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MINUTES OF PUBLIC MEETING #76

**Greater Victoria Harbour Authority
Held at 9:00 a.m. on 17 June 2011
Victoria Executive Centre – Meares Street Room
Third floor, 915 Fort Street, Victoria BC**

In attendance:

Jim Allard
Christopher Causton
Dave Cowen
Barbara Desjardins
Dermot Loughnane, Chair
Pamela Madoff
David Rand, Secretary
Paul Ridout
Chief Andy Thomas
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
Bill Wellburn, Treasurer

Guests:

Briane Anderson, Fisherman's Wharf Community Association (FWCA)
Bob Barlow, Western Stevedoring
John Briant, Western Stevedoring
Ryan Burles, Black Ball Ferry Lines
Al-Nashir Charania, GVHA Staff
Dunstan Chicanot, FWCA
Clark C. Clark, Causeway Artist
Jean Edwards, FWCA
Kyla Fiddick, GVHA Staff
Jordan Fisher, Jordan Fisher & Associates
Marg Gardiner, James Bay Neighbourhood Assoc. (JBNA)
Jessica Hartog, GMG Consulting Services
Dwayne Kalynchuk, City of Victoria Engineering
Greg McAllister, King Bros. Limited
Lachlan McLean, WAM Developments
Betty Raven, Shoal Point resident
Janis Ringuette, JBNA
Brian Scarfe, JBNA
Mike Simmons, GVHA Staff
Gordon Tweddell, Shoal Point resident
Marie Zirk, GMG Consulting Services

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1. **Call to Order**
The Chair called the meeting to order at 9:03 a.m.
2. **Introductions**
The Chair introduced GVHA's new CEO, Curtis Grad.
3. **Approval of Agenda**
Two additions:
 - 11 b) GVHA support for shipbuilding in Victoria.
 - 10 c) correspondence from the Governance Committee Chair

MOVED and SECONDED THAT the agenda be approved with amendments.

CARRIED

4. **Board Vice-Chair Election**
As the only nominee, Barbara Desjardins was acclaimed as Vice-Chair.

5. **Presentations**

a) City of Victoria Transportation Presentation

Dwayne Kalynchuk, City of Victoria, presented the City of Victoria's research on traffic patterns in James Bay.

b) Victoria International Marina Update

Lachlan McLean, WAM Developments presented the status of the proposed marina.

c) Ogden Point Renewable Energy Report

Jordan Fisher, Jordan Fisher & Associates, presented the report.

The report is available at www.victoriaharbour.org

ACTION: Staff to provide copy of Jordan Fisher's presentation to the Board.

d) GMG Consulting Services (Ogden Point Land & Sea Mural Project)

Na'tsa'mant – the Unity Wall

Marie Zirk, Integral Creative, Jessica Hartog, GMG Consulting, presented the Unity Wall communications strategy and fundraising plan.

6. **Declarations of Conflicts of Interest**
None

7. **Review/Approve Minutes**

- a) Approve minutes of Public Meeting #75 on April 15, 2011.

Amendment:

Page 3693 – **MOVED and SECONDED THAT** "... , the Township of Esquimalt, Vancouver Island Health Authority (VIHA) and other interested parties..."

MOVED and SECONDED THAT the minutes of Public Meeting #75 on April 15, 2011 be approved as amended.

CARRIED

b) Business arising from previous minutes

The City and VIHA have committed to contributing \$5,000 each towards the Shore Power Feasibility study. The Township of Esquimalt has also been approached to contribute.

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The GVHA portable office at Ogden Point is awaiting a development permit from the City to complete the front deck.

GVHA's speed reader board is out in the community gathering data.

8. **Rise and Report**
None

9. **Action Items / Board Motions**
For information only.

10. **Business**

a) **Chair's Report**

The Chair reported he attended the following:

- Arrival of the first Disney ship event
- North West and Canada Cruise Association reception in Vancouver
- Met with Mayor Fortin and GVHA's new CEO
- King Bros. 100th Anniversary reception
- Opening day at the Royal Victoria Yacht Club
- Mayor Fortin's speech at the AGM of Greater Victoria Chamber of Commerce (GVCC)

b) **Senior Management Activity Report**

Highlights included:

- New Cruise Website will be launched the week of June 27
- Crescent float completed last week
- Future scheduling of CTP meetings – waiting for JBNA Chair to return from holiday to discuss
- Taxis at Ogden Pt. – issue is resolved
- Sharepoint up and running June 16

The limited section of damaged tiles on the Causeway are undergoing emergency repair to put back in service for the summer season. Management will develop a plan for revitalization of the causeway infrastructure, including tiles, to protect the heritage features of the site.

c) **Board Correspondence**

The Board Secretary noted correspondence from the Governance Committee Chair had not made it into the public package. The criteria for new community directors was handed out to Directors who were asked to review it and let the Secretary know if any additions or changes were needed. Other handouts included committee Terms of Reference and work plans.

MOVED and SECONDED THAT the Land & Sea Mural Fundraising Committee be stood down.

CARRIED

David Rand was re-appointed by the GVCC to GVHA's Board of Directors.

MOVED and SECONDED THAT the correspondence be received as circulated.

CARRIED

d) **Capital Projects Summary – Discussion**

- Handrails on breakwater are being explored
- Gate closures at Fisherman's Wharf – management will balance client security with public access
- Dredge project is completed, waiting for final federal paperwork
- Exploring Canada Border Services request for a consolidated customs facility at Ogden Point
- Fisherman's Wharf redevelopment: awaiting a final, written report from Poralu
- Huron Street Pier: developing a business case

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- Causeway - exploring funding opportunities with the City as the Causeway is a designated heritage site
 - Pier B renovations: Further renovations are required due to the lack of ventilation in the Western Stevedoring offices
- e) Environmental Report**
- Developed outline for sustainability framework
 - Joined Green Marine at Ogden Point facility
 - Tracked readings from air quality monitoring station – an unexplained elevated reading, while no ships were in port, is being investigated

11. New Business

a) Don Prittie Life Member Appointment

MOVED and SECONDED THAT the Board approves Don Prittie's appointment as a Board Life Member.

CARRIED

b) Ship Building in Victoria

MOVED and SECONDED THAT the Greater Victoria Harbour Authority express its strong support for the British Columbia Shipbuilding industry and that based on the significant economic benefit at stake, the Honourable Christy Clark, Premier of British Columbia be encouraged to continue to actively support SeaSpan Shipyard's bid to the National Shipbuilding Procurement Strategy.

CARRIED

Action: Chair to send a letter to Premier Christy Clark in support of SeaSpan's bid for ship building in Victoria.

12. Input from the Public

Janis Ringuette, FWCA

Janis Ringuette stated she believes GVHA's letter to the editor in the Times Colonist was biased against Dr. Brian Scarfe's report on the economic benefits of cruise tourism in Victoria. This bias means GVHA will be unable to commission an unbiased review of the work. She requested the Board take more time to read the report.

Greg McAllister, King Bros. Ltd

Greg McAllister asked about the status of the fender replacements on Pier A. He noted that the elevated sulphur level recorded happened while no cruise ship was berthed at Ogden Point.

The Manager of Operations informed Greg McAllister that fenders were being monitored on Pier B for performance, and once the evaluation was done; the fenders on Pier A would be examined.

Dunstan Chicanot, FWCA

Dunstan Chicanot welcomed Curtis Grad to Victoria and looked forward to opportunities for GVHA and FWCA to work together on the Fisherman's Wharf strategy. He invited the CEO to attend a community meeting.

The Jack Knox article in the Times Colonist was somber and reflects the mood of the floathome owners who are concerned about the certainty of the future of floathomes. Acting CEO Sonterra Ross' approach to communications during her tenure was appreciated and he hopes to re-establish open dialogue between GVHA and FWCA again.

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Dr. Brian Scarfe, JBNA

Dr. Scarfe stated that he has done a lot of consulting for the James Bay Community Advisory Group, including studies on noise, air quality, traffic, et., that have provided a lot of useful information to GVHA. Environmental issues are not communication issues and Dr. Scarfe believes GVHA shouldn't eschew the messenger because it doesn't like the message. He hopes to meet with GVHA's CEO soon through a GVHA/JBNA Joint Committee.

John Briant, Western Stevedoring

John Briant introduced himself as the new manager of Western Stevedoring.

Marg Gardiner, JBNA

Marg Gardiner noted the following excerpt from a JBNA letter regarding the Harbour Air Consolidated Air Terminal Plan:

"We ask that the Victoria Planning and Land Use Committee (PLUSC) insist that the following be completed and/or in place before any expansion of float plane facilities or operations be considered:

- An independent safety case
- A full examination of air pollution (particularly VOC monitoring), and
- This implementation of noise mitigation/standards/monitoring".

She believes GVHA Board meetings are mostly focused on the cruise industry, cruise support services and float plane operations. Questions were raised regarding GVHA's not-for-profit status and KPMG review results.

13. Adjournment

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 11:20 a.m.

David Rand, Secretary

Dermot Loughnane, Chair

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**PUBLIC BOARD MEETING
ACTIONS & MOTIONS
June 17, 2011**

DATE	ACTION ITEM	RESPONSIBLE	Target/Completion Date
June 17/11 #76	1. Manager of Communications to forward Alternative Energies presentation to the Board	Mgr. of Communications	Complete – June 22/11
	2. Director Expense Policy – BF – August Board Meeting	EA	August 19, 2011
	3. Manager of Communications to review data from air monitoring equipment re elevated levels of SO ²	Mgr. of Communications	Ongoing
	4. Board Chair to write a letter of support for shipbuilding to the Premier.	Bd. Chair/EA	Complete
June 17/11 #76	MOTIONS		
	1. MOVED and SECONDED THAT the agenda be approved with amendments. CARRIED		√
	2. MOVED and SECONDED THAT the minutes of Public Meeting #75 on April 15, 2011 be approved with amendments. CARRIED		√
	3. MOVED and SECONDED THAT the Ogden Point Land & Sea Mural Fundraising Committee be stood down. CARRIED		Complete
	4. MOVED and SECONDED THAT the correspondence be received as circulated. CARRIED		√
	5. MOVED and SECONDED THAT Don Prittie be appointed as a GVHA Life Board Member. CARRIED		Complete
	6. MOVED and SECONDED THAT the Greater Victoria Harbour Authority express its strong support for the British Columbia Shipbuilding industry and that based on the significant economic benefit at stake, the Honourable Christy Clark, Premier of British Columbia be encouraged to continue to actively support Seaspan Shipyard's bid to the National Shipbuilding Procurement Strategy. CARRIED		Complete
	7. 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		√

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**Greater Victoria Harbour Authority Board of Directors
Public Correspondence – June 17, 2011**

DATE	TO	FROM	NOTES	Action
June 4/11	GVHA Chair	Vern Burkhardt, Swiftsure International Yacht Race.	Thank you to GVHA for our financial sponsorship of the event.	None
June 21/11	Premier Christy Clark	GVHA Chair	Letter of support re SeaSpan's bid for shipbuilding contracts in BC	None.
June 29/11	GHVA Chair	Premier Christy Clark	Thank you to GVHA for supporting shipbuilding in BC	None
June 30/11	Don Prittie	GVHA Chair	Letter of congratulations on becoming a Life Member of GVHA's Board.	None
July 4/11	Rebecca Penz, Mgr. of Communications	Paul & Stephanie Sutherland, James Bay	Note of thanks for efforts made in reducing speed on James Bay streets	None
Aug. 2/11	Thora Brooks, Marinas & Attractions Op's Asst.	John Vickers, ED, Victoria Int. Buskers Festival	Thank you letter to GVHA for their support with the event.	None

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June 9, 2011

Dermot Loughnane
Chair, Board of Directors
Greater Victoria Harbour Authority
189 Dallas Road
Victoria BC V8V 1A1



Dear Dermot Loughnane:

Thank you to the Greater Victoria Harbour Authority for your generous contribution to the Swiftsure International Yacht Race. Your large financial sponsorship of reducing the cost of using the Causeway Floats, Ship Point Floats, Ship Point Pier Upland, waste disposal and power is sincerely appreciated. We are also immeasurably appreciative of your and the CEO's decision to reduce our cost by a further \$1,000 to \$2,000 this year to help us with the significant deficit we are facing for this year's event.

I also want to draw to your attention the wonderful support we have received from GVHA staff. Thora Brooks has been stellar in her responsiveness and support for Swiftsure. And Thora's dock staff have also been very responsive; for example, in helping MV Aurora sort out its power supply challenge.

Again, thank you for the Greater Victoria Harbour Authority's generous donation toward Swiftsure 2011.

Sincerely,

Vern Burkhardt
Chair
Swiftsure International Yacht Race

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June 21, 2011

The Honourable Christy Clark
Premier of British Columbia
Box 9041
Station PROV GOVT
Victoria, BC V8W 9E1

Dear Premier,


Subject: Letter of Support for Shipbuilding in Victoria

Greater Victoria Harbour Authority supports Seaspan Shipyard's bid to win a contract from the National Shipbuilding Procurement Strategy. We are pleased that the Province of British Columbia is advocating on behalf of the shipbuilding industry.

Shipbuilding is an invaluable activity for Victoria, the Capital region and British Columbia. It supports working harbour activities and brings significant economic and social benefits to British Columbian communities. In order to ensure the vibrancy and sustainability of this industry, Seaspan must be successful in its bid for a contract. The \$33 Billion strategy has enormous economic potential for British Columbia including the creation of over 8,000 jobs for highly skilled workers.

Please let me know if there is anything that we can do to help the Province of British Columbia secure the contract on the West Coast.

Sincerely,



Dermot Loughrane, Chair

Greater Victoria Harbour Authority

GREATER VICTORIA
HARBOUR AUTHORITY

189 Dallas Road
Victoria, British Columbia,
Canada V8V 1A1

Tel: 250.383.8300

Fax: 250.383.8322

Web: www.victoriaharbour.org

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June 29, 2011

Dermot Loughnane
Chair
Greater Victoria Harbour Authority
189 Dallas Road
Victoria, BC V8V 1A1

Dear Mr. Loughnane:

Thank you very much for your letter regarding the National Shipbuilding Procurement Strategy. I support your position on this matter and on Monday, May 30th, in the Legislature, I spoke to the Motion put forward by my colleague, MLA Ralph Sultan, specific to this important issue.

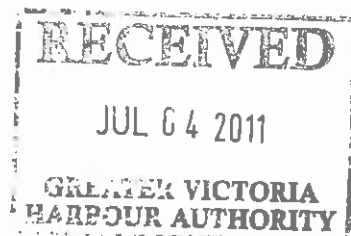
I am pleased to say that the Motion received bi-partisan support in the House. All members know what a difference a \$35 million contract will make to our province. It will mean jobs and economic benefits for British Columbians for a very long time. I have also recently announced further support through a \$550,000 investment from the Province to help develop job training strategies for workers in the industry.

We are working hard on this and we are making our voice heard in Ottawa. We look forward to the results of our efforts to make this happen for British Columbia.

It was good to hear from you.

Sincerely,

Christy Clark
Premier



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June 30, 2011

Don Prittie
2300 Canoe Cove
Sidney, BC V8L 3X9

Dear Don,

Congratulations. I am pleased to report that at the June 17, 2011 Board meeting, you were appointed unanimously to become a life member of the Society should you be willing to stand in this capacity.

Life members are entitled to attend, (but not vote), at meetings of the Society and may be invited to other events and discussions so that they may form, in a sense, a "council of elders" forum.

It is the hope of the Board that Victoria will continue to be an example of the value of local control of the harbour. Your experience in this regard is highly valued and your voice and understanding of our harbour would be most welcome.

Yours truly,

A handwritten signature in black ink, appearing to read "DL", written over the "Yours truly," text.

Dermot Loughnane, Chair

GREATER VICTORIA
HARBOUR AUTHORITY

189 Dallas Road
Victoria, British Columbia,
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Web www.victoriaharbour.org

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Julia Park

From: Rebecca Penz
Sent: Monday, July 04, 2011 9:06 AM
To: Curtis Grad (cgrad@victoriaharbour.org); sross@victoriaharbour.org;
icrocker@victoriaharbour.org; jpark@victoriaharbour.org
Subject: FW: thank you for your help

Finally, some happy neighbours.

Rebecca Penz | Manager of Communications | Greater Victoria Harbour Authority
189 Dallas Road, Victoria, BC V8V 1A1
☎ 250.886.8035 | Fax: 250.383.8322
rpenz@victoriaharbour.org

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From: Paul & Stephanie Sutherland [mailto:paul_steph_sutherland@telus.net]
Sent: July-03-11 9:01 AM
To: Rebecca Penz
Subject: thank you for your help

Hello Rebecca,

We can't thank you enough for all the action you have taken regarding the "speed" of buses on Dallas Road. Just this week we have had city crews around the Yacht Pond for several days. There has been tremendous tree pruning completed...the trees over-hanging Dallas Road (both sides) have been cut back, certainly making it easier for the buses. And, thanks to you we have a speed reader. We thank you so very much and would like to think it is very helpful for the bus drivers, as well as drivers of automobiles. We do believe this will make a difference and hope it will remain in place for many weeks to come. With holidays now in full swing, it would be so nice to have this speed reader in place as a reminder regarding speed. As you can appreciate, the nights when several cruise ships are in port, traffic does become pretty hectic on Dallas Road.

We thank you again Rebecca. We hope your prompt action is honoured...you deserve the praise!
Best regards,
Paul and Stephanie Sutherland

PS: With your permission, we would like to send this on to the James Bay Neighbourhood Association, or perhaps that is something your office would look after?

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**VICTORIA
INTERNATIONAL
BUSKERS
FESTIVAL**

August 2, 2011

Att: Thora Brooks, Reservation and Events Liaison, The Greater Victoria Harbour Authority (GVHA)

Dear Thora,

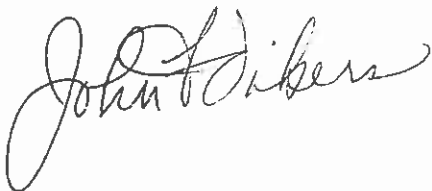
On behalf of the Victoria International Buskers Festival Society, we wish to gratefully express our appreciation for the GVHA's sponsorship contributions which enabled us to present a highly successful event in this our inaugural year.

The bannered GVHA Stage and the numerous GVHA Busk Stops around the lower causeway certainly gave the festival terrific presence along the Inner Harbour and we are currently assembling results from our audience surveys which we shall be forwarding shortly. Judging by feedback received thus far, audiences loved the festival!

We also would like to take this opportunity to thank Joseph for his on-site support during the event including his expertise when it came to various operations issues as they pertained to Ship Point.

Thank you again for your fantastic festival support and we look forward to working with the GVHA in 2012.

Sincerely,



John Vickers
Executive Director
The Victoria International Buskers Festival Society

Cc: Joseph Gonyeau, Victoria Harbour Festival Coordinator
Curtis Grad, Chief Executive Officer

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**Report to GVHA's Board of Directors
Public Meeting**

Prepared by: David Rand
Meeting Date: August 19, 2011
Subject: Director's Expense & Travel Policy

<input checked="" type="checkbox"/>	Motion Required
<input type="checkbox"/>	Information Only
<input type="checkbox"/>	Other _____

Issue/Initiative

The Board recommended that the existing Director's Travel Policy be updated and expanded to include expenses as well as travel. The original policy was adopted in December of 2005.

Objective

The proposed amendments will provide a clear policy for Directors regarding travel allowances and expense reimbursement while conducting GVHA business.

Proposed Motion

"The GVHA Board adopts the updated Director's Expense & Travel Policy, dated May 10, 2011 replacing the current policy, approved/adopted on December 14, 2005."

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Governance Process Policies

5.9 EXPENSE/TRAVEL REIMBURSEMENT POLICY

DIRECTORS EXPENSES

Reimbursement of Expenses

Directors are reimbursed for reasonable expenses incurred in carrying out their duties and responsibilities as a director of GVHA. The submission of a prescribed Expense Claim Form along with the original itemized receipts is required to obtain approval and reimbursement of expenses as follows:

1. Expenses must be submitted promptly and no later than each calendar quarter.
2. The Board Chair is responsible for approving Directors' expenses permitted by this Policy.
3. The Chair of the Governance Committee is responsible for approving the Board Chair's expenses permitted by this Policy.
4. Approved expenses are reimbursed by GVHA to directors within 30 days of the submission of an Expense Claim.
5. Directors' Expense Claims and approved reimbursements are reviewed quarterly by the Audit & Finance Committee.

Travel Expenses

The following expenses are eligible for reimbursement:

1. Economy airfare, ferry fares and other transportation as required, including mileage expense (indicating departure and destination points) for the use of a personal vehicle, with reimbursement at GVHA's employee per kilometre rate.
2. Should air travel time exceed 3 hours, Directors are permitted to upgrade to business class at GVHA's expense.

Insurance

It is the financial responsibility of GVHA to cover the cost of insurance.

Other Expenses

1. Reasonable expenses incurred in carrying out duties and responsibilities as a director will be reimbursed, including meals and entertainment/promotion. Directors are expected to use restraint and good judgment to ensure care and prudence in spending. Names of staff or guests attending must be identified and accompany the Expense Claim.
2. The expenses of a spouse/companion may be reimbursed for attendance at business functions per this Policy if:
 - a. The invitation received by GVHA encourages a spouse/companion to attend;
 - b. Attendance by a spouse/companion is advantageous to GVHA; and
 - c. The Board pre-approves the spouse/companion's participation.
3. Spouse/companion travel expenses will be prepaid by the Director. Receipts can then be submitted for reimbursement if the expenses were preapproved by the Board Chair.
4. A spouse/companion is not eligible for meeting fees or any other form of remuneration for attendance at an expenses paid, Board-authorized function.

Date of last revision: May 10, 2011



5. Any expense not specifically referenced in this Policy requires pre-approval by the Board Chair, or in the case of the Board Chair, the Chair of the Governance Committee.
6. Any unresolved dispute regarding a director or the Chair's Expense Claim reimbursement will be decided by the Board.

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Date of last revision: May 10, 2011



Governance Process Policies

5.9 Travel

Directors shall be reimbursed for all travel expenses necessarily and reasonably incurred by the Director while engaged in the affairs of the Society. All travel shall be authorized in advance to ensure all travel arrangements are in compliance with the provisions of this policy.

Directors must submit original receipts for Board approved travel within 30 days of completion of the travel for reimbursement. Two signatures shall be required for approval.

Air fares:

GVHA will reimburse Directors for fares up to full-fare economy. Upgrades to business or first class may be personally paid by the Director. Travel for distances of over 850 kilometers may be eligible for business class but must be approved prior to booking.

Insurance:

It is the financial responsibility of Directors to cover the cost of insurance.

Use of personal vehicles:

Directors may use and be reimbursed for mileage costs for privately owned vehicles such as automobiles, sport utility vehicles and light trucks at the rate of \$.46 per kilometer.

Date of last revision: December 14, 2005

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**Report to GVHA's Board of Directors
Public Meeting**

Prepared by: Rebecca Penz
Meeting Date: August 19, 2011
Subject: Media Communications Policy

<input checked="" type="checkbox"/>	Motion Required
<input type="checkbox"/>	Information Only
<input type="checkbox"/>	Other _____

Issue/Initiative

The current GVHA Media Communications Policy (adopted December 14, 2005) does not provide the required flexibility to effectively manage GHVA's media relations.

Objective

The proposed policy amendment will provide required flexibility, while setting clear principles and guidance for delivery of efficient, accurate and timely media communications for the GVHA Board and Management.

Proposed Motion

"The GVHA Board adopts the updated Media Communications Policy, dated August 19, 2011 replacing the current policy, approved/adopted on December 14, 2005." (per References section below)

Board Actions

- Media training, as required, for designated Board Members.

Management Actions

- Management to prepare an annual Communications Plan, including a media relations strategy, for Board reference
- Management to proactively coordinate media relations
- Management will respond to media enquiries within 4 hours, where practicable
- Management will ensure that the CEO and designated senior manager(s) are appropriately trained in media communication/liaison
- Media briefs and key messages to be developed and circulated, if/as required, for Board and Management for reference, to address immerging media enquiries/issues

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- A crisis communications strategy will be developed, in conjunction with the operational Emergency Response Plan.

Risk Assessment (Legal, Reputational, Financial)

Being proactive with the media and responding in a timely and coordinated fashion will reduce the likelihood of legal, reputational and financial impacts.

References

Current Media Communications Policy

The Chair and the CEO shall be the only spokespersons for GVHA. The Vice-Chair shall act as spokesperson in the absence of the Chair.

The Chair may delegate authority to individual Directors to speak on designated projects or issues as required. Such delegation shall only be as outlined as part of the initial request.

The Board shall review communications strategies as needed.

Approved/Adopted: December 14, 2005

Proposed Media Communications Policy

The Chair and the CEO shall serve as the primary spokespersons for GVHA.

The Chair shall serve as the primary Board spokesperson on governance and policy issues. The Vice-Chair shall act as spokesperson in the absence of the Chair.

The Chair may also delegate authority to individual Directors to speak on designated projects, initiatives or issues, as required.

The CEO shall serve as the primary management spokesperson for all strategic and operational issues, but may delegate to a member of the Senior Management Team on a discretionary basis.

The senior GVHA manager responsible for communications shall act as the primary GVHA media liaison and point of contact, to provide background information to the media, as required, but may delegate to another member of staff in their absence.

Proposed: August 19, 2011

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GVHA's Decision Making Checklist

Strategic Direction

<p>Vision</p> <p>1. Will this contribute to the creation of a harbour where people live, learn, work and play, a spectacular gateway, a place that links communities and people together?</p>	<p>The media communications policy ensures that strategic direction, including vision, mandate and goals, is communicated consistently and effectively.</p> <p>It will assist in building relationships with the media and stakeholders, thus building credibility for the organization.</p>
<p>Mandate</p> <p>2. Will this be consistent with our desired leadership role of effective and respective advocates for best water, marine and marine-related use and development of the whole harbour?</p> <p>3. AND/OR will it be consistent with our management role of optimizing current and future harbour assets?</p>	
<p>Goals</p> <p>4. Will this align with one of goals, and the current business plan priorities within them?</p> <p>5. Do we have the capacity to implement this?</p> <p>6. Will this fit within our risk tolerance?</p>	<ul style="list-style-type: none"> • Policy aligns with goals. • We have the capacity to implement. • Supports risk management practices

Guiding Principles

<p>Accountability</p> <p>7. Will this be in the best interests of:</p> <ol style="list-style-type: none"> a. Our customers as a whole? b. GVHA as an organization? c. Our Member agencies and their stakeholders? d. The citizens of the Capital Region? 	<p>Will assist with keeping stakeholders informed in a consistent manner.</p>
<p>Working Harbour</p> <p>8. Will this be supportive of the working harbour?</p> <p>9. Will this make the best possible use of harbour assets?</p>	
<p>First Nations Relationships</p> <p>10. Have the Songhees and Esquimalt Nations had the opportunity to provide meaningful input into this?</p> <p>11. Has this explored the potential for First Nations' economic development, awareness creation, or capacity building?</p>	
<p>Sustainability</p> <p>12. Will this support GVHA's ability to sustain itself financially and/or operationally?</p> <p>13. Have we considered the implications of this for the harbour and its stakeholders:</p> <ol style="list-style-type: none"> a. Economically? b. Socially? c. Environmentally? <p>14. Do we have the measures in place to balance and mitigate these implications?</p>	

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**Report to GVHA's Board of Directors
Public Meeting**

Prepared by: Bill Wellburn, A&F Committee Chair
Meeting Date: August 19, 2011
Subject: Procurement Policy

Motion Required
 Information Only
 Other _____

Issue/Initiative

Board approval for a new Corporate Policy that gives policy direction to management for the procurement of goods and services.

Objective

- ✓ To delegate to management within prescribed limits the authority to purchase goods and services in the execution of Board-approved operating and capital plans;
- ✓ To articulate how GVHA's procurement processes operate;
- ✓ To ensure fairness and a high level of due diligence is undertaken in procurement decisions and that GVHA receives good value.

Status/Progress

The Procurement Policy was presented to and reviewed by the Audit and Finance Committee on July 21, 2011 and is recommended to the Board for approval.

Proposed Motion

Move that the Board approve the Procurement Policy (Section 6.3.2 of the Board of Directors Policy and Procedures Manual) as presented.

Risk Assessment (Legal, reputational, financial)

- ✓ Quality assurance of procurement processes
- ✓ Assesses risk of supplier, service and market data and mitigates GVHA's financial exposure
- ✓ Builds credibility with stakeholders

References

- ✓ 6.3.2 Procurement Policy (attached)

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GVHA's Decision Making Checklist

Strategic Direction

<p>Vision</p> <p>1. Will this contribute to the creation of a harbour where people live, learn, work and play, a spectacular gateway, a place that links communities and people together?</p>	<p>✓ Contributes to spectacular gateway with quality assurance</p>
<p>Mandate</p> <p>2. Will this be consistent with our desired leadership role of effective and respective advocates for best water, marine and marine-related use and development of the whole harbour?</p> <p>3. AND/OR will it be consistent with our management role of optimizing current and future harbour assets?</p>	<p>✓ With quality assurance, GVHA's credibility with its stakeholders will be enhanced and move GVHA towards its desired leadership role</p> <p>✓ Effective management of current and future harbour assets requires oversight of processes to manage resources</p>
<p>Goals</p> <p>4. Will this align with one of goals, and the current business plan priorities within them?</p> <p>5. Do we have the capacity to implement this?</p> <p>6. Will this fit within our risk tolerance?</p>	<p>✓ Deliverable for 2011</p> <p>✓ Designed with risk philosophy in mind</p>

Guiding Principles

<p>Accountability</p> <p>7. Will this be in the best interests of:</p> <p style="margin-left: 20px;">a. Our customers as a whole?</p> <p style="margin-left: 20px;">b. GVHA as an organization?</p> <p style="margin-left: 20px;">c. Our Member agencies and their stakeholders?</p> <p style="margin-left: 20px;">d. The citizens of the Capital Region?</p>	<p>✓ Will hold management accountable to the budget for its decisions</p> <p>✓ Defines a process for management to follow so procurement is executed consistently</p> <p>✓ Clearly defined process also holds us accountable to all stakeholders</p>
<p>Working Harbour</p> <p>8. Will this be supportive of the working harbour?</p> <p>9. Will this make the best possible use of harbour assets?</p>	<p>✓ Goal is to secure top quality suppliers thereby enhancing current and future harbour assets</p>
<p>First Nations Relationships</p> <p>10. Have the Songhees and Esquimalt Nations had the opportunity to provide meaningful input into this?</p> <p>11. Has this explored the potential for First Nations' economic development, awareness creation, or capacity building?</p>	<p>✓ Outlines an open and fair procurement process</p>
<p>Sustainability</p> <p>12. Will this support GVHA's ability to sustain itself financially and/or operationally?</p> <p>13. Have we considered the implications of this for the harbour and it's stakeholders:</p> <p style="margin-left: 20px;">a. Economically?</p> <p style="margin-left: 20px;">b. Socially?</p> <p style="margin-left: 20px;">c. Environmentally?</p> <p>14. Do we have the measures in place to balance and mitigate these implications?</p>	<p>✓ Policy ensures value for money and sets guidelines for the procurement of environmentally responsible goods and services contributing to the sustainability principle</p>

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Procurement Policy

xxx Policy Terms and Definitions

Direct Award – A contract for an acquisition of goods or services that may be negotiated and directly awarded to a supplier without competitive process.

Goods – Includes all commodities, tangible assets, and operating materials with a lifespan of less than one year.

Request for Proposals (RFP) – An invitation for providers of a product or service to bid on the right to supply that product or service. RFPs are publicly advertised and suppliers respond with a detailed proposal, not with only a price quotation.

Request for Information (RFI) – A request made typically during the project planning phase where a buyer cannot clearly identify product requirements, specifications, and purchase options. RFIs clearly indicate that award of a contract will not automatically follow.

Request for Qualifications (RFQa) – The document issued by the Owner prior to the RFP that typically describes the project in enough detail to let potential proposers determine if they wish to compete.

Request for Quotation (RFQo) – A document that an organization submits to one or more potential suppliers eliciting quotations for a product or service. Typically, an RFQ seeks an itemized list of prices for something that is well-defined and quantifiable, such as hardware.

Services – Includes professional service providers, utilities, sub-contractors, and all other service providers.

Value – The total cumulative cost for a good or service, including the applicable non-refundable taxes.

xxx Introduction

GVHA's procurement activities are intended to achieve value for money, advance the society's strategic objectives, and are based on the principles of fair and open procurement.

The scope of the procurement policy is limited to expenses that are incurred as a result of the procurement of goods and services (except legal services) on an annual basis. Unsolicited business proposals are not covered under this policy.

xxx Policy Objective

This policy establishes requirements for the staff of GVHA to follow with respect to:

- The authority to purchase goods or services; and
- The procurement process for goods and services.

The objectives of this policy are to ensure that due diligence is conducted prior to the procurement of goods and services through the following ways:

- All goods and services are acquired within approved budgets;
- GVHA receives value for money by obtaining goods and services through a fair and competitive procurement process; and
- Evaluation criteria are applied fairly to assess the merits of competitive bids, proposals, and submissions.



xxx General Provisions

It is the responsibility of all GVHA employees to ensure that all requirements of this policy are complied with. GVHA's management team will provide overall supervision throughout the procurement process.

A work contract outlining the terms and conditions must be executed prior to the commencement of work.

GVHA employees, members of the Board of GVHA, or immediate family member of such persons, may not bid on GVHA's proposed purchase of goods or services unless an Exception to Policy is approved by the Board in advance. .

All responses for solicitation documents must be evaluated in detail, with conclusions documented in each case.

To ensure a fair and open RFP and RFI procurement process, there shall be no communication between GVHA and the proponents, with the exception of the official representative(s) noted in the quotation document.

In the event that prices submitted exceed amounts budgeted for the contract, procurement solicitation documents must include provisions that permit the re-scoping of a project at the discretion of GVHA.

xxx Policy & Procedures

Procurement Planning

GVHA's management must refer to GVHA's 'Delegation of Authority' policy prior to the commencement of the procurement process and determine if GVHA staff have the appropriate authority to complete a procurement project before soliciting proposals and awarding a contract.

GVHA staff must ensure appropriate funding is available within the appropriate operating and capital budgets.

GVHA staff must review alternatives to acquiring new goods and services such as considering repairs to existing assets and transfer of existing assets.

For contracts greater than \$100,000 and before taking any steps to find a contractor, GVHA staff must ensure that a business case including a cost/benefit analysis exists for the related project and the contract is approved by the Board.

GVHA staff must not grant preferential treatment to any prospective contractor.

GVHA staff is encouraged to follow the guidelines for procurement of environmentally responsible goods and services (Appendix A).

Solicitation

The following procurement processes may be undertaken by GVHA staff:

- **Request for Proposals (RFP)** – GVHA staff may issue a publicly advertised RFP to solicit detailed proposals from suppliers for goods or services that are required. The RFP document advises the potential suppliers of the following elements of the procurement:
 - i. Statement and scope of work;
 - ii. Relationship with GVHA (current and prior)
 - iii. Specifications;
 - iv. Schedules or timelines;
 - v. Contract type;
 - vi. Data requirements;

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- vii. Terms and conditions;
 - viii. Description of goods and/or services to be procured;
 - ix. General criteria used in evaluation procedure;
 - x. Special contractual requirements;
 - xi. Technical goals; and
 - xii. Instructions for preparation of technical, management, and/or cost proposals.
- **Request for Information (RFI)** – GVHA staff may issue an RFI during the project planning phase where GVHA cannot clearly identify product requirements, specifications, and purchase options. The key purpose of the RFI is to gather information on what solutions are currently available in the market place. Once the RFI process is over, information gathered would be analyzed and potentially used if an RFP process would occur. RFIs clearly indicate that award of a contract will not automatically follow.
 - **Request for Qualifications (RFQa)** – GVHA staff may issue an RFQ prior to the issue of an RFP to describe the project in enough detail to let potential suppliers determine if they wish to compete.
 - **Request for Quotation (RFQo)** – GVHA staff may issue an RFQ to solicit price and delivery quotations that meet minimum quality specifications for a specific quantity of specific goods or services. RFQs are used commonly for standard, off-the-shelf items that are required in small quantities.

GVHA management may direct award contracts when one of the following exceptional conditions applies. The manager in charge for supervising the contract is responsible for documenting the rationale for choosing to direct award, including the CEO's advance approval:

- A safety risk exists and the goods or services could not be obtained in time by means of a competitive process;
- A competitive process would interfere with GVHA's ability to maintain security or in the case of an environmental hazard on GVHA property;
- The goods or services to be purchased have a value of less than \$20,000; or
- GVHA's Board approves a direct award.

All standard competitive procurement processes describe above must provide identical information for potential bidders or proponents to the solicitation, to fairly and equally base their response.

The permitted response time to a solicitation must be sufficient to allow all potential proponents to have a reasonable opportunity to compete.

Objective selection criteria for the awarding of a contract must be established prior to inviting bids and proposals.

Purchasing Authorization and Limits

Authority to purchase must always be obtained as per the policy and procedures set out in GVHA's Delegation of Authority prior to the procurement of goods and services.

The following are the guidelines to purchasing goods and services for GVHA on an annual basis:

- For goods and services with a value less than \$20,000 – GVHA staff may direct award, so long as the award demonstrates due diligence by:
 - i. Achieving maximum value for the society;
 - ii. Advancing the society's strategic objectives; and
 - iii. Basing it on the principles of fair and open procurement.

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- For goods and services with a value greater than \$20,000 but less than \$100,000 – GVHA staff must attempt to secure at least three competitive quotations. A business case and/or cost/benefit analysis for goods or services to be purchased may be conducted at the discretion of GVHA staff.
- For goods and services with a value greater than \$100,000 – GVHA staff must attempt to secure at least three competitive quotations and conduct a business case including a cost/benefit analysis for the goods or services to be purchased.

Item	Procurement Thresholds		
	\$0 - \$20,000	\$20,000 - \$100,000	Over \$100,000
<i>Number of Quotations</i>	0	3	3
<i>Business Case and/or Cost/Benefit Analysis</i>	No	varies	Yes

Evaluation Process

All procurement must have the criteria with clearly defined weighting of the criteria developed for the evaluation process prior to the issuing of the procurement. The criteria will be derived from the broad categories listed in the quotation document. The lowest bid may NOT be the preferred proponent.

The evaluation team should consist of a minimum of two GVHA staff members. Additional members may be drawn from the department with knowledge of the procurement, or person(s) external to GVHA.

A post-completion evaluation is required on every contract over \$20,000 to provide a written record on the contractor's performance and to assist in future contracting activity. Information gathered in the evaluation will assist in constructing an internal business directory for the procurement of goods and services (See Appendix B).

Reporting

GVHA staff shall submit quarterly reports to the Audit and Finance committee covering:

- Any exceptions to these policies; and
- All contracts awarded in excess of \$20,000

GVHA staff will list the winners of all contracts on the website on a quarterly basis.

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Appendix

Appendix A - Guidelines for the Procurement of Environmentally Responsible Goods and Services

The following guidelines have been developed to encourage GVHA staff to consider environmentally friendly goods and services as part of the overall procurement process:

1. Where feasible and cost effective, GVHA staff will purchase goods and services that display some or all of the following environmentally responsible characteristics:
 - a) Improve energy efficiency;
 - b) Reduce waste;
 - c) Limit toxic by-products;
 - d) Contain recycled content; and
 - e) Companies that employ environmental responsibility in their management and operations.

2. GVHA staff may consider purchasing environmentally friendly goods and services on a trial basis to ensure performance and technical standards are being met, prior to making long term commitments.

Evaluation criteria in the solicitation documents may consider the environmental impact over the life cycle of each product compared to the alternatives.

Appendix B – Template for GVHA Goods and Services Business Directory

Name of Vendor	Category of Good/Service (IT, furniture, travel, consultant services etc.)	Name of Good/Service	Vendor Contact Information	Vendor Job Data		
				Date Hired	Cost of Purchase	Performance Evaluation

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**Report to GVHA's Board of Directors
Public Meeting**

Prepared by: Bill Wellburn, A&F Committee Chair
Meeting Date: August 19, 2011
Subject: Risk Philosophy Policy

<input checked="" type="checkbox"/> Motion Required
<input type="checkbox"/> Information Only
<input type="checkbox"/> Other _____

Issue/Initiative

- The development of strategy and the implementation of strategy is guided by a Board-approved GVHA Risk Philosophy Policy.
- The Risk Philosophy Policy is reviewed on an annual basis by the Audit and Finance Committee and recommended to the Board for approval.

Objective

- To articulate the Board's approach to risk management within the context of GVHA's mission and vision for the harbour.
- To formalize a risk governance model for GVHA.
- To set out the principal risks that have been identified by GVHA both in its day-to-day activities and in the longer term.

Status/Progress

The Procurement Policy was presented and reviewed by the Audit and Finance Committee on April 26, 2011 and is recommended to the Board for approval.

Proposed Motion

Move that the Board approve the Risk Philosophy Policy as presented.

References

- ✓ Risk Philosophy Policy (attached)

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GVHA's Decision Making Checklist

Strategic Direction

<p>Vision</p> <p>1. Will this contribute to the creation of a harbour where people live, learn, work and play, a spectacular gateway, a place that links communities and people together?</p>	<p>✓ Monitoring risks identifies opportunities and constraints for developing a spectacular harbour for the region and tourists to enjoy</p>
<p>Mandate</p> <p>2. Will this be consistent with our desired leadership role of effective and respective advocates for best water, marine and marine-related use and development of the whole harbour?</p> <p>3. AND/OR will it be consistent with our management role of optimizing current and future harbour assets?</p>	<p>✓ Being aware of risks contributes to effective leadership for development of the whole harbour</p> <p>✓ Risk management ensures that current and future harbour assets are optimized by identifying trends and realizing opportunities that benefit the community</p>
<p>Goals</p> <p>4. Will this align with one of goals, and the current business plan priorities within them?</p> <p>5. Do we have the capacity to implement this?</p> <p>6. Will this fit within our risk tolerance?</p>	<p>✓ Annually reviewed by the Board to assess alignment with strategic and operational objectives</p>

Guiding Principles

<p>Accountability</p> <p>7. Will this be in the best interests of:</p> <ol style="list-style-type: none"> a. Our customers as a whole? b. GVHA as an organization? c. Our Member agencies and their stakeholders? d. The citizens of the Capital Region? 	<p>✓ Manages the public's expectations of access to and the use of GVHA's physical assets and informs GVHA's capacity to effectively manage risk</p> <p>✓ Demonstrates good stewardship</p>
<p>Working Harbour</p> <p>8. Will this be supportive of the working harbour?</p> <p>9. Will this make the best possible use of harbour assets?</p>	<p>✓ Assesses GVHA's financial and staff capacity to identify and retain working harbour activities</p>
<p>First Nations Relationships</p> <p>10. Have the Songhees and Esquimalt Nations had the opportunity to provide meaningful input into this?</p> <p>11. Has this explored the potential for First Nations' economic development, awareness creation, or capacity building?</p>	<p>✓ Ensures any risk associated with First Nations economic development opportunities are managed in the best interests of all parties.</p>
<p>Sustainability</p> <p>12. Will this support GVHA's ability to sustain itself financially and/or operationally?</p> <p>13. Have we considered the implications of this for the harbour and its stakeholders:</p> <ol style="list-style-type: none"> a. Economically? b. Socially? c. Environmentally? <p>14. Do we have the measures in place to balance and mitigate these implications?</p>	<p>✓ Risk philosophy will help achieve sustainability</p> <p>✓ Metrics are established to manage risk</p>

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Risk Philosophy

The Board believes that an understanding of enterprise-wide risk and the proactive management of risk are integral to moving GVHA forward in achieving the vision of *"...a harbour where people live, learn, work and play; a spectacular gateway into Victoria's past and into its future, monumental in look and feel, linking communities and all people together."*

The Board's risk philosophy reflects the unique nature and inherent risks of GVHA's marine-related businesses, the public's expectations of access to and the use of GVHA's physical assets, and GVHA's capacity to effectively manage risk.

The development of strategy and the implementation of strategy are considered within the context of an enterprise-wide risk management program. This includes:

- **Awareness:** All material risks affecting GVHA's operations are identified, monitored and understood throughout the organization.
- **Capacity:** Maximum risk limits are established by the Board that are commensurate with GVHA's financial capital, current and forecasted earnings, and the experience and ability of GVHA's management team.
- **Risk appetite:** Operational risk limits and mitigation alternatives are established by management in alignment with the strategic plan and are approved by the Board.
- **Accountability:** Management is held accountable by the Board for an effective enterprise-wide risk management program.

Date of last revision: August 9, 2011

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**Report to GVHA's Board of Directors
Public Meeting**

Prepared by: Sonterra Ross, Manager of Finance & Property
Meeting Date: August 19, 2011
Subject: Fisherman's Wharf Visioning Project

Motion Required
<input checked="" type="checkbox"/> Information Only
Other _____

Issue/Initiative

GVHA retained CitySpaces Consulting Ltd as of July 6, 2011 to develop a Marina Development Strategy, Facility Plan and Rezoning Application for the Fisherman's Wharf facility. Curtis Grad, CEO, is the project lead with support from Sonterra Ross, Manager of Finance and Property, and Lisa Krakowski, Property Administrator.

The Development Strategy and Facility Plan will define a financially sound way forward that is flexible enough to allow the facility to evolve over time. The strategy and plan will adhere to GVHA's strategic plan and will reflect the relationship with the surrounding neighbourhood and users, while enhancing the existing eclectic nature of the facility.

Key project deliverables include:

- A comprehensive public and stakeholder consultation plan with all stakeholders
- A sustainable marina development strategy and facility plan for marine operations and related functions
- A rezoning application to the City of Victoria to reflect the development plans and proposed uses should rezoning be necessary

Objective

The following report is intended to provide an update on the Fisherman's Wharf Visioning Project.

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Management Actions

PROJECT TASK	ESTIMATED SCHEDULE	PROGRESS	RISK ASSESSMENT	
1	Start-up Meeting: confirm work plan; obtain additional background information and discuss Consultation Plan	Jul 11-25/11	Complete	
2	Prepare Consultation Plan; confirm with GVHA	July15-31/11	Initial consultation plan was submitted July 19 and reviewed by GVHA Currently refining consultation plan to ensure accountability to stakeholders – this may impact estimated schedule if more consultation is necessary	<i>Medium risk to budget should additional consultation be deemed necessary</i> <i>Low risk to timeline as additional consultation is expected to extend timeline by 1 month</i>
3	Discuss with City Planning Department and City Land Manager	Jul 18-Aug 19/11	Complete	<i>Medium risk – City identified a possible need for a traffic impact study Project team is currently reviewing this</i>
4	Prepare Development Principles	Aug 22-Sep 16/11		
5	Engage in consultation with stakeholders, neighbours, and other organizations	Sep 7 – Oct 21/11	Confirming dates and locations and preparing notices to be sent out	
6	Financial analysis of facility	Sep 14-Oct 14/11		
7	SWOT analysis based on consultation results and financial analysis	Oct 24 – Nov 10/11		
8	Report to GVHA Board and Staff	Dec 16/11		
9	Prepare Marina Development Strategy	Oct 17/11 – Feb 10/12		
10	Review of initial development strategy with GVHA Board and staff	Feb 17, 2012		
11	Develop Facility Plan based on Marina Development Strategy	Feb 20-Apr 20/12		
12	Draft Facility plan presented to GVHA Board	Apr 20/12		
13	Revisions to Facility plan	Apr 22-Apr 29/12		
14	Consultation with stakeholder groups	Apr 22 – May 11/12		
15	Prepare rezoning application	Mar 26 – Apr 29/12		
16	CALUC submission	May 2012	<i>Subject to City of Vic process</i>	<i>Low risk, timeline impact</i>
17	Submission of rezoning application	May 2012	<i>Subject to City of Vic process</i>	<i>Low risk, timeline impact</i>
18	Management of application with City of Victoria	May – July 2012	<i>Subject to City of Vic process</i>	<i>Low risk, timeline impact</i>
19	Bylaw readings	Jul – Aug 2012	<i>Subject to City of Vic process</i>	<i>Low risk, timeline impact</i>
20	Public hearing	August 2012	<i>Subject to City of Vic process</i>	<i>Low risk, timeline impact</i>
21	Negotiation of development agreement with the City of Victoria	Aug – Sep 2/12	<i>Subject to City of Vic process</i>	<i>Low risk, timeline impact</i>
22	Final reading of bylaw	Sept – Oct 2012	<i>Subject to City of Vic process</i>	<i>Low risk, timeline impact</i>

Risk is determined to be low, medium or high based on impact to timeline and budget. Blue indicates the tasks that have not started as of August 19, 2011.

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**Report to GVHA's Board of Directors
Public Meeting**

Prepared by: Rebecca Penz, Manager of Communications
Meeting Date: August 19, 2011
Subject: Ogden Point Cruise Transportation Strategy

<input type="checkbox"/>	Motion Required
<input checked="" type="checkbox"/>	Information Only
<input type="checkbox"/>	Other _____

Issue/Initiative

GVHA is developing an Ogden Point Cruise Transportation Strategy that will address the challenges and opportunities for moving cruise passengers from Ogden Point to downtown Victoria, as well as transport for attractions and destinations (shore excursions) within the Greater Victoria area.

Objective

The following report is intended to provide a progress report on the Ogden Point Cruise Transportation Strategy and present the next steps in the development of the strategy.

Status/Progress Report

The Cruise Transportation Strategy seeks solutions for efficient people movement. Key considerations for the strategy include:

1. High quality service to cruise passengers
2. Mitigation of impacts from transportation through the local neighbourhood
3. Environmental leadership
4. Impact to and from other GVHA capital plans and projects:
 - a. Consolidated terminal building
 - b. Ogden Point Master Plan
 - c. Traffic and pedestrian flow reconfiguration
 - d. Infrastructure requirements
5. Impact to shore excursion operations
6. Impact to existing cruise tourism transportation providers
7. Impact to GVHA revenues

The first step in the development of the strategy was a Request for Information (RFI) issued on April 5, 2011, to obtain information from suppliers for all or parts of potential solutions for the movement of cruise tourism passengers from the Ogden Point (OP) terminal to downtown Victoria. The RFI closed on May 31, 2011. GVHA will use the information gathered through this process, along with data gathered through other means, to develop the strategy.

GVHA received submissions from ground and water transportation providers and ground transportation manufacturers, including alternative technology options. In-depth business cases were not undertaken as part of the submissions. GVHA is consulting with the RFI respondents and existing cruise and transportation stakeholders to gather more information.

Over the next 12 months, GVHA will be developing Request for Proposals (RFPs) for cruise ship passenger shuttle services. The current shuttle contract ends on March 31, 2013.

Management Actions

Management is exploring the option of operating a water tour from Ogden Point to downtown for the 2012 cruise ship season in order to gather information for the RFP(s). A one-year “operational trial” would help inform the development of the water transportation RFP, and may require an Expression of Interest or Request for Proposal process.

The following is a draft plan for the development of two concurrent RFPs (ground and water transportation). We anticipate the process evolving over the next few months.

Development of Request for Proposals	Anticipated Dates
1. Stakeholder consultation	July 2011 – November 2011
a. RFI respondents	
b. Existing transportation operators	
c. Community interests—JBNA, Community Advisors	
d. Cruise lines and their representatives	
2. Data gathering	August – January 2012
a. Review of all potential modes of transportation	
b. Infrastructure requirements for potential modes of transportation	
c. Passenger counts	
d. Traffic counts & noise study (in partnership with the City of Victoria)	
e. Passenger experience survey	
f. Determine targets	
3. RFPs drafting	February – April 2012
a. RFP requirements	
b. RFP evaluation criteria	
c. Transportation Demand Management specialist evaluation (if/as required)	
d. Legal review	
4. RFPs issued	July – September 2012
5. Proponents Selection	September 2012
6. Contract Negotiation	October 2012
7. Contracts start	April 2013

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**Report to GVHA's Board of Directors
Public Meeting**

Prepared by: Rebecca Penz, Manager of Communications
Meeting Date: August 19, 2011
Subject: Shore Power Study

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<input checked="" type="checkbox"/>	Information Only
<input type="checkbox"/>	Other _____

Issue/Initiative

GVHA determined that a shore power feasibility study was necessary in order to determine the viability and cost-effectiveness of shore power for cruise ships berthed at Ogden Point. Three funding partners have come forward for the project: City of Victoria (\$5,000), Vancouver Island Health Authority (\$5,000) and Township of Esquimalt (\$1,000). Total budget for this project is identified at \$20,000.

The RFP was issued on July 12, 2011 and closed on July 29, 2011. A committee of GVHA staff is currently evaluating the submissions using pre-determined criteria.

The study is expected to take approximately 3 months to complete. The study will include assessments of:

- power requirements
- cruise ship fleet current status and fleet trends
- infrastructure costs
- the impact of shore power on air quality and greenhouse gas emissions
- cost/benefit analysis

Objective

This report is intended to provide an update on the status of the shore power feasibility study.

Management Actions

Task	Anticipated completion date
1. Select successful proponent	August 17, 2011
2. Negotiate contract	August 30, 2011
3. Commence study	August 31, 2011
4. Study completion	November 30, 2011

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**Report to GVHA's Board of Directors
Public Meeting**

Prepared by: Ian Crocker, Manager of Operations
Meeting Date: August 19, 2011
Subject: FW Reefer Truck Relocation

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<input checked="" type="checkbox"/>	Information Only
<input type="checkbox"/>	Other _____

Issue/Initiative

The location of the tuna offloading operations at Fisherman's Wharf was impacting vehicle traffic, new pier head landing and loading zone, and creating noise impacts to the neighbours in the Shoal Point condominium. Management worked with the operator to relocate the offloading operations.

Objective

The following report is intended to provide an update on the Fisherman's Wharf Reefer Truck relocation strategy.

Management Actions

Management worked with the operator (RBS Seafoods) to plan and implement a relocation of the reefer trucks to the west corner of the parking lot (drawing attached). The foregoing involved the construction of a new platform and ramp for the forklift operations. The new location is farther away from other vehicles and the Shoal Point condominium, resulting in significantly lower noise levels and improved safety of vehicle movements in this area. The operator will pay for the moveable equipment upgrades. GVHA has also undertaken some minor parking lot alterations, which include paving, line painting, and fencing improvements.

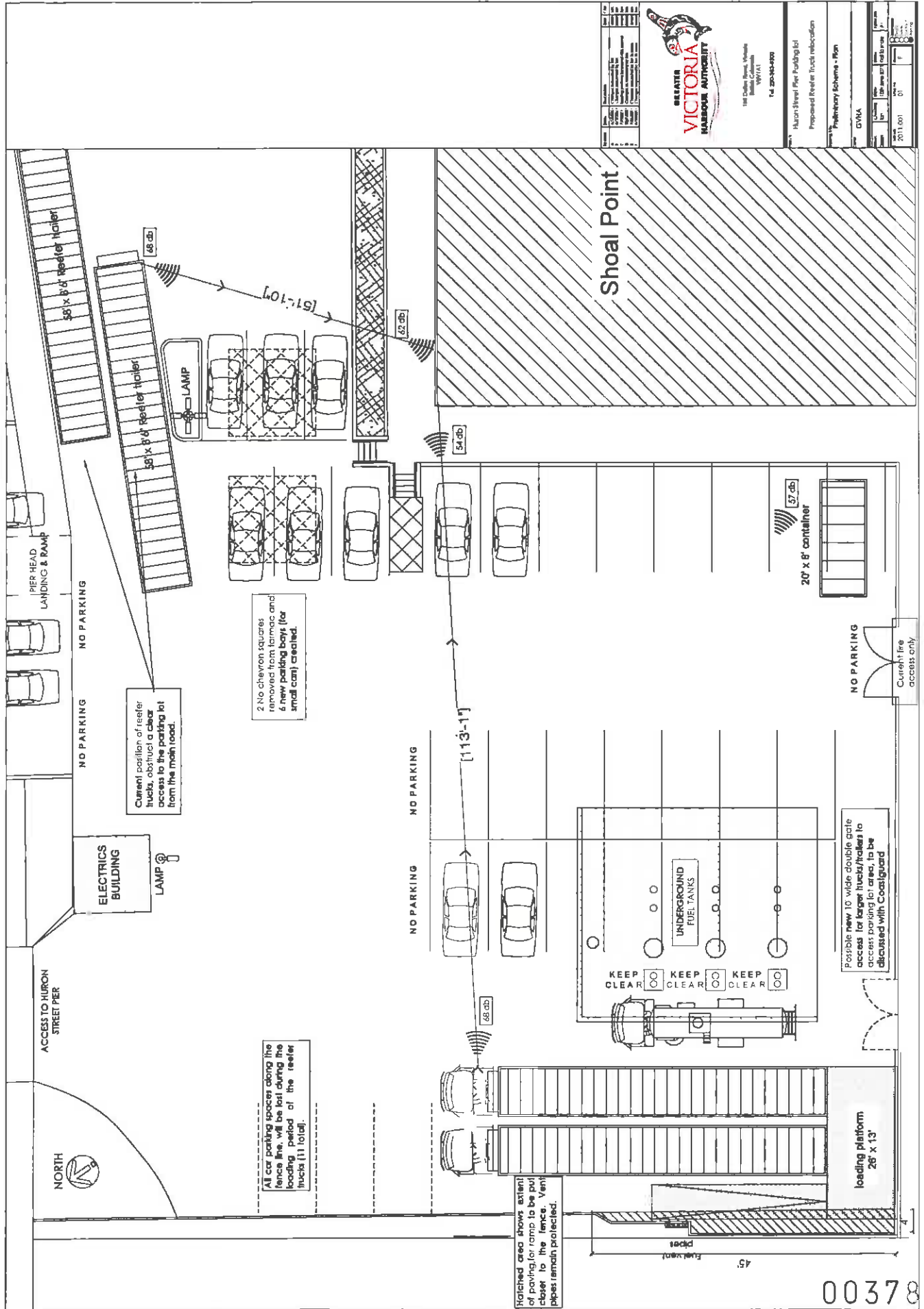
Management will negotiate with Coast Guard for access through their property for the fuel truck and reefer trucks. The foregoing will reduce the traffic through Fisherman's Wharf and will allow larger fuel trucks to deliver to the fuelling station and avoid the need for the reefer trucks to back into the site.

The equipment that was built for the relocation can be moved when the pier is redeveloped.

The work is almost complete.

Tuna offloading has been in operation for 4 weeks and feedback from the residents and the James Bay Neighbourhood Association on the location has been positive.

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GREATER VICTORIA HARBOUR AUTHORITY

188 Collins Street, Victoria
 3000
 Telephone: 03 9417 1111
 Fax: 03 9417 1111
 14 200434-020

Huron Street Pier Paving lot
 Proposed Reefer Truck Relocation
 Preliminary Scheme - Plan

DATE: 2011.001
 01

003788



**Report to GVHA's Board of Directors
Public Meeting**

Prepared by: Ian Crocker, Manager of Operations
Board Meeting Date: August 19, 2011
Subject: Capital Project Update

<input type="checkbox"/>	Motion Required
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<input type="checkbox"/>	Other _____

Issues/Initiatives

This fiscal year the CAPEX budget is basically 15 projects totalling \$2.8 million. Of this total 5 large projects totalling \$1.7 million are in planning stages and most likely will not be done this fiscal year. These are the Huron St Pier and fuel float replacement, the Johnson St facility replacement, and the Pier B customs consolidation.

Three large projects from last year have carried into this year and are finally drawing to a close. These are the dolphin/dredge project at Pier B, the admin office space changes at Ogden Point, and the phase 3 new floats at Fisherman's Wharf. Three of the 2011 projects have been completed with the remainder in various stages.

The attached table provides comment on these projects.

Objective

The following report is intended to provide an update on the capital projects underway.

Management Actions

Monthly report to senior management team. Bi-monthly update to to Board of Directors.

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CAPITAL PROJECT UPDATE - August 08, 2011

PROJECT 2010 Fiscal Year	APPROVED BUDGET	ESTIMATED COMPLETION DATE	COMMENTS
FW Reconfiguration Phase III	\$950,000	Aug 2011	There are 4 unoccupied slips – marina office working to fill. Fabrication and installation is underway of the security gates, safety ladders, and signage. Poralu is rectifying the problems with the water and electrical meters and has retightened the anchor ropes.
Pier B Dolphin and Dredging Project	\$3.3 Million \$1.9 Million Funding	Aug 2011	DFO has approved the as-built drawings – post dive biological survey is being scheduled. The Letter of Credit will be returned after this work is complete. Funding received.
Corporate Office Renovations 189 Dallas Road – incl. Western renovations	\$390,000	Aug 2011	In the process of completion to the portable building, warehouse corner, and office basement.
Project 2011 Fiscal Year			
CW Crescent float expansion	\$90,000	Complete and in use	Victoria Harbour Ferries are very busy and content operating from new float.
CW wood piling replacement	\$75,000	Dec 2011	Rotten pilings replaced with steel pilings. Work still to complete - piling cap install and anodes welded to pilings to be done in shoulder season when there are fewer vessels.
FW west end electrical improvement	\$50,000	Sept 2011	Upgrade and expand electrical to west end for pier and float outlets and lighting. Creates the potential on the pier for winter moorage, video camera surveillance, and electrical outlets for reefer trucks. Nearly complete.

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