

BOARD OF DIRECTORS HIGHLIGHTS – MARCH 2022



Q4 Board Meeting Report

GVHA Board Highlights provides a brief summary of items from each monthly regional Board meeting. The summary is not inclusive of all agenda items.

3-Year Business Plan

The 2022-2025 Business Plan, “A Route to Calm Waters”, has been approved by the Board. The plan was developed throughout 2021 with input from the leadership team, full staff and the Board of Directors. It incorporates nine objectives to help achieve goals for the organization, in line with the 2015-2025 Board strategic plan. The plan will be shared with Member Agencies and an abbreviated version will be posted on our website.

21-22 KPI: Develop new business plan for next 3-year cycle with focus on recovery, optimization, and diversification.

Q3 Results: On track and completed.

Cruise Returns

GVHA is excited to welcome the first cruise ship in over two and a half years on April 6, 2022. All stakeholders are invited to join us at 9am at the Breakwater District at Ogden Point to welcome the arrival of the Caribbean Princess. In 2022, we are planning for 357 ship calls into Victoria and expect to welcome slightly over 780,000 passengers, closely equivalent to 2019 numbers. On March 7, Transport Canada announced the new public health plan for cruise ships. We are working with Western Stevedoring, Island Health and PHAC to put in place required measures before April 6.

21-22 KPI: Work with Western Stevedoring to develop terminal operating plan to support the safe restart of cruise.

Q3 Results: Cruise restart budget has been developed and is at a 90% certainty level with the first group of items have been approved to move forward. Meetings have begun with health officials from Island, provincial, and federal Health on protocols and procedures for the terminal.

Community Liaison Committee

The Community Liaison Committee met on February 2 with presentations by the Cruise Lines International Association - Northwest and Canada (CLIA-NWC) and James Bay Neighbourhood Association (JBNA). The Committee met again on March 2 and each member is active in finding solutions to identified objectives and action plans. [Click on this link](#) to learn more about the committee and to read minutes of past meetings.

21-22 KPI: Develop reputation and stakeholder outreach strategy to support and enhance GVHA's reputation

Q3 Results: Waterside Chats resumed in fall with a plan for the series to continue into Q4; CLC met to discuss actions items moving forward

2022 Summer Season

In addition to the return of cruise, GVHA is expecting a very busy season at the other facilities. Marinas are booking up quickly with some dates such as Canada Day already sold out. After being cancelled in 2020 and having a limited covid set-up in 2021, GVHA is excited that the annual Inner Harbour Summer Line Up will be back running May to September. It will feature a wide array of street performers, musicians, food vendors, and artisans.

Committee Report Highlights

First Nations Economic Development Committee (FNED)

The Board approved the 2022-23 budget reinstating the First Nations Revenue Contribution Fund (FNRCF) which is forecasted to be ~ \$139,000 (1% of GVHA's forecasted operational revenue for 22/23.) The budget also includes \$10k in funding for the Lekwungen Dock Crew program and \$49k to support a Lekwungen Place-Making Initiative in conjunction with funding from Western Diversification Tourism Relief. Now that GVHA is certified silver in the Progressive Aboriginal Relations (PAR) Program, FNED is focusing on criteria required to achieve Gold status in 2024.

21-22 KPI: Initiatives aimed at increasing Lekwungen presence within GVHA's properties (events, visual identification, placemaking)

Q3 Results: MOR tentatively scheduled for April 2022; Application to Western Diversification submitted in December 2021 for placemaking initiative in the Inner Harbour.

Human Resources Committee (HRC)

In anticipation of a busy summer season, GVHA is recruiting for up to 16 seasonal positions in addition to two full-time positions. In response to the current labour market, hourly rates have increased by 12% for seasonal staff with an additional \$0.50 retention bonus paid at the end of the season. The 2022-23 HR/Labour budget was approved by the board.

21-22 KPI: Develop and execute retention strategies that focus on employee retention and development.

Q3 Results: Number of employees retained during Q3 was 86%

Governance Nominating Committee (GNC)

The Board delegated authority to GNC to approve changes to the Committee Charters, Board Policies, and the Board Manual. GNC approved all Board policies which included changes to the Conflict of Interest to include a related parties disclosure. The Board voted to have remuneration reviewed by an external consultant in 22/23. Board compensation hasn't changed since 2010. Any changes will be brought to the AGM. (note the board voted to forgo meeting fees from June 2020-September 2021 resulting in savings of \$128,800.)

21-22 KPI: Engage with multiple levels within Member Agencies to ensure understanding of the value of stewardship of GVHA properties and community amenities.

Q3 Results: Require increased and continued engagement with all MAs; area of focus for 2022-2023; focused effort was made to include them in Community Liaison Committee (CLC)

Audit & Finance Committee (AFC)

The 2022-23 Operating Budgets were approved by the Board. The Operating Budget had an EBITDA of \$2.395M and a net income of \$1.593M. Forecast to 2021/22 Year End is projecting a total EBITDA loss for the year of (\$2.3M). The Board approved by consent resolution for GVHA to enter into a 25-year lease with Helijet.

21-22 KPI: All customers at market rate

Q3 Results: 80%

Infrastructure Planning & Development Committee (IPAD)

As directed by IPAD, staff retained Herold Engineering to complete a cost benefit analysis (CBA) on Broughton Street Pier. Staff recommended, and IPAD approved, that GVHA move forward with major structural repairs to extend the useful design life of the structure in the years 2022 and 2037 at a cost of \$714K in 2022 and \$4M in 2037. The 2022-23 Capital Budget of \$2.823M was approved by the board.

21-22 KPI: Develop and execute a strategy to approach all levels of government for financial support for GVHA infrastructure needs.

Q3 Results: Funding model in development and aligned with 22-25 Business Cycle - Including resourcing projections. Detailed Strategy to be completed.