M - 2011-10-21-#004</i> - MOVED and SECONDED THAT the Board adopts the updated Delegation of Authority Policy dated October 4, 2011. CARRIED	√	
	<i>PB/M - 2011-10-21-#005</i> - MOVED and SECONDED THAT under section 34 (2) (d) the meeting be moved in-camera as in the opinion of the Board the public interest requires exclusion. CARRIED CARRIED	√	

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**Greater Victoria Harbour Authority Board of Directors
Public Correspondence – December 16, 2011**

DATE	TO	FROM	NOTES	Action
Nov. 10/11	Briane Andersen	Dermot Loughnane, Chair	Reply to Mr. Andersen's letter of concern re GVHA's governance model	None

004022

December 6, 2011

Mr. Briane Andersen
PO Box 39042
James Bay Post Office
V8V 2G0



Dear Mr. Andersen:

Re: Letters of Concern to GVHA Member Organizations

The following is in response to your letters of concern sent to the Greater Victoria Harbour Authority (GVHA) Member organizations in August and September of this year, relating to the GVHA governance model.

In keeping with board best practices, please note that the GVHA Board of Directors initiated a comprehensive governance review in the first quarter of this year. The foregoing has culminated in an extensive revision of our Bylaws, which were unanimously approved by our Member organizations at the GVHA Annual General Meeting, held on October 21, 2011.

The subject revisions include much stronger language to protect against potential conflict-of-interest, as well as providing clarity around the Director nomination/appointment process.

I also wish to re-emphasize our continued commitment to GVHA's fundamental Guiding Principles which include a strong focus on "public interest" and accountability, as detailed below;

1. **Accountability** - acting in the best interests of Victoria Harbour on behalf of GVHA's Member Agencies, their stakeholders and the citizens of the region,
2. **Working Harbour** - maintaining Victoria Harbour as a working harbour – "where commerce requiring the connection between the land and water takes place",
3. **Sustainability** - incorporating and balancing the social, environmental and economic impacts of our activities on Victoria Harbour and the community, and
4. **First Nations Relationship** - working in partnership with the Esquimalt and Songhees Nations to achieve a meaningful role ... in the economy of Victoria Harbour

With respect to the merits of the "unified board" model, this approach has been a highly effective platform for successful divestiture and operation of hundreds of federal port and airport facilities across Canada. As with any complex governance environment, there are various (and often opposing) interests to be considered and the "unified model" has proven to be an effective tool to strike the required balance.

On behalf of the GVHA Board of Directors, I wish to thank you for your constructive feedback on our governance model and trust that the foregoing is a positive step toward alleviating your concerns.

Sincerely,


Dermot Loughnane, Chair
Greater Victoria Harbour Authority

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