



# MINUTES

## Public Board Meeting #96

Greater Victoria Harbour Authority  
Held at 5:30 p.m. on March 3, 2016  
Ogden Point, Pier B Customs Building – 185 Dallas Road, Victoria BC

### Directors:

Dave Cowen, Board Chair  
Doug Crowder  
Nick Banks  
Pete Hartman  
Ben Isitt  
Chief Andy Thomas  
Mark Mawhinney

Nils Jensen  
David Marshall  
Starr McMichael  
David Schinbein  
Gordon Tweddell

**Regrets:** Christina Clarke

**Resources:** Ian Robertson, Chief Executive Officer (CEO)

**Recording Secretary:** Brigitte Runkel, Human Resources Manager, Acting Board Administrator

**Guests:** Dorothy Chambers, Friends of Cuthbert Holmes Park & Colquitz River Salmon Program

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### 1 Call to Order & Approval of Agenda

- The Board Chair called the meeting to order at 5:30 p.m.

#### Approval of Agenda

##### MOTION

**PB/M 2016-03-03 #001 MOVED and SECONDED THAT the agenda is approved as presented**

**CARRIED**

### 2 Approval of Minutes of Public Meeting – November 26, 2015

##### MOTION

**PB/M 2016-03-03 #002 - MOVED and SECONDED THAT the Minutes of Public Board Meeting #95, November 26, 2015 be approved**

**CARRIED**

### 3 Presentation

#### 3.1 Dorothy Chambers - Friends of Cuthbert Holmes Park & Colquitz River Salmon Program

- CEO introduced the guest speaker Dorothy Chambers whom he first met after he conducted an interview about the generator set diesel spill which occurred at Ogden Point in February. In a subsequent meeting with the CEO and GVHA's Environmental Projects Coordinator, Ms. Chambers discussed the key role that the Ogden Point area plays in salmon enhancement. The CEO felt this was valuable information to share with the Board of Directors at their next public meeting
- The key points in Ms. Chambers presentation included:
  - Ms. Chambers resides in the Cuthbert Holmes Park area and has been a volunteer steward of the Colquitz River watershed for 26 years

- Every September there are thousands of Coho salmon which pass by GVHA's Ogden Point site which is a key area as the water eventually feeds the eel grass in Portage Inlet, the Colquitz River and Craigflower estuary where the Pacific herring will spawn
- Several volunteer Colquitz River stewards maintain a fish-counting fence in the lower reaches of the river behind Tillicum Mall. Volunteers are active in promoting environmental health of the creek and riparian area. Every year both Coho and Chum salmon return to spawn in the Colquitz. During the fall salmon run, hundreds of children from local schools are welcomed there to see the salmon returning, learn about salmon life cycles and stream health
- Ms. Chambers also noted that there is a federally regulated bird sanctuary located at Ogden Point
- The birds feed on the mud flats along the entire watershed so any contaminants in the water affects the birds as well as the fish
- Ms. Chambers noted that there is a trickling effect of unmitigated oil spills and contaminants, which if occurred at Ogden Point, would end up impacting plant and animal life in the Colquitz River watershed. The delay in response to the generator set diesel spill at Ogden Point this year and an oil spill from a Saanich home oil furnace in 2011 were cited as examples of the harmful nature of pollutants to the watershed
- The CEO thanked Ms. Chambers for her insightful presentation and noted that he and GVHA's Environmental Project Coordinator had recently met with Canadian Coast Guard and Transport Canada officials to plan a coordinated response to any spills in the future and to clarify the role that GVHA can play. The CEO also noted that GVHA staff is currently looking at a range of options to support the work of the regulatory bodies regarding emergency response in Victoria harbour
- The Chair encouraged all Board of Directors to share the information they had learned from the presentation with others they come into contact with

#### 4 Board Correspondence

- No Correspondence was received by the Board prior to this meeting

#### 5 Interim Chair Report

The Chair began by acknowledging the traditional territories of the Esquimalt and Songhees First Nations

- The Board of Directors Public Meeting Interim Chair Report presentation was received, highlights included:
- **In-camera Meeting November 26, 2015 report out:**
  - **Ogden Point Master Plan Update**
    - Community conversations about the Master Plan have been very successfully well attended with a high level of engagement
    - The Master Plan will represent a benefit to the community not something that is separate from the community but is part of the community
  - **Ground Transportation Update**
    - Harbour Authority has been advocating for a long time for a walking route downtown
    - Efforts are continuing with making the shuttle service to downtown green and sustainable
  - **3 Year Business Plan Update**
    - GVHA's 3 Year Business plan was ratified today by the Board, development is on course and implementation is scheduled for April 1, 2016
    - Chair discussed how GVHA was very consultative with its 10 year strategic plan and followed a similar process when developing its 3 year business plan
- **2016 Board Appointments:**
  - Chair introduced Mark Mawhinney, GVHA's newest Director to the Board who has been appointed as an independent director for a three year term
  - Returning Board members include:
    - Christina Clarke and Doug Crowder who have both been appointed to their second three-year terms
    - Ben Isitt who has been appointed to his second one-year term
- **November to February, Interim Chair Focus:**
  - Continued engagement with Society's member agencies - GVHA has a very engaged Board with close connections to member agencies
  - Key Projects such as: Ogden Point Master Plan, enabling the Board, committee structures, planning for 2016

- **Role & Vision for GVHA:**
  - Continued commitment to GVHA's Guiding Principles
    - **First Nations Relationship:** Continue to honour and activate First Nations mandate, the way forward is exciting and GVHA has good initiatives that will keep being tuned to make them productive
    - **Financial Self-Sustainability:** Strategy and plan to realize financial opportunity with GVHA properties and lines of business - GVHA has large assets that are expensive to operate, which is why the Ogden Point Master Plan and development of Ogden Point is so important - Board will have to work hard to be strategic about GVHA's investments and also be mindful of their corporate social responsibility
    - **Triple bottom line:** Explore corporate/social responsibility obligations and balance against revenue needs - GVHA knows they are a working harbour, almost 25% of the Board comes from a working Harbour background
    - **Working Harbour:** Improve engagement within GVHA member agencies - Chair and CEO will be meeting with Board of Victoria Esquimalt Harbour Society soon to engage with their Board, listen and gain insight
    - **Accountability:** Further improve stakeholder engagement and also focus on member agency engagement as we are all one society and all the relationships are very important
  - Board is focusing on committee structure - Board has recognized that planning and development are very important activities undertaken by GVHA and is looking at enabling one of the committees to help oversee some of the planning and development at Ogden Point and Fisherman's Wharf area
  - Governance Improvements include: improving Board to Committee engagement and communication, and continuing to improve Board processes and efficiency
  - Enabling the Board involves: Board to Member Agency communication and public engagement - Looking at ways to improve engagement with the public so more people listen and learn about Victoria's precious harbour and become engaged
- **Table Officers and Committee Chairs:**
  - Reappointment of Chief Andy Thomas as Vice-Chair for a one-year term
  - Nils Jensen was appointed as Secretary of the Board
  - Doug Crowder will continue as Treasurer of the Board
  - The Chair discussed GVHA's standing committees and the Chairs and Vice-Chairs of each committee:
    - **Audit & Finance - Chair:** Doug Crowder, **Vice-Chair:** Mark Mawhinney
    - **Governance & Nominating - Chair:** Nils Jensen, **Vice-Chair:** Starr McMichael
    - **Human Resources - Chair:** David Marshall, **Vice-Chair:** Christina Clarke
    - **First Nations Economic Development - Chair:** Christina Clarke, **Vice-Chair:** Chief Andy Thomas
    - **Strategic Risk & Oversight - Chair:** Pete Hartman, **Vice-Chair:** Gordon Tweddle
      - Chair discussed what this committee oversees and that it has done a great job of introducing the Enterprise Risk Management program to GVHA
      - GVHA recently earned the Integrated level of Enterprise Risk Management Program, these practices are being integrated into GVHA's board processes and the way it does business
      - This well-populated committee with its expertise in both harbour and planning will start to oversee the planning and development focus of GVHA's upcoming projects

## 6 CEO Report

- The Board of Directors Public Meeting CEO Report presentation was received
- Highlights of the presentation included the following:
- **3<sup>rd</sup> Quarter Financial results:**
  - Forecasted to finish \$400,000 ahead of target for revenue, expenses will be about even and the net surplus before amortization which was originally forecasted at \$1.7M on a target of \$1.4M looks as if it will be closer to \$1.8M
- **Ogden Point Master Plan:**
  - Stantec has been doing a very good job for GVHA and staff are pleased with the results they have been delivering
  - The mind mixer has also proven to be very successful
  - Open house on Feb 18<sup>th</sup> was very well attended with over 250 people. Very good dialogue was had and lots of information was learned around the community's perspective on Ogden Point
  - Since GVHA began the process with Stantec 7 months ago approximately 28 stakeholder meetings, open houses, and consultations have taken place

- As the Function and Facilities plan is completed and GVHA moves into the rezoning process more consultation with the community will occur
- CEO shared preliminary sketches of the site and highlighted that cruise will continue to be an anchor tenant at Ogden Point
- Part of the design will include a very wide pedestrian boulevard gateway which will give people lots of access from the community into Ogden Point as well as cruise ship passengers coming off the terminal
- The CEO has been having good discussions with both the Songhees and Esquimalt Nations around creating a First Nations village at Ogden Point, there will be more discussions in the future as to what this should look like
- Currently the site is zoned 100% marine and light industrial, in the new plan over 70% of the site will still be dedicated to marine/cruise/industrial use
- GVHA will apply for some Commercial and Retail rezoning in order to provide GVHA and the Boards in the future the greatest amount of flexibility in terms of adapting to the market and being able to deliver an appropriate return off of the site in order to drive future infrastructure
- CEO reminded the Board that over the next 25 years GVHA will require approximately \$60M just to reinvest back into the current facilities that they have not including any new facilities
- CEO emphasized that while we balance out the social, environmental and financial components GVHA needs to find the best return they can on this particular site
- A distribution of uses slide was shown pointing out that finalized uses are subject to future regulatory approvals and development analysis
- CEO mentioned the area designated for Heli-Jet and said that GVHA is working on modeling noise as it emanates off of Heli-Jet and designing buildings in such a way that they can act as a sound barrier for nearby residents
- **3 year Business Plan Highlights:**
  - Provides staff with a 3 year road map as to where they are going and the plans GVHA wants to accomplish over the next 3 years
  - A clear focus on GVHA's role as an engine for economic development in the region, particularly in the marine, industrial and tourism sectors
  - Completion of a master plan for Ogden Point deep sea terminal, with a key objective of becoming a home port for a cruise line by 2020
    - CEO started having conversations with cruise lines
    - Home port idea is gaining some traction, currently the issue of US pre-clearance is a challenge
  - Issuance of an RFI to see private sector interest and investment in realizing the opportunity presented by the Fisherman's Wharf facilities plan
  - Initiation of a master plan for GVHA's inner harbour marinas and properties and collaboration with the city on realizing a shared vision for the harbour
  - Increased focus on cost control and a review of GVHA's business model to ensure that it will generate financial reserves sufficient to address long term capital requirements
  - Continued support for the advancement of the cultural and economic interests of the Esquimalt Nation and the Songhees Nation in the harbour
- CEO announced that as of March 24<sup>th</sup> GVHA will be moving their corporate offices to a smaller unit in their current building. Office space will be reduced by 44% and result in almost \$100,000 in annual savings to GVHA

## 7 Public Input

- The Chair provided guidance around GVHA's public input process: Thirty minutes has been set aside for public participation, individuals who wish to address comments to the Board have five minutes each to speak on a topic relevant to the agenda or GVHA. Any supporting material should be provided to the meeting secretary. Individuals were asked to step forward and identify themselves before speaking.
- Regarding presentations to the Board the request to present must be done in a timely manner, be relevant to GVHA, and material should be provided at least 10 days prior to the meeting

### Prittle, D. - President of Maritime Museum of BC Society's Board and GVHA Life Member

Mr. Prittle congratulated the new Chair and welcomed the newest Director to the Board and returning directors. He introduced the new Executive Director of the Maritime Museum David Leverton. He thanked GVHA for their support of the museum and wanted to share with the public the importance of the Maritime Museum and keeping our heritage here and

not losing their collections or their volunteers. He informed the Board of two upcoming fund raising events for the Museum, one called "Three Ways around the World" with special speakers and a silent auction, and the second a big marine garage sale to be held at Ogden Point on April 23<sup>rd</sup>. Mr. Prittle commented that GVHA is making marine heritage today, and everything we do in the working harbour is part of the maritime heritage.

Scarfe, B. - local resident, James Bay Neighbourhood Association

Mr. Scarfe expressed concern over the number of late night buses running through the James Bay neighborhood. He feels that part of the problem is due to the cruise ship schedule and the other part due to the older stock of buses being used. Mr. Scarfe suggested that the cruise ships should be encouraged to leave Victoria no later than 10. In order to keep the same number of hours spent in Victoria this would require the cruise ships to leave Ketchikan an hour earlier. Mr. Scarfe feels this idea should be part of the ongoing discussions between GVHA and the cruise lines. He also encouraged GVHA to use their contractual power with the bus lines to ensure ancient buses are not being used and are therefore kept out of the neighbourhood.

Miller, C. - Saanich Resident

Mr. Miller is interested in projects and planning and came across our Ogden Point Master Plan at an open house in November. Years ago he worked with a company on the Songhees development. He felt that what was missing in that project was a large vision and that they were more focused on dollars and cents. He has heard that the focus of our mandate is the operation of the harbour and our bottom line, but he wanted to encourage GVHA's Board to develop a project vision where it talks about what this positive piece of land can be in the long term and to add that to the Master Plan so there is recognition of what this place is and could be as an amazing entrance to an amazing harbour.

Gardiner, M. - local resident, James Bay Neighbourhood Association

Ms. Gardiner expressed concern that GVHA should share the liability with anything that happens at the Ogden Point property and that GVHA should have taken responsibility for the spill that occurred here even though they didn't create it. She commented that during the consultations held about the Ogden Point Master Plan GVHA had consultants that worked hard towards creating good public feelings and intent and she thought it was very successful. Ms. Gardiner believes there is some contradiction about what GVHA says and does and was also concerned about conflict of interest on the Board whether real or perceived as she feels there are less people on the Board with marina backgrounds and more from Tourism Victoria. Ms. Gardiner was supportive of GVHA's decision to relocate their office as she felt the money could be better used elsewhere.

Doyle, C. - local resident

Mr. Doyle expressed concern about comments he had heard regarding changes being made to Fisherman's Wharf. He noted that in recent years many changes had been made and that he didn't feel it was necessary to change things again as it was already improved. Mr. Doyle also commented about some of the plans suggested for Ogden Point in the Master Plan. He was not in agreement with the plans for the entrance and exit to Ogden Point and the proposed raised section for the Pier for the buses.

Wright, R. Executive Vice-President of Harbour Air and GVHA Life Member

Mr. Wright congratulated the new Directors and appointments to the Board. Mr. Wright recalled looking at Ogden Point when he was a member of GVHA's Board. He cautioned the Board to be careful of the westerly wind at Ogden Point and to keep it in mind for whatever is planned to be developed on the site.

- In response to Mr. Doyle's remarks about Fisherman's Wharf the CEO clarified that there are no plans to make any changes at Fisherman's Wharf other than completing final enhancements as part of the plan that was developed a few years ago.

**8 Motion to Adjourn - Moving In-Camera**

**PB/M 2016-03-03 #004 – MOVED and SECONDED THAT under section 33 (2) (b) the Board may exclude from the meeting, all persons other than the Directors and officers of the Society, as it is in the opinion of the Board that the public interest requires the exclusion**

**CARRIED**

The meeting was adjourned at 6:52 p.m.



Dave Cowen, Chair

Pam Meers for  
Brigitte Runkel l.



Brigitte Runkel, Recording Secretary