



## MINUTES OF PUBLIC MEETING #62

**Greater Victoria Harbour Authority  
Held at 9:00 a.m. on 13 February 2009  
Coast Harbourside Hotel – 146 Kingston Street**

**In attendance:**

Christopher Causton, Capital Regional District  
Sonya Chandler, City of Victoria  
Barbara Desjardins, Township of Esquimalt  
Dan Kukat, Victoria/Esquimalt Harbour Society  
Mark Lindholm, Victoria/Esquimalt Harbour Society  
Dermot Loughnane, Community Director  
Dan McAllister, Tourism Victoria  
Don Prittie, Community Director  
David Rand, Greater Victoria Chamber of Commerce  
Chief Robert Sam, Songhees Nation  
Chief Andy Thomas, Esquimalt Nation  
Mike Williamson, Community Director

**Resources:**

Paul Servos, Chief Executive Officer  
Ian Crocker, Manager of Infrastructure  
Sonterra Ross, Corporate Controller  
Rebecca Penz, Recording Secretary

**Regrets:**

Bill Wellburn, Provincial Capital Commission

**Guests:**

Jim Allard, Hyack Air  
Brian Anderson, Fisherman's Wharf Community Association (FWCA)  
Elaine Anderson, FWCA  
Bob Barlow, Western Stevedoring  
Dunstan Chicanot, FWCA  
Sherill Davis, FWCA  
Kyla Fiddick, GVHA Assistant Controller  
Ken Kelly, Team Raven  
Greg McAllister, King Bros. Limited  
Lori McLaren, GVHA Office Administrator  
Sheila Neapole, GVHA Marina Services Coordinator  
Kate Read, GVHA Manager Property Services  
Paul Ridout, Honorary GVHA Life Member  
Scott Ritter, FWCA  
Don Terison, Team Raven  
Jill Stainforth, Fisherman's Wharf Client  
John Sanderson, Honorary GVHA Life Member  
Bea Holland, Honorary GVHA Life Member

**1. Call to Order**

The Chair called the meeting to order at 9:01 a.m.

**2. Introduction**

The Chair introduced the three life members in public gallery: Bea Holland, Paul Ridout, and John Sanderson.

**3. Introduction of New Board Members**

The Chair introduced the four new board members: Chris Causton, Sonya Chandler, Dermot Loughnane, and Mike Williamson.

**4. Approval of Agenda**

**MOTION (Rand/Desjardins)**

That the agenda be approved with the following change: addition of *7b) Budget process*.

**CARRIED**

**5. Review/Approve Minutes**

**MOTION (Rand/Desjardins)**

That the minutes of Public Meeting #61 be approved.

**CARRIED**

Mark Lindholm arrived at 9:10am.

**6. Presentations**

**a. Team Raven**

Team Raven representatives Ken Kelly and Don Terlson described their journey to the Paralympics and thanked GVHA for the support. A plaque was presented to the Chair.

**7. Business**

**a. Chairman's Report**

The Chair attended the staff Christmas function to recognize the contributions of staff.

The Chair reported being cautiously optimistic about the upcoming year and noted the work going on in the harbour when he toured the facilities this week (caisson repairs at Ogden Point and pile driving at Fisherman's Wharf).

**b. CEO's Report**

The CEO had nothing to add to the written report.

**c. Budget Process**

The Board reviewed the budget process and indicated that the Audit and Finance Committee was satisfied with the budget preparation process.

Barbara Desjardins reported that the budget that is being presented during the in-camera meeting was supported with a recommendation to staff to closely monitor issues related to the economic downturn that may cause the financial situation of GVHA to shift. The Audit and Finance Committee are recommending the budget.

#### **d. Managing the Economic Downturn**

The CEO presented his 10-point action plan on how management is addressing the economic downturn:

1. Act early to find a position of strength and stick to it.
2. Build a contingency strategy.
3. Focus on, and enhance the core business, resist diversification to support cash inputs.
4. Assist customers and suppliers to be successful via creatively looking at the challenges together for mutual benefits and growth.
5. Think long-term, look for bargains to bolster core business.
6. Avoid cost cutting and HR lay-offs, but reduce the "fat". Take the opportunity to invest in people and culture.
7. Avoid cutting capital investments that contribute to growth and sustainability, but protect cash reserves and cash flow.
8. Avoid being the bank (the funder) for member and stakeholder agencies short of cash and abandoning programs - continue to contribute to thought leadership.
9. Take the opportunity to strengthen internal systems and foundational programs.
10. Emerge cautiously from the downturn with a plan.

The Board asked what the current occupancy rates are for cruise ships for this season. The CEO reported that the last few years the ships have run between 104-105% capacities. The cruise lines have indicated that sales are down from this time last year; however, the cruise lines are offering large discount incentives on sailings and anticipate 100% occupancy. Management reported that a 10% drop in occupancy has an impact of an overall 4.5% drop in revenue.

A discussion ensued about the impact of the 2010 Olympics. Management is optimistic that the Olympics will encourage increased capacity in the market.

The CEO clarified that the acquisition of new property or business will only occur if it fits within GVHA's core business. Management does not recommend we take on new lines of business outside of core activities areas at this time.

Chief Robert Sam arrived at 9:30am.

#### **e. Board Correspondence**

The Board Secretary reviewed the following correspondence:

- Letter of concern copied to the Chair from Ocean River Sports dated December 22, 2008 regarding the proposed Victoria International Marina. They are not supportive.
- Letter from the Chair to the Honourable Ida Chong dated December 22, 2008 requesting infrastructure support for the mooring dolphin.
- Letter to Paul Servos dated January 19, 2009 from the Maritime Museum requesting funding support.
- Letter from Premier Gordon Campbell dated December 10, 2008 in response to the Chair's letter requesting support for the Ogden Point Cruise Ship Terminal pier expansion project.
- Letter from Fisherman's Wharf Community Association challenging fee structures.

**MOTION (Desjardins/Rand)**

To receive correspondence.

**CARRIED**

Chief Andy Thomas arrived at 9:50am.

**8. New Business**

**a. Dashboard Indicators Report**

The CEO presented the report on dashboard indicator measures and requested feedback. The Board commended management on the measures and the direction being taken.

**b. Departing Board Member Recognition**

The Chair presented a gift to Bea Holland in recognition of her hard work.

**9. Public Input**

Life member John Sanderson thanked Bea Holland for her hard work.

Scott Ritter, a float home client, said that residents of the float home community have been concerned with the fee increases. They have appointed representatives to meet with management. The float home owners were informed that the fees were increasing to market rates based on a commissioned report. They have not been allowed to see the information, but told they could conduct their own survey. The survey is complete and has "some interesting findings." They are requesting a meeting with Mr. Servos prior to notification of the new licence offer April 1, 2009.

There being no additional comments, the meeting was adjourned to the in-camera session at 9:58 a.m.