



MINUTES

2015 Annual General Meeting (MM0004)

Held at 5:00 p.m. on October 13, 2015

Greater Victoria Harbour Authority
Comfort Inn, 3020 Blanshard Street, Victoria, BC

In attendance:

GVHA Member Agencies

Capital Regional District
City of Victoria
Esquimalt Nation
Greater Victoria Chamber of Commerce
Songhees Nation
Tourism Victoria
Township of Esquimalt
Victoria Esquimalt Harbour Society

Members' Representatives

Mayor David Screech
Councillor Margaret Lucas
Janice Rose
Frank Bouree
Chief Ron Sam – *regrets*
Suzanne Gatrell
Councillor Meagan Brame – *regrets*
Hannah Horn

Resources: Bill Wellburn, Board Chair
Ian Robertson, Chief Executive Officer
Lara Zabel, Recording Secretary

Meeting Chair: Bill Wellburn, GVHA Board Chair

1. Call to Order

The Chair called the meeting to order at 5:00 p.m.

2. Introduction of Member Representatives

- The Chair began by acknowledging the traditional territories of the Esquimalt and Songhees First Nations.
- The Chair continued by introducing Member Representatives, who are appointed by their Member Agencies, as listed below. Regrets were noted as Chief Ron Sam, the Member Representative of the Songhees Nation, and Councillor Meagan Brame, the Member Representative of the Township of Esquimalt, could not attend.

Capital Regional District, Mayor David Screech
City of Victoria, Councillor Margaret Lucas
Esquimalt Nation, Janice Rose
The Greater Victoria Chamber of Commerce, Frank Bouree
Tourism Victoria, Suzanne Gatrell
Songhees Nation, Chief Ron Sam - regrets
Township of Esquimalt, Councillor Meagan Brame - regrets
Victoria/Esquimalt Harbour Society, Hannah Horn, President

3. Notice of Meeting and Confirmation of Quorum

- The Chair stated that formal notice of this meeting was sent to all Member Agencies on September 1, 2015.
- The Chair confirmed that quorum requirements are in accordance with the Societies Act, which states that three persons are required to form quorum. The representation present at the meeting fulfills quorum requirements.

4. Approval of Agenda

- A modification was proposed to the Agenda, to move agenda item 13 - Member Speaker: Mayor Lisa Helps ahead in the program, with positioning in advance of item 8 - Report from the Board of Directors.
- Clarification was provided on Agenda item 12 – Questions on Reports, in that questions will first be received from Member Representatives, and then from the public.

AGM/M-2015-10-13 #001: MOVED and SECONDED THAT the agenda is approved as amended

CARRIED

5. Appointment of Recording Secretary

Lara Zabel was appointed as Recording Secretary.

6. Approval of Standing Rules

- The Standing Rules were received as presented.
- The Chair drew attention to Rule 2 of the Standing Rules and proposed a change, so this regulation reads “2. Resolutions and discussion on the business to come before the meeting is restricted to Member Representatives, *subject to the meeting consenting to questions from the public.*”
- This amendment will allow members of the public to ask questions and make comments at the end of the meeting, following questions from Member Representatives.

AGM/M-2015-10-13 #002: MOVED and SECONDED THAT the Standing Rules are approved as amended

CARRIED

7. Approval of Minutes

AGM/M-2015-10-13 #003: MOVED AND SECONDED THAT the minutes from the Annual General Meeting of September 25, 2015 be approved

CARRIED

8. Member Speaker: Mayor Lisa Helps

- The Chair gave Mayor Helps a deferential welcome, noting his observations of her listening skills, ability to engage the public, and energy in executing her work, as exceptional.
- Mayor Lisa Helps opened her discourse by remarking on the valuable choice made by the GVHA Board of Directors in selecting Ian Robertson as Chief Executive Officer.
- The presentation delivered by Mayor Lisa Helps centered on four main topics: 1) Collaborative Leadership, 2) the City of Victoria’s Economic Action Plan, 3) the potential of a proposed Sewage Treatment and Resource Recovery Plant at Ogden Point, and 4) Harbour Initiatives

- A summary of the Mayor's presentation is appended to these Minutes in Appendix A

8. Report from the Board of Directors

Board Renewal

- The Board has enhanced its Director renewal process, such that each year one third of the terms expire, for rotation of new Directors
- The most recent rotation involved the retirement of four Directors on December 31, 2014 and appointment of six new Directors to bring the Board to its maximum of 13 directors
- The current composition of the Board was described through introductions highlighting the areas of expertise of Directors who joined the Board in 2015:
 - Nick Banks, Councillor Ben Isitt, Mayor Nils Jensen, Starr McMichael, Gordon Tweddel, and David Schinbein

GVHA's Accountability Framework

- Member Representatives – appointed by their organization, and responsible for holding GVHA Board accountable and for reporting back to their Member Agencies
- Board of Directors – approve GVHA's strategy and risk appetite,, oversee the operations and affairs of GVHA, oversee the CEO, and report back to Member Agencies and stakeholders
- Chief Executive Officer – responsible and accountable to the Board

Renewal: 10-Year Strategic Plan

- Work began on a new Strategic Plan over a year ago
- The rationale behind this shift is two fold. First, certain of the underlying strategic priorities driving the previous plan were not supported by all Member Agencies and many harbour stakeholders with respect to expanding GVHA's holdings and terminal optimization. Second, GVHA's reserves were diminishing as a result of the investment in the Steamship Terminal, and it was important to redirect focus on sustainable reserve fund management.
- The Chair noted an important change to GVHA's Mission, which is to advocate for marine-related development of the whole harbour, regardless of ownership
- The Chair described the guiding principles and strategic goals of the 10-year Strategic Plan:
 - **Guiding Principles:**
 - First Nations Relationship
 - Triple Bottom Line
 - Financial Self-Sustainability
 - Working Harbour
 - Accountability
 - **Strategic Goals:**
 - Economic, Social & Environmental Benefit for the Region
 - Financial Self-Sufficiency & Responsible Stewardship of GVHA Properties
 - A Trusted Advocate for the Working Harbour
 - Effective Governance Accountability
- The Annual Report summarizes the 10-Year Strategic Plan

Renewal: Chief Executive Officer

- The previous CEO realized that the growth objectives he had put into place were no longer congruent with the objectives of the current Board and the mandate he was given when hired by the previous Board, and elected to step down from his role
- The GVHA was fortunate to secure the leadership of interim CEO Rick Crosby for approximately six months

- The search for a new CEO saw the formation of the CEO Search Task Force, and took the pursuit across Canada, through longlists and shortlists of candidates, to a finalist: Ian Robertson
- The Chair profiled Mr. Robertson's background and previous accomplishments
- The Chair described the skills and strengths that the CEO has demonstrated in his work at GVHA thus far, highlighting his communication skills, transparency, and collaborative abilities

9. Report from the Chief Executive Officer

- The Chief Executive Officer noted that while this meeting is to report to Member Agencies on fiscal March 31, 2015, his start date at GVHA was in April 2015. He stated that he would report on operating results for fiscal 2015 as set out in the Annual Report and would also speak about his observations about GVHA's operations since taking on the CEO role.

Leadership Team

- The Chief Executive Officer began by introducing the Leadership Team, comprised of Sonterra Ross, Chief Operating Officer; Kyla Fiddick, Manager of Finance and IT; Brigitte Runkel, Manager of Human Resources; and Matt Smiley, Manager of Marina Operations.

Operating Results – Year ended March 31, 2015

- Highlights of the Operating Results for the fiscal year were summarized
- General operating expenses are \$80,000 above budget due to increased security put in place at Ogden Point and Fisherman's Wharf, as well as an increase in water expense by clients, which will be recovered differently in the future
- Insurance was higher than usual due to increased earthquake premium

2015/16 YTD Operating Results

- For the year to date, the operating results are \$500,000 favourable to budget
- Tourism growth has resulted in increased revenue from commercial operations at Fisherman's Wharf
- Operating expenses are down by \$160,000 from the previous year
- Typically, 70% of revenue is generated in the first quarter of the fiscal year, and revenues are at good levels this year

Reserve Policy

- The GVHA has established a Restricted Capital Reserve Policy for guidance and methodology to restrict sufficient cash reserves

Strategic Focus Areas – First Six Months

- **Internal Assessment**
 - The CEO began his role by spending considerable time getting to know each employee through one-on-one meetings
 - One initiative stemming from this process was the introduction of monthly Town Hall meetings, to open communication
 - An internal organizational business review was launched to examine the capacities, priorities, and performance of each department, which has shown room for enhancing the depth of capacities
- **External Assessment**
 - The CEO conducted one-on-one meetings with each Director of the Board, to gain valuable background and advice
 - Meetings with all Member Agencies and all key stakeholders were also conducted, which were very valuable in understanding where the organization stands now, and where it needs to go in the future

- **Financials**
 - The CEO is in the process of examining opportunities to control costs
 - Current office space is under review, with plans to relocate to reduce size
 - Salaries as a percent of revenue had grown significantly over the years, which was not sustainable because the rate of salary growth had exceeded the rate of revenue growth considerably
 - Thus, the difficult decision was taken to reduce salary expenses by eliminating six positions, resulting in an annual savings of \$400,000
 - The CEO has sent an internal message that further suggestions are actively sought to improve operational efficiencies with the aim of reducing costs

- **Key Priorities**
 - **Organizational Assessment**
 - **10-Year Strategic Plan**
 - **Steamship Terminal**
 - Building full occupancy for this property is the priority
 - Two expressions of interest were selected to develop leaseholder agreements, namely for Riverside Marine and Ocean Networks Canada
 - **3-Year Business Plan**
 - The draft 3-Year Business Plan will be available on the website in the near future
 - Consultation with Member Agencies, stakeholders, and the public are underway, including a Member Agency workshop held directly prior to this AGM
 - The plan will be presented to the Board in early spring for formal approval
 - **Ogden Point Master Plan**
 - The Master Plan has received several rounds of consultations with stakeholders and the community, with strong and creative responses
 - The redevelopment of Ogden Point has the great potential to shape both GVHA and economic renewal in Victoria over the next decades
 - A central message received from cruise industry partners was to keep plans simple and design the site first and foremost for the residents of the area
 - **Ground Transportation Strategy**
 - GVHA is focusing on developing a plan which will lay out what can be achieved in the next one, three, five years
 - Must meet the criteria as set in the five guiding principles of the organization, including financial, environmental, and social

Draft 3-Year Business Plan – Highlights

- The CEO provided an overview of the 3-Year Business Plan
- Economic development in supporting marine, industrial and tourism sectors
- Completion of a Master Plan for Ogden Point, with launch of a home port by 2020
- Initiation of a Mater Plan for Inner Harbour Marinas, to prioritize long-term planning
- Continued support for the advancement of interests of the Esquimalt and Songhees First Nations
- Next Steps: consultation with Member Agencies, stakeholders and the public

10. Receipt of Financial Statements & Auditors' report

AGM/M-2015-10-13 #005: MOVED and SECONDED THAT the Members receive the March 31, 2015 audited financial statements and accompanying the Auditor's report as approved by the Board of Directors

CARRIED

11. Appointment of Auditors for the year ending March 31, 2016

AGM/M-2015-10-13 #006: MOVED and SECONDED THAT the Members approve the Board of Director's recommendation for KPMG's reappointment as the GVHA's external auditor for the year ending March 31, 2016 and that their remuneration be approved by the Board

CARRIED

12. Members' Questions on Reports

Hannah Horn, Victoria/Esquimalt Harbour Society (VEHS)

Hannah Horn brought forward questions from VEHS members.

Question: Has the Board approved a Business Plan on the Steamship Terminal? Will the addition of the new tenants put the Harbour Authority on track as far as revenues versus expenses and capital expenditure?

Answer: No, a business plan encompassing the current and prospective tenants of the Steamship Terminal has not yet been presented to the Board of Directors. However, the development of this business plan is underway and it will be presented to the Board for approval. It is expected that once this plan is implemented, its provisions will allow for profits to move out of the red and into the black, allowing GVHA to make money on the Steamship Terminal. An original business plan for the Steamship Terminal was approved by the Board several years ago prior to entering into the long-term lease.

Question: The Annual Report notes the GVHA spends an annual \$1 million on social benefits, including community events and beautification initiatives. Firstly, what is the breakdown of spending on social events? Secondly, what is the business case for this spending given that general operating expenses continue to exceed revenues (as of the date of figures in the Annual Report).

Answer: Firstly, some examples of expenses which factor into the breakdown of the \$1 million social investment are loss of revenue on potential moorage due to event hosting, and expenses incurred in maintaining the breakwater. A more detailed breakdown on this spending can be provided by GVHA. Secondly, it was acknowledged that the answer on whether this community investment is reasonable has not been determined, and the best way to reach a sound conclusion is to reach out to Member Agencies, stakeholders and members of the public to collectively have a conversation on which events and services the GVHA should continue to support.

Question: Congratulations on GVHA obtaining an increased Clean Marine BC rating from 3 stars to 4 stars.

Question: Has the GVHA considered renaming the organization to reflect more accurately the primary activities it undertakes, to adopt a name such as Greater Victoria Harbour Enterprises?

Answer: This question has been discussed internally, and is subject to ongoing assessments in the context of rebranding. The GVHA has been mitigating related concerns by taking a less strict approach to areas of controlling influence or decision-making authority.

Frank Bouree, Greater Victoria Chamber of Commerce

Question: Thank you for the opportunity to take part in the workshop for Member Agency Representatives today. The 3-Year Business Plan is coming together effectively, and I support the process entirely.

With the Consent of the Meeting, Questions and Comments from the Public Proceeded

Elizabeth Kozak, Inner Harbour Resident

In parallel with the formal relationship between the GVHA and First Nations, Elizabeth Kozak suggested that a direct partnership with the community be established, and form part of the Strategic Plan. She identified Inner Harbour condo strata councils and groups such as the James Bay Community Organization as the groups which should partner with the GVHA.

Don Prittie, Life Member

Don Prittie received with interest information presented on progress toward reconciling the financial position of the organization. He made some recommendations that financial resources be carefully allocated rather than needlessly expended, to ensure they serve to support facilities, resources and community initiatives, within the framework of a balanced financial standing.

Chris Doyle, a local resident

Question: Mr. Doyle enquired as to which version of the Master Plan is being referred to in meeting discussions.

Answer: The plan in question is the new version of the Master Plan, which is being reported on during public meetings and has received input from the community as it evolves through several revisions toward finalization.

Question: Does GVHA receive any funding from any level of government?

Answer: The general answer is no; however, certain projects do receive grant funding, such as the funding received for the Lower Causeway through the Western Economic Diversification Fund.

Question: With regard to the \$1 million social investment, Mr. Doyle stated his view that any contribution to the community is beneficial and should be maintained.

Mr. Doyle criticized the decision to eliminate six positions in the organization, and asked why consultant fees and salaries were increased (referencing financial statements) during a period of staff reductions.

Answer: The CEO responded by stating that it was very difficult to carry out the restructuring, and these decisions were not taken lightly. He further clarified that the consulting and salary fees referenced are from the 2014-2015 fiscal year, whereas the staffing reductions correspond to the 2015-2016 fiscal year.

Question: Mr. Doyle voiced disagreement with projections to build a sewage treatment plant at Odgen Point due to tide erosion.

Ryan Levis, Canadian Impact Apprentice award holder

Question: With regard to GVHA leaseholder, Mr. Levis is undertaking research to conduct independent and anonymous interviews with both past and present leaseholders of GVHA to determine their level of satisfaction, in the aim of improving leaseholder negotiations in the future. Mr. Levis asked whether GVHA would help him by providing contact information for leaseholders.

Answer: Due to privacy regulations, GVHA is not in a position to broadly disclose leaseholder information. This being said, Mr. Levis is invited to contact the CEO for further discussion.

Marg Gardiner – James Bay Neighbourhood Association

The Ground Transportation Strategy for Ogden Point was addressed, with Marg Gardiner stating concern that this plan was not released as part of the community consultation process. She demanded the plan provide provisions to reduce the noise levels to WHO standards.

With regard to the Sewage Treatment Plan proposals, Marg Gardiner referred to information provided online on the west side plan descriptions and by the CRD, which indicate odours are present at several stages of the waste water treatment process.

With regard to sewage-related consultation and the Master Plan workshops, Ms. Gardiner voiced discontent at the discovery that two parallel consultation processes are underway without full disclosure, one of which is to the exclusion of JBNA stakeholders.

Ms. Gardiner voiced disapproval with regard to the workshop for the Ogden Point Master Plan, in terms of its composition of only two representatives of the JBNA in comparison to five Life Members in a group of twenty stakeholders, which she considered unbalanced.

The Chair thanked Ms. Gardiner for her comments.

Brian Scarfe, James Bay Neighbourhood Association

Mr. Scarfe reiterated Ms. Gardiner's point regarding the two parallel master planning processes underway on the sewage treatment issue, resulting in members of JBNA not receiving information on all aspects of the consultation.

Mr. Scarfe strongly encouraged the GVHA to oppose proposals for a sewage treatment site at Ogden Point.

The Chair thanked Mr. Scarfe for his perspectives.

Tracy Zeisberger, Wilson's Transportation Ltd

Tracy Zeisberger congratulated GVHA staff and Board of Directors on the growth in cruise tourism business at Ogden Point in the last 10 years. Direct spending from cruise tourists for 2015 is estimated at \$30 million, which supports various small local businesses in the tourism industry, such as restaurants, souvenir shops, excursion companies, bus tours to attractions, and wilderness tours.

Randy Wright, Executive Vice President of Harbour Air

Mr. Wright, a Life Member, recognized CEO Ian Robertson's work on sound direction and leadership of the GVHA. Mr. Wright provided to the CEO a spreadsheet outlining financial standing and operating costs, stating that significant work remains to be done on reducing operating costs, particularly administration costs, which are at the unwarranted level of 34.3% this year.

John Sanderson, Life Member

Mr. Sanderson recognized the strategic value of the scrap yard near Selkirk, which provides access by water to scrap metal. He encouraged the GVHA to keep a close watch over this site.

Concluding Remarks

The Chair thanked his colleagues on the Board of Directors for their diligent work through various transitions and GVHA's strategic reset. He also extended thanks to the CEO and employees of GVHA for their ongoing efforts and contributions to the organization. Finally, the Chair thanked Member Agency Representatives for attending the Annual General Meeting.

14. Adjournment

MOVED and SECONDED that the Annual General Meeting be adjourned.

CARRIED

The meeting was adjourned at 6:57 pm.

Bill Wellburn, Chair

Lara Zabel, Recording Secretary

APPENDIX TO 2015 ANNUAL GENERAL MEETING MINUTES OF OCTOBER 13, 2015

Summary of invited presentation by Member Speaker, Mayor Lisa Help's, including questions from the public in attendance:

Collaborative Leadership

- Mayor Lisa Helps began her presentation by discussing collaborative leadership, a subject enriched by the perspectives shared by the Mayor of Sitka, Alaska, Mim McConnell.
- Mayor McConnell defines collaborative leadership as “starting with the premise that if you bring the appropriate people together in constructive ways with good information, they will create authentic visions and strategies for addressing the shared concerns of the community”.
- Four key elements of collaborative leadership are:
 1. Buy in
 - Collaborative leadership encourages ownership of the enterprise, whether it is a coalition, an organization, a business, or a community project, by involving everyone in decision making and problem solving. This makes what people are doing theirs, rather than something imposed by someone else. This means that at the right point in the process, we ask for input, so that when we go ahead with a plan, we are ready.
 - For example, this is exhibited strongly by the approach taken by the GVHA on the Ogden Point Master Plan, which is receiving input from a broad range of stakeholders and members of the community, enabling them all to buy in.
 2. Implementation
 - Stakeholders and community members who contributed to developing a plan are given the opportunity to be involved in implementing the plan.
 - Members of a collaborative group, organization, or community are more likely to be willing to take responsibility for implementing the plan when they were part of it.
 - In ensuring buy in at the beginning and more involvement in implementation you are making a stronger collaborative leadership relationship.
 3. Trust building
 - By using an open process and encouraging dialogue, collaborative leadership builds trust among those involved in an enterprise, a project, or a plan.
 - Trust building allows for contributors to voice constructive disagreement which fosters genuine dialogue that builds understanding.

4. Elimination of turf issues
 - Collaborative leadership helps removing barriers of tendencies toward ownership of projects (devisive)
 - This resonates in Victoria, where prevailing mentalities among leaders have valued laying claim to *their* organization, or *their* neighbourhood, or *their* plan
 - The key is to find areas of turf overlap where the project of one organization overlaps with the plan of another organization, and identify meaningful ways to pool resources to work together
- Mayor Lisa Helps proposed this definition and these key elements of collaborative leadership as the framework for working together in the coming years

City of Victoria's Economic Action Plan

- The plan entitled "Making Victoria, Unleashing Potential – The Mayor's Task Force on Economic Development and Prosperity Draft Economic Action Plan" was received for information
- This Action Plan lays out what the City will do with its partners over the next four to eight years, to create jobs, well-being, prosperity, and the "habitat for happiness", through the identification and fueling of six engines which will drive the economy
- A primary goal is building the engine of experiential tourism, which aims to drive hotel occupancy targets to 72% in high season, and 59% year round
- The GVHA will play an important role in contributing to economic development to realize objectives put forward in the Economic Action Plan, as they are stewards of many harbour properties, are populating the Steamship Terminal, and creating a world class Master Plan for Ogden Point
- The Steamship Terminal partnership with Ocean Networks Canada is tremendously beneficial in that it brings huge potential for growth in tourism and the ocean and marine sectors

Sewage Treatment Facility

- It was confirmed that Ogden Point is being considered as a potential site for a distributed part of a larger regional sewage treatment facility
- The City of Victoria aims to work collaboratively with GVHA in examining their plans to develop a long-term vision for Ogden Point and bring forward their proposal for part of a sewage treatment plant, to determine if the two site plans are congruent
- Mayor Lisa Helps sought to inspire more optimistic views of the aesthetics of a sewage treatment plant by showing attractive images of environmentally-friendly and modern sites in various parts of the world
- The mayor underlined the importance of ensuring the Sewage Treatment Plant plans relating to Ogden Point meet the needs of CRD, JBNA, James Bay residents, and GVHA

Redeveloping Belleville Terminal

- Phase 1 is completed; an announcement on investment for Phase 2, which concerns the public realm along Belleville Street, is anticipated
- Implementing Phase 3 will be supported by a request for funding from the federal government to match the \$1 million dollar investment of the City of Victoria and its partners
- Customs pre-clearance will form an important part of the redevelopment project, which will serve to prepare Victoria to become a home port for boutique cruise ships

David Foster Pathway

- The Province of British Columbia has invested \$400,000 in building the Raymur Point Bridge and Heron Bridge, which will be constructed in 2016, resulting in increased traffic to Fisherman's Wharf
- The Mayor and GVHA are planning to collaboratively codevelop of first-rate washroom facilities at Fisherman's Wharf

Questions to Mayor Lisa Helps from Member Representatives and the Public

Mayor Lisa Helps took questions from Member Representatives and the general public, as follows.

Frank Bouree, Member Representative, Greater Victoria Chamber of Commerce

Mr. Bourree congratulated the Mayor on excellent work on the Economic Action Plan.

Fisherman's Wharf area resident

This resident congratulated the Mayor on the good work in collaborating on Fisherman's Wharf and Fisherman's Park, which is a well-utilized space that provides great benefit to the community. The resident went on to voice the opinion that Ogden Point is not the ideal location for the sewage treatment facility, for several reasons. Rather than situating the site on water, she suggested it be located at an inland park.

Brian Grover, James Bay resident

Question: Mr. Grover asked the Mayor questions regarding the Sewage Treatment Plant proposals, seeking clarification on whether there are three or four option sets.

Answer: The Mayor clarified the proposals, which are divided into east side and west side option sets, specifying that the final option set is a distributed option for the east side, still under development.

Question: Mr. Grover's second question asked how many include a Rock Bay and how many include an Ogden Point option.

Answer: The Mayor responded that this information is not yet available, and the preliminary consultant report on four options will be available on November 4th, 2015. Consultants will provide an update constituting option recommendations on October 21st, 2015.

Question: Mr. Grover spoke to the invitation to the private sector to put forward proposals for site development, asking how these ideas could be incorporated into the proposals already put forward by consultants.

Answer: The Mayor clarified that consultants will not provide a final report relating to technology before December 2, 2015, which will facilitate consideration of the private sector ideas on October 23, 2015.

Question: Mr. Grover asked whether it would be possible to see on a map the proposed Ogden Point site, considering issues surrounding land fill areas at this location. He further asked whether the CRD would consider building a plant on land it does not own.

Answer: Mayor Helps responded that the map information would be provided by consultants. She then confirmed that non-CRD land does qualify for site consideration.

Member of the Public

Question: Another member of the public spoke to the fact that the images presented do not show the proximity of the proposed plant to the residential neighbourhoods of James Bay, particularly to Dallas Road residences, and sought clarification.

Answer: The Mayor discussed other sewage treatment plants both unsuccessful and effective, and emphasized that the clear objective is to design a site which is not a burden to the surrounding neighbourhood and does not produce displeasing odours.

Randy Wright, Executive Vice President of Harbour Air

Question: Mr. Wright questioned why the City of Victoria is not examining possibilities to locate the site of the plant in Metchosin, which he believes is the most viable course of action.

Mayor Lisa Helps welcomed further questions via email from those attendees who did not have the occasion to ask their enquiries during the Annual General Meeting due to time constraints.