

OAK BAY MARINE GROUP

- Oak Bay Marina Ltd.
- Victoria
- Marina Restaurant
- Victoria
- Marina Coffee House
- Victoria
- North Saanich Marina
- Victoria
- Pedder Bay Marina
- Victoria
- Ladysmith Marina
- Ladysmith
- Pacific Undersea Gardens Ltd.
- Victoria
- Canadian Princess Resort
- Ucluelet
- Wikaninnish Restaurant
- Long Beach
- Painter's Lodge
- Campbell River
- April Point Resort & Spa
- Quadra Island
- King Salmon Resort
- Rivers Inlet
- MV Marabell
- Queen Charlotte Islands
- MV Charlotte Princess
- Queen Charlotte Islands
- MV Salmon Seeker
- Queen Charlotte Islands
- Oregon Undersea Gardens Inc.
- Newport, Oregon
- The Wax Works
- Newport, Oregon
- Ripley's Believe It or Not
- Newport, Oregon
- Mariner Enterprises Inc.
- Newport, Oregon
- Cape Santa Maria
Beach Resort
- Long Island, Bahamas



November 15, 2010

Honourable Stephanie Cadieux
Minister of Community, Sport and Cultural Development
Room 236 Parliament Buildings
Victoria, BC
V8V1X4

Dear Minister Cadieux:

Let me start out with congratulations on your appointment as the Minister of Community, Sport and Cultural Development.

I am enclosing for your interest and information a copy of our booklet styled British Columbia, Showcasing Our Heritage To The World. Also included in this package is a selection of letters received regarding the project.

I am hopeful that you will find, as we do, that this project will be beneficial for cultural development and tourism in Victoria.

As documented in the booklet the proposed location is critical to the success of this project. This building falls under the jurisdiction of the Ministry of Community, Sport and Cultural Development. Accordingly, I will be contacting your offices shortly with the hope of arranging a meeting with you in which I will be happy to answer any questions you may have regarding this exciting project.

Sincerely,

Robert H. Wright
President,
Oak Bay Marine Group

✓ Enclosure and Copy: Grant Main, Deputy Minister

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Beach Resort
- Long Island, Bahamas



BRINGING A DREAM TO LIFE

October, 2010

Dear Friends,

Bob Wright, of the Oak Bay Marine Group, has held a dream of developing a state of the art exhibit that showcases and preserves the unique culture and stories of the First Nations and early settlers of British Columbia.

The key to bringing his dream to life is the securing of an appropriate location. The CPR Terminal Building located on Victoria's inner harbour meets all requirements, being in the heart of a major tourist thoroughfare, having sufficient space and historical significance.

The Oak Bay Marine Group has successfully operated tourist and attractions businesses for nearly fifty years and enjoys strong relationships with world class technical experts who will be required to bring this dream to life. The costs of the undertaking will be fully covered by the Oak Bay Marine Group.

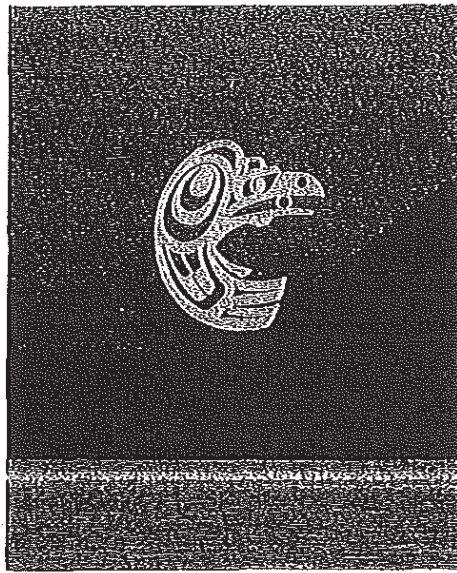
Response to date on the project has been overwhelmingly positive and included are a selection of letters from First Nations, tourism groups, major business operators, universities and others. Additionally, we have attached an overview of our dream titled British Columbia, Showcasing our Heritage to the World.

We are happy to share our dream with you and invite you to enjoy the experience that we plan to create. The time is now. British Columbia is ready for a world class multi-sensory attraction.

Thank you for taking the time to dream with us.

British Columbia

SHOWCASING
OUR HERITAGE TO THE WORLD



A SELECTION OF LETTERS RECEIVED
REGARDING THE PROJECT



PO Box 3025 STN CSC
Victoria British Columbia V8W 3P2 Canada
Tel (250) 721-8298 Fax (250) 721-8997
Email msegger@uvic.ca Web www.uvic.ca

University of Victoria Art Collections
Maltwood Art Museum and Gallery

University
of Victoria

October 6, 2010

Mr. Bob Wright, President,
Oak Bay Marine Group
1327 Beach Drive
Victoria, BC V8S 2N4

Dear Bob:

Re: Concept Proposal for Legacy Attraction: *British Columbia, Showcasing our heritage to the world.*

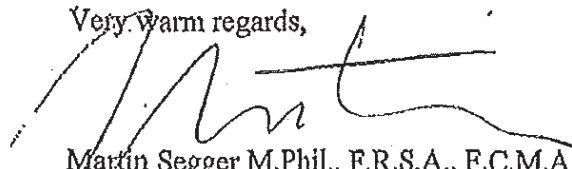
Thanks for this very impressive document, which I have reviewed with great interest.

As a museum director, with a back ground of work and teaching in the field of cultural heritage for nearly forty years (including the the Royal BC Museum, National Museums of Canada, and the University of Victoria) may I commend you and your design team for assembling this impressive concept. As heritage presentation moves beyond the standard static displays of 20th century museography and into the 21st century, animatronics, holograms, robotics and laser generated effects pioneered in the commercial exhibitions business must now enter the world of "serious entertainment". The extensive experience of your company and your long record of personal commitment to heritage preservation obviously underpin this project. Congratulations.

As a former City of Victoria council member, and long time board member and co-chair of the Provincial Capital Commission I can't help but also observe that this is a site I know only too well. I have long thought it could have been put to better use with a cultural attraction that was more appropriate to its heritage stature, tourist visitation potential, but even more important its symbolic adjacency to the Parliament Building of British Columbia. This I believe the thematic elements of your proposal address to perfection!

Bob, please count on me for ongoing support in this project and do not hesitate to share this expression of my excitement with others as you see fit.

Very warm regards,


Martin Segger M.Phil., F.R.S.A., F.C.M.A.
Adj. Professor & Director,
Maltwood Art Museum and Gallery
University of Victoria

ms/car

November 4, 2010

Chief Tony Hunt, OBC

S22

Mr. Bob Wright, President
Oak Bay Marina Group
1327 Beach Drive,
Victoria, BC V8S 2N4

Dear Bob:

Thank you for providing me the opportunity to review the outline of your proposed cultural exhibit, "British Columbia-Showcasing our Heritage to the World".

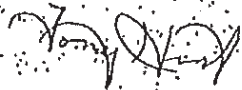
I enjoyed speaking with Martin Palsh about the project and could really sense Martin's excitement regarding its potential.

As you know, I along with my father, Chief Henry Hunt and grandfather, Chief Mungo Martin were the creators of Victoria's famous Thunderbird Park. I also designed and built the Hunt Family Big House at the Royal B. C. Museum. As well, I have carved more than one hundred full size poles which are in various countries around the world.

I know the importance of preserving and sharing the knowledge of the First Nations Peoples. The cultural project which you have proposed would be a perfect venue to share some of British Columbia's rich heritage.

As Hereditary Chief of the KwaGulth people, I am pleased to offer my support for this exciting and timely project. I would be happy to advise you on its First Nations cultural and artistic components.

Please contact me at the following numbers S22 to discuss this further.
I look forward to sharing my expertise and advice with you regarding this project.
Best regards,



Chief Tony Hunt, OBC

TOURISM VICTORIA

Marketing our favourite destination

October 5, 2010

Robert H. Wright
President
Oak Bay Marine Group
1327 Beach Drive
Victoria, BC V8S 2N4

RE: New Heritage Attraction In Victoria

Dear Mr. Wright:

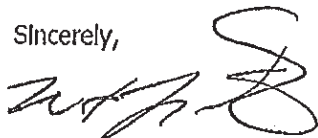
Thank you for your letter and booklet, received October 1, 2010, on a potential new heritage attraction for Victoria. Certainly the visitor economy for the capital of this province is fueled by "visitation drivers": attractions and components of our region that differentiate us as a destination and appeal to our visitors all over the world.

Your vision for an exhibit showcasing our early settlers and especially our First Nations people is long overdue. To deliver it in such an experiential manner using today's modern technology will make this a tremendous addition to our tourism landscape. I also believe it would be a terrific complimentary attraction to our existing Royal B.C. Museum.

Tourism Victoria has included a new component in our 2011 Strategic Marketing Plan to specifically support Aboriginal Tourism as we believe this authentic and vital component of our heritage needs to be nourished and promoted. We therefore wholly endorse your project and look forward to its realization.

Thank you for bringing this project to my attention and we look forward to being a supportive partner in this endeavour going forward.

Sincerely,



Rob Gialloreto
President & CEO

GREATER VICTORIA VISITORS AND CONVENTION BUREAU

Mailing address: 4th Floor, 31 Bastion Square, Victoria, B.C. Canada V8W 1J1 Tel: (250) 414-6999 Fax: (250) 361-9733

Visitor Centre: 812 Wharf Street, Victoria, B.C. Canada V8W 1T3 Tel: (250) 953-2033 Fax: (250) 362-6539 Page 6

www.tourismvictoria.com



CSC-2011-00

Tuesday, October 26th, 2010

Keith Henry
Chief Executive Officer
Aboriginal Tourism Association of British Columbia
Suite 600-100 Park Royal South
West Vancouver, BC
V7T 1A2

Re: Proposed Victoria Attraction

To Whom It May Concern:

I am writing the following letter in my role as the Aboriginal Tourism Association of British Columbia's (AtBC) Chief Executive Officer. Therefore please accept this correspondence as a letter to confirm that AtBC and the Oak Bay Marine Group have begun to engage in important discussions to consider their proposed Victoria attraction (the project).

AtBC continues to support the Aboriginal cultural tourism sector through training and awareness, product development, and marketing in British Columbia. AtBC has identified Aboriginal cultural tourism products who are stakeholders throughout British Columbia who will benefit from a project in Victoria that can support the mutual marketing and promotional awareness of our sector. AtBC has been in discussions with potential partners in Victoria to identify a project that meets our future planning needs. The project may provide an important opportunity for AtBC and the Oak Bay Marine Group to work together to increase consumer awareness about the Aboriginal cultural tourism sector and we view this as a benefit. AtBC has committed to future conversations with the project to identify strategies and recommendations to complete a mutually beneficial partnership.

Therefore I am pleased to provide this letter confirming AtBC's interest in the development of the proposed project, subject to meaningful participation and support for the Aboriginal tourism industry. Please feel free to contact me if you have any further questions @ 1-604-921-1070.

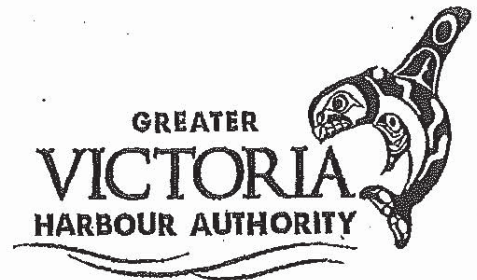
Sincerely,



Keith Henry
Chief Executive Officer
Aboriginal Tourism Association of British Columbia

October 7, 2010

Oak Bay Marine Group
1327 Beach Drive
Victoria,
V8S 2N4



Attention: Mr. Bob Wright -- President

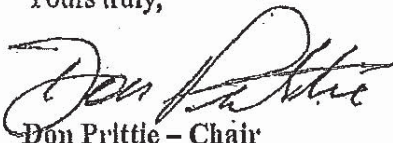
Bob
Dear Mr. Wright,

Thank you for sending your proposed concepts for the heritage attraction to be situated in the city of Victoria. The Capital Region has lost many tourist destinations over the last number of years and there is a great need of quality, state of the art, attractions moving forward. The Greater Victoria Harbour Authority is part of a team that has just welcomed over 450,000 cruise tourism passengers to the Capital Region through Ogden Point since April 2010 and we know our guests would respond well to an attraction such as the one depicted in the book you supplied.

We are very pleased to see you are including First Nations People in your planning and that you have provided for scholarships for First Nations youth. As two of the GVHA's founding members are the Songhees and Esquimalt Nations, one of our stated values is *"to have them achieve a meaningful role in the economy of Victoria Harbour."* Anything you can do to involve the Songhees and Esquimalt Nations (whose traditional territories this would be located on) and further this goal, would be of interest to the GVHA Board and worthy of our support.

In closing, we wish you well in this exciting possibility for the Provincial Capital. Knowing the caliber of projects you have created in the past gives comfort that this will be no exception. All the best in bringing this to a successful reality.

Yours truly,


Don Prittle - Chair
Greater Victoria Harbour Authority

Cc: GVHA Board, Sonterra Ross - Acting CEO

GREATER VICTORIA
HARBOUR AUTHORITY

202 - 468 Belleville Street

Victoria, British Columbia,

Canada V8V 1W9

Tel: 250.383.8300

Fax: 250.383.8322

Web: www.victoriaharbour.org



FIRST PEOPLES'
HERITAGE, LANGUAGE
& CULTURE COUNCIL

1A Boat Ramp Road
Brenwood Bay, BC
V8M 1N9

Phone: (250) 652-5952
Fax: (250) 652-5953
www.fphlcc.ca

November 1, 2010

Bob Wright
Oak Bay Marine Group
1327 Beach Drive
Victoria, British Columbia
V8S 2N4

Weyt-k Mr. Wright:

RE: High-tech exhibit and B.C. First Nations

We were very interested to read about your plans to develop a high-tech exhibit in Victoria's Inner harbour, and in particular your intention to include the contributions of First Nations. We commend you for directing your community spirit and business acumen toward the success of this innovative project.

We understand that you are in the planning stages of this endeavour and I would very much like to meet with you, along with our Chair, Dr. Lorna Williams, to introduce our organization and to learn more about your project. We would like to explore possible ways to assist you with the development of First Nations content, by offering advice and liaising with First Nations community contacts. We would also like to discuss the potential of forming a partnership or cooperative venture.

Gail Price-Douglas with the City of Victoria's Parks, Recreation and Community Development Department has kindly taken the initiative to facilitate this meeting. She has reserved Room #2 at City Hall for us to meet 1:30 pm on Wednesday November 10. We also intend to invite Councillor Pam Madoff. If this arrangement is not convenient for you, we would be pleased to work with you to find a mutually agreeable date.

Please find attached some background information about the First Peoples' Heritage, Language and Culture Council. I will be out of the country until November 8. Kindly contact my assistant, Susan De Stephanis at ext. 216 to confirm the November 10 meeting, or to arrange another date.

I look forward to meeting you.

Kukwstsetsemc,

Tracey Herbert
Executive Director

copy: Gail Price-Douglas, City of Victoria
Pam Madoff, Victoria City Councillor

Enclosure



October 6, 2010

Mr. Robert H. Wright, President
Oak Bay Marine Group
1327 Beach Drive
Victoria, BC V8S 2N4

Dear Bob,

I am pleased to be able to provide this letter of support toward your proposed Heritage attraction of a new exhibit and the major role it will play within the Victoria community and beyond.

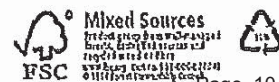
As an experienced hotelier with many years of service in the hospitality industry in Canada, after reviewing the proposal, I am keen to see the attraction approve.

Victoria is not only a growing city, but one with diversity. The addition of this display located in a very historical setting will be of great value to not only the tourism industry but to the community by boosting the vibrancy of the Inner Harbour. The design and proposed models not only highlights arts and culture but will perfectly adapt to embody every aspect of the concept as a historical learning experience for all to enjoy on numerous occasions by interacting within a learning and entertaining environment never to be experienced before.

In summary, I believe this attraction will be a valuable addition to the portfolio to Victoria and to the history that it brings so professionally designed to support the heritage and place Victoria in a very unique position. My very best wishes on your future endeavours.

ML/ml

Martin Leclerc
General Manager
The Fairmont Empress
721 Government Street
Victoria, British Columbia
Canada V8W 1W5
TEL 250 389 2700
FAX 250 389 2738
martin.leclerc@fairmont.com
www.fairmont.com



Anthony Hartnell
655 Douglas St
Victoria, BC
October 5, 2010

Mr. Robert H Wright
President
Oak Bay Marine Group

Dear Mr. Wright:

I recently reviewed a copy of your proposal to create a Heritage attraction for downtown Victoria. I must say that this is exactly what Victoria needs and your proposed location couldn't be better.

Such an attraction would help showcase to the world our rich and diverse history and how our two cultures have grown together and complimented one another over the years.

Victoria needs more world class exhibits such as what you have envisioned if we expect to move forward and prosper in the tourism sector.

I sincerely hope that all levels of government and the business community in general rally around you to help make this project a reality.

Sincerely,



Anthony Hartnell
Queen Victoria Hotel and Suites

QV
QUEEN
VICTORIA
HOTEL
AND SUITES

655 DOUGLAS ST.
VICTORIA BC
CANADA V8V 2P9

1-800-663-7007
TEL 250-386-1312
FAX 250-381-4312

WWW.QVHOTEL.COM

S22

October 22, 2010

Dear Bob,

It was with great pleasure that I recently read the article in the Times Colonist featuring a story on your proposed vision for the historic CPR Steamship terminal building; personally I think it is a very exciting idea and I wish to offer you my sincere and full support.

As a

s22

s22 I believe a tourist attraction that would showcase B.C.'s fascinating culture and history in an informative and educational attraction that engages the public on many levels is a wonderful idea.

Bob, I would like to offer you my very best wishes for the greatest success, this truly is an exciting and visionary idea.

Sincerely,

s22



Chateau Victoria
HOTEL & SUITES

Bob Wright
c/o Oak Bay Marine Group
1327 Beach Drive
Victoria, BC V8S 2N4

Mr. Wright,

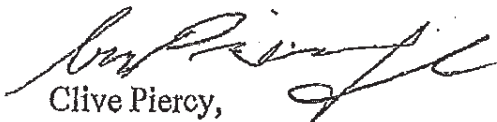
October 13, 2010

Many thanks for sending me your presentation combining the stories of Victoria's past and the contributions of the First Nations. I also remember the vivid display of the Spirit Lodge at Expo '86, which certainly had a strong impact.

The presentation is absolutely first class as visualized in your outstanding book. The only thing I can recall that is at all similar is the visual and sound display where clientele descend in railway cars below the city of York, to the ancient village of Yorvik. Once below ground, they are assailed by sights, sounds and smells of the time. This York exhibit is highly received and is one of the highlights of the town.

Your planned display, in my opinion, is by far a much better multimedia representation by bridging the two great cultures of the original First Nations and the Western world, which remains to this day. I know you have hit upon an absolute winner, which will garner great success and make Victoria an even greater tourist destination. As you know, the Butchart Gardens have gained worldwide appeal with the showcase of our city's floral beauty throughout the seasons. I feel your vision far outshines any other display of its kind worldwide. I know it will be highly engaging and will greatly enhance the tourism appeal for the Greater Victoria area.

Much success in your venture!


Clive Piercy,
Owner/President

740 BURDETT AVENUE VICTORIA BC V8W 1B2

Telephone 250.382.4221 Fax 250.380.1950 Toll Free 1.800.663.5891
chateauvictoria.com



University
of Victoria

Centre on Aging
PO BOX 1700, STN CSC
Victoria, British Columbia
Canada V8W 2Y2
Phone: (250) 721-6369 Fax: (250) 721-6499
www.coag.uvic.ca

Dr. Bob Wright,
President,
Oak Bay Marine Group,
1327 Beach Drive, Victoria, B.C.
V8S 2N4

13 Oct. 2010

Dear Dr. Wright,

Many thanks for sending me the publication of British Columbia: Showcasing Our Heritage to the World. Your proposed exhibit project is extremely worthwhile. As Canada is a multicultural society, we should learn more about the history and cultural of other ethnic groups, especially the First Nations people. There have been many inter-marriages between Chinese men and First Nation women, and we know very little of these marriages and the life of their descendants. You probably know that Senator Lillian Quan Dyck's father was a Chinese from Hoi Ping County. I am very interested in doing more researches on the inter-relationship between Chinese and First Nations people, and an exhibition of the interrelationship. I strongly support your project and would be readily to provide my service to you if you need some information about the history of Chinatowns in British Columbia.

With best wishes,

Yours sincerely,

A handwritten signature in cursive script that reads "David".

David Chuenyan Lai,
Professor Emeritus of Geography,
University of Victoria.



HOTEL GRAND PACIFIC

October 18, 2010

Robert Wright
Oak Bay Marine Group

To whom it may concern,

I am writing this letter in support of Bob Wright's concept for a new attraction to be located in the former CP Steamship Terminal.

A tourist city, like Victoria, needs to have many attractions to entertain and add value to the visitor experience. The concept that Mr. Wright is proposing has the potential to be a blockbuster attraction especially if the special effects are similar to the movie Avatar.

I look forward to updates on the project and the launch of the name.

Yours truly,


Reid James
General Manager



Inn at Laurel Point

The Rev'd Ian Powell
Managing Director

October 13, 2010

Mr. Robert H. Wright
Oak Bay Marine Group
1327 Beach Drive
Victoria, BC V8S 2N4

Bob,

Dear Mr. Wright,

I was delighted to receive your beautiful brochure outlining your proposed concept of this legacy project showcasing the rich culture and history of the people of British Columbia, to be housed at 470 Belleville Street, currently known as the CP Terminal building.

I have long been concerned that such a beautiful architectural building such as this one has had an air of "Kiss me quick hot" or to put it in the Canadian vernacular, "a tacky T-shirt shop", however, your brochure portrays a sophisticated and educational venture in harmony with this building and locale.

I wish you well as you go forth with this ambitious venture showcasing our remarkable heritage & history to the world.

Sincerely,



University
of Victoria

President and Vice-Chancellor
Administrative Services Building Room A220
PO Box 1700 STN CSC
Victoria British Columbia V8W 2Y2 Canada
Tel 250-721-7002, Fax 250-721-8654
Email pres@uvic.ca Web www.uvic.ca/president/

13 October 2010

Dr. Bob Wright
1327 Beach Drive,
Victoria BC V8S 2N4

Dear  Dr. Wright,

Thank you for joining me for lunch last week. It was wonderful to see you and Yun and to introduce you to the most recent Bob Wright scholarship holders. Thank you also for sharing your proposal regarding the creation of an educational heritage exhibit and attraction at Victoria's inner harbour. This is an exciting initiative and I enjoyed reading the material you provided.

I was pleased with your desire to provide scholarships for Indigenous students and the University of Victoria would be happy to administer these awards in your name. What better way to support the educational outcomes of Indigenous students. In addition, the University of Victoria could well provide expertise and scholarship on the colonial history of Victoria and the Indigenous peoples of Vancouver Island. Many of our scholars have garnered national recognition on these issues and would be intrigued by this project.

Thank you again for everything you have done for our students and for oceans research at UVic. I would be delighted to explore this collaboration further as your plans evolve.

Yours sincerely,


David H. Turpin, CM, PhD, FRSC
President and Vice-Chancellor

DHT:ct



October 12, 2010

Bob Wright
Oak Bay Marine Group
1327 Beach Drive,
Victoria, BC, V8S 2N4

Dear Bob,

I was very impressed with the book that you shared with me highlighting the potential new tourist attraction in Victoria's Inner Harbour.

As an owner operator of a local tourism business for 15 years, I understand the importance of having quality attractions in our city that will draw visitors to the area, which benefits our number 1 industry – tourism.

We have unfortunately lost a few attractions in Victoria over the years, so we have a definite need for new attractions, such as yours, to keep competitive within the industry. The more we have to offer visitors the more people will come to Victoria and the tourism dollars that are spent support the entire community.

With your proven track record and the location you have in mind, I am certain that this venture will be a great success, and I look forward to seeing it come to fruition.

It's an exciting project for Victoria Bob, and I wish you the best of luck moving forward.

Yours truly,

A handwritten signature in black ink, appearing to read "Andrew Skinner".

Andrew Skinner
Owner / Operator
Great Pacific Adventures Inc.

1000 Wharf Street, P.O. Box 8173, Victoria, British Columbia Canada V8W 3R8

Phone: 250-386-2277 Fax: 250-386-3370 Toll-Free: 1-877-733-6722

E-mail: whales@greatpacificadventures.com

Websites: www.greatpacificadventures.com www.cycletreks.com

Budget Rent a Car of Victoria Ltd.



Mr. Robert H. Wright
Oak Bay Marine Group
1327 Beach Drive
Victoria, BC V8S 2N4

October 28, 2010

Dear Bob;

What a visionary project!

As a business owner in Victoria, you have my full support for introducing such an exciting legacy project.

Our Inner Harbour/Downtown core has suffered an increasing decline of visitors, in part due to a lack of growth in tourism attractions.

I cannot imagine a more appropriate use for our beautiful Terminal Building. The building would be a perfect showcase for your proposed heritage exhibit, and would introduce locals and visitors alike to our combined cultures.

I am sending this letter to indicate my strong support, and if I can be of any further help please advise me.

Sincerely;

A handwritten signature in cursive script, appearing to read "Judith Scott".

Judith Scott
President
Budget Rent a Car

Personal & Confidential

October 13, 2010

Bob Wright
President and CEO
Oak Bay Marine Group
1327 Beach Drive
Victoria BC, V8S 2N4

Howdy Bob

Nice little bit of earned media in the TC "High-tech history exhibit may replace wax museum" 09/10/10.

Ever since we met in June when you showed me what you were up to I wondered how and when it would leak out.

Now that you may be moving ahead with this fantastic adventure.

S22

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In any case best of luck and good wishes and

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Cheers and all the best.

S22

A10 WEDNESDAY, OCTOBER 13, 2010

EDITORIALS

The right future for harbour gem

Vancouver Islanders have learned over five decades not to bet against Bob Wright. Starting with a small marina in 1962, Wright has built Oak Bay Marine Group into a leader in North America's holiday and sport-fishing industry.

His proposal for a high-tech exhibit in the historic Canadian Pacific Steamship building on the Inner Harbour should be taken seriously.

Still, the idea, which would showcase Victoria's history and the contributions of First Nations, raises some questions.

The CP building will be available next year after seismic upgrading is completed. For decades, it was home to the Royal London Wax Museum, but that attraction will not be back. The museum's owner, Ken Laine, was not able to reach a new lease agreement with the Provincial Capital Commission:

That left one of the top locations in downtown Victoria up for grabs.

Wright's idea is not the first museum proposed for the building. The Maritime Museum of B.C., now in the old courthouse on Bastion Square, has also been suggested as a possible tenant for the steamship terminal.

The Maritime Museum seems like a natural fit for a building that was a vital part of our maritime history. Would Wright's proposed exhibit work as well? That will be a question for the Provincial Capital Commission as it

decides on lease proposals.

Wright says he expects to spend \$5 million to \$10 million to create the displays, but is not worried about making a profit. He is known as a philanthropist, having given \$11 million to the University of Victoria.

There is, of course, already a world-class museum just a block away from the CP building. A donation of \$10 million could do wonders for the Royal B.C. Museum, which has dreams of a massive expansion of its own.

Wright says his attraction would complement the Royal B.C. Museum experience, offering three-dimensional displays with the smells and sounds of nature.

If Wright is successful, he might help to erase the memory of another high-tech museum, the B.C. Experience in the Crystal Garden, which failed only months after it opened in 2006.

The CP building was designed by Francis Rattenbury, who was also responsible for the Empress Hotel and the legislative buildings. Like Rattenbury, Wright has big dreams and sets high goals for himself, and has helped reshape the Island through his determination.

Will his latest idea — the one he says will be his "last hurrah" — become a reality? At the very least, it will spark a debate about the best use of the steamship building, a landmark that is a crucial element of the Inner Harbour.



Maritime Museum of BC

28 Bastion Square • Victoria, British Columbia • V8W 1H9 • T: 250.385.4222 • F: 250.383.2869 • www.mmbc.bc.ca

Ministry of Community & Rural Dev.
ATTN Ben Stewart
P.O. Box 9056, Stn Prov Govt
Victoria, BC V8W 9E2

November 15, 2010

Dear Ben Stewart,

BC's maritime history is in grave danger.

I am writing you today because, I wanted to make sure you were among the first to hear about the issues affecting the Maritime Museum of BC, what is being done to lay a solid path forward, and how you can help.

Since 1955, MMBC the Maritime Museum of British Columbia has been creating a vital link to the province's nautical roots - enabling you, your loved ones, and the community to explore collections for inspiration, learning, and enjoyment. We care for important pieces of history so they may be passed down for the coming generations.

MMBC safeguards the valuable history and stories that make us who we are. Museums are the only source of "living history" and offer an insight to the future world that lies before us. Without the museum, important parts of our past would be "ancient history" and forgotten.

Right now, we are navigating troubled waters.

With the downturn in the economy and support from granting organizations and foundations dwindling, MMBC is struggling to stay afloat. The future of the museum, its artefacts, and our nautical stories are all at risk of being lost forever.

Caring for our nautical roots and keeping them alive is an enormous and essential task - there is so much work that needs to be done. We are trusted with over 35,000 unique artefacts, more than 40,000 historical photographs, and house an internationally recognized chart collection. To add to the challenge, tourism remains down and today's learning, some feel, can be done by way of the internet.

Your support is needed now to steer the museum towards a bright future.

Although recent changes have increased admission revenue by 26% over last summer and the gift shop has been revamped to increase sales, the future of the museum is still in question. Your board of directors and museum staff are working hard to develop a sustainable path forward through strong planning including new marketing and communications, networking and partnership opportunities, and solid fundraising initiatives. A coherent business plan is being implemented and we are identifying areas where changes can be made. We are excited about the museum's future, but to reach our goal and keep the doors open, your help is needed today.

The Museum is such a unique and special place. Where else would you find treasures like, the oldest operating birdcage elevator in North America, one of the oldest courts in BC still in use today, and exhibits on pirates, shipwrecks, explorers and the Royal Canadian Navy? Not to mention, our three unique sailing vessels *Dorothy*, *Tilikum* and *Trekka* - each with their own incredible story of adventure and enchantment. They are all here thanks to generous supporters like you.

There are so many more stories yet to be told.

As a former educator, I am not only passionate about our maritime history; I understand the importance it plays in educating people of all ages. Every day, I see the impact of the museum's stories on all of our visitors. From the class of children, wide-eyed and engaged, listening to stories of the discovery of Vancouver Island to the retired couple running their hands along the bow of *Tilikum* and imagining life in 1903 as she forged through heavy swells, our history is on display to everyone who passes through the museum's doors. You can ensure the doors remain open.

Your gift matters.

Please give generously by completing and returning the enclosed reply form. Your one-time gift of \$50, \$100, or \$250 will make a lasting difference. Or, you may prefer to provide stable core funding through our monthly giving option, truly one of the best ways to support MMBC. Not only will your monthly gift allow the museum to plan ahead, your gift can be processed more efficiently than single donations, saving money and resources.

Your support will provide a strong foundation for the critical months ahead. Immediate help for exhibitions like the new *Visual Trickery*, museum operations, collections policy development and cataloguing, and educational programming will be provided. It will also ensure upcoming planned programs will proceed. However you decide to support MMBC, your commitment will affirm your place within BC's memory

bank, acting together to collect, safeguard and make accessible artefacts for you, and for everyone.

I think you'll agree that the Maritime Museum is just too important to lose, yet without your support, this is exactly the situation we will face. I welcome the opportunity to discuss this further with you. Please do not hesitate to contact either myself, or our Executive Director Martyn Clark, at 250-385-4222.

Together we can carry on the vision of the Maritime Museum of BC.

Through solid planning, we are heading in the right direction, but recognize that admissions and gift shop sales will never carry the organization - we need your extra support. Help give our past a future. The fate of the Maritime Museum is up to you, please give generously today.

Sincerely,



Barry Rolston,
Board President

p.s. Our success depends on your support; we need to raise \$60,000 by March 31st, so please say YES and steer the museum toward a bright future.

p.p.s. I know it is hard to imagine but, without your help today the Maritime Museum of British Columbia may not be here tomorrow. Help hoist the sails and Join the Voyage.

JAN 11 2011

Ref: 137565

Mr. Barry Rolston
President
Maritime Museum of British Columbia
28 Bastion Square
Victoria, BC V8W 1H9

Dear Mr. Rolston:

Thank you for your letter of November 15, 2010, addressed to Honourable Ben Stewart, former Minister of Community and Rural Development, regarding the Maritime Museum of British Columbia (Museum). As Minister of Community, Sport and Cultural Development, I am pleased to respond on behalf of Minister Stewart.

I read, with interest, about the Museum's current efforts to raise money through a community fundraising campaign. I appreciate that you took the time to share a copy of your communication materials with the government, as it is important we remain informed on the progress of your project.

I understand that Ministry of Community, Sport and Cultural Development staff continue to work closely with your team and support you in exploring all options for the future of the Museum.

Thank you again for writing. I wish you the best of luck with your community fundraising campaign.

Sincerely,

Original Signed By

Stephanie Cadieux
Minister

Ministry of Community,
Sport and Cultural Development

Office of the Minister

PO Box 9056 Stn Prov Govt
Victoria BC V8W 9E2

Phone: 250 387-2283
Fax: 250 387-4312
www.gov.bc.ca/csc

CSC-2011-00023

Maritime Museum of BC

28 Bastion Square • Victoria, British Columbia • V8W 1H9 • T: 250.385.4222 • F: 250.383.2869 • www.mmbc.bc.ca

Honourable Stephanie Cadieux
PO Box 9056 Stn Prov Gov
Victoria BC V8W 9E2

February 18, 2011

Dear Minister Cadieux

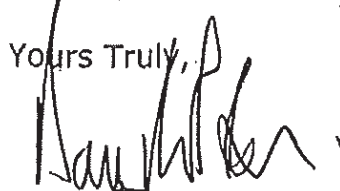
I am writing to request some financial assistance for several projects at the Maritime Museum before your Ministry's current year's budget is finished. These grant requests are for initiatives that will assist us to better serve the public, whether we stay in our existing premises in Bastion Square or are successful in our proposed move to the old CPR Steamship Terminal in the inner harbour.

The requests could be done as a whole package or selected items depending upon monies available and your recommendations. A summary is noted below with details on the attached pages.

S13, S17

Thank you for considering these initiatives.

Yours Truly,


Barry Rolston
President
Maritime Museum of B.C.
bwrolston@shaw.ca

(1 page attachment)

S13, S17

MAR 30 2011

Ref: 144666

Mr. Barry Rolston
President
Maritime Museum of BC
28 Bastion Square
Victoria, BC V8W 1H9

Dear Mr. Rolston:

Thank you for your letter of February 18, 2011, addressed to Honourable Stephanie Cadieux, former Minister of Community, Sport and Cultural Development, requesting financial support for several projects at the Maritime Museum of BC (Museum). As the new Minister of Community, Sport and Cultural Development, I am pleased to respond.

As you know, I have a great interest in the Museum and I am very aware of its importance to Victoria and the rest of British Columbia. I am concerned about the challenges facing the Museum and hope that it will be possible to continue to interpret and present British Columbia's maritime heritage to families and visitors to the province. In this regard, I understand that you are working with staff in the Ministry of Community, Sport and Cultural Development.

S13, S17

S13, S17 may be eligible under the British Columbia Arts Council (BCAC) Professional Project Assistance – Museums and Visual Arts Organizations program. Applications for this program must be submitted by October 15, 2011, and details are available on the BCAC website at: www.bcartscouncil.ca/.

I would suggest that a discussion of the work required to restore the building for exhibition should be delayed until the outcome is known about the CPR Steamship Building RFP process, and should be in the context of the business plan for the museum.

Thank you again for writing.

Sincerely,

Original Signed By

Ida Chong, FCGA
Minister

Ministry of Community, Sport
and Cultural Development

Office of the Minister

Mailing Address:
PO Box 9056 Stn Prov Govt
Victoria BC V8W 9E2

Phone: 250 387-2283
Fax: 250 387-4312

Location:
Room 323
Parliament Buildings
Victoria BC V8V 1X4

www.gov.bc.ca/cscd Page 28

CSC-2011-00023

OAK BAY MARINE GROUP

- Oak Bay Marine Ltd.
- Victoria
- Marina Restaurant
- Victoria
- Marina Coffee House
- Victoria
- North Spanish Marina
- Victoria
- Pedder Bay Marina
- Victoria
- Lady Smith Marina
- Ladysmith
- Pacific Undersea Gardens Ltd.
- Victoria
- Canadian Princess Resort
- Whistler
- Wickaninnish Restaurant
- Long Beach
- Painter's Lodge
- Campbell River
- April Point Resort & Spa
- Quadra Island
- King Salmon Resort
- Rivers Inlet
- MV Marabell
- Queen Charlotte Islands
- MV Charlotte Princess
- Queen Charlotte Islands
- MV Salmon Seeker
- Queen Charlotte Islands
- Oregon Undersea Gardens Inc.
- Newport, Oregon
- The Wax Works
- Newport, Oregon
- Ripley's Believe It or Not
- Newport, Oregon
- Madner Enterprises Inc.
- Newport, Oregon
- Cape Santa Maria
Beach Resort
- Long Island, Bahamas



Honourable Ida Chong
Minister of Community, Sport and Cultural Development
Room 323
Parliament Buildings
Victoria, BC
V8V 1X4

April 14, 2011

Dear Honourable Minister:

Re: Provincial Capital Commission ("PCC") – Request For Proposal ("RFP") CPR Steamship Terminal Building

Undoubtedly you are aware that the three submissions entered for the CPR Steamship Terminal Building have been rejected and the governing RFP process terminated.

Ray Parks, CEO of the PCC, has been quoted in the media that he is continuing to work with the proponents; however, since Ernst & Young made the announcement on Tuesday April 12th, we have not been contacted. Accordingly, as the Minister responsible for the PCC, I believe it is important to share with you my concerns regarding the manner in which this process has been handled, and the apparent overall lack of direction and management of the Commission.

Tourism is a critical driver of the Victoria business community and a key economic component of the BC economy. In line with the global economic downturn over the past two years local tourism has struggled with visitations to our City decreasing, and therefore it is now more important than ever that governments and business work effectively together toward supporting future opportunities for growth. This includes maximizing the returns available on the public assets administered by the PCC with the resulting funds being reinvested directly into our community in line with its governing mandate. This in itself will go a long way toward improving the local environment for tourism.

In my opinion the PCC is not effectively managing the assets entrusted to it on behalf of the people of British Columbia. In this regard, I have outlined below the facts, as I know them, which frankly speak for themselves:

- 1) The Wax Museum's lease after 40 years of being a tenant in the CPR Steamship Terminal Building was terminated eliminating revenues of over \$600,000 per year;
- 2) All other leases in the CPR Steamship Terminal Building were terminated eliminating additional revenue;

- 3) Seismlo upgrading of the building was commenced against a budget to be funded by a \$3 million dollar grant available through the Federal Government stimulus program;
- 4) The seismlo renovation is still far from completion and it is our understanding that construction cost overruns have resulted in a revised estimated cost to complete of over \$5 million. While this might be wonderful for the contractor it is of concern to the taxpayer. The question that arises is where is the additional \$2 million coming from and when?
- 5) The costs to have Ernst & Young oversee the RFP will undoubtedly take another \$75/100,000 from someone's treasury;
- 6) As for the proponents, the cost of our response to the RFP was in excess of \$75,000. To provide the additional details the selection committee requested would have cost at least a quarter of a million dollars more, as our experts are located all over the world;
- 7) Although not a requirement of the original RFP.

S21

S21

S21

The absence of a business plan to demonstrate the attraction's viability was given as the primary reason for turning our proposal aside. This is hard to believe because a business plan built to support the viability and sustainability of a new venture would be based on unproven forecasts and assumptions. Over 50 years of business experience tells me that this might look good on paper, but it won't hold much weight at your Bank until such forecasts and assumptions are proven. We knew this going in so alternatively we were prepared to have Oak Bay Marina Ltd sign the lease thereby giving the PCC a covenant backed conservatively with over \$100 million in assets. Also, surplus income from our existing businesses is capable of handling the proposed lease obligation, and this was clearly confirmed in the letters submitted from our two Banks. Simply stated we could leave the building empty and still make the payments covering all the available space in the building;

- 8) I am at a loss to understand what is behind the PCC's rejection of our proposal. Any entrepreneurial venture has business risk. However the covenant of Oak Bay Marina Ltd represents relatively low commercial risk and one that the PCC has comfortably accepted for over 25 years on an existing tenant relationship we have enjoyed with them. If they don't want another tourist attraction then just say that and stop wasting our time and money. In these fragile economic times money is an important resource and must be managed accordingly. While we have relatively deep pockets our hands don't stretch through to the BC taxpayer and therefore we must be prudent.

One of the options under the proposal offered by Oak Bay Marina Ltd was to lease the whole building. Accordingly, by rejecting its submission the PCO has

S21

S21

Other Points for Consideration:

There seemed to be no discussion about the impact to Tourism in Victoria even though another attraction has been dismantled and our proposal included 18 letters of support from Tourism related businesses. Indeed, it was CEO Ray Parks that recommended we submit a proposal covering an attraction in the CPR building.

S21

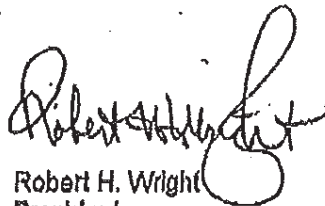
S21

S21

Finally, when I consider all of the issues perhaps Oak Bay Marina Ltd was just blindsided by a hidden agenda that has resulted in a colossal waste of time and money pursuing a personal dream. However, the facts remain that the PCO does not appear to be effectively managing on behalf of the taxpayers of British Columbia the various assets that have been entrusted to it. Based on industry acceptable returns calculated on the value of the underlying assets it manages on behalf of the public it is clear that a much better job could be done by seeking alternative sources of management for the assets.

Madame Minister, thank you for your time and consideration. Remember, if everything else fails, they can't repossess my dreams.

Yours truly,



Robert H. Wright
President
Oak Bay Marine Group

Copy: Honourable Christy Clark, Premier of British Columbia
Mr. Ray Parks, CEO Provincial Capital Commission

* INTERIM RESPONSE

Ref: 145216

APR 18 2011

Mr. Robert H. Wright
President
Oak Bay Marine Group
1327 Beach Drive
Victoria, BC V8S 2N4

Dear Mr. Wright:

Thank you for your letter of April 14, 2011, regarding the Provincial Capital Commission's Request for Proposal for the CPR Steamship Terminal building.

I have asked staff from the Ministry of Community, Sport and Cultural Development to investigate the background on this issue and report back to me so that I may provide you with a more fulsome response in the near future.

Thank you, again, for bringing your concerns to my attention.

Sincerely,

Original Signed By

Ida Chong, FCGA
Minister

pc: Honourable Christy Clark
Premier

Mr. Ray Parks
Chief Executive Officer
Provincial Capital Commission

- **Oak Bay Marina Ltd.**
- Victoria
- **Marina Restaurant**
- Victoria
- **Marina Coffee House**
- Victoria
- **North Saanich Marina**
- Victoria
- **Pedder Bay Marina**
- Victoria
- **Ladysmith Marina**
- Ladysmith
- **Pacific Undersea Gardens Ltd.**
- Victoria
- **Canadian Princess Resort**
- Ucluelet
- **Wickaninnish Restaurant**
- Long Beach
- **Painter's Lodge**
- Campbell River
- **April Point Resort & Spa**
- Quadra Island
- **King Salmon Resort**
- Rhers Inlet
- **MV Marabell**
- Queen Charlotte Islands
- **MV Charlotte Princess**
- Queen Charlotte Islands
- **MV Salmon Seeker**
- Queen Charlotte Islands
- **Oregon Undersea Gardens Inc.**
- Newport, Oregon
- **The Wax Works**
- Newport, Oregon
- **Ripley's Believe It or Not**
- Newport, Oregon
- **Mariner Enterprises Inc.**
- Newport, Oregon
- **Cape Santa Maria Beach Resort**
- Long Island, Bahamas

Bob Wright
President
Oak Bay Marine Group

In response to the recent comments expressed by the PCC's Chair Bill Wellburn, it is clear we agree to disagree. However, I would like to state for the record some facts regarding our "failed proposal" for the CPR Terminal building.

Ray Parks approached me last fall before the Request For Proposals ("RFP") was publicly announced to submit a proposal covering the leasing of the entire CPR Terminal Building. He suggested we proceed on this basis so the PCC would not have to manage the property in the context of being responsible for the ongoing costs for overall maintenance and upkeep of the building. Because of his urging we proceeded with a proposal to rent any or all of the building's four floors at the PCC's option. Our offer included an escalation clause commencing in year three of the lease, and an option covering outdoor space for a patio café area.

Wellburn's claim that I requested a meeting with him to promote our project is untrue. Last fall we had decided to proceed with our due diligence, and therefore we met with him to find out the details on expectations and timing requirements for expressing our interest in the CPR Building.

Wellburn's statement that most of the material for our proposal was not new is also untrue. We spent over \$75,000 to get expert advice on what would be entailed to develop a world-class attraction for this prestigious location. The preliminary information contained in an earlier proposal for another location had little relevance on the information required for the CPR Terminal Building RFP.

The PCC's evaluation panel had no "subject matter expertise" or experience on building an attraction of this magnitude encompassing animatronics, robotics and multi-sensory effects. This requires professional experts in the field which we had ready to work with us to bring the attraction to life.

Wellburn claims the PCC's management actively sought proponents. However only three responded, all were rejected and the original process terminated. This will result in an empty building similar to the fiasco with the BC Experience in the Crystal Gardens building.

Wellburn boasts about supporting tourism by expanding the Victoria Conference Center into the former Crystal Gardens. In truth this was the only solution available after being unable to secure an economically viable tenant subsequent to the failure of the BC Experience. Likewise, the Undersea Gardens has been in the Harbour for 40 years, and although we asked the PCC for permission to upgrade and refurbish this attraction we were refused. So much for the PCC being a "keen player in support of tourism."

As stated, the PCC is seeking tenants who align with the mandate to "connect and celebrate the Capital with all British Columbians." This mandate was considered carefully in our RFP submission. After all, if a world-class attraction featuring British Columbia's many cultures, heritage, wilderness, legends, and folklore in a highly animated and engaging fashion is not aligned with this mandate what is? Showcasing British Columbia's incredible diversity, which indeed makes us "The Best Place on Earth", seems aligned to me.

Wellburn makes the statement that "the absence of substantial financial detail was a red flag". What does this mean? We were prepared to provide a covenant through my company, Oak Bay Marina Ltd, which has over \$100 million in unencumbered assets as confirmed by a letter from KPMG. Also, letters were provided from our two banks confirming that we have the financial wherewithal to handle any financial obligation that would arise out of our offer to lease under the RFP. It is interesting that PCC's CEO Ray Parks has subsequently apologized to me for his oversight in not reading the related letters including a letter from our VP Finance giving the PCC full authority to contact our banks for any additional information they might reasonably need to assess our proposal. Perhaps a full-time CEO would have been a little more focused versus a retired CEO on full pension operating under a lucrative consulting contract. If this is an indication of the current leadership in place, I strongly believe that the Provincial Government should examine the model of the PCC and its effectiveness to ensure the citizens of the Capital Region receive good economic value on the assets under its control.

Bob Wright
Oak Bay Marine Group