

BOARD OF DIRECTORS HIGHLIGHTS – DECEMBER 2020



Q3 Board Meeting Report

Shore Power

GVHA is excited to proceed with the next stage of the Shore Power project. The Board of Directors received the business case for Shore Power on December 4 and supports the implementation of Shore Power once a number of conditions are met. GVHA will start the first step of the project, Schematic Design, when GVHA has returned to a break even point. The cost of the project is estimated to be \$24.8M of which GVHA needs to secure 90% funding from external sources.

KPI: Complete shore power feasibility and business case project and present to Board no later than end of Q3 2020/21

Q2 Results: Draft report was presented to GVHA Board on Sep 11. Staff to assess and bring recommendations back to Board on Dec 4.

PAR Submission

The First Nations Economic Development committee presented to the Board of Directors, GVHA's submission to the Canadian Council for Aboriginal Business' Progressive Aboriginal Relations certification program in April 2021. The application speaks to GVHA's work over the past three years and would give GVHA a certification for three years.

KPI: Pursue PAR certification and submit Phase 3 certification

Q2 Results: Submitted Phase 3 on November 10. Working on GVHA's certification application.

Board Officer Elections

The following Directors were elected into Board Officer Positions to serve a two-year term:

Chair: Christine Willow

Vice-Chair: Mark Mawhinney

Secretary: Starr McMichael

Treasurer: Doug Crowder

Director Remuneration

In June, due to the negative financial impacts of COVID on GVHA, the Board unanimously voted to eliminate Director meeting fees for the remainder of the year. This decision was reviewed at the December Board meeting and the Board unanimously decided to continue to eliminate meeting fees. This decision will be reviewed quarterly at the Board Meeting.

Western Stevedoring Annual Update

Jordan Welch, General Manager and Dave Lucas, President gave Western's annual update to the board. Their presentation provided a high-level corporate update as well a more detailed update on Victoria operations. Western is focused on working with GVHA to bring back cruise stronger and safer than before. PNWTS is looking for funding to support the conversion of bus fleet to hydrogen fuel cell. In 2020, Victoria operations saw an average year for non-cruise and an increase in film revenue.

Operations Update

Due to the COVID-19 pandemic, safety of staff and customers remains a top priority for all GVHA facilities. While revenue was down 81% for the first 6 months of the year, staff cutbacks were only 24% due to the nature of the facilities running 24/7 and supporting businesses in addition to housing residents. While the Breakwater was closed for a short time, all other facilities have remained open and the public continues to enjoy access to community assets such as the Lower Causeway. Decorating for the holiday season was just completed while, landscaping planning for the 2021 summer season is underway and will be executed at minimum levels to manage costs. Moving into Fall/Winter, security will continue to be a priority.

Committee Report Highlights

First Nations Economic Development (FNED)

The Board approved the recommendation by FNED that the Indigenous Relations Report be produced and published every three years in conjunction with the GVHA's submission to the Progressive Aboriginal Relations program. It will be publishing the first report in late spring/early summer. FNED has identified targets for influenceable spend in Indigenous procurement for 2021/22.

KPI: A % of GVHA's 'influenceable spend' is from Indigenous businesses

Q2 Results: Details on 2019/20 Indigenous procurement report show a 1.4% operational spend and 11% capital spend.

Human Resources Committee (HRC)

HRC undertook a condensed CEO Evaluation this year due to COVID. The evaluation will be complete in December and presented to the HRC in Q4. The CEO Job Description is currently being reviewed. Due to COVID, the annual compensation review for CEO and staff was postponed for 2020 and GVHA continues to access the Canada Emergency Wage Subsidy.

KPI: Total Compensation (salaries/benefits) % of Operating Revenue

Q2 Result: 27% (After CEWS).

Governance Nominating Committee (GNC)

GNC completed an extensive update of the Board Manual which was submitted and approved by the Board at the December meeting. It struck the Nominations Task Force and completed interviews for new Directors from three Member Agencies. Appointments will be finalized by the Board in January. GNC approved the development and implementation of a MA Representative Standard Form to be completed by MAs to appoint Reps and their alternates.

KPI: Engage with multiple levels within member agencies, such as a combination of both Chair and CEO/Executive to ensure understanding of the value of stewardship of GVHA properties and community amenities

Q2 Results: MA Rep Townhall, CEO/Chair Meeting with VEHS President, AGM, meeting with 2 Life Members, MA presentation to Township of Esquimalt

Audit & Finance Committee (AFC)

AFC has been focused on the Corporate Risk Register, restricted reserve fund and investment performance, the economic impact study, and insurance and property tax. It has issued an RFP for its Insurance Risk and Advisory services. AFC provides oversight to the Environmental program has made recommendations to add environmental language to leases and purchase orders.

KPI: Annual EBIDTA at/or exceeding budget, Budget \$2.95 Forecast -\$3M

Q2 Results: Actual Q2 YTD (\$0.32M) with a Forecast of (\$2.3M)

Infrastructure Planning & Development (IPAD)

Many capital projects for 2020 were put on hold. However, GVHA was able to proceed with the Facility Condition Assessments and a Shore Power feasibility study. It developed a new Sustainable Service Delivery Policy and continues to review development options for the Breakwater and Ogden Point.

KPI: Sustainable Service Delivery Plan (formerly known as Asset Management) for each asset (facility).

Q2 Results: Draft Policy and Strategy 50% Complete.