GREATER VICTORIA HARBOUR AUTHORITY

STAKEHOLDERS' REPORT 2017/18

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Vision

We envision:

- A working harbour where people live, learn, work, and play; a spectacular gateway into Victoria's past and into its future, with a vibrant look and feel, linking communities and all people together.
- An organization that is recognized by the community as an effective marine asset manager, and as a trusted advocate and partner, working for the common good of the harbour and the region.

Mission

In fulfilling our constitution, we perform three distinct yet complementary roles:

- Owners and managers of the properties entrusted to us through divestiture or under lease;
- Advocates for best water and marinerelated use and development of the whole harbour and its assets, regardless of ownership, in accordance with our guiding principles; and
- Partners or collaborators with others in implementing harbour initiatives that drive economic, social and environmental benefits for the region.

Message from the Chief Executive Officer

Last September, several hundred people from the community joined us to celebrate the 100th anniversary of the Ogden Point Breakwater. To people outside Victoria, it may seem strange to have a party for a piece of marine infrastructure, but the Breakwater is both a well-loved symbol of the city, and an essential protector of our working harbour.

Maintaining this crucial infrastructure is an important part of what we do, and our staff was involved in comprehensive assessments of our marine assets throughout 2017, including the Ogden Point piers, the Inner Harbour causeway, the docks at Fisherman's Wharf, and Ship Point pier. As we complete our next three-year business plan, GVHA will be allocating a significant investment to strengthening these structures and ensuring their longevity.

This is the less visible work that GVHA does, both to support our commercial partners and to enhance the community – maintaining the year-round *Welcome to Victoria* floral sign on the Inner Harbour, upgrading electrical capability at our marinas for recreational and live-aboard boaters, replacing the lighting along the causeway, and many other projects.

It is this on-the-ground maintenance and attention to detail that allows GVHA as an organization to look ahead to the future. The sustainable redevelopment of Ogden Point, its growth as a commercial and community hub, can only be built on a solid foundation.

The past 15 years of management and oversight have put us in a favourable financial position, able to move forward on the dual stream of finalizing the Ogden Point Master Plan, while completing necessary structural upgrades and maintenance. GVHA is mandated to reinvest all profits into operational enhancements and capital projects, and I'm proud that we have been able to keep this promise to the community and to our member agencies.

I am grateful for the ongoing support of GVHA staff, member agencies and our hardworking Board of Directors under the leadership of Board Chair Dave Cowen. Thank you for another great year.

Ian Robertson, Chief Executive Officer

Message from the Chair of the Board of Directors

This past year was a milestone for the Greater Victoria Harbour Authority – 15 years since it was established as a not-for-profit to guide the development and conservation of our harbour lands for the region. The work done over those 15 years has positioned us well, and I'm looking forward to contributing to the next stage of development for this organization.

One of the highlights of my participation with the board has been the opportunity to attend the annual Seatrade cruise conference with a group of Victoria stakeholders and partners. It underscores for me how essential these partnerships are, in shaping the direction not only for cruise infrastructure, but in building a sustainable future for the harbour that will have a lasting economic impact.

We have been working with many of these partners to solidify the final details of the Ogden Point Master Plan to ensure that this property reflects a viable balance of commercial and community usage, and that it grows into a popular destination for Victoria residents and visitors. To strengthen our vision for the site, we have been pursuing customs preclearance capability for our cruise terminal, which will make us a more valuable industry partner and help us to shape the long-term sustainability of cruise tourism in our city.

As we move into the next phase of short- and long-term business planning as a board and as an organization, we will continue to engage with the community, and with commercial and government partners to set a clear and collaborative path forward.

I would like to add a personal expression of appreciation for Director and Board Vice-Chair Chief Andy Thomas, who passed away earlier this year. I worked closely with Chief Thomas throughout my term with GVHA. I'm grateful for his guidance and for the insight he provided in shaping the direction for this organization and for ensuring that GVHA continues to honour its deep connections to the Lekwungen land and people.

Thank you to CEO Ian Robertson, fellow board members, member agencies, GVHA staff, stakeholders and partners for a successful 2017, and I look forward to another year of exciting developments.

Dave Cowen, Chair of the Board of Directors

About the Greater Victoria Harbour Authority

The Greater Victoria Harbour Authority (GVHA) is a not-for-profit organization responsible for 110 acres of Victoria harbour properties, divested from the Government of Canada in 2002, including seabed, upland facility and marine infrastructure holdings. The organization has fee simple ownership, or leasehold interest in four main locations: Ogden Point deep water terminal, Fisherman's Wharf, the Steamship Terminal heritage building, and the Inner Harbour Marinas and Ship Point. GVHA recognizes that Victoria Harbour is in the traditional territory of the Lekwungen people, and works extensively with the Esquimalt Nation and Songhees Nation through appointed directors and the First Nations Economic Development Committee.

Through its management structure and Board of Directors, GVHA is accountable to eight member agencies: the Esquimalt Nation, the Songhees Nation, the City of Victoria, the Township of Esquimalt, the Capital Regional District, the Greater Victoria Chamber of Commerce, Tourism Victoria, and the Victoria Esquimalt Harbour Society.

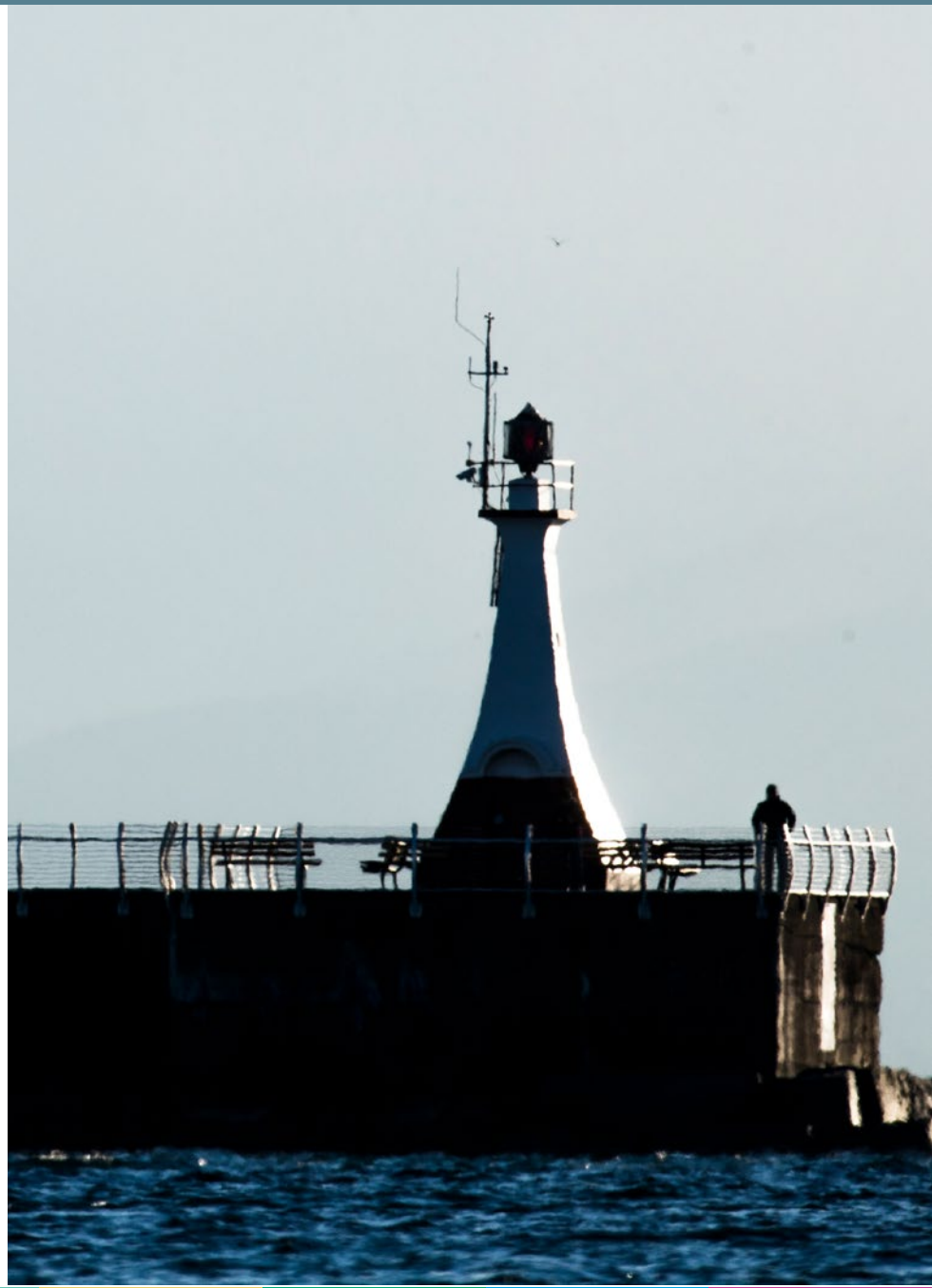
The organization's mission is to operate and manage the properties entrusted into its care, advocate for best water and marinerelated use and development of the whole harbour and its assets, and partner and collaborate with others to implement initiatives that drive economic, social, and environmental benefits for the region.

Our customers include cruise and shipping lines, liveaboard boat and float home owners, recreational boaters, commercial operators in businesses including marine tourism and food services, ground transportation operators, marine industrial manufacturers and services, commercial fishing vessels, and marine fuel suppliers.

GVHA operates on a self-sufficient basis, generating operating revenue through service and licensing fees and, on average, generates an annual cash surplus that is directly reinvested into sustaining maintenance and development of harbour assets.

$57m
in capital assets

$800k
property tax paid



First Nations Partnerships

GVHA properties are within the traditional territories of the Songhees Nation and the Esquimalt Nation. Both Nations are founding member agencies of GVHA and are represented on the Board of Directors. One of GVHA's guiding principles is to partner with the two Nations on cultural and economic initiatives in the harbour.

GVHA provides grants to individual youth and culture programs with Songhees and Esquimalt. In 2017, GVHA employed a staff First Nations liaison, developing projects that reached multiple sectors of the organization, including events and tourism, employment and entrepreneurship, and ceremonial support.

In addition to the First Nations Causeway Artists' Program, the Inner Harbour provided a location for multiple activities, including Canada 150 canoe races, sponsorship of the 2017 Indigenous Cultural Festival in partnership with Indigenous Tourism BC, and moorage for a Songhees canoe tour pilot project, which began in conjunction with the Songhees Summer Festival space on the lower level of the Steamship Terminal. GVHA contributed $70,000 during 2017 / 18 to these initiatives.

GVHA staff and directors were saddened by the death of Chief Andy Thomas of the Esquimalt Nation earlier this year. As a member of the Board of Directors, most recently as Vice Chair, Chief Thomas provided essential direction to the development and management of GVHA, beginning at its inception in 2002. Under his leadership, the organization was committed to partnering with the Lekwungen people on economic and cultural initiatives, including development of the Na Ts'a Maht Unity Wall, establishment of the Skwin'ang'eth Se'las Development Corporation, and planning for a strong First Nations cultural presence at Ogden Point. He was a loved husband, father, and grandfather, and a strong and respected leader of the Esquimalt people. He will be missed.

Environmental Initiatives

Environmental sustainability is key to GVHA's overall success and integral to ensuring that harbour operations integrate with surrounding communities. GVHA benchmarks and forecasts environmental and sustainability commitments at all levels of the organization, and outlines specifics in all business and strategic plans.

To achieve these goals, GVHA has partnered with outside auditing agencies, including the Green Marine, Clean Marine, and Climate Smart programs. GVHA believes a successful, healthy, working harbour is one that sustains a dynamic and viable local economy while working with the community and stakeholders to ease impacts on water, air quality, marine ecosystems, and the community.

In 2017, GVHA continued to work with the BC Ministry of Environment and Island Health to fund an air quality monitoring station in James Bay. The station has measured consistent low levels of sulphur dioxide, reflecting ongoing efforts to reduce emissions in partnership with cruise lines, shipping operations, and ground transportation operators.

Meet the Staff: Jessica Gunderson

I'm GVHA's certified Horticulture Technician, managing and maintaining all the greenspace at our facilities, including landscaping and flowerbeds. Beyond the horticulture work, I oversee all lighting inventory for our facilities and work with the maintenance team on general labour tasks and foreshore cleanup. I'm also on the Occupational Health and Safety Committee, which does safety checks and monitors all aspects of our safety station at the shop.

Most memorable: A work highlight was building Otter Creek Phase I and II at Ogden Point. These two areas at Ogden were constantly being disturbed and uprooted by our lovely otter families.

I hope the harbour… remains a working harbour, and the progress that's been made with the shore cleanup continues and improves.

$10k
annual investment
in air quality monitoring

$1.2m raised
in cruise sustainability fees

Also in 2017, GVHA signed a terminal usage agreement with Pacific Northwest Transportation Services, a joint venture between Victoria's two main bus operators, CVS Tours and The Wilson's Group to upgrade the Ogden Point fleet with newer, cleaner, and quieter buses. This is in anticipation of further reducing emissions related to ground transportation, and lowering the impact on the surrounding community.

In April of 2017, GVHA began a comprehensive initiative to reduce and eventually eliminate public feeding of wildlife at Fisherman's Wharf. As one of Victoria's top attractions, Fisherman's Wharf had unfortunately become known as "the place to feed the seals," but the practice was damaging to the harbour's ecosystem, and was a key contributor to habituating seals and limiting their ability to thrive in the wild. It had also become a hazard to public safety, overloading sections of the dock on busy days and attracting other aggressive wildlife, including seagulls and river otters.

Our plan to change wildlife behaviour was simple, and included signage posted on the dock and at the entrances to the wharf, a public awareness campaign, opportunities for interpretation, and public information through our dock stewards. The program was an immediate success, and in the year and a half since, the seals at Fisherman's Wharf have almost completely reverted to innate, wild behaviour, including hunting for herring along the docks.

$2.05
per passenger cruise sustainability fee

Community Engagement

During fiscal 2017/2018, GVHA allocated more than $1 million between cash and in-kind sponsorships, and beautification and accessibility projects on its properties. This includes more than $100,000 in in-kind sponsorship for 42 public events.

GVHA has a committee-led approach to community events sponsorship, with a focus on marine-related, educational, and First Nations events across all properties. We assist with in-kind and cash sponsorships for long-running Victoria events including the Classic Boat Festival, Dragon Boat Festival, and the Swiftsure International Yacht Race, as well as growing annual events including the Indigenous Cultural Festival. GVHA also provides full sponsorship to community not-for-profits, including Variety BC's popular Boat for Hope event, and Cool Aid Society's annual Homecoming.

In 2017, GVHA celebrated Canada's sesquicentennial, collaborating with the City of Victoria to assist in planning and funding for the city's Canada 150 event, which drew an estimated 60,000 people to the Inner Harbour and Legislative Precinct. We also provided space and support for Heritage Canada's illuminated signage project.

GVHA continues to explore ways to engage public and community groups in animating harbour properties and facilities year-round. The 2017 Inner Harbour holiday light-up was a great success, and the weekly summer music events on the Breakwater Barge drew thousands of fans. Private event rentals are also a growing source of revenue for the Barge, Piers A and B at Ogden Point, and Ship Point on the Inner Harbour.

$1.1 million
invested in community events

880
direct and indirect jobs supported by cruise

In 1917, the last large block of stone was laid at the Ogden Point Breakwater, creating an iconic Victoria site that protects shipping and boating in the harbour to this day. To celebrate this 100th anniversary, GVHA hosted Breakwater 100, a community gathering in September 2017 with historical storytelling, an exhibition, and a photo contest that drew hundreds of people. They learned of the historical significance of the site, from its origin as a Lekwungen gathering place, to the Breakwater structure today, an integral piece of marine infrastructure that is one of Victoria's favourite places to walk and sight-see.

Meet the Staff: Pam Meers

As Board Administrator, I'm the key administrative contact for our Board of Directors. I plan meetings, record minutes and communicate with board members about everything related to the organization.

Most memorable: In 2016, I moved to Victoria from Prince Rupert, where I had been working in the marine industry for several years. Moving to Victoria and getting a job at GVHA was a dream come true. It's been particularly memorable to have had the opportunity to build a close working relationship with the late Chief Andy Thomas. He had served as a Director since GVHA was created, and I'm grateful for the time we spent working together.

I hope the harbour… continues to grow economically and create jobs in all sectors, including cruise, operations, and First Nations opportunities, to be busy but also beautiful through green initiatives for all to enjoy.

Properties and Facilities

Fisherman's Wharf

One of Victoria's most popular attractions, Fisherman's Wharf has grown into a dynamic community of residents and business owners – home to float homes, commercial fishing vessels, live-aboard vessels, and a mix of food service and retail outlets. The only marine fuel dock – operated by Victoria Marine Fuels Ltd. – in the Inner Harbour is located here. Raymur Point, a pocket marina east of Fisherman's Wharf, is where Canada Customs maintains its dock.

GVHA works collaboratively with its customers, the local community, and adjacent landowners (City of Victoria, Canadian Coast Guard) to ensure that Fisherman's Wharf continues to be a vibrant, self-sustaining mixed-use community and visitor destination.

The summer season of 2017 was the first season for expanded seating and liquor licensing on the docks at Fisherman's Wharf. GVHA maintenance crews built infill docks to accommodate additional family and licensed seating, and the project was successful enough to expand further in the 2018 season. Electrical upgrades were also completed through FY 2017 / 18, in part to accommodate expanded and additional commercial outlets for the 2018 season.

Meet the Staff: George Milne

As Fisherman's Wharf Operations Manager, my team and I manage this vibrant working marina, ensuring it's safe and clean for a great mix of customers and users. We've got the only fuel dock in the harbour, we offload commercial fish, we have wonderful places to eat and exciting excursions all in the heart of the city.

Most memorable: Our emergency responders and GVHA team pulled together when a boat fire occurred at the fuel dock. All the teams reacted swiftly to ensure there were no injuries or significant damage to our facilities. Our teammates helped evacuate and secure the area within minutes and allowed the emergency services teams to do their jobs.

A highlight: Since I started in April 2017, I've been welcomed with open arms, understanding and a great willingness to show "the new guy" who's who and what's what.

Properties and Facilities

Steamship Terminal

The landmark Steamship Terminal building alongside Victoria's Inner Harbour was designed by architect Francis Rattenbury with assistance from Percy James, and built in 1924 as the west coast hub of the Canadian Pacific steamship line. It is on Victoria's Registry of Historic Buildings.

In 2011, GVHA leased the building and adjacent water lot from the Province of British Columbia. Commercial tenants include the Robert Bateman Centre, Starbucks, V2V Vacations, and the Steamship Grill.

2017 was the first full season for the new dock and ramp outside the Steamship Terminal, home to the V2V *Empress*, a passenger tour vessel sailing between Vancouver and Victoria, bringing a new vibrancy to the harbour with daily sailings. Songhees Nation also occupied the lower floor of the Steamship Terminal with a pilot project cultural space and tour booking operation.

GVHA managed a heritage-approved project to replace historic windows throughout the building in 2017 / 18, and the building's interior and exterior signage was completely revised during this fiscal year, with new external banners, wayfinding signs, and several historical steamship-themed murals sourced from the Royal British Columbia Museum. Along with new interior painting, the space is brighter and more easily navigated.

Meet the Staff: Tom Sigwin

As the Facility Operations Coordinator, I'm predominantly responsible for the day-to-day operations of the Steamship Terminal building. That includes overseeing all of the preventative maintenance contracts such as HVAC, life safety systems, cleaning, and security.

Most memorable: Over the past year, I was involved in the restoration of the Steamship Terminal windows. On the project, I worked with many of our stakeholders, including the province, the City of Victoria, our tenants, the contractors, and of our Capital Project Manager, Simon Renvoize.

I hope the harbour… over time will have even more variety of activities and services to offer.

86 mega yachts moored

230,000+ cruise crew

Properties and Facilities

Inner Harbour and Marinas

The Inner Harbour marinas, including Causeway, Ship Point, Wharf Street, Johnson Street, and Hyack docks, have evolved over more than a century, from early shipping and industry to the focus on commercial and pleasure craft moorage today. Part of Victoria's working harbour, these marinas are home to eco-tourism operators, multiple events, markets, and food-service outlets, and transient and long-term moorage for personal craft from small sailboats to large yachts. Regular movement in the harbour, managed by Transport Canada, includes traffic from float planes, and multiple local, regional, and international ferry services.

GVHA works as an advocate with all stakeholders to ensure the harbour is maintained as a primary attraction and destination for residents and visitors to the city, and that it evolves as an economic driver of tourism, transportation, and commercial services in Victoria. In FY 2017 / 18, GVHA launched a working group of businesses and organizations with an interest in maintaining and building on the harbour's function as a working harbour. This working group will continue advocating for a comprehensive and collaborative approach to the harbour's sustainable economic future.

In 2017, an assessment of the underwater and shoreline infrastructure of the Inner Harbour, including pilings under the Ship Point pier and pilings and surface elements of the Causeway, revealed erosion damage. Planning was begun in 2017 for repair work, which will be ongoing into the near future at both Causeway and Ship Point.

Meet the Staff: John Wrigley

Since 2012, I've worked with the GVHA maintenance team as the painter, responsible for all the different products and applications for each area of the harbour properties, including all the marine infrastructure. We paint everything, from the large bollards (cleats) on the piers at Ogden Point to the small mushroom lights, bollards, and chains on the Causeway. I also fill in with waste removal on the garbage truck, foreshore cleaning, and pumpout as well as odd jobs like hanging flags and powerwashing.

Most memorable: Changing all the colours in the interior of the customs area in Pier B at Ogden Point.

A highlight: Working at Ogden Point to paint the ramp and handrails on the Breakwater Barge and the garage by the Breakwater Café.

239 cruise ship calls

336 vessels in winter moorage

Properties and Facilities

Odgen Point

In 2017, Ogden Point deep water terminal welcomed a record 239 cruise ship calls, and close to 600,000 passengers. GVHA derives the majority of its revenue from Ogden Point, through its cruise activities and moorage for working vessels, ship repair, and other services, and as a staging area for a busy ground transportation operation for buses, taxis, limos, carriages, pedicabs, and other tour operators. Nearly nine hectares of land and seabed includes the Ogden Point Breakwater, two piers, a warehouse, heliport, and commercial buildings.

Ogden Point is the busiest cruise ship port of call in Canada, and in 2017 we celebrated the arrival of the seven millionth cruise passenger to Victoria. The cruise industry pays more than $1 million per year into a sustainability fund for Ogden Point operations.

In late 2017, GVHA entered into a usage agreement with Victoria's two main coach operators, CVS Tours and The Wilson's Group, to upgrade the fleet of buses operating out of Ogden Point during cruise season. The agreement ensures that cruise passengers will access the region's cleanest, quietest, and greenest buses, while supporting long-term sustainability for cruise in Victoria. The project will also support a fully electric fleet of cruise shuttles in the near future.

An upgraded communications tool was launched at the beginning of the 2017 cruise season. Victoriacruise.ca provides current arrival and departure listings for all cruise ships at Ogden Point, networking directly with ground transportation operators and other service providers for the cruise industry.

In addition to cruise ships, 16 commercial and military ships docked at Ogden Point during 2017 / 18 with one, the cable layer *Cable Innovator*, using it as its homeport. Ogden Point also serves as a tug depot, pilot station, and houses a small boat repair and boat business. A heliport provides direct flights to Vancouver Harbour, and Vancouver International Airport.

Properties and Facilities

Strategically located adjacent to major shipping trade routes, Ogden Point has been a marine industrial site for nearly 100 years. With four deep-sea berths ranging from 800 to 1,100 feet and a mooring dolphin that extends moorage length off Pier B, GVHA earns revenue from yacht trans-shipments, cargo ship hold cleaning, berthing, and stopovers by research and commercial vessels. Ogden Point also has more than 100,000 square feet of warehouse space. The harbour is open 24 hours a day, seven days a week, year round.

Meet the Staff: Lindsay Gaunt

If it has to do with cruise, I'm probably involved! As Director, Cruise Development, my three main areas of focus are developing and strengthening GVHA's relationships with the international cruise lines and cruise industry, working with our terminal operator on cruise related policies for Ogden Point, and communicating with our community about the benefit of cruise to Victoria.

Most memorable: Standing on the bridge of the Norwegian Bliss as the vessel sailed into Victoria on her inaugural call was a privilege that will stay with me for a long time.

A highlight: I love being part of cruise ship environmental tours with our stakeholders. It's very rewarding when a stakeholder like Mayor Lisa Helps or MLA Adam Olsen walks off a cruise ship and says, "wow", about the cruise industry's environmental standards.

Properties and Facilities

Odgen Point Master Plan

During fiscal year 2017 / 18, GVHA staff and board members were engaged in further development of the Ogden Point Master Plan, meeting regularly with City of Victoria planners in fully refining the plan prior to submission for approval.

The overarching vision for Ogden Point is a working harbour and gateway for cruise tourism in Victoria that will grow as a valuable cultural and recreational hub for the region, and be an extension of the James Bay community. It will include cultural and economic opportunities for the Songhees and Esquimalt Nations, and build a flexible balance of marine industrial, commercial, and retail developments.

The plan will ensure that the port is operated in a safe, environmentally, and socially responsible manner while delivering a strong economic and cultural contribution to the region as a whole.

Implementation of the Ogden Point Master Plan will be one of the most significant developments in the recent history of the City of Victoria, and GVHA has been laying the groundwork over the past year to strengthen potential partnerships and sources of investment, to ensure that the project is set up for early success.

Meet the Staff: Mark Crisp

I'm the Director, Infrastructure for GVHA, overseeing capital projects and asset management, as well as ongoing collaboration with operational and corporate projects.

A highlight: I was involved in the simulation of Royal Caribbean's *Ovation of the Seas*, which will be berthing at Pier B in 2019. It was basically a virtual test drive to make sure she can dock safely in Victoria. We did this with a staff of captains and pilots at the Federal Pilots Authority simulation centre and offices in Vancouver.

I hope the harbour… will still be a working harbour and centre of employment. I think change will come through how the harbour is planned to become more cohesive and integrated with the city waterfront.

Financial Performance

For fiscal year 2017 / 18, GVHA reported gross revenues at $14.3M, with a 14 per cent increase in revenue from cruise and shipping operations at Ogden Point, three per cent softening of revenues from marina occupancy, and an eight per cent increase in revenue from commercial properties leasing, reflecting new business initiatives and a favourable operational climate.

Capital investment for this fiscal year of $2.2 million included projects such as further development of the Ogden Point Master Plan, Canadian Border Services Agency upgrades, initiation of Ogden Point dolphin and bollard projects, dock and electrical upgrades to Fisherman's Wharf and Inner Harbour marinas, engineering assessment for Ship Point pier, and Canada 150 improvements to the lower causeway, including installation of lighting.

[Find full Financial Statements and Management Discussion and Analysis here]

Governance and Risk

A Board of Directors, comprised of up to 13 individuals, governs GVHA. The board's primary responsibilities include approving GVHA's strategic and business plans and annual budget, oversight of GVHA's operations, hiring, overseeing, compensating and evaluating the performance of the Chief Executive Officer, and accountability to GVHA's member agencies.

Nine directors are nominated by GVHA's eight Member Agencies. An additional four independent community directors are also appointed by the Board to address gaps in the Board's current skills and experience matrix. Directors serve terms of up to four years, and may serve two additional consecutive terms of up to four years, with each term ending on December 31 of the third calendar year.

In FY 2017 / 18, three new board members were nominated and confirmed: Bruce Hale, representing Victoria and Esquimalt Harbour Society, Gordon Safarik, appointed as an independent director, and Barbara Desjardins, representing the Township of Esquimalt. During the same term, the Songhees Nation appointed Chief Ron Sam to the board, and Esquimalt Nation appointed Rob Thomas.

The board also thanked four departing members for their work and dedication: independent director Gordon Tweddell, David Schinbein, representing the Township of Esquimalt, Christina Clarke, representing Songhees Nation, and Nick Banks, representing Victoria and Esquimalt Harbour Society.

In addition to nominating individuals for board positions, each Member Agency appoints a member representative to act on its behalf in maintaining a direct relationship with GVHA throughout the year. Member representatives also represent their Member Agencies at the annual general meeting.

Member Agencies

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

Director	Board Meetings (6) Board Chair: Dave Cowen	April 2017 to March 2018 Meetings First Nations Economic Development (4) Chair: Christina Clarke	Governance Committee (4) Chair: Starr McMichael	Human Resources Committee (5) Chair: Christine Willow	Infrastructure, Planning, and Development Committee (4) Chair: Gordon Tweddell	Audit and Finance Committee (5) Chair: Doug Crowder
Dave Cowen Board Chair (TVIC)	6	4	4	5	4	5
Mark Mawhinney Independent	6				4	5
Doug Crowder Independent	5			3		5
Starr McMichael Independent	6	4	4			
Christina Clarke [2] Songhees Nation	5	3		4		
Margaret Lucas [1] City of Victoria	6			4	1 of 1 (new 2018)	4
Christine Willow [1] Chamber	5	1 of 1 (new 2018)		4	3	
Ryan Burles VEHS	6		4		4	
Susan Brice Capital Regional District	6		4		4	
David Schinbein [2] Township of Esquimalt	5		3			2
Nick Banks- VEHS [2]	5	3			3	
Chief Andy Thomas Esquimalt Nation	3	2				
Gordon Tweddell [2] Independent	5				3	4

1 Changed committees Jan 1 2018
2 Term ended Dec 31, 2017

Director	Board Meetings (1) Board Chair: Dave Cowen	Jan to Mar 2018 New Directors				
		First Nations Economic Development (1) Chair: Barb Dejardins	Governance Committee (1) Chair: Starr McMichael	Human Resources Committee (1) Chair: Christine Willow	Infrastructure, Planning, and Development Committee (1) Chair: Gordon Tweddell	Audit and Finance Committee (1) Chair: Doug Crowder
Barb Desjardins [1] Township of Esquimalt	1	1				
Bruce Hale [1] VEHS				1		1
Gordon Safarik [1] Independent	1				1	1
Chief Ron Sam [1] Songhees Nation	1	1		1		

1 Term started January 1, 2018

GVHA's Enterprise Risk Management Program is based on the internationally recognized principles from ISO 31000 and applies to all staff. The ERM program assists GVHA in achieving its strategic goals by bringing a systematic approach to identifying, analyzing, mitigating, and reporting risks.

The ERM matrix is assessed and updated quarterly, with improvements implemented by management staff throughout the year. The status of assigned risks is reviewed, and there is also an examination of events or activities arising since the previous meeting that could impact the risks identified, or mitigation strategies employed. Management provides the Board with quarterly updates on the Risk Register reported through GVHA's Strategic and Risk Oversight Committee. As at March 31, 2018, management identified 60 enterprise risks, linked to organizational strategic goals, with mitigation strategies and performance measures for each risk.

A recent KPMG audit independently assessed GVHA's ERM program and confirmed the organization had reached an "Integrated" level of maturity for its program, based on improvements implemented by management throughout the year.

Improvements were recognized in ERM program areas including risk governance, culture, assessment and measurement, management and monitoring, reporting and insights, and data and technology.

Board of Directors

- **Dave Cowen, Chair:** Tourism Victoria
- **Starr McMichael, Secretary:** Independent Director
- **Doug Crowder, Treasurer:** Independent Director
- **Susan Brice:** Capital Regional District
- **Ryan Burles:** Victoria and Esquimalt Harbour Society
- **Barbara Desjardins:** Township of Esquimalt
- **Bruce Hale:** Independent Director
- **Margaret Lucas:** City of Victoria
- **Mark Mawhinney:** Independent Director
- **Gordon Safarik:** Independent Director
- **Chief Ron Sam:** Songhees Nation
- **Rob Thomas:** Esquimalt Nation
- **Christine Willow:** Greater Victoria Chamber

Leadership Team

- **Ian Robertson,** CEO
- **Sonterra Ross,** Chief Operating Officer
- **Kyla Fiddick,** Director, Finance and Administration
- **Mark Crisp,** Director, Infrastructure
- **Lindsay Gaunt,** Director, Cruise Development

GREATER
VICTORIA
HARBOUR
AUTHORITY

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