

Indigenous Relations Report 2018 - 2021

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Indigenous Relations Report

April 2018 – March 2021

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 over the last three years we closely monitored and tracked our efforts in the four program pillars: Indigenous employment, business development, community relations, and leadership.

We are proud to announce that we have been certified silver in the PAR Program, signalling our meaningful commitment to the Esquimalt Nation and Songhees Nation on whose lands we work, live, learn, and play.

This report details the work we have done from April 1 2018 to March 31 2021 as it relates to the four program pillars. The information presented here was provided to the Canadian Council for Aboriginal Business as part of our reporting requirements and is shared with you today for the purpose of transparency and information sharing, and perhaps even to inspire further action in our community in our collective journey to Indigenous reconciliation.

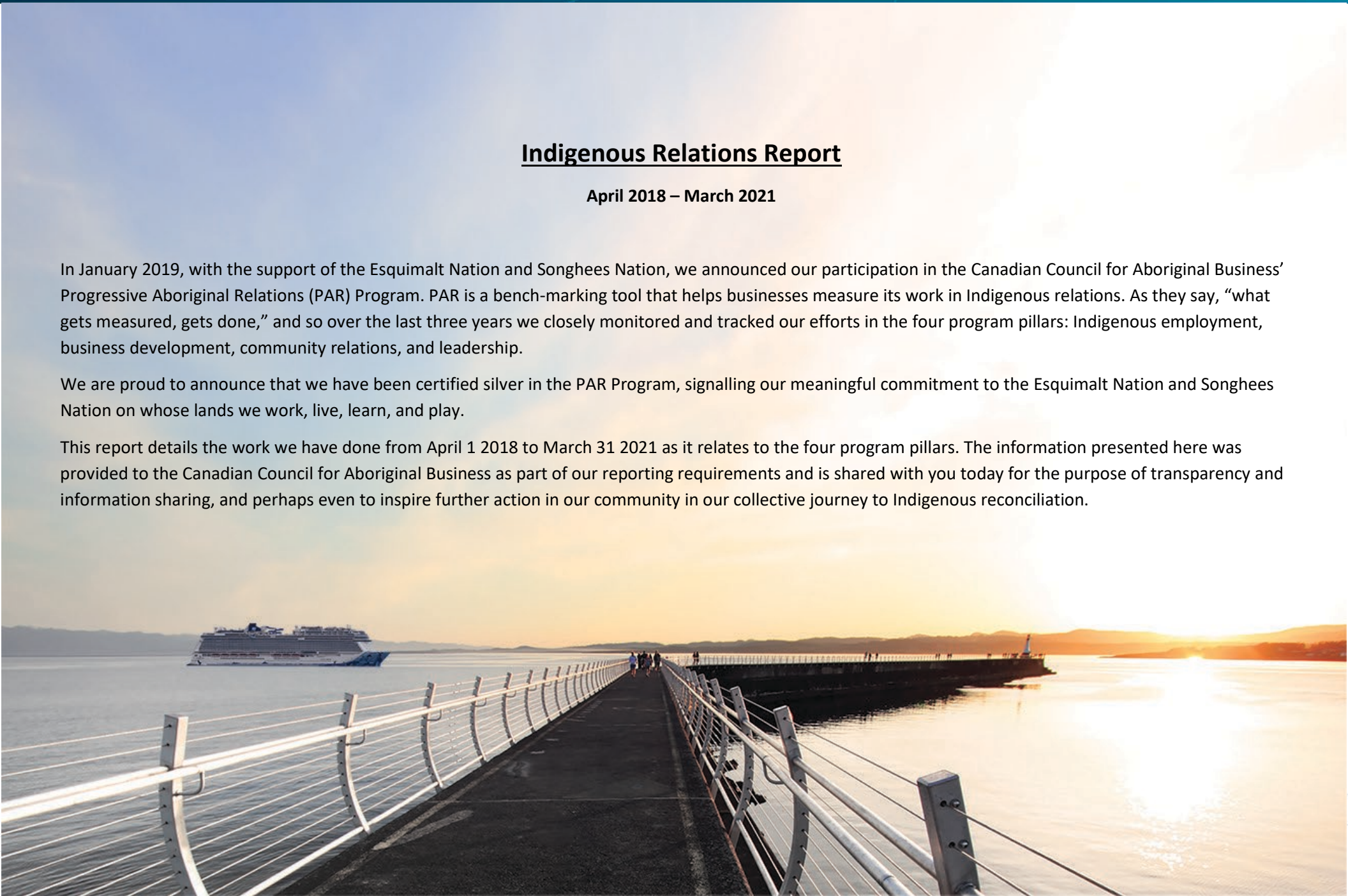


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The Progressive Aboriginal Relations (PAR) Program centers on four pillars needed to successfully sustain a company's focus on progressive and positive Indigenous relations. These are:

1. **Employment:** the commitment of resources (time and money) to achieving equitable representation of Indigenous Peoples in the workplace.
2. **Business Development:** the commitment of resources (time and money) to the development of business relationships with Indigenous-owned businesses.
3. **Leadership:** actions taken by leaders of the organization to reinforce an organizational focus on Indigenous relations.
4. **Community Relations:** defined in two ways: engagement and support. Engagement is defined as providing time and resources to develop and sustain positive and progressive relationships with Indigenous communities, groups, and stakeholders. Engagement can include communications, information sharing, involvement in events and activities, and partnerships. Support is defined as a commitment to develop positive and progressive relationships with Indigenous communities, groups, and stakeholders by providing financial and/or in-kind support.

In January 2019, GVHA became committed to the PAR program and throughout 2019, 2020, and 2021 submitted three separate reports to the Canadian Council for Aboriginal Business, demonstrating its efforts in Indigenous relations. In 2021, GVHA applied for PAR certification, and in August 2021, GVHA was certified silver. PAR silver organizations recognize the value of working with Indigenous communities and can point to specific outcomes that have made a difference.

This is a designation GVHA will hold for three years. In 2024, GVHA is required to apply again, and will demonstrate its efforts over the 2021-2024 fiscal years.

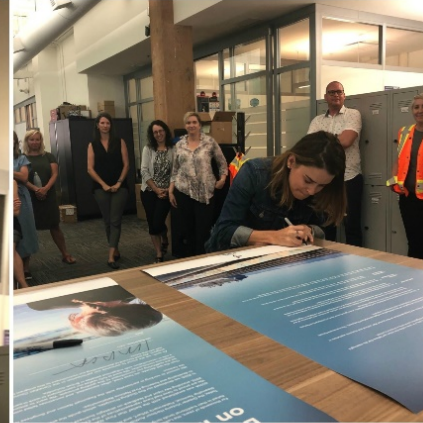
**Progressive
Aboriginal
RELATIONS**

**SILVER
LEVEL**

Canadian Council for
Aboriginal Business



LEADERSHIP



Progressive Aboriginal Relations

In June 2019, our Board of Directors approved and supported our Leadership Statement on Indigenous Relations as well as our Indigenous Relations Framework.

The Leadership Statement – signed by our CEO, Ian Robertson, and our then Board Chair, Dave Cowen – outlines our commitment to Indigenous relations.

The Framework lays out how we intend to realize our commitment to Indigenous relations and is signed by all staff.

The Leadership Statement and Framework are foundational documents that support our First Nations Relationship Principle:

We commit to working in partnership with Esquimalt Nation and Songhees Nation as they pursue their economic and cultural aspirations in the harbour.

This principle has been guiding our work since inception in 2002 and is supported and overseen by our First Nations Economic Development Committee, in which both Nations are members.

First Nations Revenue Contribution Fund

GVHA's First Nations Revenue Contribution Fund dedicates up to 1% of its operating revenue to initiatives that support the economic and cultural aspirations of the Esquimalt Nation and Songhees Nation in the harbour. In the fiscal years 2018 to 2021, GVHA supported the following initiatives:

2018/2019

- Esquimalt Nation Project Management Training, \$16,918
- Songhees Nation, Steamship Terminal Rental Relief, \$49,600
- Esquimalt Nation, Casual Labour Pool: \$60,000

2019/2020

- The Lekwungen Career Fair, Esquimalt Nation, \$4,022
- The Esquimalt Summer Program, \$10,000
- The Indigenous Cultural Festival, Songhees Nation, \$2,780
- Lekwungen Licensing & Training Program, \$14,767
- Esquimalt Governance Training, \$20,000
- Songhees Canoe Tours Kiosk, \$23,500

2020/2021

- Explores Songhees Tourism Training & Staff Development, \$12,262
- Explores Songhees Kiosk Development, \$40,000
- Esquimalt Nation, Casual Labour Pool: \$30,000

The total amount supported over the 2018 to 2021 fiscal years is \$283,849.

Community & Leadership Meetings

Over the course of 2018 to 2021, we met with the following community organizations and businesses to share the work we are doing in Indigenous relations, and where possible we found opportunities to develop joint initiatives and collaborate on projects.

- Camosun College
- Canadian Collaboration for Sustainable Procurement
- Capital Regional District
- City of Victoria
- Coastal Communities Social Procurement Initiative
- Department of Fisheries and Oceans
- Department of National Defense, CFB Esquimalt
- Destination Greater Victoria
- Douglas Magazine
- Downtown Victoria Business Association
- Greater Victoria Chamber of Commerce
- Indigenous Business and Investment Council
- Ministry of Transportation and Infrastructure
- Nanaimo Chamber of Commerce
- Page One Publishing
- Paladin Security
- Ralmax Group of Companies
- Royal Caribbean Cruise Lines
- Saanich Chamber of Commerce
- Seaspans, Victoria Shipyards
- South Island Prosperity Partnership
- Synergy Enterprises
- Think Local First
- Township of Esquimalt
- University of Victoria
- Western Stevedoring
- VanCity
- Victoria Airport Authority

EMPLOYMENT

Indigenous Cultural Training for All Staff

In March 2019, we invited Bob Joseph, Founder and President of Indigenous Corporate Training, to provide all staff with Indigenous cultural training. Staff and Board members attended allowing us all to learn more about historical events and cross-cultural perspectives.

In October 2019, we hosted Orange Shirt Day, providing a Lunch & Learn for staff to learn more about the history and legacy of residential schools.

In November 2019, three staff members attended a workshop at UVic entitled: "More than a tick in the box: Why protocol is vital to working together." Councillor Garry Sam of Songhees Nation spoke about the value of territorial acknowledgements.

In January 2020, we were invited to participate in a tour of the Victoria Native Friendship Centre's (VNFC) facilities and joined staff for lunch in the community hall. Five staff joined the tour and spent a few hours learning about the various initiatives VNFC provides the community.

In March 2020, we had scheduled a workshop for the management with Indigenous Perspectives Society. Due to COVID-19, the workshop was cancelled and was rescheduled and held virtually in September 2020.

In October 2020, GVHA staff had the opportunity to join Explores Songhees on a walking tour of the Signs of Lekwungen.

In March and April 2021, GVHA staff had the opportunity to participate in Indigenous Perspectives Society's public workshops. Two members of our management team took the "Recruitment and Retention" workshop, and three members attended the "Cultural Perspectives Training" workshop.



Policy Changes

In August 2019, we revised our *Non-Discrimination and Diversity Policy* to include language around our commitment to equity, diversity, and inclusion. We are dedicated to encouraging a supportive and inclusive culture in our workforce with a goal to ensure all employees are given equal opportunity, and that GVHA is representative of all sections of society. This includes recognition that GVHA's properties are located on the traditional lands of the Lekwungen people and qualified self-identified Indigenous applicants may be given preference during the recruiting and selection process.

Job Postings

In September 2019, we added the following language to all our job postings:

"GVHA is committed to respecting diversity within our workforce. Preference may be given to persons who self-identify as Indigenous."

This statement is reiterated on our website: [Work With Us - GVHA](#).

Indigenous Employment Plan

In September 2019, we developed an Indigenous Employment Plan that laid out the actions that we would take to help attract, recruit, and retain Indigenous talent. This includes detailed recruitment steps, a pre-call program to help prepare Indigenous applicants for interviews, a referral program to direct applicants to other departments for opportunities where applicable, an identified GVHA First Nations Employment Liaison, and annual job shadowing programs.

Career Fairs

We attended two career fairs in the 2019/20 year – the Lekwungen Career Fair at the Songhees Wellness Centre held on April 25, 2019, and the UVIC Indigenous Career Fair at the First Peoples House on October 15, 2019. Career fairs in 2020/21 were cancelled due to COVID-19.

Indigenous Relations Competency

GVHA has seven key leadership competencies that are critical to the success of our organization. This includes competencies like planning, organization, and delegation; communications skills; employee relations skills; and project management skills. In 2020, the Manager of Human Resources and the First Nations Engagement Manager worked to develop a leadership competency on Indigenous relations. The competency was drafted, and input was received from Indigenous Perspectives Society and the First Nations Economic Development Committee. It was used in GVHA performance evaluations for the first time in 2019/20. The aim was to highlight that skills in reconciliation are fundamental to being a leader at GVHA, and that an exceptional leader would advocate and champion change in the pursuit of reconciliation with Indigenous Peoples.

Victoria Native Friendship Centre Partnership

In October 2019, we participated in VNFC's program called, "Indigenous Model for Delivering Economic and Employment Success (IMDEES)," a 20-week employment readiness program aimed at helping Indigenous participants prepare to enter the workforce by working on their resumes, cover letters, interview skills, and by providing them with job placements. Staff hosted two Indigenous participants at our corporate office for three days. One participant job shadowed our Corporate Administrator, and the other participant job shadowed our Marketing and Communications Coordinator.

In October and December 2020 and February 2021, our Director of Cruise Development and Manager of Communications and Marketing presented to Indigenous participants of VNFC's Hospitality Employment Program, sharing their professional and personal experiences working in the hospitality field.

Recruitment

In March 2019, we focused efforts on recruiting Indigenous talent for our 2019 seasonal positions. We specifically focused our recruitment efforts on attracting Indigenous talent from Songhees Nation and Esquimalt Nation and met with their employment officers to build a strong personal connection. We were seeking employees for seasonal work at The Breakwater District at Ogden Point, the Inner Harbour, and Fisherman's Wharf. Positions were for maintenance, ambassadors, dock crew, and wharfingers. For these positions, GVHA had six Indigenous people self-identify and apply for the positions. One individual was hired to the Maintenance Team in April 2019.

GVHA also regularly shared job postings for permanent full-time positions. One position was filled by a self-identified Indigenous person in September 2019.

In February 2020, we focused once again on recruiting Indigenous talent for our 2020 seasonal positions. We held a job shadowing program (see page 11 for more information); however, hiring was put on hold due to the suspension of cruise.

Diversity in the Workplace

In November 2019, we developed an employment target to have at least 5% of our workforce Indigenous. This reflects the Canadian population according to the 2016 Census. In March 2020, we had two self-identified Indigenous employees working for GVHA (5.2% of our workforce of 38 employees). However, due to the impacts of COVID-19, on March 13, 2020, Transport Canada suspended cruise visitation in Canada. This meant that the 2020 cruise season in Victoria was cancelled. As the owner of the Victoria Cruise Terminal, we lost approximately 70% of our forecasted revenue. As a result, we made the difficult decision to temporarily lay-off almost half of our work force and permanently eliminate eight positions.

Lekwungen Youth Job Shadowing Program

In July 2019, GVHA offered a week-long experiential learning opportunity for Lekwungen youth to learn more about the marine properties it manages at The Breakwater District at Ogden Point, Fisherman's Wharf, and the Inner Causeway. The aim was to introduce Lekwungen youth to GVHA as an organization and provide them with an opportunity to observe the day-to-day activities of a working harbour.

Participants worked alongside GVHA staff in the areas of maintenance, hospitality, and dock crew to gain unique insights about working and building a career in these areas. On the last day of the program youth were invited to have lunch aboard the cruise vessel, the Ovation of the Seas.

Lekwungen Youth Job Shadowing Program

In February 2020, GVHA held a week-long program for Lekwungen members who are interested in re-entering the workforce. The program provided ten members with an opportunity to learn more about GVHA seasonal positions, act in these positions for a day to get a better understanding of the skills required and meet members of the team including the managers and supervisors. Due to COVID-19, no seasonal staff were hired in the 2020/21 cruise season.

Lekwungen Licensing and Training Program

In winter 2020, we sponsored a training program for Lekwungen members through our Revenue Contribution Fund. Working with partners across various sectors, we organized the following training programs:

- Driver's license course with Serge's Real Life Driving School
- Basic marine first aid with Alert First Aid
- Pleasure craft operators course at boaterexam.com
- Radio operator's course with Heads Up Navigation, and
- Basic security training with Paladin Security.

The courses had participation of on average five Lekwungen members per training session. The aim was to provide interested Lekwungen members with various licensing and certifications they would require for many of the seasonal positions at GVHA.



Policy Changes

In June 2019, with support from First Nations Economic Development Committee (FNED), we proposed updates to our *Procurement Policy* with respect to Indigenous business.

We also worked with FNED to define Indigenous business. The following definition was selected.

“To be considered an Indigenous business, one of the following criteria must be met:

- At least 51 percent of the business is owned and controlled by Indigenous Peoples, and
- At least one third of the employees are Indigenous.
- If the business is a sole proprietorship, it must be wholly owned by an Indigenous person.
- In the case of a joint venture or consortium, at least 51 percent of the joint venture or consortium must be controlled and beneficially owned by an Indigenous business or businesses, as defined above. Additionally, at least one-third of the value of the work performed under a contract is completed by an Indigenous business, either by the Indigenous partner/contractor or by an Indigenous sub-contractor.”

Indigenous Business Directory

In July 2019, we developed a corporate Indigenous Business Directory. The directory establishes a listing of Indigenous entrepreneurs or businesses that are interested in doing business with us and our partners. The directory currently lists more than 45 Indigenous businesses. In November 2019, we added the directory to our website and made efforts to share it with our key partners to help support Indigenous business in Greater Victoria. In January 2020, the directory was included in the City of Victoria’s Economic Action Plan.



Meet & Greet

Over the course of 2018, 2019, and 2020, we held “meet & greets” with Indigenous businesses to learn more about the work they do, discuss GVHA’s procurement areas and current contracts, and potential opportunities to work together. GVHA met with the following Indigenous businesses:

- Alexander Traffic Control
- Animikii
- Atru Cleaning
- Brandigenous
- Explores Songhees
- Geo Services
- Gwaii Engineering
- Indigenous Perspectives Society
- Jesse Campbell
- Kwassen Productions
- Prism Marine
- Rainwatch Consulting
- Raven Events
- Salish Seaside RV
- Songhees Events and Catering
- Tom Spetter Design
- Turtle Island Consulting
- Two Worlds Consulting
- Ursa Creative

Indigenous Business Events

In April 2020, we were scheduled to host a Chamber Business Mixer focused on Indigenous business. We had invited the Indigenous businesses and entrepreneurs listed in the Indigenous Business Directory to the event to share their work and connect with Chamber members. However, due to COVID-19, the event was postponed. We modified the event to an online Indigenous Business Meet & Greet that we held in April 2021. The Meet & Greet was hosted by GVHA over three weeks, and each week we were joined by a different co-host: Minister Rankin, Ministry of Indigenous Relations and Reconciliation; Bruce Williams from the Greater Victoria Chamber of Commerce; and Emilie de Rosenroll from South Island Prosperity partnership. Over the course of the three weeks, we had the opportunity to meet nine Indigenous owned businesses and learn more about the work they do and services they provide.

Advanced Aboriginal Business Match

From March 16-18, 2020, we were scheduled to participate in the Aboriginal Business Match Vancouver Island, a business matching event aimed at connecting communities and companies in the pursuit of business development. Due to COVID-19, the event was postponed and held online in May 2020. Over the course of two days, we met with Indigenous and non-Indigenous business across Vancouver Island.



Indigenous Procurement

In September 2019, we began tracking our Indigenous business spend so that we can create reports that shows what kind of investment we made into the Indigenous business economy. Work was done to retroactively track our spend from 2018 to 2021. Over these three years, we have worked with the following Indigenous businesses.

- Brandigenous to develop branded GVHA products
- Butch Dick to develop a logo for The Breakwater District at Ogden Point
- Darlene Gait to develop a logo for The Breakwater District at Ogden Point
- Esquimalt Singers and Dancers to welcome guests at World Oceans Day at Fisherman's Wharf
- Geo Services to deliver security services in the Inner Harbour
- Indigenous Corporate Training to provide GVHA staff and Board with a full-day Indigenous cultural training workshop
- Indigenous Perspectives Society to provide GVHA management with Indigenous cultural perspectives training
- Jesse Campbell Visual Arts to complete maintenance work on the Unity Wall Mural
- Lekwungen Traditional Dancers to welcome guests at the 8 millionth passenger event
- Salish Seas Industrial Services to deliver the Ship Point Repair Project
- Sisters.Hlgikw to cater GVHA's PAR celebration
- Songhees Events & Catering to cater numerous GVHA events
- Tom Spetter Design to design marketing material



COMMUNITY RELATIONS

Songhees Nation Food Sovereignty & Reconciliation Dinner

In March 2019, members of our team participated in the Songhees Nation Food and Sovereignty Reconciliation Dinner. We learned about traditional Indigenous foods and sampled an incredible menu prepared by students in the Camosun College's Culinary Arts department.

Eight Millionth Passenger

In May 2019, GVHA welcomed its eight millionth passenger. The Lekwungen Traditional Dancers provided a welcome and performed.

Indigenous Cultural Festival

In June 2018 and 2019, GVHA was part of the Indigenous Cultural Festival Planning Committee and an event sponsor. In 2019, GVHA CEO Ian Robertson was given the opportunity to paddle in the canoe from Songhees Point to the Commonwealth Corner. The festival was cancelled in 2020 due to COVID-19.

World Oceans Day at Fisherman's Wharf

GVHA hosts World Oceans Day along with other local partners. In July 2019, Geronimo Canoe Club participated in World Oceans Day displaying their 52-foot-long racing canoe and sharing information about the history of war canoes. Due to COVID, the event in 2020 was cancelled. Instead, World Oceans Week took place virtually, and Songhees Nation uploaded a video of a welcome and a Lekwungen Traditional Dancers performance.



Unity Wall Mural Marketing & Maintenance

In 2019, we worked on a number of initiatives to enhance, support, and promote the Unity Wall.

In November 2019, we updated the Unity Wall webpage to a more user-friendly experience that allows viewers to see the Unity Wall mural in full and click on images to learn more.

At the entrance to the Ogden Point Breakwater, new updated signage was created that provides information about the Unity Wall and its artists as well as information on the Breakwater itself.

Annually each summer the Maintenance team dedicates one week to cleaning the mural. In July 2019 we hired an original youth artist of the Unity Wall, Jesse Campbell, to do some repainting and touch-ups to the mural.

In February 2020, discussions regarding the exploration of a Phase 4 of the Unity Wall Mural began. However, due to COVID-19, discussions were put on hold.



The Breakwater District at Ogden Point

In July 2019, we worked with Esquimalt Nation artist Darlene Gait and Songhees Nation artist Butch Dick to design logos for the launch of The Breakwater District at Ogden Point.

In September 2019, we launched The Breakwater District at Ogden Point with Chief Ron Sam in attendance to welcome and unveil the new brand identity with CEO Ian Robertson.

Food Burning Ceremony Signage

In October 2019, we updated the signage and fencing around the Food Burning Ceremony area. Tom Spetter Designs was hired to develop the signage. Butch Dick's Breakwater District logo was incorporated into the design.

First Nations Artists Causeway Program

In October 2019, we met with Esquimalt Nation and Songhees Nation to discuss the First Nations Artists Causeway Program. Participants agreed that the program needed to be reviewed to attract more artists to the program. Due to COVID-19, the review was put on hold.



Lekwungen

Food Burning Ceremony Site

Hyš'qa gwns ânc tē?čol sq'c'ta tanəx^w
Lkwəŋen eh? X^wsapsum ?e'ta'l'ŋəx^w

Thank you for visiting the traditional territory of the Songhees and Esquimalt people.

This area has been reserved by Greater Victoria Harbour Authority as a designated sacred First Nations Food Burning site for feeding and communicating with the ancestors of the Lekwungen people who have passed on. This private cultural ceremony takes place every four years and is a traditional way to demonstrate love and pay respect by caring for the ancestors who were caretakers of the land and guide the Lekwungen people in life.

Hyš'qa gwns sqw'an'sət ta čalen'an eł?
Lkwəŋen ?e'ta'l'ŋəx^w



Thank you for respecting the ways of the Lekwungen people's culture.

For more information about the Food Burning ceremony visit
www.gvha.ca/first-nations-partnerships

NEXT STEPS



The past three years were a busy and productive time for our organization as we committed to the Progressive Aboriginal Relations program and set-up some foundational policies and procedures that will guide our work going forward. We made real efforts to attract more Indigenous talent to GVHA and examined our procurement practices to find more opportunities to work with Indigenous owned businesses. We continue our ongoing commitment to reconciliation, fostering, and building on our relationships with the Esquimalt Nation and Songhees Nation to find opportunities to work together. Our learning is continuous, and we are grateful for the friendship, support, and guidance of both Nations. We will continue to provide our staff with cultural training and opportunities to learn directly from the Nations.

Over the next three years, we will focus on reaching the targets we set in the four PAR pillars of employment, business development, leadership, and community relations. Each of these targets require a number of actions, programs, and initiatives to move forward and will rely on the support of our entire staff, the Nations, and our partners in the community. Actions will require partnership and engagement across all departments within our organization, and with community-based and likeminded organizations in the region. We look forward to continuing to work in collaboration with the Esquimalt Nation and Songhees Nation to identify priority projects, community initiatives, and opportunities for cultural learning.

If you have any questions about the work highlighted in this report, please contact First Nations Engagement Manager Judy Kitts at jkitts@gvha.ca.