

2018/19  
**ANNUAL  
REPORT**





# First Nations Acknowledgement

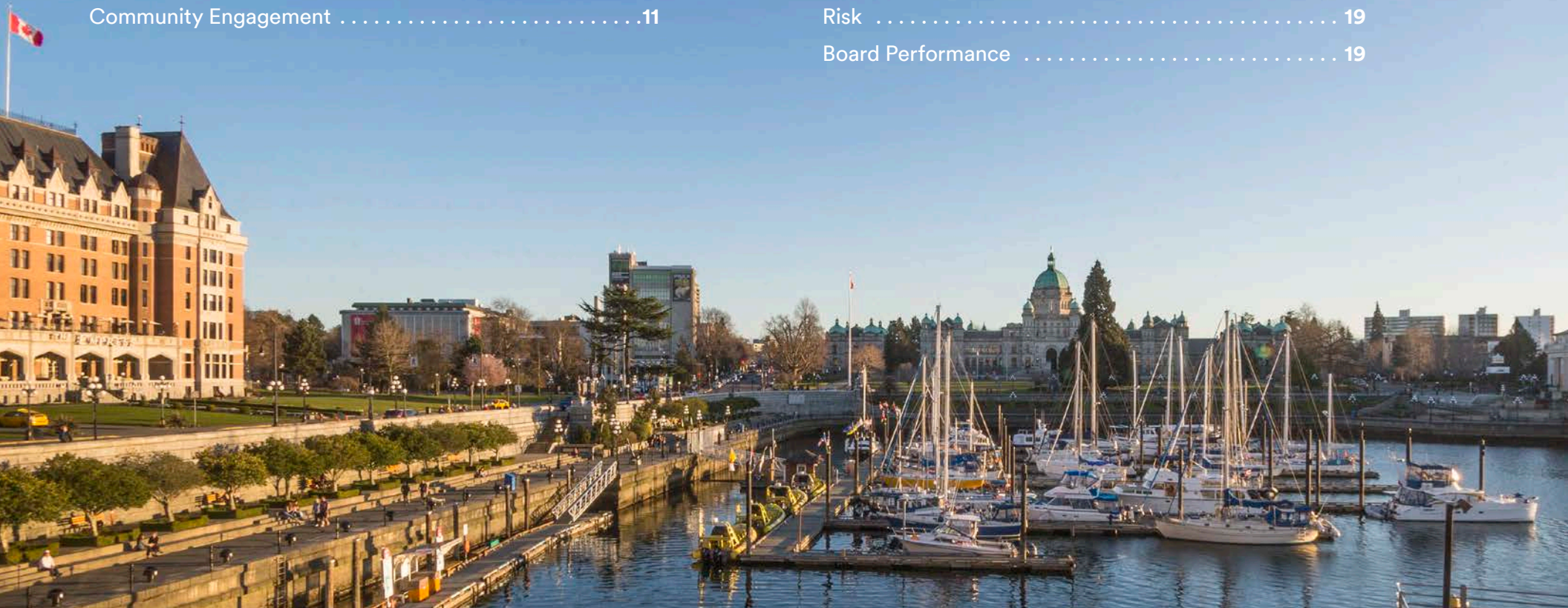
Greater Victoria Harbour Authority acknowledges with respect the Lekwungen peoples on whose traditional territories we operate and the Songhees Nation and Esquimalt Nation whose historical relationships with the land continue to this day.





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|--|----|
| About the Greater Victoria Harbour Authority ..... | 4  |
| GVHA Assets at a Glance .....                      | 4  |
| Vision .....                                       | 5  |
| Mission.....                                       | 5  |
| Guiding Principles.....                            | 6  |
| Letter from the Board Chair .....                  | 7  |
| Letter from the CEO .....                          | 8  |
| First Nations Partnerships .....                   | 9  |
| Environmental Initiatives .....                    | 10 |
| Community Engagement .....                         | 11 |

|                                 |    |
|---------------------------------|----|
| Properties & Facilities .....   | 12 |
| Fisherman's Wharf .....         | 12 |
| Steamship Terminal .....        | 13 |
| Inner Harbour and Marinas ..... | 14 |
| Ogden Point .....               | 15 |
| Ogden Point Master Plan .....   | 16 |
| Financial Performance .....     | 17 |
| Governance and Risk .....       | 18 |
| Board Oversight .....           | 18 |
| Risk .....                      | 19 |
| Board Performance .....         | 19 |

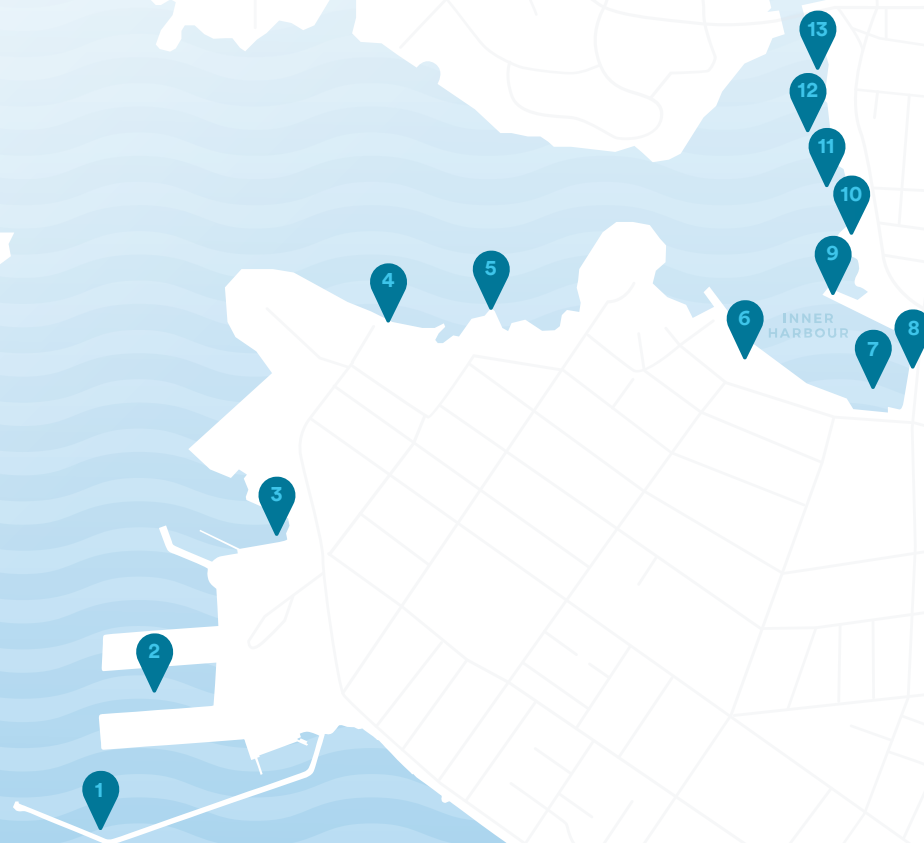


## GVHA Assets at a Glance



We own and operate high-profile community assets along with commercial and marine holdings.

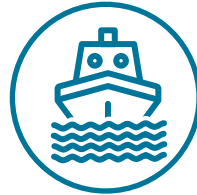
- 1 Ogden Point Breakwater
- 2 Victoria Cruise Ship and Deep-Water Terminal at Ogden Point
- 3 Public Boat Launch
- 4 Fisherman's Wharf and Fuel Dock
- 5 Raymur Point Customs Dock
- 6 Steamship Terminal
- 7 Causeway Marina
- 8 Inner Harbour Lower Causeway
- 9 Ship Point
- 10 Broughton Street Pier
- 11 Wharf Street Marina
- 12 Hyack Terminal
- 13 Johnson Street Marina



## 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.
- a GVHA 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.



*The inaugural call of the flagship Norwegian Cruise Lines' Norwegian Bliss on June 1, 2018 was the largest cruise ship to call to Ogden Point*

## Mission

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

1

Owners and managers of the properties entrusted to us through divestiture or under lease;

2

Advocates for best water and marine-related use and development of the whole Harbour and its assets, regardless of ownership, in accordance with our guiding principles; and

3

Partners or collaborators with others in implementing Harbour initiatives that drive economic, social and environmental benefits for the Region.





## Guiding Principles

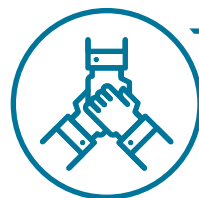
**First Nations Relationship:** We commit to working in partnership with the Esquimalt Nation and the Songhees Nation as they pursue their cultural and economic aspirations in the Harbour.

**Financial Self-Sustainability:** We commit to structuring and managing GVHA in a financially prudent manner, and to ensuring the long-term sustainability of the organization and its assets without recourse to local subsidies.

**Working Harbour:** We commit to promoting the Harbour as a working Harbour seeking out opportunities to help advance industrial, commercial and tourism related enterprises - “where commerce requiring the connection between the land and water takes place”.

**Triple Bottom Line:** We commit to generating broad economic and social benefit from the use of our properties, while continuously mitigating adverse social and environmental impacts in local neighbourhoods and to our land, air and water.

**Accountability:** We commit to act in the public interest of the Harbour on behalf of GVHA’s Member Agencies, their stakeholders and the people of the region, and to be held publicly accountable for our activities and results.



*GVHA supported initiatives such as the Indigenous Cultural Festival and Songhees Cultural Centre at the Steamship Terminal as part of our commitment to work in partnership with the Esquimalt Nation and the Songhees Nation as they pursue their cultural and economic aspirations in the harbour*





As Board Chair, I have the privilege to work with an inspiring Board of Directors that collectively hold a passion for a working harbour, a dynamic Greater Victoria economy, and sustainable growth. It is because of this passion that the Greater Victoria Harbour Authority continues to remain a key partner and catalyst in the vitality of the Capital Region.

The organization has five guiding principles that allow it to remain true to its vision for a working harbour where people live, learn, work, and play and to advocate for effective marine asset management: fostering First Nations economic development, achieving financial self-sustainability, supporting a working harbour, building a triple bottom line, and operating with accountability. Each of these guiding principles remain critical to the strategic direction and day-to-day operations for the organization.

I have continued to work with our regional strategic partners on ensuring a positive visitor-resident interface is maintained as the organization has grown its revenues from all operations. This includes: the flow and movement of passengers from the Victoria Cruise Ship Terminal into parts of downtown and the surrounding region, the warm welcome provided to more than 3,000 pleasure vessels calling to our Inner Harbour marinas, visitors exploring Fisherman's Wharf, patrons of the tenants in the historic Steamship Terminal, and the countless individuals who enjoy events held on our community spaces such as the Inner Harbour Lower Causeway and Ship Point. Each of these facilities present unique considerations for ensuring that visitors and residents maximize their enjoyment of our beautiful capital city.

The Ogden Point Master Plan remains a primary objective for our Board and with the final steps now in place to ensure a comprehensive submission, we are excited by the short and long-term potential for the organization, the community, and the region.

I wish to thank our Board of Directors, Member Agency Representatives, CEO Ian Robertson and his team for their ongoing dedication to making GVHA a keystone of our community.

**Dave Cowen, Chair of the Board of Directors**



The opportunity to look back at work completed over the course of a year provides more than a sense of completion for any organization; as Chief Executive Officer for the Greater Victoria Harbour Authority, it allows me to reflect on the milestone moments that created a lasting impact on our lives and throughout our community.

In early June, the Victoria Cruise Ship Terminal at Ogden Point was the welcoming point for the *Norwegian BLISS*, a new flagship for Norwegian Cruise Line Holdings. This new ship was deployed on the Seattle to Alaska itinerary with weekly calls to Victoria for its inaugural season, a clear indication of the growing interest in this part of the world for visitors.

As advocates for a working harbour and stewards of some of Victoria's most cherished assets like the breakwater, Inner Harbour Lower Causeway, and Ship Point, it is our responsibility to ensure safe and barrier-free access for all. In partnership with the City of Victoria, a joint \$1.8 million project was launched in fall 2018 to complete necessary structural repairs to the original 1949 portion of Ship Point.

Finally, a moment of drama. Managing sustainable growth in cruise operations is a top priority for our organization. To accommodate newer vessels and help build resiliency in our port operations, we announced the construction of a 58-metre extension to the mooring dolphin on Pier B at the Victoria Cruise Ship Terminal in the fall of 2018. Construction was set to be done over the winter months, prior to the start of the 2019 cruise season in May 2019. Unfortunately – in what may only be described as an unbelievable situation – the custom-built steel monopile for the extension was lost at sea off the coast of Vancouver Island.

During this time our entire organization worked together, along with partners, to find solutions. I am pleased to report that, after several scenarios were considered, the decision was made to reorder the steel and complete the project in time for the 2020 cruise season. The level of response and resiliency when faced with an issue of this magnitude leaves me with increased confidence in the abilities of our organization over the long-term. I'll personally be happy to see the new steel arrive at the terminal this coming fall.

A sincere thank you to our Board of Directors, Member Agencies, staff, and partners for our continued success.

**Ian Robertson, Chief Executive Officer**



*More than 800 spectators  
were on hand for the annual  
Marina Light-Up event*



Our organization was established with the belief that First Nations knowledge and participation must be integrated into the foundation of our work. We are proud to have had representatives of the Esquimalt Nation and Songhees Nation on our Board of Directors since our inception in 2002, providing key input and feedback on strategic business and policy decisions. In 2018, we welcomed Lead Councillor Rob Thomas of Esquimalt Nation and had the continued participation of Chief Ron Sam of Songhees Nation.

Our First Nations Economic Development Committee of the Board, with representatives from the two Nations, discuss opportunities that support cultural and economic aspirations of both Nations. Through this Committee, we annually provide up to one per cent of our operating revenue to First Nations initiatives. This year we supported the Songhees Nation Cultural Centre at the Steamship Terminal, project management courses for Esquimalt Nation staff, and the development of a casual labour pool at Esquimalt Nation. We contributed \$126,518 during this fiscal year to these initiatives.

In March 2019, we invited Bob Joseph, founder and president of Indigenous Corporate Training, to provide us with Indigenous cultural training. The day-long workshop had the participation of our staff, executive, and board members. This training allowed us to learn more about historical events, major court cases, and cross-cultural perspectives.

In January 2019, with the support of the Esquimalt Nation and Songhees Nation, we announced our participation in the Canadian Council for Aboriginal Business' Progressive Aboriginal Relations (PAR) Program. PAR is a bench-marking tool that helps businesses measure its work in Indigenous Relations. As they say, "what gets measured, gets done," and so we will more closely monitor and track our efforts as it relates to Indigenous employment, business development, community relationships, and leadership. We look forward to demonstrating our commitment to this program through our actions and decisions in the coming months and years.



## MEET THE STAFF: Mike Charlie

**Role:** Maintenance – Foreshore Cleanup & Waste Management

**Favourite part of your job:** Helping wherever I'm needed. I love being able to lend a hand with our team and within the community.

**Tenure with GVHA:** Just under one year

**Inspired by:** My mother. She has worked hard her entire life. Nothing will hold her back and she inspires me every single day.



This year marked a milestone for our marinas when we received a five-anchor rating from Clean Marine BC, the highest possible environmental certification available for West Coast marinas. The hard work of our marina operations and maintenance team helped to ensure that we met and exceeded the criteria required by the Georgia Straight Alliance during their triennial audit of our facilities. We look forward to maintaining this for years to come.

Green Marine, the environmental certification for ports and terminals in North America, completed their audit of the deep-water terminal at Ogden Point, where we received a rating of 3.8 out of 5 for our ongoing efforts around sustainable terminal and port management. Sulphur dioxide emissions continue to be monitored through our support of the Ministry of Environment air monitoring station in James Bay. We are pleased to state that SO<sub>2</sub> readings have been well below recommended levels; readings remain below 1.0 ppb when 70 ppb is the recommended level.

On a corporate scale, we remained an active member of the ClimateSmart program, receiving renewed certification for our efforts from recycling and waste management to our methods of transportation for staff getting to work.

Victoria harbour is part of the Victoria Harbour Migratory Bird Sanctuary. We worked closely with representatives from the Friends of the Victoria Harbour Migratory Bird Sanctuary to install five guillemot nesting boxes along the Breakwater at Ogden Point and the installation of mallard duckling ramps throughout the Inner Harbour marinas.

Throughout the year our maintenance and marina operations team also continually work to maintain our docks and facilities to deter flotsam from collecting and to divert it to proper waste streams.



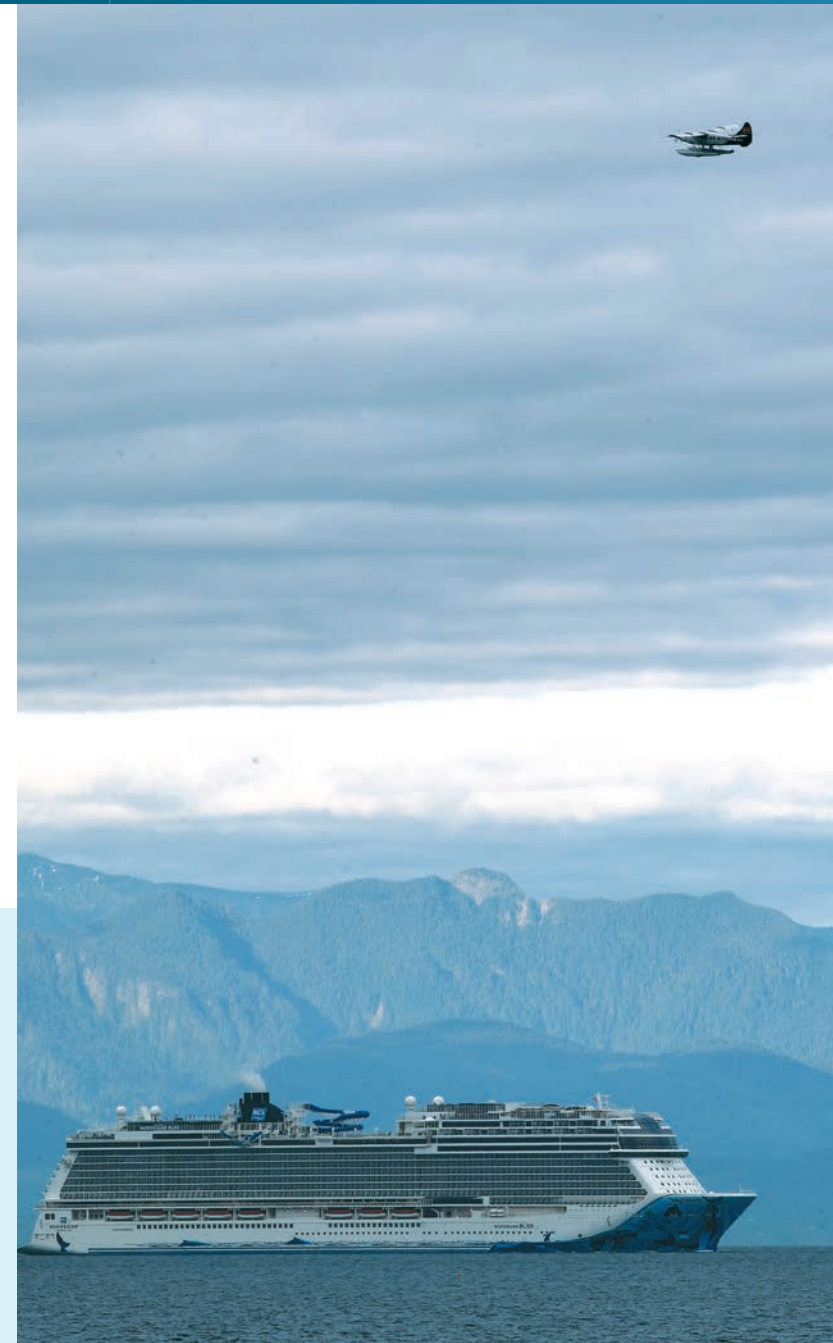
## MEET THE STAFF: Tereza Ticha

**Role:** Events Coordinator

**Favourite part of your job:** fostering relationships with event organizers and stakeholders and working to ensure that our organization's brand is recognized consistently through all on-property events.

**Tenure with GVHA:** 3 years

**Inspired by:** people who are passionate about what they do, whether it's musicians, artists, cooks, or my friends and colleagues.





Each year we host and support dozens of community events on our properties, with an emphasis on activities which promote a working harbour. This includes events hosted by local First Nations, fundraising events for charitable causes, concerts, festivals, and marine-themed fun for families.

From the annual events we create and manage, such as World Oceans Day at Fisherman's Wharf and the seasonal Marina Light Up during the Christmas period, to the large private events held on our facilities in the Inner Harbour and at Ogden Point, each event embraces the values and qualities that are the ethos of our organization.

A few highlights from this year included Defence on the Dock at Ogden Point, the 75th annual Swiftsure International Yacht Race, Symphony Splash, and the popular Friday Nights on the Breakwater Barge.

In addition to events on our properties, our team participated in the Make-A-Wish Rope for Hope, BC Children's Hospital Festival of Trees, Our Place Society breakfasts, and various member agency events throughout the region.

In January 2019, our organization participated in the second annual IMPACT Sustainability Travel + Tourism Conference. Billed as a, "collaborative national dialogue on innovation and the contribution of tourism to Canada's sustainable future," our organization assisted in organizing and moderating a cruise-specific panel discussion that included representatives from the Cruise Lines International Association, Norwegian Cruise Line Holdings, and TerraPure Environmental Waste Management.



*The GVHA sponsorship committee supported more than 30 public events held throughout the Inner Harbour, Fisherman's Wharf, and Ogden Point – such as Symphony Splash – with financial or in-kind support valued at more than \$100,000*



## Community Amenities

We are proud to own and operate several high-profile community amenities including: the Breakwater and a public boat launch at Ogden Point, the Raymur Point Customs Dock near Fisherman's Wharf, and the Inner Harbour Lower Causeway and Ship Point pier. Each of these public spaces are managed by our organization. This in turn, helps to ensure a vibrant, active, and enjoyable harbour for visitors and locals.



## Fisherman's Wharf

Known for its eclectic nature, Fisherman's Wharf is loved by thousands of locals and visitors each year. Home to a tight-knit community of float home owners, live aboard vessels, commercial fishing vessels, restaurants and attractions, this facility is always a hive of activity.

In 2018, four million litres of fuel dispensed at the fuel dock at Fisherman's Wharf and 2.8 million pounds of seafood, including just shy of one million pounds of tuna, was offloaded by commercial fishing vessels.

This year, Fisherman's Wharf welcomed a 'new' Barb's Fish & Chips when the operator replaced their well-loved building with a bold, two-storey facility in the same location. Joining the expanded commercial operators' area was Sweets Mini Donuts and Pirate Pizza, bringing further variety to the food and dining options available.



*An expanded World Oceans Day  
was held at Fisherman's Wharf, raising awareness  
of the critical importance of the planet's oceans*





## Steamship Terminal

This 1924 heritage building is owned by the Province of British Columbia and managed on a long-term lease by the Greater Victoria Harbour Authority.

It is home to the Bateman Foundation Gallery of Nature, an inspiring collection of the works of famed Canadian artist Robert Bateman. The Steamship Grill & Bar and Starbucks continue to welcome thousands of guests each year to their main floor space. Entering year two of their operation of passenger service between downtown Vancouver and the Steamship Terminal is V2V Vacations, with their eye-catching V2V Empress utilizing the water lot in front of the Steamship Terminal. V2V Vacations maintains their head office in the building.

After a few decades, the original Victoria Wax Museum sign that was retrofitted by our organization was finally slated to be replaced by a pylon marquee that will better serve to highlight the building's history and mix of tenants.



*Improved Wi-Fi was installed at both Ogden Point and the Inner Harbour marinas, allowing visitors to stay connected during their visit to Victoria*



### MEET THE STAFF: Meghann Conedera

**Role:** Dock Operations Coordinator

**Favourite part of your job:** I enjoy that I have many different aspects of my job, one day is never the same as the last. Working with all the partners and coming to joint solutions is a gratifying part of my position.

**Tenure with GVHA:** 1+ years

**Inspired by:** My Grandparents, they all lived through real times and worked hard for what they gained. My kids, they have taught me a great amount of patience and how to deal with any situation while not holding on to negative emotions.



## Inner Harbour & Marinas

Our marinas include the Causeway, Ship Point, Wharf Street, Johnson Street, and Hyack docks. Operating some of Victoria's most centrally located marinas throughout the Inner Harbour allows our organization to welcome more than 2,000 boaters during the busy summer season.

Our winter and long-term moorage options provide space for more than 100 boaters each year. In 2018, the Ship Point pier welcomed 325 vessels that were more than 60' in length. The Wharf Street marina welcomed 280 vessels of more than 60' in length.

A review of Ship Point pier found that part of the original structure needed immediate repair. As a result, our organization moved forward with a plan to repair and restore the 1949 structure with new steel piles and replacement timber beams. In partnership with the City of Victoria, a joint \$1.8 million project was launched in fall 2018 to complete necessary structural repairs. Salish Sea Industrial Services, owned by Ralmax Group and both the Songhees Nation and Esquimalt Nation, was awarded the contract for the project after a competitive bidding process.

In addition to the major infrastructure repair work done to Ship Point, further improvements were conducted across all marinas. This work included upgraded Wi-Fi connections, improved LED lighting, reinforcement of gates at entrances, upgraded point of sale systems at marina kiosks, and the replacement of deck boards.

As mentioned previously, this year marked a milestone for our marinas when we received a five-anchor rating from Clean Marine BC, the highest possible environmental certification available for West Coast marinas.

### CHALLENGES ON THE HORIZON

As we continue to upgrade and repair areas of our Inner Harbour infrastructure, our studies indicate that there are challenges on the horizon regarding the long-term viability of the Inner Harbour Lower Causeway and Ship Point. Both structures are several decades old and in need of repair or replacement, each coming with a significant project cost. This is a top priority for our board of directors, leadership team, and infrastructure and project management teams. Plans are being developed to address the needs of these two critical harbourfront areas.





## Ogden Point

Cruise operations in Greater Victoria are responsible for more than \$130 million in annual benefit to the regional economy and is responsible for 800 direct and indirect jobs. This line of business generates approximately 58% of our annual revenues. Cruise is also a key driver in the visitor economy, with data showing that a 'Likelihood to return' after a cruise is 72% for overseas visitors and 90% for short-haul US markets.

During the 2018 season, the Victoria Cruise Ship Terminal at Ogden Point welcomed 243 cruise ship calls, which brought 639,758 visitors and 257,179 crew members to Victoria.

A highlight of the 2018 season was the inaugural call of the Norwegian BLISS on June 1, a brand new ship built specifically for the Alaskan itinerary. The decision by Norwegian Cruise Line Holdings to dedicate a new-build to this part of the world is indicative of the growing interest for wild West Coast experiences. Victoria is typically the final stop on a round-trip voyage for passengers departing the Port of Seattle, and our partners throughout the Greater Victoria region consistently leave guests with warm smiles and life-long memories of their time in Canada. Cruise operations would not be possible without their ongoing support.

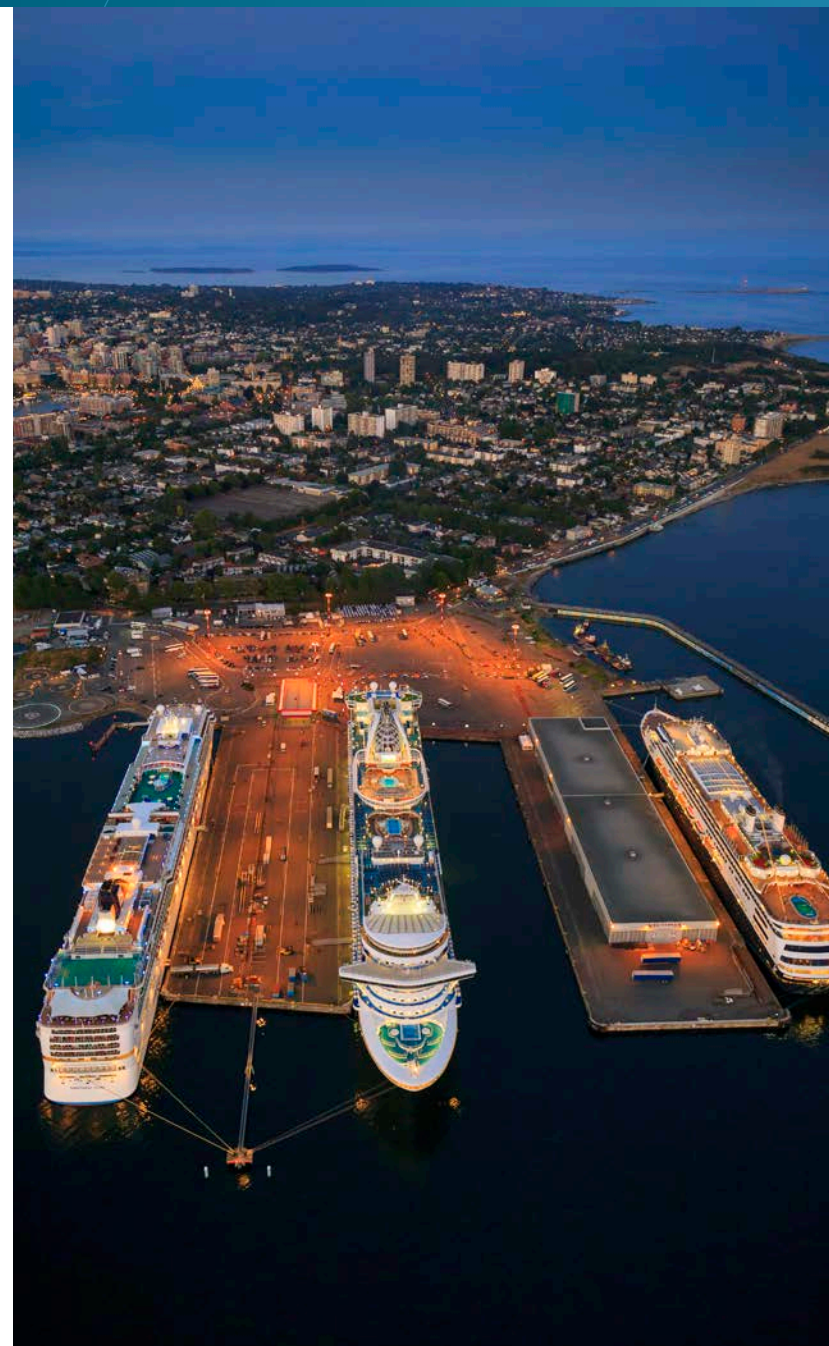
To accommodate newer classes of ships calling to the Victoria Cruise Ship Terminal at Ogden Point, upgrades were undertaken at Pier A with the addition of four new 200-tonne and one 125-tonne bollards. Terminal managers Western Stevedoring also installed new lighting at Pier B to improve safety and energy efficiency.

Infrastructure Canada announced \$1.9 million toward the \$6.8 million project for a 58-metre extension to the mooring dolphin on Pier B. After the unfortunate loss at sea of custom-ordered steel, the project will now be complete in time for the 2020 cruise season.

The deep-water terminal also welcomes non-cruise related vessels. This year the Federal Fleet MV Asterix, BC Ferries Northern Seawolf and Canadian Coast Guard Sir John Franklin all berthed at the terminal, as well as ships carrying yachts for delivery and other cargo throughout the year.

On the ground transportation side, 2018 marked the first year of operations for Pacific Northwest Transportation Services (PNWTS), servicing the terminal with environmentally upgraded bus equipment. After several years of working to improve the environmental footprint of cruise related ground transportation, 2018 saw a dramatic shift in the average bus age to 2011 from 1986 just two years earlier. This commitment to sustainability was achieved through an agreement with PNWTS to provide sustainable bus equipment to cruise tour operators, to operate the downtown Victoria cruise shuttles, and to manage dispatch on the terminal.

In preparation for the 2019 season, an opportunity to acquire 22 double decker buses was approved in order to maintain or reduce the number of bus trips from the terminal while increasing the number of passengers moved on each trip. All 22 buses are expected to be in operation by the end of the 2019 season.



## Ogden Point Master Plan

The Ogden Point Master Plan is intended to outline Greater Victoria Harbour Authority's long-term vision for Ogden Point. It establishes planning and development guidelines to direct the future growth of the facility for the next 30 years.

We submitted a final draft of the Ogden Point Master Plan to the City of Victoria at the end of 2016. This submittal resulted in requests for further study on transportation management and market viability. Over the last two years, our team has worked diligently to develop, study, and analyze these two areas to help inform a revised master plan.

Our development team will be working to ensure that we reconnect with First Nations, stakeholders, partners, and the broader community. Our objectives are to provide them with an opportunity to review the plan, check-in with us on our status and next steps, and generate further enthusiasm for this highly-anticipated project.



*An estimated 400,000 people used the barrier-free breakwater walkway at Ogden Point*



### MEET THE STAFF: Simon Renvoize

**Role:** Capital Projects Manager

**Favourite part of your job:** engineering/design; seeking solutions to construction problems and delivering them to a successful conclusion.

**Tenure with GVHA:** 8 years

**Inspired by:** I'm inspired by those who can surprise me and teach me new things, we never stop learning we are students of life.







*The Victoria Cool Aid Society's  
Homecoming 50th Anniversary  
Gala held at Ship Point raised more  
than \$140,000*

Our financial performance was quite strong for this year. The operating revenues were \$1.5 million higher than budgeted and operating expenses were managed just under budget. This led to an overall EBITDA of \$2.96 million, \$1.5 million more than budgeted. Overall capital spent within this fiscal was \$4.1 million, with an additional \$4.5 million of funds committed, totalling \$8.6 million in capital spent and committed.

This variance in capital committed over revenues generated includes a short-term loan from our financial partner and a one-time investment from the Government of Canada to assist with the Pier B mooring dolphin extension at our deep-water terminal.

**Our full Management Detail  
& Analysis is available here.**



## Board Oversight

Our Board of Directors is comprised of 13 individuals that provide governance and strategic oversight for the Greater Victoria Harbour Authority. The Board of Directors approves the strategic plan, business plan, and annual budget for the organization. In addition, this group is responsible for the oversight, compensation, and evaluation of the performance of the Chief Executive Officer. It is also directly accountable to the organization's eight member agencies with broad representation of the Capital Region.

Nine directors are nominated by these member agencies and four independent directors are selected through a nominations task force that examines nominees' skills and experience. Each director serves a term of up to four years and may serve two additional consecutive terms of up to four years, subject to Board approval. The appointment terms run on a calendar year basis ending December 31.

Effective January 1, 2019, four nominees were appointed to the Board of Directors: Laurel Collins, City of Victoria (*two years*); Susan Brice, Capital Regional District (*two years*); Doug Crowder, Independent Director (*four years*); and Margaret Lucas, Independent Director (*four years*). As of March 31, 2019, one Director position was vacant.

Each Member Agency appoints a member representative to act on its behalf in maintaining a direct relationship with our organization throughout the year. Member representatives also serve the role of representing their Member Agency with voting rights at our annual general meeting.

At the 2018 Annual General Meeting, member agencies approved a comprehensive update of the organization's bylaws which included further clarity on director term limits (*section 30*) and authority for committee appointments (*section 38*).

The Board and Staff extends their sincere thanks to Bruce Hale (*Victoria Harbour Esquimalt Society Member Director*) and Mark Mawhinney (*Independent Director*) for their dedication and contribution to the organization.



*250 cruise ship calls  
brought 640,000  
visitors and 257,000  
crew members to  
Victoria*





## Risk

Our organization has developed an Enterprise Risk Management (ERM) program to manage the unique nature and inherent risks of our marine-related business. Our ERM program is based on the internationally-recognized principles of ISO 31000 and applies to all staff. The ERM program assists us in achieving our strategic goals by bringing a systematic approach to identifying, analyzing, mitigating, and reporting risks.

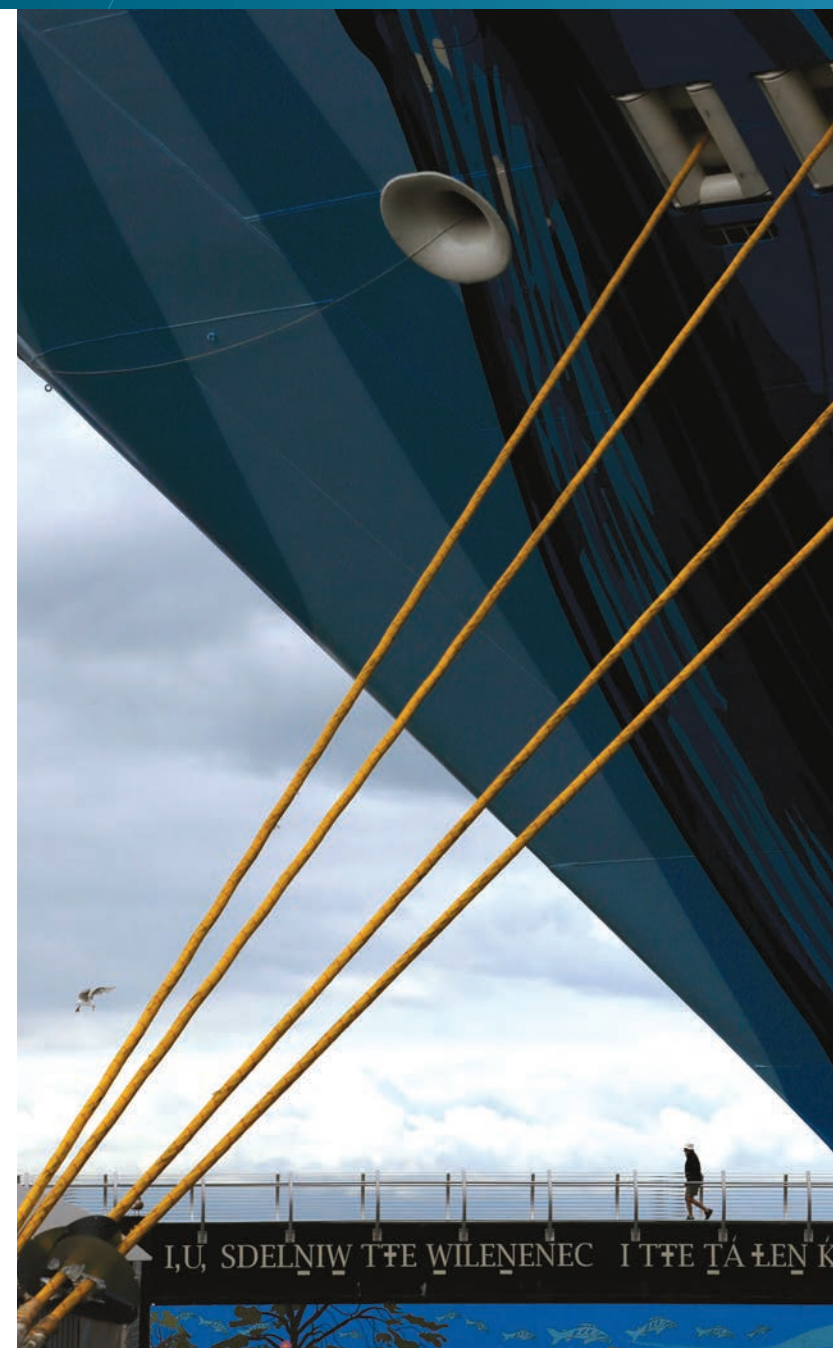
The ERM matrix is assessed and updated quarterly, with improvements implemented by management throughout the year. Management provides the Board of Directors with quarterly updates on the risk register. As of March 31, 2019, management identified 62 enterprise risks linked to organizational strategic goals; mitigation strategies, and performance measures have been created for each risk.

## Board Performance

### OGDEN POINT DEVELOPMENT COMMITTEE

January 2019 – March 31, 2019 (Committee new in 2019)

| Name            | Position         | OPDC (2) |
|-----------------|------------------|----------|
| Dave Cowen      | Board Chair      | 2        |
| Margaret Lucas  | OPDC Chair       | 2        |
| Ryan Burles     | OPDC Vice Chair  | 2        |
| Doug Crowder    | Committee Member | 2        |
| Gordon Safarik  | Committee Member | 2        |
| Gordon Tweddell | External Advisor | 2        |
| David English   | External Advisor | 1        |
| Martin Rissley  | External Advisor | 1        |





## April 2018 to March 2019 Meetings

| Name   | Position    | Member       | Board (10) | FNED (4) | HRC (4) | GNC (5) | AFC (6) | IPAD (4) |
|--|-------------|--------------|------------|----------|---------|---------|---------|----------|
| <b>Dave Cowen</b> - Board Chair (Destination Greater Victoria) | Board Chair | ALL          | 10         | 4        | 4       | 5       | 6       | 4        |
| <b>Mark Mawhinney</b> - Independent                            | IPAD Chair  | AFC/IPAD     | 8          |          |         |         | 4       | 3        |
| <b>Doug Crowder</b> - Independent                              | AFC Chair   | AFC          | 8          |          |         |         | 5       |          |
| <b>Starr McMichael</b> - Independent                           | GNC Chair   | GNC/FNED/HRC | 10         | 3        | 1       | 5       |         |          |
| <b>Chief Ron Sam</b> - Songhees Nation                         |             | FNED/HRC     | 6          | 3        | 2       |         |         |          |
| <b>Margaret Lucas</b> - City of Victoria                       |             | HRC/IPAD     | 5          |          | 3       |         |         | 3        |
| <b>Christine Willow</b> - The Chamber                          | HRC Chair   | HRC/FNED     | 7          | 3        | 4       |         |         |          |
| <b>Ryan Burles</b> - Victoria Esquimalt Harbour Society        |             | AFC/GNC      | 8          |          |         | 5       |         | 3        |
| <b>Susan Brice</b> - Capital Regional District                 |             | IPAD/GNC     | 10         |          |         | 5       |         | 4        |
| <b>Barb Desjardins</b> - Township of Esquimalt                 | FNED Chair  | FNED/IPAD    | 8          | 4        |         |         |         |          |
| <b>Bruce Hale</b> - VEHS                                       |             | HRC/AFC      | 8          |          | 3       |         | 3       |          |
| <b>Rob Thomas</b> - Esquimalt Nation                           |             | FNED/HRC     | 4          | 2        | 1       |         |         |          |
| <b>Gordon Safarik</b> - Independent                            |             | IPAD/AFC     | 10         |          |         | 5       | 5       |          |

## Jan to Mar 2019 New Directors

| Name           | Position        | Member    | Board (3) | FNED (1) | HRC (1) | GNC (1) | AFC (1) | IPAD (1) |
|----------------|-----------------|-----------|-----------|----------|---------|---------|---------|----------|
| Margaret Lucas | IPAD/OPDC Chair | IPAD/OPDC | 2         |          |         |         |         |          |
| Laurel Collins |                 | AFC/FNED  | 2         | 1        |         |         | 2       |          |
| Vacant-VEHS    | N/A             | N/A       | N/A       | N/A      | N/A     | N/A     | N/A     | N/A      |





GVHA.ca



250-383-8300



100-1019 Wharf Street



@gvicharbour



@gvicharbour



vicharbour



greater-victoria-harbour-authority