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# *2010-11 Strategic & Business Plan*



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## Introduction

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Greater Victoria Harbour Authority (GVHA) is a not-for-profit Society with a mandate “to be effective and respected advocates for best water, marine and marine-related use and development of the whole harbour [Victoria Harbour] while optimizing current and future assets.” The Society was incorporated in 2002 and received four Transport Canada public port facilities fee simple: Ogden Point Deep Sea Terminal, Fisherman’s Wharf, Ship Point/Causeway marina, and the Wharf Street/Johnson Street marina. The facilities are inside the boundaries of the Port of Victoria in the City of Victoria. Annual revenues of approximately \$6 million are generated on the assets appraised at \$150 million (2007). The Society does not receive operational financial support from government, pays property taxes, and operates as an enterprising not-for-profit. The business activity of GVHA generates an estimated regional economic impact of over \$200 million annually (\$165 million from cruise tourism).

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## About the Plan

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This plan combines the Strategic and Business Plans of GVHA in order to link the strategies and tactics into a simple, logical format. The Strategic Plan (SP), defined by the Board of Directors, identifies the vision, mandate and strategic goals of the organization. The Business Plan (BP), developed by management, describes the metrics and tactics in order to achieve strategic plan. GVHA adopted the Balanced Scorecard & Strategy Mapping approach (Kaplan and Norton, 2001<sup>1</sup>) to strategic and business planning in 2009.

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## Business Approach

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GVHA has a high diversity of business activity and customer segments. To understand the Business Approach, each business unit must be considered at each of the facility groupings: Ogden Point, Fisherman’s Wharf, and the Inner Harbour. The business units are:

- Shipping
- Marinas & Attractions
- Property Services
- Marine Transportation
- Harbour Development (visioning for the Victoria harbour)
- Corporate Services (internal processes and people)

For each facility, the customer segments, business approach, and key challenges and opportunities have been described by business unit (see Appendix A).

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<sup>1</sup> [Kaplan, Robert S.](#); Norton, David P. (2001), *The Strategy-focused Organization: How Balanced Scorecard Companies thrive in the new business environment.*, Harvard Business School Press, [ISBN 978-1591391340](#)

### Member Agencies

- Capital Regional District
- City of Victoria
- Esquimalt Nation
- Greater Victoria Chamber of Commerce
- Provincial Capital Commission (Province of BC)
- Songhees Nation
- Tourism Victoria
- Township of Esquimalt
- Victoria Esquimalt Harbour Society

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# Strategic Plan

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## Vision – The dream

We envision 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 people together.

## Mandate – the business we are in to pursue the dream

To be effective and respected advocates for best water, marine and marine-related use and development of the whole harbour while optimizing current and future harbour assets.

### Accountability

We commit to act in the best interests of Victoria Harbour on behalf of GVHA’s Member agencies, their stakeholders and the citizens of the region.

### Working Harbour

We commit to maintaining Victoria Harbour as a *working harbour* – “where commerce requiring the connection between the land and water takes place”.

### Sustainability

We commit to incorporating and balancing the social, environmental and economic impacts of our activities on Victoria Harbour and the community.

### First Nations Relationships

We commit to working in partnership with the Esquimalt and Songhees Nations to achieve a meaningful role for them in the economy of Victoria Harbour.



# Strategy Map

Perspectives	<b>Stakeholder Goal</b>				
	Take the lead in building stakeholder relationships in order to be influential in the development of the working harbour.				
	Regional economic development	Harbour leadership	Environmental stewardship	Community contribution (festivals/donations)	
	<b>Metrics</b>				
	<ul style="list-style-type: none"> <li>• Reputation rating from stakeholder engagement assessment score</li> <li>• Contribution in dollars to community via sponsorships and donation programs</li> </ul>				
	<b>First Nations Partnership Goal</b>				
	Partner with Esquimalt and Songhees Nations in order to develop opportunities to create awareness and contribute to First Nations' goals, capacity building and economic development.				
	Awareness	Economic opportunities	Employment		
	<b>Metrics</b>				
	<ul style="list-style-type: none"> <li>• Feedback and satisfaction of Esquimalt Nation</li> <li>• Feedback and satisfaction of Songhees Nation</li> </ul>				
	<b>Financial Goal</b>				
	Manage the business in order to achieve financial sustainability.				
	Return on Capital Target	Infrastructure renewal and investment		New acquisitions and divestiture	
	<b>Metrics</b>				
Overall	Cruise	Shipping – Other	Property Services	Marina	
<ul style="list-style-type: none"> <li>• Return on capital (book value)</li> <li>• Net operating surplus</li> <li>• General overhead % compared to industry</li> </ul>	<ul style="list-style-type: none"> <li>• Rate per passenger compared to industry</li> <li>• Revenue per passenger for ancillary services</li> </ul>	<ul style="list-style-type: none"> <li>• Revenue as % of total shipping revenue</li> </ul>	<ul style="list-style-type: none"> <li>• Rate per square foot compared to industry</li> </ul>	<ul style="list-style-type: none"> <li>• Rate per lineal foot compared to industry</li> </ul>	
<b>Customer Goal</b>					
Provide premium products and services in order to attract and retain quality and value added customers.					
Cruise tourism	Deep sea shipping and warehousing	Marinas and attractions	Property services	Marine transportation	
<b>Metrics</b>					
Overall	<ul style="list-style-type: none"> <li>• Customer reputation rating from stakeholder satisfaction assessment</li> </ul>		Cruise		
			<ul style="list-style-type: none"> <li>• Number of passengers per annum</li> </ul>		
<b>Internal – People, Processes, Culture – Goal</b>					
Develop an engaged workforce and effective business processes in order to become a high performing organization.					
People	Process	Planning	Culture	Governance	
<b>Metrics</b>					
People & Culture			Processes		
<ul style="list-style-type: none"> <li>• Employee engagement assessment (baseline/targets)</li> <li>• Board effectiveness evaluation score</li> </ul>			<ul style="list-style-type: none"> <li>• Quality assurance audit score</li> <li>• Sustainability audit score</li> </ul>		

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## Business Plan Tactics

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### Tactics Priority Level

A *Immediate action*

B *year 1 – Fiscal year 2010-11*

C *year 2/3 – Fiscal years 2011-12 & 2012-13*

D *On-going*

### Stakeholder

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1. Develop a “sustainability framework” and complete an assessment of current GVHA financial, environmental, and social contributions to the community. Implement a stakeholder education campaign, including use of social media.

**Priority Level = B/C**

2. Keep “the Dream Alive” (full harbour divestiture) by engaging in dialogue with Transport Canada and the member agencies in order to achieve GVHA’s mandate.

**Priority Level = D**

3. Clarify question of federal paramountcy, and other harbour jurisdiction issues, in order to work effectively with strategic partners; introduce Memorandums Of Understanding with key agencies.

**Priority Level = A**

4. Pursue new deal with Transport Canada for Port of Victoria harbour dues, including

participation in the Northwest Ports Clean Air Strategy, to establish incentives for best environmental marine practice.

**Priority Level = A**

5. Complete the divestiture from Transport Canada of the Camel Point Water lot.

**Priority Level = B**

6. Clarify the status of Memorandum of Understanding and GVHA’s participation commitment with the PCC to advance the Belleville Terminal Project.

**Priority Level = B**

7. Advance the discussion with Province of BC (PCC), City of Victoria, Transport Canada and First Nations to develop a Victoria Inner Harbour Waterfront Strategy that builds upon the City of Victoria Harbour Plan.

**Priority Level B (open discussion)**

**Priority Level C (initiate strategy development)**



## First Nations Partnerships

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8. Advance the “Land and Sea” Mural to beautify Ogden Point and create cultural awareness for the member Nations.

**Priority Level = B**

9. Develop a GVHA policy to define the working relationship and the critical success factors for achieving the First Nations partnership goal.

**Priority Level = B**



## Financial

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10. Prepare a Financial Strategy outlining the current and future operational financial needs of the Society in order to ensure the Society’s capacity to endure.

**Priority Level = B/C**

## Customers

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11. Maintain satisfied customers in each line of business, deep sea shipping, property management, and marinas & attractions.

**Priority Level = B**

12. Optimize revenue streams by developing a marketing strategy.

**Priority Level = B**

## Internal - People, Processes, Culture

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13. Complete an organizational governance structure review in order to provide effective organizational leadership and oversight.

**Priority Level = A**

14. Complete the Ogden Point Land-use Master Plan to guide future development and to optimize the opportunities of the site.

**Priority Level = A/B**

15. Implement a quality assurance program to manage risks, achieve best business practices, and to optimize resources.

**Priority Level = C**

16. Complete a Fisherman’s Wharf Utilization Strategy and Design Guidelines to optimize the sites potential.

**Priority Level = B/C**

17. Advance critical infrastructure projects in order to maintain revenue streams, services and reduce risk.

- Mooring Dolphin, **Priority Level = A**
- Pier B North blasting/dredging (phase I), **Priority Level = A**
- Office space development, **Priority Level = A**
- Huron Street Pier upgrades, **Priority Level = A**
- Fisherman’s Wharf (phase III), **Priority Level = B/C**
- Facility risk mitigation measures, **Priority Level = B/C**
- Caisson repairs, **Priority Level = C**

18. Prepare strategy for Mermaid’s Wharf Marina in order to guide decisions regarding the renewal of the lease agreement with Transport Canada and the management of the facility.

**Priority Level = B**

19. Prepare strategy for Johnson Street Marina that reflects changing upland conditions in order to guide decisions regarding the management of the facility.

**Priority Level = B**

20. Complete the measurement instruments for each of the strategic plan metrics.

**Priority Level = A/B**

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## Strategic Elements Contributing to the Plan

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### Customer Philosophy

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We strive to understand customer needs and to develop products and services that are value adding and achieve mutual satisfaction and success. GVHA operates as an enterprising not-for-profit society.

GVHA strives to achieve the strategic outcomes of:

- Sustainability
- Satisfied members & stakeholders
- Satisfied customers
- Safe and secure facilities
- Efficient and effective process
- Motivated and prepared workforce

**Our motto is:** *Best at the basics, creating a sustainable future*

### Risk Philosophy

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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.



## Corporate Social Responsibility

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We practice corporate social responsibility by developing financially, socially and environmentally sustainable best practices.

GVHA aims to be a leader in environmental stewardship. Through our management practices, we strive to create an attractive work, play and living environment balanced with sound fiscal management. GVHA complies with all relevant environmental legislation and considers environmental issues in the planning, design and implementation of all projects. We seek to minimize environmental impacts of our activities, particularly in the areas of pollution control and energy utilization.

The Society is committed to ensuring GVHA facilities remain active, vibrant, and accessible. GVHA sponsors community festival events in the Inner Harbour that fit with GVHA's vision and mandate. GVHA participates in economic development and awareness building opportunities on the properties for the Esquimalt and Songhees Nations and their members. GVHA manages

public open spaces such as the causeway, the breakwater and Fisherman's Wharf to the benefit of all citizens of the Greater Victoria community.

As part of its corporate social responsibility, GVHA facilitates the Cruise Tourism Partnership (CTP), in partnership with Western Stevedoring, the James Bay Neighbourhood Association, the cruise lines and their agents, and the cruise tourism transportation providers. The purpose of the CTP is to provide a high quality visitor experience for our guests and to enhance the quality of life for local residents. Participation in this program is mandatory for all cruise tourism operators at Ogden Point.

The activities of the Society generate significant regional economic impact. In 2009 the cruise tourism industry in Victoria was estimated to generate \$165 million. Although a formal analysis has not been conducted, management projects the business activities of GVHA generate a regional economic impact annually of over \$200 million.

## Management's Shared Values

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The principles that guide our interactions with each other, member agencies, stakeholders and customers.

### *Achievement*

We practice this by:

- striving for excellence
- showing stick-to-it-ness
- setting goals
- following through
- having the satisfaction of a job well done
- making a positive difference

### *Family*

We practice this by:

- supporting each other, particularly during difficult times
- promoting a team vs. an individual agenda
- leading by example
- sharing information
- celebrating

### *Individuality*

We practice this by:

- respecting our differences
- valuing the input of all
- promoting autonomy and responsibility
- accepting each other's individual natures and styles
- encouraging creativity

### *Integrity*

We practice this by:

- being honest
- doing what we say we are going to do
- treating all individuals with respect regardless of their walk in life
- being aware of the consequences of our actions and decisions
- being able to admit mistakes

### *Work-Life Balance*

We practice this by:

- setting priorities
- doing as needed to be healthy
- having fun
- recognizing personal limits
- open communications
- flexible work environment



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## Appendix A - Facility Description and Business Approach

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### Ogden Point

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#### Property Description

The majority of GVHA's Ogden Point property is operated as a deep sea terminal facility. The property includes three 800 ft. berths and one 1,100 ft. berth. Pier A hosts an 110,000 ft<sup>2</sup> warehouse. The Ogden Point site is approximately 30 acres of land and seabed.

GVHA has a management and agent contract with Western Stevedoring to operate and manage Ogden Point piers, the warehouse, and the transportation staging area. Labour is contracted via the BC Maritime Employee's Association from the International Longshore and Warehouse Union (ILWU #53) Vancouver Island. King Bros. Limited predominantly provides the ship agent services for vessels using

Ogden Point. Canada Border Services Agency provides customs clearance (grandfathered port of entry).

The Pacific Pilotage Authority (Pacific Region) operates a wharf on the south shore of Pier A South.

The breakwater and the interpretive pathway are open to the public for "park like" use. The Land & Sea mural project is anticipated to attract visitors to the site. The sea side of the breakwater area is a highly used leisure diving attraction supported by the dive shop located below the Ogden Point Café. The coach shed at the head of the basin is rented for short-term storage use.

Ogden Point Dallas Road zone is leased to clients for restaurant uses (Ogden Point Café) and short-term licences for the storage of new vehicles, buses, construction materials, storage sheds/containers, and the staging of horse carriage operations. GVHA's

workshop and Western Stevedoring's office building also form part of the mixed use of the Dallas Road zone.

The Camel Point zone is occupied by marine retail services (Mercury Marine, Trotac Marine) and the Helijet helicopter port. The James Bay Anglers Association has an agreement to manage the public boat launch.

GVHA has determined that future development of the site will focus on protecting the deep sea shipping opportunities. Residential development is not considered to be a compatible use at the site.

## Shipping

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### Customer Segments

- Cruise tourism
- Project cargo transshipment
- Naval calls
- Warehousing & logistics

### Business Approach

The port lands are a limited strategic resource to be protected for future deep sea shipping options.

The volume of cruise ship calls is expected to remain stable over the next 3-5 years at approximately 220 calls. Sustaining the cruise tourism industry in Victoria is a priority for management.

In the 1990's, annual passenger ship calls ranged from 26 to 53 and were small by today's standards. In 2001, when Norwegian Cruise Lines (NCL) began to homeport ships in Seattle, Victoria's cruise industry began a steady period of growth. The other major lines also call from Seattle today. 2009 saw a record 228 scheduled passenger ship calls with 450,000 passengers plus crew. The calling cruise lines were: Princess Cruises, Holland America Line, Royal Caribbean International/Celebrity Cruises, Norwegian Cruise Lines (NCL), Carnival, Crystal Cruises, Seabourn Cruise Lines, Silversea Cruises, Regent Seven Seas, and Disney Cruises.

Shore-x and intermodal transportation are a significant part of the cruise tourism operations. Victoria's shore-x offer products different from that offered in other ports in the Alaska market. Taxi, limo, bicycle cab, horse drawn trolley, and shuttle bus staging areas are provided. GVHA has a contract with CVS Cruise Victoria Services to provide shuttle bus service to the City centre. Walking is encouraged. The dominant tour operators are: Cruise Victoria, Grey Line West, TMS, Wilson Tours, and D'Costa Tours. GVHA supports the Victoria A.M. cruise ship greeters program.

Support services to the shipping industry include: customs, gangways, recycling and oily water processing, provisioning, tug vessels, bunkering, potable water, cranes/hoists, lay-down areas and warehousing.

A program partnership with Peninsula Waste Water (Hazco), Western and GVHA is operated to distribute materials donated by the cruise lines to charity: past items have included deck chairs, bedding, and electronics.

There is limited project cargo activity as well as vessel servicing and short term moorage although a concerted effort is being made to attract cargo transshipment operations to diversify the terminal's utilization. During the cruise season, the warehouse is used for off-loading and storage of provisions. In the off-season, the warehouse is home to tour bus and small vessel storage.

Ogden Point is an approved liberty port (crew are approved for shore leave) for U.S. and other navies of the world. Navy vessel visits range from coastal patrol-sized ships at the pier to aircraft carriers at anchor.

The opportunity to attract new marine service opportunities (including cruise ship provisioning) is complementary to existing activities. Synergy with the Esquimalt Graving Dock may grow project cargo and vessel service activity. Project cargo and deep sea service currently offer only a low financial yield. Management will continue to pursue growth opportunities in these areas where it will not compromise the existing cruise tourism operations. The opportunity to homeport vessels is constrained by

the air lift capacity at Victoria International Airport but is an opportunity for the future. A barge landing facility would open new opportunities.

The Ogden Point piers and breakwater will continue to be self-insured for property damage.

### **Challenges and Opportunities**

The Ogden Point facility has significant marine infrastructure that is aged and subject to degradation. The piers and breakwater were completed in 1918 and are in need of repair, upgrade, and expansion. The recent shipping fee adjustments to market rates (passenger fee, service fees, etc.) will begin to address the accruing maintenance liabilities.

The mooring dolphin to be installed at the end of Pier B in 2010 will be a significant improvement. This project will open the opportunity for calls of larger vessels, while improving the moorage for current calling vessels. The dredging/blastng of Pier B North berth, planned for the fall of 2010, will also improve vessel operations safety.

The deep sea cruise tourism industry is invested extensively in the Alaska destination market in which Victoria participates. Passenger demand for this market is not likely to change significantly; however the industry is changing rapidly in response to the recession that began in 2008 and passenger volumes have reduced in Vancouver. The regulatory environment following the 2006 Ballot measures in Alaska has deterred the growth of the industry in this marketplace. Changes to the U.S. Passenger Vessel Services Act or its interpretation are unlikely but continue to be monitored. The introduction of a North American Environmental Protection Area and IMO fuel sulfur content regulations beginning in 2012 will help reduce emissions but will have significant cost implications for the cruise industry. The Canadian dollar, longshoremen wages, tug fees, and pilotage fees impact the customers' costs and the terminal's competitiveness. Canadian Port Authority (CPA) terminals are competitors with greater cargo activity diversity and financial strength. The new terminal in Nanaimo may impact call volume to Ogden Point. In Victoria, harbour dues are assessed by Transport Canada and charged to GVHA customers with no

portion reinvested into the deep sea terminal, this significantly disadvantages competitiveness. CPAs offer a reduction in harbour dues as an incentive for environmental management, which does not occur in Victoria.

Enterprise risk will be mitigated by diversifying the number of cruise brands and calling ships from multiple home ports. Currently, approximately 80% of Victoria's cruise calls are home-ported in Seattle. The Port of Seattle has long-term homeport agreements with Carnival Corporation and Norwegian Cruise Lines which provide some security to call volumes. GVHA will continue to negotiate with Transport Canada to introduce equitable harbour dues and incentive programs, including joining the Northwest Ports Clean Air Strategy.

The terminal operates adjacent to a growing residential community and must maintain positive community relations, such as industry impact mitigations (e.g. the Cruise Tourism Partnership).

Security and public safety considerations will continue to add to port management complexity and cost. Continuous improvements to infrastructure, planning, and training will be implemented.

Shore-x operator competition and service quality are monitored. The growth of non-ship sponsored tours will be discouraged via fees and charges.

## **Marinas & Attractions**

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### **Customer Segments**

- Small vessel launch
- Pilot vessel base
- Public open space

### **Business Approach**

GVHA operates several public open spaces and gardens at Ogden Point. The current open spaces are: James Bay boat launch, Ogden Point Rotary Park, Ogden Point Pier A pocket interpretative pathway, and the Breakwater. These areas generate no revenue.

The *Land and Sea Mural* project will continue in 2010.

The site structures at the James Bay boat launch are degraded and are to be removed and the site improved. Management is terminating the agreement with the James Bay Anglers Association in order to make the necessary improvements. Management will look for ways to involve the James Bay Anglers Association in site activities.

### **Challenges and Opportunities**

The marina and marine service (travel lift) potential has not been developed at Ogden Point and is under consideration.

Weather considerations and proximity to deep sea operations limit the potential for marina development and special event usage.

Management continues to pursue divestiture of the Transport Canada Camel Point water lot.

## **Property Services**

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### **Customer Segments**

- Restaurant
- Retail (marine)
- Storage & staging area
- Administration Office (Western)
- Parking
- Warehouse office tower

### **Business Approach**

GVHA is considering the strategic development of the surplus lands along Dallas Road and Camel Point to accommodate complementary activities. The Ogden Point Master Plan will provide a comprehensive land use strategy for the facility. The plan, which includes

an extensive consultation program, is scheduled to be complete by the end of December 2010.

Parking areas support mixed-use activity and are managed by Robbins Parking.

The development of the warehouse office space is being considered for the relocation of GVHA's corporate office.

### **Challenges and Opportunities**

Certificates of Compliance remain outstanding.

## **Marine Transportation**

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### **Customer Segments**

- Helicopter port
- Ferry or tour boat operations

### **Business Approach**

The helicopter port is operated by Helijet. The water covered lands off Camel Point are used as the landing strip area. Ample vehicle parking is available. The "berm" is in place to mitigate the noise of the helicopter operation.

### **Challenges and Opportunities**

The deep water areas (head of Pier A South) offer the potential for marine-based transportation. The site is compromised in the summer months by cruise ship calls and the current pilot vessel terminal. There is adequate upland area for a terminal and vehicle parking. Severe winter weather is a significant limitation. Ferries have operated from the site in the past. Management is exploring a small vessel float to support commercial tour/harbour ferry vessels.



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## Fisherman's Wharf

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### Property Description

Fisherman's Wharf combines float home moorage, commercial business, commercial fishing vessel operations, and year-round pleasure vessel moorage into a unique marine destination attraction.

Transport Canada's Harbour Master's office is located at this site.

The Huron Street pier supports the commercial fishing and shellfish industries with a fish off-loading facility.

GVHA acquired the marine fuel dock in 2006 and installed new underground storage tanks and modern monitoring equipment.

Approximately 1,000 lineal feet of float space is dedicated to supporting the CFV fleet.

Washroom and shower facilities are available to marina clients in the Shoal Point building (commercial condo unit owned by GVHA) and public seasonal washrooms are located on the floats.

GVHA provides parking for the marina, the adjacent park users, and the Shoal Point business sector which is managed by Robbins Parking.

Fisherman's Wharf is accessible to the public. Amenities for the public include vehicle parking, seasonal washrooms and unique shops, food kiosks, marine retail, and eco-tourism services.

For maintaining satisfied customers, GVHA engages with the Fisherman's Wharf Advisory Group, comprised of representatives from fishing, moorage, and commercial clients, and the Float Home Sub-Committee Advisory Group.

### Shipping

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#### Customer Segments

- "Active" registered Canadian Fishing Vessel (CFV) moorage
- Commercial fish and shell fish unloading
- Marine Fuel

## Business Approach

GVHA will continue to provide a safe facility with functional support infrastructure such as hoists, loading accessibility, parking, and the ability to conduct dock-side minor vessel maintenance. Approximately 1,000 lineal feet is offered at reduced rates to “active” CFV’s. CFV’s are expected to raft.

Maintaining competitive pricing and pursuing new bulk sales opportunities are a priority for the fuel dock operator, Victoria Marine Fuels.

## Challenges and Opportunities

Risk of marine contamination from the fuel dock is mitigated through a stringent inspection and maintenance routine. Pollution insurance is shared between GVHA and the operator for the fuel dock operations. GVHA has separate pollution insurance for the underground storage tanks.

Conflict has arisen between the residential neighbours and working harbour activities, primarily noise associated with fish-off loading. Management is working with both parties to institute mitigation measures, including use of a noise screen by the operator and upgrading the Huron Street pier. The condominium was built with the knowledge of this pre-existing activity and was acknowledged in the development agreements with the City of Victoria.

The Huron Street Pier and the hoist are aged and need upgrading. The lifecycle plan calls for the pier base to be upgraded within five years. The hoist will be replaced with a modern appropriate alternative.

The CFV fleet is expanding and seeking increased space and service. Management is addressing issues regarding packer licences and non-active vessels dominating the space.

## Marinas & Attractions

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### Customer Segments

#### Pleasure Vessel

- Monthly pleasure vessel moorage
- Float home moorage

- Live-aboard pleasure vessel moorage

#### Commercial

- Commercial tour vessel moorage
- Yellow Line (commercial passenger pick-up)

#### Festival/Public access

- Tourists and local residents

## Business Approach

The current approach is to continue to develop a mixed-use marina. The three-year facility upgrade strategy initiated in 2006 will continue to be followed although the implementation timeframe has been extended.

GVHA will continue to provide a safe, high quality facility for moorage customers with amenities that include laundry, parking, washrooms with showers, and vessel pump-out service.

Float home customers receive sewage hook-up, garbage pick-up, metered electrical service, parking, and laundry. Float home moorage is an accepted non-conforming use under the City of Victoria by-law. GVHA does not consider it the best marine use for deep water areas. The number of float homes will be reduced over time to allow for new commercial floating structures and/or commercial marine functions. The float homes must comply with the Port of Victoria Float Home Standards.

All moorage clients receive a maximum one-year moorage agreement.

GVHA will partner with the City of Victoria to develop the Heron Cove pathway with a link to Fisherman’s Wharf Park. GVHA will also collaborate on the integration of Fisherman’s Wharf and Fisherman’s Wharf Park.

## Challenges and Opportunities

The infrastructure is old and requires significant investment in the next year in order to ensure sustainability. The facility must be adaptable to changes in market conditions.

GVHA continues to seek the right client mix of moorage customers.

## Property

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### Customer Segments

- Food Service
  - Food kiosk (marine common)
  - Fish store
- Retail
  - Marine Tours
  - Retail
  - Retail/Commercial (Shoal Point)
- Parking
- Harbour Master's Office – Transport Canada

### Business Approach

Fisherman's Wharf commercial sector "floating common" is evolving as a unique destination attraction of mixed-use activities supported by the upland parking and adjacent business precincts.

Parking is managed by Robbins Parking. The Shoal Point commercial condo association rents 16 parking spaces; these are marked for complementary parking.

### Challenges and Opportunities

Further development of commercial potential at Fisherman's Wharf is constrained by limited parking and uplands and municipal zoning.

Partnerships with Shoal Point Commercial Condo Association and the City of Victoria are critical for achieving a mixed-use, marine-focused attraction.

The completion of the Certificates of Compliance is a priority in order to be able to offer longer-term agreements. To achieve this, environmental

remediation of the water covered lands may be required under a site management plan.

Planned commercial expansion is limited due to restrictions to the number of structures permitted at Fishermen's Wharf. Management will develop a utilization strategy and design guidelines to optimize the sites potential.

## Marine Transportation

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### Customer Segments

- Harbour Ferries
- Hop-on bus services

### Business Approach

Victoria Harbour Ferries operates a passenger shuttle service from the floats, and several bus tour operators provide hop on shuttle service to downtown. GVHA provides designated pick-up areas in order to ensure public safety.

GVHA will continue to support the marine transportation clients by enhancing safety in the waterways and roadways. Management works with GVHA licenced buses or vehicles transporting customers for marine tour operators to ensure public safety and mitigate the impacts on neighbours.

### Challenges & Opportunities

Bus services are subject to community concerns regarding noise and emissions. With the assistance of the City of Victoria, GVHA will continue to improve traffic patterns including the facility entrances.



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## Inner Harbour

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### **Property Description**

Once a bustling industrial port, the Inner Harbour has evolved and today is the heart of tourism and marine passenger transportation for the City of Victoria. GVHA operates six distinct facilities in the Inner Harbour.

### Causeway

Located in the “heart of the city”, directly across from the historic Empress Hotel and Legislature, this facility is a popular guest moorage marina during the summer months, with limited visitation in the winter. Monthly moorage is offered in the shoulder and winter seasons. Commercial operations include tour vessel and harbour ferry pick-up. The Lower Causeway is a public walkway attraction (designated as a heritage structure by the City of Victoria) and is home to the Victoria Harbour Festival (artists, buskers, jugglers, and performers). The Songhees Nation manages the Causeway First Nation artist program on GVHA’s behalf. Public washroom facilities for the Lower Causeway and the marina are provided in the Provincial Capital Commission (PCC) building. Access to the facilities is through PCC properties at each end or via the steps off Government Street. Parking is available on the north side of the facility.

### Ship Point

The Ship Point Pier predominately services commercial tour pick-up/drop-off, passenger vessels, and large yachts. Ship Point is home to many of Victoria’s marine and community events. Whale watching boats, fishing charters, and sailing charter vessels make active use of the commercial loading area known as “Yellow Line”. Ship Point serves as an International Ship and Port Security (ISPS) facility for pocket cruise ships. Pleasure vessels of up to 275 ft can utilize the floats and pier. Larger fishing vessels use this facility for moorage and for servicing nets and equipment. Pedestrian access is via PCC property or the Lower Causeway.

### Broughton Street

The Broughton Street Pier is used for commercial moorage and has a customs clearance float and a popular food kiosk. A washroom, laundry, and shower facility on the pier is available for use by all Inner Harbour moorage customers. The Broughton Street Pier is a vital link in the harbourfront walkway. Management continues to look for an alternative location for the customs float.

### Wharf Street

Wharf Street floats offer commercial moorage, long-term pleasure vessel monthly moorage, and summer guest moorage for larger vessels. Access to the pier is via PCC property (parking lot). GVHA has a short-term licence with PCC for a small portion of the water lot.

### Johnson Street

Johnson Street floats have one large float home client and a small craft launch and storage float. The facility is used primarily for moorage of CFV's and workboats. This facility has limited services, with no sewage hook-up. Access to the property is via the City of Victoria parking lot. The water lot in front of the Victoria Regent Hotel is leased to the hotel which sublets the space for use as an international float plane terminal.

### Mermaid's Wharf

Mermaid's Wharf is a small marina facility at the base of Swift Street. In 2007, GVHA purchased the assets and leased the water lot from Transport Canada. Access to services is provided via consent of the upland owner. A public access walkway (City of Victoria) runs along the shoreline. There is no exclusive vehicle parking or washroom facility that supports this pocket marina. The water lot lease with Transport Canada expires in December 2010.

## Shipping

### **Customer Segments**

- Pocket cruise ships
- Naval Vessels
- Large CFV moorage

### **Business Approach**

With ISPS certification, excellent security, great location, and upgraded electrical service, Ship Point Pier continues to be an ideal facility for pocket cruise ships, naval vessels, Coast Guard and large CFVs.

### **Challenges and Opportunities**

The Ship Point pier faces deteriorating piles and retaining wall infrastructure that will impose future weight restrictions and significant repair costs. The condition of the pier limits any developments until upgraded.

The land ownership in the Ship Point Area is shared by GVHA, PCC, and the City of Victoria; success depends on shared vision, collaboration, and cost sharing.

## Marinas & Attractions

### **Customer Segments**

- Pleasure Vessel
  - Annual moorage
  - Seasonal moorage
  - Live-aboard moorage
  - Guest moorage
- Commercial
  - Charter yachts for events
  - Commercial tour vessel moorage
  - Yellow Line (commercial passenger pick-up)
  - Victoria Harbour Festival (includes Ship Point Night Market)
- Festival/Public access
  - First Nations artists
  - Events and festivals
  - Tourists and local residents

### **Business Approach**

Each of the marinas has a different character and customer mix and thus business approach.

### Causeway Marina

Management will maintain the unique historical character and public walkway. The marina will continue as a daily guest moorage facility supported by off-season winter monthly moorage.

The Victoria Harbour Festival (artist and performers) program is an essential component of the harbour's fabric.

### Ship Point

This facility will continue to be used for large yacht moorage, seasonal moorage, commercial operations, and community events.

The Yellow Line Program is critical in supporting the eco-tourism industry in Victoria. The Yellow Line Program and Ship Point Night Market support the destination marketing for cruise and pleasure vessel tourism.

Development of a First Nations traditional Big House on Ship Point with the First Nations member agencies is a long-term goal. The gathering place owned by GVHA will be used by the partners for: carving, drumming, festivals, meetings, food service, office space, and interpretive opportunities.

### Broughton Street

Management is considering using the Broughton Street Pier for commercial vessel activity and will maintain the mixed usage approach including Customs float. Additional floats may be placed to enhance the utilization of this space.

### Wharf Street

GVHA will continue to operate Wharf Street as a mixed-use facility. Management is working towards a legal access agreement with PCC.

### Johnson Street

GVHA is limiting investments and improvements at this facility until completion of site plans. GVHA will support the City of Victoria in the development of the harbour pathway in this area.

### Mermaid's Wharf

Management is looking for suitable clients for this unique facility.

### **Challenges and Opportunities**

Upland access to the facilities is held by the City of Victoria and the PCC, agreements need to be established.

Much of the upland is operated as parking lot. A plan is needed to guide the evolution/rationalization of the harbour waterfront from Ship Point to the Blue Bridge.

The Ship Point, Wharf Street, Johnson Street infrastructure is aged and needs upgrading and reconfiguration to maximize utilization and revenue.

The Mermaid's Wharf lease with Transport Canada will be renewed, subject to the consent of the upland owners. If not renewed, the assets will be sold or relocated.

## Property Services

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### **Customer Segments**

- Food Service Kiosks
- Patio Rental
- Retail
- Parking

### **Business Approach**

Due to the complex property titles in the Inner Harbour, easements are required for lands that service GVHA properties. Property rationalization with partner agencies is required

Tour sales kiosks will not be permitted in the Inner Harbour properties of GVHA; Tourism Victoria provides this service.

### **Challenges & Opportunities**

The complex property boundaries in the Inner Harbour make cooperation with the PCC and City of Victoria essential.

The Johnson Street upland (Northern Junk) is privately owned and has littoral rights implications, which will limit operations if the use is changed.

## Marine Transportation

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### Customer Segments

- Harbour Ferries
- Vancouver Ferry/Tour

### Business Approach

Victoria Harbour Ferries operates a passenger shuttle service from the Causeway floats. Designated pick-up areas are provided.

Management will continue to support the Victoria-Vancouver ferry service operated by Prince of Whales by providing vessel moorage at the Yellow Line.

GVHA will continue to support the marine transportation clients by enhancing safety on the ramps and floats servicing the pick-up/drop-off areas.

### Challenges and Opportunities

As the number and size of tour vessels increase and the crescent float is becoming congested increased coordination and communication is needed to manage scheduling and timing.

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# Harbour Development

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## Stakeholder Segments

- Member agencies
- General public
- Local business community

## Business Approach

Advocacy and leadership for the harbour's evolution is a critical activity for GVHA to ensure the Society's vision is achieved. The Society informs, educates and advocates for the working harbour and aspires to be the "go to" agency on harbour related matters.

### *Advocacy and Leadership*

Traditional land use planning activities look at the harbour from the land development perspective rather than that of the harbour as a limited strategic resource. The critical element of harbour development is the interface between the water and land. GVHA is in a unique position because it owns key strategic marine assets and has the experience and commitment to social and environmental goals related to marine activity to be able to shape the future of Victoria's harbour. The partnership focus must be retained for the vision to be achieved - particularly with the City of Victoria, Transport Canada, the Provincial Government through the Provincial Capital Commission (PCC), and the Songhees and Esquimalt Nations.

The "Amazing Possibilities" document developed by the PCC and the City of Victoria's Harbour Plan are key documents in setting the vision of Victoria's harbour.

GVHA will establish a leadership coalition starting with key harbour landowners to advance planning for taking action towards achieving the harbour vision.

GVHA continues to advocate the redevelopment of the Belleville Terminal based on the 2004 MOU with PCC. The MOU and GVHA's continued participation and investment will be reviewed.

Air transportation operations in Victoria Harbour operate from aged or temporary "trailer" structures that are not suitable to the goal of a world class

destination. Growth is limited due to a shortage of accessible terminal and moorage space. GVHA will partner with the harbour coalition partners to examine the possibility of developing a marine air terminal of high-quality.

GVHA will take a more assertive role in addressing working harbour issues, in collaboration with the member agencies.

### *Community Relations*

Communications are critical to success. GVHA's Communications Plan ensures that information about the organization's activities is disseminated to stakeholders and customers. The plan emphasizes building public confidence in GVHA as stewards of the harbour assets. The cruise industry impact mitigation program (Cruise Tourism Partnership) builds good community relations and is a commitment to port industry sustainability.

### *Esquimalt and Songhees Nations*

The Victoria region, including the harbour, is in the traditional territory of the Esquimalt and Songhees Nations. The Nations are founding members of the Society. GVHA is committed to participating in capacity and awareness building of First Nations within the harbour and GVHA facilities. There is a commitment to learning and growth in order to build the relationship between GVHA and the Nations. GVHA has engaged a qualified consultant to assist the organization in meeting the commitments of the 2002 founding MOU.

Two projects are being advanced:

- *Land and Sea Mural* on the Ogden Point breakwater
- Carving centre/gathering place on Ship Point

### *Asset Acquisition and Development*

The Transport Canada divestiture program ended in 2006. It provided special mechanisms for the divestiture of Transport Canada lands and resulted in the formation of GVHA. The completion of the

“dream” - full divestiture of all harbour assets held by Transport Canada, the Province of BC and the City of Victoria - will continue to be pursued.

*a. Transport Canada Filled Foreshore Lands*

The fill lands available in Victoria harbour are primarily in the upper harbour. These are subject to complex littoral rights, First Nations claims, and land registry issues dating back to the Hudson Bay Company land grants. Several parcels are of strategic interest to GVHA. GVHA will consider joint ventures with First Nations and others in the acquisition of selected lands that support the GVHA mission.

*b. Seabed*

The seabed environmental study was completed in 2008 and a management plan will be developed by Transport Canada over the next few years. GVHA will investigate the opportunity for deep sea terminal expansion for a seasonal berth at Camel Point via the outstanding divestiture promise of Camel Point extension to the Ogden Point property.

The divestiture of the harbour seabed remains an objective of GVHA.

*c. Harbour Movements Administration*

Victoria is a regulated harbour that is under the jurisdiction of Transport Canada and is administered by a local Harbour Master. GVHA will continue discussions with Transport Canada to find a method to reduce or transfer/share the harbour dues charged by Transport Canada to the deep sea calling vessels to achieve equity with the CPA's. The divestiture of the harbour movements administration remains an objective of GVHA. GVHA will pursue The Port of Victoria to join the “Pacific North West Clean Air Strategy”.

*d. Acquisitions*

The marina assets, water lots and associated uplands in the upper harbour are of interest to GVHA as they complement core business activities. These will be purchased if available once due diligence of a business plan is completed on each opportunity. GVHA will continue as an advocate for the working

harbour elements of the upper harbour but will not pursue purchase of the industrial assets unless they are threatened to be removed or alienated from marine use. A comprehensive inventory of all harbour front properties is to be secured and/or compiled.

*e. Private Sector Development of Marine Assets*

GVHA will develop positions and comment on the proposals for the expansion of marine services in Victoria Harbour and will be actively engaged in the evolution and support of the modern working harbour.

## **Challenges & Opportunities**

GVHA is expected to fund harbour development and leadership activity with the cash flow generated from the marine assets. GVHA receives no public sector financial support for its operations and is a significant municipal taxpayer in Victoria while providing extensive community benefits. Although the assets have a positive net income overall, they require extensive infrastructure reinvestment to be sustainable and do not achieve the overall target of 2% return on capital. Harbour development activities require investment of leadership and capital from all levels of government and private enterprise. GVHA's member agencies and Transport Canada must assist GVHA in the pursuit of the vision and mandate.

Regulatory control of Victoria Harbour resides with Transport Canada, the Province of BC and the City of Victoria. GVHA functions as an advocate for a working, sustainable harbour.

Jurisdiction issues in Victoria Harbour as they apply to GVHA need to be clarified. As the assets are located in the Port of Victoria and they support shipping and navigation functions they may fall under federal jurisdiction. However where regulations do not conflict the lower levels of government regulations including municipal by-laws apply. GVHA will develop a MOU with the Port of Victoria and the City of Victoria that clarifies the regulations that apply and how the various processes and permitting will be managed.



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## Corporate Services

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### Customer Segments

- GVHA Management & Staff
- GVHA Board of Directors
- Agents/Contractors

### Business Approach

Following the direction of the strategic plan, the approach is to develop and manage a team culture in order to be engaged and productive. Improving the effectiveness and efficiency at GVHA is an ongoing priority.

This is a support service to the other business lines and includes:

- Financial services
- Human resources management
- Strategic and business planning
- Communications (internal/external)
- Enterprise risk management
- Corporate social responsibility initiatives (Sustainability)
- Corporate governance
- Development of internal systems

### Challenges & Opportunities

Management operates the business in a fiscally responsible manner.

The structure of GVHA's Board is unique and generates systemic issues such as high turn over of directors, conflicts of interest of directors, large board size etc. The governance structure of GVHA will be reviewed.

Currently, the organization is focusing on the systematization of internal management systems.

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## Appendix B - GVHA Planning System

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### STRATEGIC PLAN

**Vision**

What GVHA wants to be

**Mandate**

Why GVHA exists

**Guiding Principles**

What is important

**Strategy (Goals)**

Game plan

**Metrics**

Measures of successful  
strategy implementation

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### BUSINESS PLAN (Balanced Scorecard)

**Strategy Map**

Translate the strategy into action  
and set dominant value proposition

**Tactics, Targets, and Priorities**

What needs to be done

**Customer Philosophy**

Dominant Value Proposition

**Risk Philosophy**

Risk tolerance

**Corporate Social Responsibility**

Taking responsibility for the  
impact of our business

**Management's Shared Values**

Principles that guide Management's  
interactions

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### MANAGEMENT PERFORMANCE PLANS

**CEO Performance Goals****Management and Staff Performance Goals****Board / Committee Matrices**

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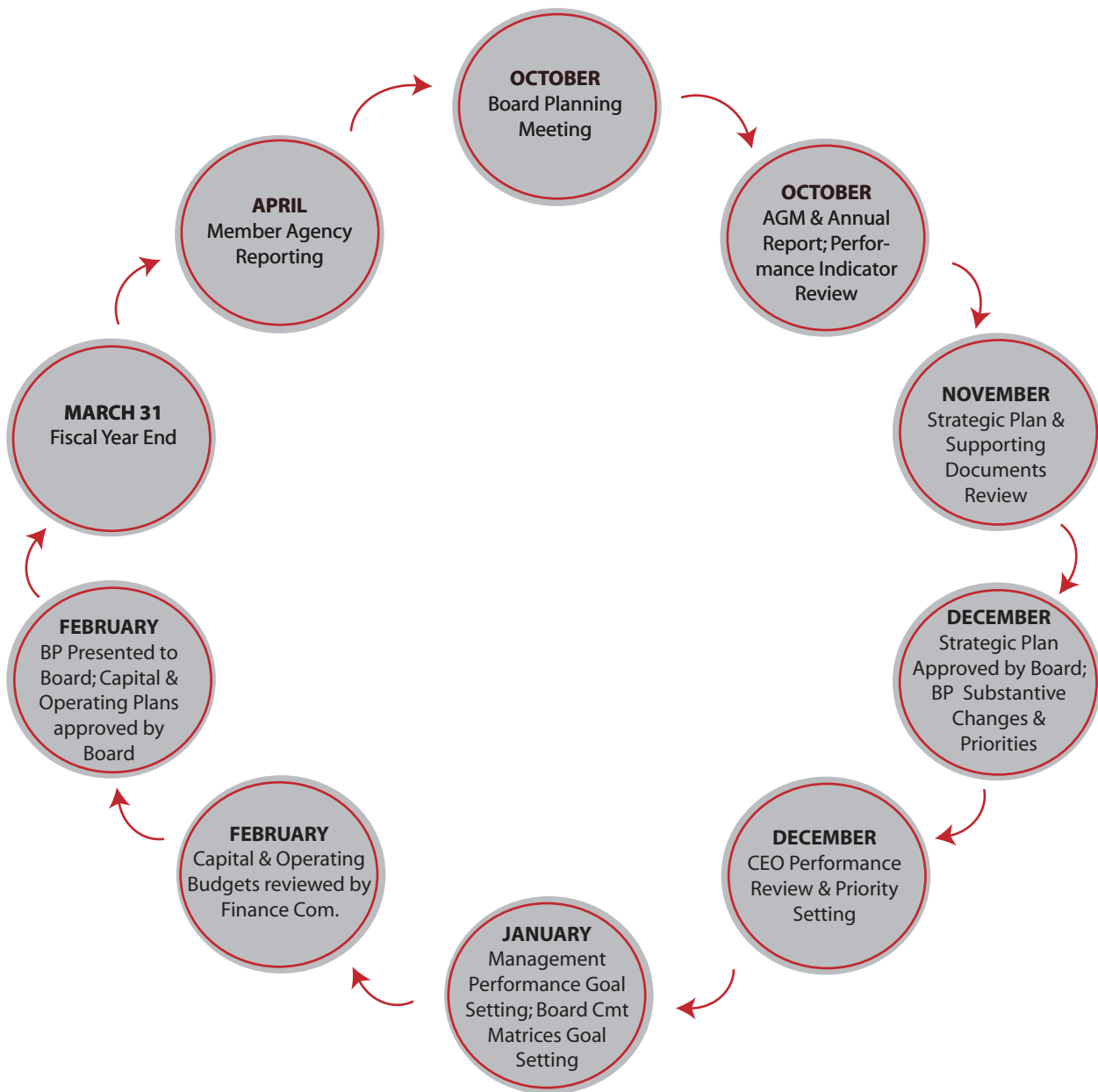
### SUPPORTING DOCUMENTS

- Annual Operating and Capital Budgets
- By-laws and Board Policy Manual (& founding MOU)
- City of Victoria Harbour Plan
- Communications Plan
- \* Disaster Response Plan and recovery strategy
- \* Facility Master Plans, (and site plans)
- Facility Security Plan (ISPS)
- Human Resources Strategy/Handbook
- Infrastructure Lifecycle Plan
- Marina Marketing Strategy
- \* Ogden Point, Port Operations Handbook
- Operations Policy Handbook
- PCC Belleville Terminal MOU
- \* Quality Management Program
- Risk Management Strategy
- \* Sustainability Framework

\* under development

## GVHA Planning Cycle

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## Appendix D - Decision Making Checklist

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### Strategic Direction

#### Vision

- 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?

#### Mandate

- 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?
- AND/OR will it be consistent with our management role of optimizing current and future harbour assets?

#### Goals

- Will this align with one of goals, and the current business plan priorities within them?
- Do we have the capacity to implement this?
- Will this fit within our risk tolerance?

### Guiding Principles

#### Accountability

Will this be in the best interests of:

- Our customers as a whole?
- GVHA as an organization?
- Our Member agencies and their stakeholders?
- The citizens of the Capital Region?

#### Working Harbour

- Will this be supportive of the working harbour?
- Will this make the best possible use of harbour assets?

#### First Nations Relationships

- Have the Songhees and Esquimalt Nations had the opportunity to provide meaningful input into this?
- Has this explored the potential for First Nations' economic development, awareness creation, or capacity building?

#### Sustainability

- Will this support GVHA's ability to sustain itself financially and/or operationally?
- Have we considered the implications of this for the harbour and it's stakeholders:
  - Economically?
  - Socially?
  - Environmentally?
- Do we have the measures in place to balance and mitigate these implications?

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## Appendix E - Community & Industry Participation

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- *Liaison Assignments*
  - *CEO – Chief Executive Officer*
  - *MF – Manager of Finance*
  - *MO – Manager of Operations*
  - *MC – Manager of Communications*
  - *CM – Coordinator of Marina Services*
  - *PA – Property Analyst*
  - *Western – Western Stevedoring*

### Member Agencies

- *Capital Regional District – Board Representative/CEO*
- *City of Victoria – Board Representative/CEO*
- *Esquimalt Nation – Board Representative/CEO*
- *Greater Victoria Chamber of Commerce – Board Representative/CEO*
- *Provincial Capital Commission – Board Representative/CEO*
- *Songhees Nation – Board Representative/CEO*
- *Tourism Victoria – Board Representative/CEO*
- *Victoria/Esquimalt Harbour Society – Board Representative(s)/CEO*
- *Township of Esquimalt – Board Representative/CEO*

### Community Stakeholders

- *Canadian Navy & CFB Esquimalt – CEO*
- *City of Victoria Special Events Committee – Special Events Liaison (Committee Member)*
- *Downtown Victoria Business Association – CEO*
- *Greater Victoria Economic Development Agency – CEO (Director)*
- *James Bay Neighbourhood Association – MC*
- *Ogden Point Enhancement Society – CEO (Director)*
- *Tourism Victoria Issues Committee – MF*
- *Victoria CEO's Discussion Group – CEO*
- *Victoria Spirit Committee – CEO (Director)*

### Industry

- *Association of Canadian Port Authorities (Assoc Member) - CEO*
- *BC Harbour Authority Association (Assoc Member) – MO*
- *Cruise BC (Member)– MC (Director)*
- *Cruise Industry Association of BC (Member) – CEO/Western*
- *Cruise The West (Member) – CEO (Director)*
- *Independent Ports Association of Canada (Assoc. Member) – CEO*
- *International Longshore and Warehouse Union – Western*
- *Maritime Industries Association of BC (Member) – CEO*
- *Northwest Cruise Ship Association – CEO*
- *Transport Canada Port of Victoria Security Committee – Western/MO (Committee Member)*
- *Cruise Line Industry Association (Executive Partner Member)- CEO*

#### GVHA

- Causeway Advisory Committee – *PA (Committee Chair)*
- Cruise Tourism Partnership – *MC (Committee Chair)*
- Fisherman’s Wharf Advisory Committee – *PA (Committee Chair)*
- Float Home Advisory Sub-Committee – *CM (Chair)*
- Seatrade Marketing Coalition – *CEO/Western*
- Workplace Safety Committee – *MO/MF*
- Lighted Ship Parade -*CM*

#### Other

- Maritime Museum of BC (Corporate Member) – *MC*
- SALTS (Corporate Member) – *MC*
- Victoria AM (Corporate Member) – *Western/MC*
- Victoria Harbour Air Operator’s Association – *CEO*
- DVBA Harbour Light-up – *MC*

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## Appendix F - Capital & Special Projects

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### Prioritization Criteria

#### Top Priorities (must do)

- Project is required to meet regulatory requirements.
- Project is a requirement of Transport Canada's divestiture.
- To not proceed with the project would put the health and safety of the public and/or employees at immediate risk.
- The project or equipment replacement if not completed would close or seriously limit effectiveness of a facility or service and significantly impact the revenue stream.
- The project would not interfere with the ability to take advantage of other future opportunities.

#### Other Priorities (schedule for action)

- The cost of delaying the project would significantly increase the costs to complete the project at a later time.
- The project would enhance revenue streams and visitor experience that would cover the cost of investment within a reasonable time frame.
- The project is affordable to GVHA's current financial position, and would not unduly impact operational costs (operating cost, depreciation and loss of interest income).
- The project enhances the delivery of services.
- The project enhances the effectiveness or efficiency of operation.
- The project would add an aesthetic element to GVHA's service or facility.
- The project contributes to GVHA's corporate social responsibility triple bottom line - financial, environmental, and social.
- The project contributes to the objectives of a partner agency.

#### Definitions

- A Capital Project is a depreciable major maintenance item (extends useful life of asset, over \$25k)
- A Special Project is a new infrastructure or property acquisition

#### Project Schedule

##### 2010/11

- Ogden Point Pier B mooring dolphin
- Ogden Point Pier B North dredging/blasting
- Relocate customs float, enhance Broughton Street utilization
- Certificates of Compliance
- *Land and Sea Mural* (breakwater)
- Office relocation to Ogden Point warehouse
- Huron Street Pier upgrades
- Fisherman's Wharf marina upgrades

##### 2011/12 & 2012/13

- Ogden Point caisson scouring and wall repairs
- Pavement & traffic – Ogden Point
- Ship Point Gathering Place – big house
- Ship Point dock and pile repairs
- Fender repairs at Ogden Point

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## Appendix G - Organizational Structure

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### Members

#### Board of Directors

#### Chief Executive Officer

- Executive Assistant
- *Land and Sea Mural Coordinator (personal services contract)*
  
- Corporate Controller
  - Accounting/Payroll Administrator
  - Property Analyst
  - Financial Assistant
  
- Manager, Operations
  - *Marine Fuel Station (services contract/agent- Victoria Marine Fuels)*
  - Maintenance Coordinator
    - Maintenance Foreman
      - Cleaning & Light Maintenance Crew x2
        - Seasonal Crew x2
        - Mural Painters x6 seasonal painters
      - Repairs & Maintenance Crew x2
      - Capital Projects Crew x2\* (*\*all hours are capitalized*)
  - Marinas Coordinator
    - Reception/Reservations
    - Assistant Marina Coordinator
    - Fisherman's Wharf Wharfinger
    - Special Events Liaison & Head Dock Crew
      - Seasonal Dock Crew x3
    - *Causeway Coordinator (personal services contract)*
  
- Manager, Communications
  - Environmental Researcher
    - Office Administrator/Reception
  
- Deep Sea Shipping Operations (*contract agent – Western Stevedoring*)

#### Staff Committees

- Workplace Health & Safety
- Events & Sponsorship
- Operations Coordination Committee

#### Board of Director Committees

- Audit and Finance (Standing)
- Human Resources (Standing)
- First Nations Awareness & Economic Opportunities (Standing)
- Governance (Standing)
- Ogden Point Master Plan Oversight (Ad-Hoc)

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## Appendix H - Annual Community Festivals & Sponsorship

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### GVHA Events

- Lighted Ship Parade (one day)

### Host Facility

- Canada Day (one day)
- Classic Boat Festival (three days)
- Dragon Boat Festival (three days)
- Lighted Truck Parade (one day)
- Maritime Museum Garage Sale (one day)
- Opening Day Sailpast (one day)
- Rick Hansen Wheels in Motion (one day)
- Run for the Cure (one day)
- Swiftsure International Yacht Race (four days)
- Tall Ships Festival (every 3 years following 2005) (five days)
- Vancouver Island 360 Yacht Race (odd years) (two days)
- Variety Club's Boats for Hope (one day)
- Vic Maui Yacht Race (even years) (four days)
- Victoria Symphony Splash (one day)

### Commercial

- BCYBA International Floating Boat Show (four days)
- First Nations Artist Program (100 days)
- Ship Point Night Market (20 days)
- Victoria Harbour Festival (100 days)
- Downtown Victoria Light Up

### Financial Sponsorships (annual)

- City of Victoria fire boat moorage
- Downtown Business Association Victoria Walking Map
- Vic AM
- SALTS moorage discount
- CFV moorage discount

### Ad-Hoc Events

- 2010 Navy Rendezvous/Centennial

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## Appendix I - 2009 Environmental Scan & Assumptions

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### Greater Victoria Harbour Authority (as of January 2010)

#### Status of the Harbour Commission Dream

The Victoria dream of forming a Port/Harbour Commission has only been partially achieved to date (GVHA was not included as a Port Authority under the Canada Marine Act of 1998), leaving GVHA as a hybrid local private marina and deep sea terminal operator. Transport Canada is the agency responsible for the Port of Victoria. GVHA assets are inside the boundaries of the Port.

GVHA operates the Inner Harbour marina properties and has contracted Western Stevedoring to manage the operations of the deep sea terminal as its agent. The deep sea terminal has been de-industrialized and is primarily visited by cruise ships and project cargo transfer operations.

GVHA is the critical community advocate for one of the most captivating mixed use harbours in the world; a harbour with a rich marine industrial history. Current GVHA properties have a leisure services/tourism emphasis, however, supporting working harbour activities such as CFV's is important.

Other factors influencing the Harbour's evolution are the Belleville Terminal redevelopment, upper harbour industry, the Float Plane Terminal redevelopment, and continued Federal land/seabed divestiture.

It is anticipated that the Belleville Terminal currently owned by the Provincial Capital Commission will be redeveloped. Although GVHA has a planning and management function as per the 2004 MOU, it is unclear what role will be undertaken.

The City of Victoria leases with the float plane operators expire in 2011. Increasing demand for service is stretching the limits of the current facilities at the current location. In 2006, Transport Canada indicated they would enter into discussions in the future concerning the management/divestiture of the harbour airport.

It is unlikely that the seabed in Victoria Harbour will be divested to GVHA until environmental reviews and management plans have been completed, a multi-year undertaking. A harbour environmental basin baseline study of the seabed was completed by Transport Canada in September 2007. It was found that there is no significant risk to human health and that a clean-up of the harbour seabed is not required; although there are "hot spots". Provincial Government agreement is required for divestiture of the seabed.

Responsibility for harbour movements is an independent issue from the seabed divestiture and is associated with the deregulation of the harbour. Transport Canada indicated it would enter exploratory discussions concerning transfer of responsibility for the marine airport and the management of harbour movements. Harbour dues continue to be collected by Transport Canada and are estimated to be approximately \$1 million annually.

The Transport Canada Port Divestiture Program was extended to March 31, 2007 and was not continued; any further fill land divestiture must be purchased at market value. However, the outstanding item of the Camel Point extension to Ogden Point remains a divestiture agenda item. Divestiture can occur but the special provisions of the program are no longer available.

The divestiture of the James Bay Coast Guard Station was investigated in 2006, and it was determined to not be available for divestiture at this time; this assumption continues. GVHA has communicated the desire to receive these lands should this position change.

The "LaFarge decision" regarding Port of Vancouver has had significant impact on the jurisdictional issues related to municipal zoning of port lands. An independent legal opinion in 2008 indicated that municipal zoning does not apply to port functions at Ogden Point and Fisherman's Wharf.

GVHA completed a review via True North Consulting of methods to further the divestiture and harbour dues equity discussion. Forming a CPA for Victoria Harbour was considered.

## Environmental Influences

### Mega-Trends

- global economy
- climate change
- pollution/health
- energy availability and cost
- erosion of trust in society
- terrorism
- regional conflicts

The global economic downturn is the most significant factor influencing marine tourism and shipping. The impacts to GVHA operations will not be seriously affected but could slow the pace of recent growth patterns.

### Cruise Tourism

- The number of cruise ship calls to Victoria is anticipated to remain stable at 200 for 7-10 years;
- The global economic downturn is not anticipated to significantly impact cruise tourism in the Alaska market long-term, although per diem yields will be reduced.
- The 2006 Alaska Ballot Initiative is anticipated to impact cruise ship activity in the Alaska market.
- Community and environmental activism will continue as it relates to the cruise industry.
- US based cruise ships must make a call outside the US prior to returning to their home port (US Passenger Services Act), this is not anticipated to change.
- A growing number of alternative cruise ship destinations (particularly Nanaimo) are being developed in the BC marketplace. These will impact Victoria calls initially but may improve the long-term activity in the Pacific Northwest overall.
- Cruise ships currently under construction and targeted for the Pacific Northwest market are 1,100 feet in length, Ogden Point Pier B slips are 800 feet in length and Pier A south is

1,000 feet in length. The new ships cannot be accommodated without modification to the pier. Ships calling Victoria are not anticipated to increase in length beyond 950 feet until approximately 2011-12.

- Operating costs for cruise in the Alaska marketplace will fluctuate (fuel costs, value of Canadian dollar, etc)

### Project Cargo

- Transshipment of special cargo activity is anticipated to increase slowly, particularly yacht delivery activity.
- Offshore exploration activity and renewed interest in arctic defense may impact deep sea activity.
- Container services world wide are expected to increase following the recent slow down, which may impact short sea shipping.
- The Esquimalt Graving Dock is expected to continue to be very successful. Victoria will continue as a cruise ship repair centre for the Pacific N.W.

### Inner Harbour Marinas

- The trend towards increased size of pleasure vessels and mega yachts will continue.
- There appears to be a shortage of large slip (50 ft. plus) pleasure vessel moorage in the Victoria/Sidney region. The US requirement for passports and increased vessel documentation to enter/exit Canada may discourage pleasure vessel calls in the harbour.
- New proposed marina operations in the harbour will compete for large vessel moorage clients.
- Fuel cost fluctuations may impact pleasure vessel movements.
- The commercial fishing industry fleet based in Victoria is not anticipated to change significantly over the next few years.
- Special event programs using Ship Point/Causeway will continue to grow and place demands on GVHA facilities.
- Demand for float plane service will continue to increase. There will be community concerns regarding the growth.

## Tourism

- Increasing regulations on whale watching tour operators to extend the “no go zone” may reduce the excitement of the tours, thus reducing the size of this industry, however adventure and eco-tourism is expected to continue to have a strong market.
- Eco-tour vessels will increase in size.
- General tourism is anticipated to continue to remain stable over the next few years in Victoria, although there may be changes in the demographic of the visitors.

## Property Management and Urban Planning

- Environmental and heritage regulations will likely be imposed on GVHA properties and activities, which will be costly and may limit options.
- Interest rates and inflation are anticipated to climb slowly over the coming years;
- The tax exemption on lands used for public good purposes may not extend beyond 2011; this may increase the municipal tax paid by GVHA.
- The City of Victoria has completed a downtown plan and is proceeding on re-zoning in support of the 2002 Harbour Plan.

- The City of Victoria is planning for a harbour pathway development.
- Very low vacancy rates for commercial industrial property will continue.
- The construction boom in residential units will decline and free up skilled trades and moderate construction costs.
- Urbanization pressures on harbour lands will continue. Conflicting industrial and residential uses will intensify.

## Regional Issues

- The Vancouver Olympics will be hosted in 2010 providing optimism for tourism market expansion in the region.
- Homeless crisis in Victoria will continue as a priority for the City of Victoria.
- Harbour jurisdictional issues will intensify.
- Confidence among member agencies in GVHA as capable stewards of the harbour assets will continue to grow.
- The Te'mexw Treaty may have complications and opportunities for the harbour.