

ANNUAL REPORT

2021-2022



Ogden Point Breakwater as dusk approaches.
(Courtesy Kevin Light Photography)

INDIGENOUS ACKNOWLEDGEMENT

We recognize with respect that our properties are located within the Traditional Territory of the Lekwungen People, whose historical relationships with the land and harbour continue to this day. We value our relationship with the Esquimalt Nation and Songhees Nation as two of our Member Agencies.

ABOUT GVHA



Greater Victoria Harbour Authority (GVHA) is a not-for-profit organization that is committed to the stewardship and sustainable growth of Victoria's dynamic working harbour.

Since our creation in 2002, we have been local champions and stewards of the harbour land and marine assets divested from the Government of Canada. We own 110 acres of harbour land and seabed as fee simple meaning that, as a self-funded organization, we proudly contribute to the municipal tax base.

We own and operate several high-profile community amenities including the Ogden Point Breakwater, Inner Harbour Lower Causeway, Ship Point, public boat launch, and customs dock at Raymur Point.

Within our commercial and marine industrial holdings are the deep-water terminal at The Breakwater District at Ogden Point, Fisherman's Wharf, the fuel dock, and four Inner Harbour marinas.

Our management of the Victoria Cruise Terminal contributes more than \$143 million annually to the regional economy and is responsible for 800 direct and indirect jobs in Greater Victoria.



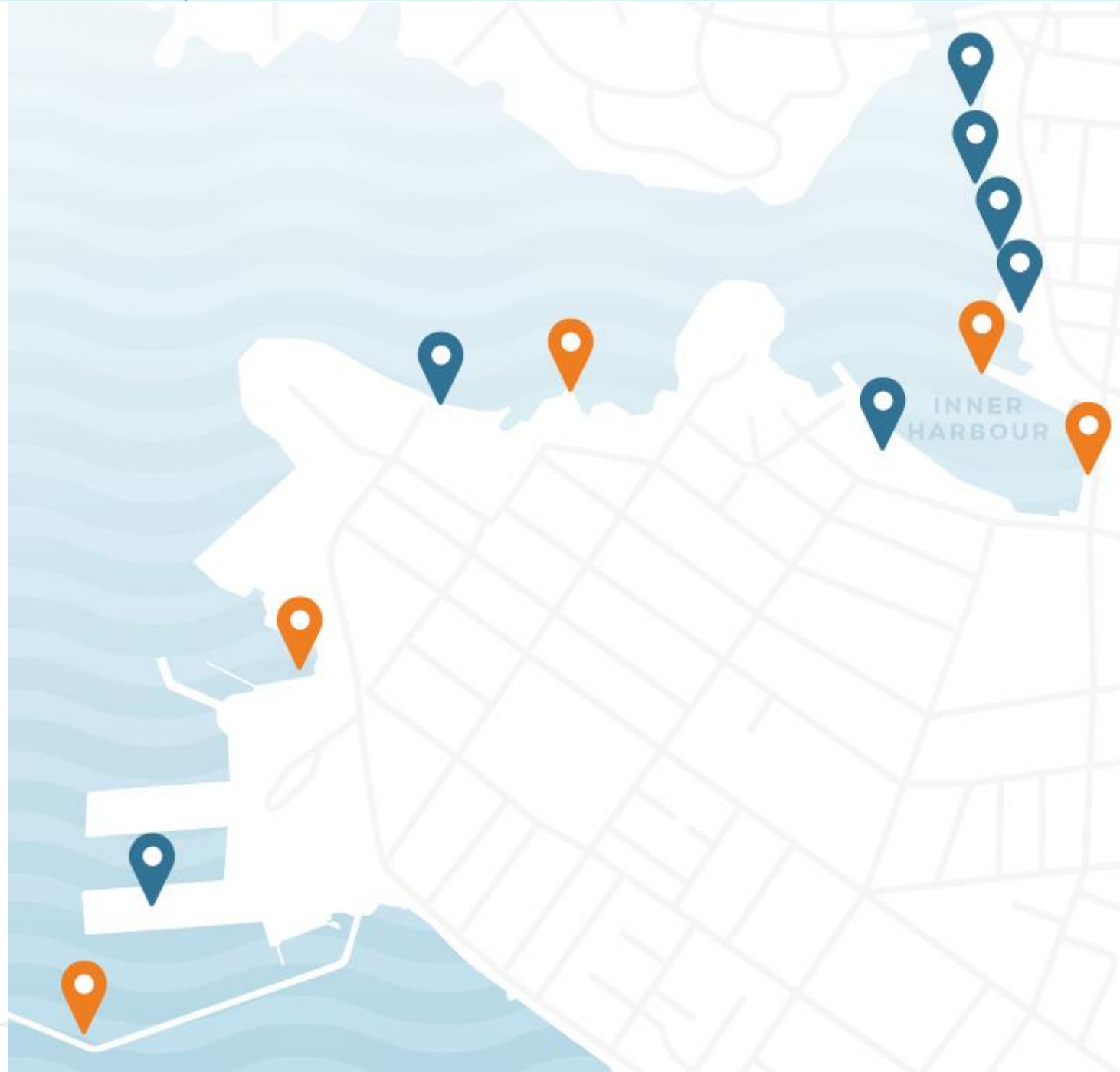
PROPERTY HOLDINGS

Facilities

- The Breakwater District at Ogden Point
- Fisherman's Wharf and fuel dock
- Broughton Street Pier
- Causeway Marina
- Wharf Street Marina
- Hyack Terminal
- Johnson Street Marina

Community Amenities (orange)

- Ogden Point Breakwater
- Public Boat Launch
- Raymur Point Customs Dock
- Inner Harbour Lower Causeway
- Ship Point



VISION & MISSION

Vision

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.

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 marine-related 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.



SM Busan in for repairs at the port of Victoria, The Breakwater District at Ogden Point

GUIDING PRINCIPLES



First Nations Relationship

We commit to working in partnership with the Lekwungen People as they pursue their cultural and economic aspirations in the Harbour.



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.



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.



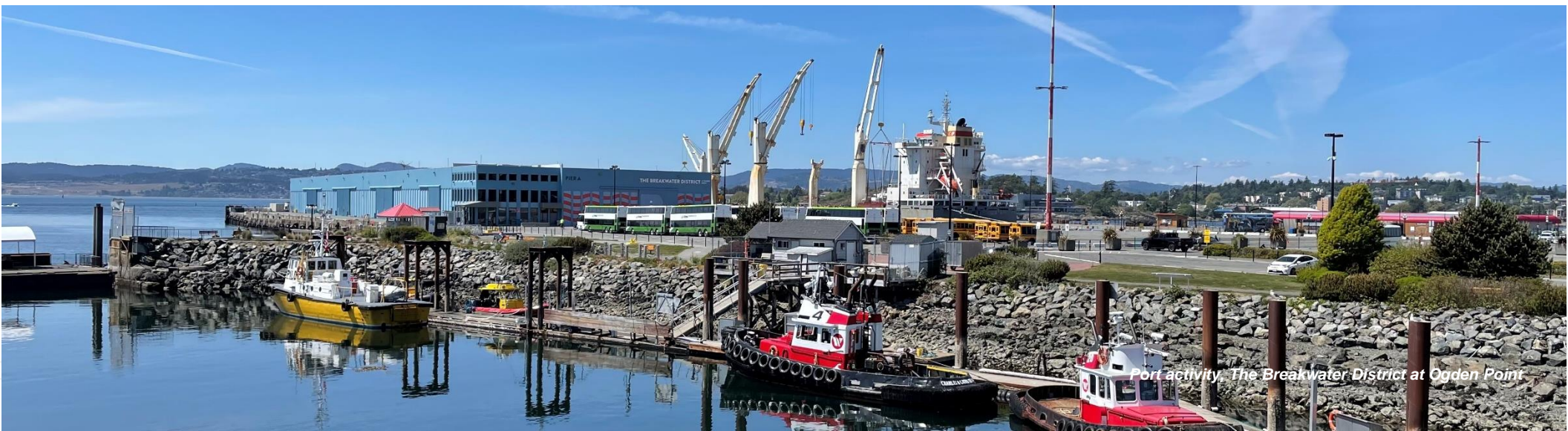
Working Harbour

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”.



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.



Port activity, The Breakwater District at Ogden Point

LETTER FROM THE BOARD CHAIR

It has been another year of challenges for our organization due to the continued impact of COVID-19. As an organization we are fortunate to have been led by a strong Leadership team working with the Board and our community. As Chair I am grateful to be working with our 13-member Board of Directors and for their engagement and insights as we worked through the strategic implications of the pandemic and its impact on the organization.

The financial stability of the organization was challenged by a complete loss of revenues from cruise operations at the port of Victoria, accompanied by revenue losses across our other properties as pandemic measures were loosened and then again restricted during subsequent waves of COVID cases and hospitalizations. The onset of the Omicron wave in late fall provided yet another unforeseen challenge to our plans to emerge from the pandemic. Although we experienced a second year of losses due to the pandemic, the prudent management of our finances meant that our actual losses were lower than forecasted. This is a testament to the work done by our team of professionals and the strong relationship between our Board and management.

As Board Chair, I remain buoyed by the support that is brought through collaboration and dialogue between our Board of Directors and the representatives of our eight Member Agencies. A strategic objective of mine when assuming the role of Board Chair was to ensure that our Member Agencies not only understood their role with the Greater Victoria Harbour Authority, but that we engage in meaningful dialog and shared insights at a strategic level. Increased engagement between the two entities of GVHA has strengthened the position of the organization and its vision for a working harbour, benefiting all of Greater Victoria.

In the coming year, the Board of Directors will begin the process of developing a new strategic plan to lead the Greater Victoria Harbour Authority into the next ten years. It will be done in consultation with the Board and its Member Agencies and will provide the objectives and goals to set the organization and the working harbour up for success in the years to come.



We are now looking toward the end of the pandemic or at the very least the 'normalization' and, whenever that shift happens, the organization will be ready to achieve success through partnership, dialogue, and collaboration. The pandemic allowed us to build on our strengths, focus on where and how we can improve and highlighted how fortunate we are to have had the leadership to not only survive but continue to grow stronger. Building an organization that will continue to be resilient, grow and foster strong relationships in our community — with Member Agencies, Industry Partners and all levels of government — will remain the focus of the Board of Directors and the Leadership Team in the years to come.

Sincerely,
Christine Willow



LETTER FROM THE CEO

This year provided me with hope that we would finally be able to build forward after having experienced countless challenges brought on by COVID-19.

First, the announcement in mid-July by The Honourable Omar Alghabra, Minister of Transport for the Government of Canada that cruise ships would be able to call to Canadian ports as of November 1, 2021, was a highlight of the year. This announcement, held at The Breakwater District at Ogden Point, was a result of dozens of meetings, calls to action, and joint efforts to signal that the industry was ready, willing, and able to safely welcome ships, passengers, and crew to Canadian ports.

While the approved date was after the annual cruise season in Canada, it signalled to the cruise lines, industry partners, and the community that the 2022 season would begin and cruise ships would safely resume calling to the port of Victoria, Canada's busiest cruise port of call. This announcement stabilized and gave certainty to an industry worth more than \$2.7 billion annually to our province.

Although our financial position was challenged, many high priority projects and objectives continued this year. Our work with First Nations, our partners, and stakeholders allowed us to strengthen and grow our position as a leader of triple-bottom line economic development in Greater Victoria.

In partnership with organizations throughout the working harbour, we finalized and released a detailed analysis of the economic impact Victoria and Esquimalt Harbours, which showed that they jointly contribute \$2.9 billion to regional economy annually and are responsible for 14,983 jobs in the region. This analysis helped to solidify the value of the working harbour and our commitment as an organization to act as a steward.

This year, we were certified silver by the Canadian Council of Aboriginal Business as part of its Progressive Aboriginal Relations (PAR) program. We joined the PAR program in January 2019, reaffirming our commitment to partnerships with the



Lekwungen People and the work ahead in Indigenous reconciliation. Our commitment to Indigenous relations and reconciliation is a key part of our path as an organization.

Community-led engagement is a pillar of our communications and engagement strategy. Through this lens, we formed a new Community Liaison Committee that represents 18 stakeholders and partners in Greater Victoria. The committee developed action plans for short and long-term improvements to our operations. I am incredibly thankful to the representatives that sit at this table and support the concrete measures and actions that we will undertake. To further engage with the community, I continued periodic Waterside Chat webinars on topics ranging from Indigenous relations to cruise ship waste management. I also began a monthly CEO Roundtable Discussion where I met with community members to discuss their ideas and concerns.

Finally, the installation of shore power at the port of Victoria has continued to be a focus of our organization. A complex project such as this requires a lot of background work to be conducted. It comes as no surprise that this project requires funding from government and industry, which is where my work is focused. Conversations remain ongoing and are positive; I am certain that shore power will come to the city's deep-water port once this critical capital funding is confirmed.

While we have continued to face challenges throughout this year, I remain excited about the return of cruise in Victoria, the increased visitation across our properties, and our continuing role as a champion of the working harbour.

Ian Robertson
Chief Executive Officer

FIRST NATIONS PARTNERSHIPS

In 2021, we became silver certified 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. We believe that what gets measured gets done and we are committed to monitoring and tracking our work in four pillars: leadership, employment, business development, and community relations.

Leadership

In September 2021, we were proud to announce that we were certified silver in the Canadian Council for Aboriginal Business' Progressive Aboriginal Relations (PAR) Program. PAR silver organizations recognize the value of working with Indigenous communities and can point to outcomes that have made a difference. This includes investment in communities and people, employment programs, and business partnerships.

In conjunction with this announcement, we also released our first Indigenous Relations Report. This report will be published every three years and will align with PAR application periods. The aim of the report is to share the work we are doing towards Indigenous reconciliation in the spirit of transparency and openness. We look forward to sharing our work and learning from others along the way.

Our commitment at the leadership level also includes dedicating up to 1% of our operating revenue to initiatives that support the economic and cultural aspirations of the Lekwungen People in the harbour. Due to financial constraints from the pandemic, the Nations and GVHA agreed to put the program on hold until the safe resumption of cruise.

In June 2021, GVHA's Board of Directors welcomed Indigenous Perspectives Society who provided a two-hour training session focused on colonization, privilege, and stereotyping. We were also able to offer all staff the opportunity to attend Indigenous Perspectives Society's public workshops. These ranged from three-hour sessions on Indigenous recruitment and retention and a full day workshop on cultural perspectives.

We also continued to build partnerships with the business community and share some of the work we are doing in Indigenous relations and found ways to work with our partners on initiatives like the Lekwungen Job Shadowing Program. In 2021, we also started a small community of practice where like-minded businesses meet and share their experience and learnings in Indigenous reconciliation.

Progressive
Aboriginal
RELATIONS

SILVER
LEVEL

Canadian Council for
Aboriginal Business



Employment

We brought back our annual summer Lekwungen Youth Job Shadowing Program. It had been put on hold in 2020 due to the pandemic. Given continued resource constraints, we kept the program small with just two youth participants. This year we were able to partner with Eagle Wing Tours and Destination Greater Victoria to provide youth with fun and new opportunities to learn more about the tourism industry.

In the fall, we also began planning for a seasonal dock crew program. We worked with the employment coordinators at Songhees Nation and Esquimalt Nation with the goal of rolling out the program in April 2022 in advance of the summer season.

Work with Victoria Native Friendship Centre continued and, while no direct program support took place in 2021, we furthered our relationships with staff and hope to find an opportunity to work together soon on an employment initiative.

We continue to dedicate time and resources to Indigenous employment and training initiatives and hope that we become known as a workplace that is inclusive of Indigenous Peoples and committed to economic reconciliation.

Business Development

We continued to build out our Indigenous Business Directory, adding new businesses we learned about throughout the year. Over the course of the year, we continued to hold “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.



Anthony, Lekwungen Youth Shadowing Program, Fisherman's Wharf

GVHA met with the following Indigenous businesses:

- Tsartlip Construction
- Mack Law
- Orca Masonry
- SOHTOH
- LOIA
- Gulf Island Seaplanes

In April 2021, we hosted three virtual Indigenous Business Meet & Greets. For these sessions, we invited several local Indigenous businesses identified on GVHA's Indigenous Business Directory. This was an opportunity for us to highlight nine Indigenous businesses located here in Victoria and provide these businesses with an opportunity to profile the work they do and the services they provide.

Our CEO hosted the sessions and was joined by a different co-host each session, including the Hon. Murray Rankin, Minister of Indigenous Relations and Reconciliation, Bruce Williams, CEO of the Greater Victoria Chamber of Commerce, and Emilie de Rosenroll, CEO of the South Island Prosperity Partnership. The nine Indigenous businesses that participated were:

- Brandigenous
- Explore Songhees
- Gwaii Engineering
- Indigenous Perspectives Society
- Salish Sea Industrial Services
- Salish Seaside RV Haven
- Songhees Events and Catering
- Two Worlds Consulting
- Ursa Creative

Indigenous procurement targets were not met in 2021 due to reduced spending and the impact of the pandemic, but as we learn about more Indigenous businesses working in Greater Victoria, we feel more confident that we can make strides to increase our Indigenous spend year over year.

Community Relations

Many community events continued to be impacted due to the pandemic.

The main activation was the Songhees Seafood and Steam Food Truck, which set up once again in the Inner Harbour. A tent was also put up by Explores Songhees for information sharing about Lekwungen history and culture and served as a starting point for the Signs of Lekwungen Walking Tour.

In September 2021, we organized a partner Signs of Lekwungen Walking Tour led by Cecelia Dick of Songhees Nation. It was an opportunity to bring together partners and friends in the region to participate in this important cultural tour. We were joined by the Township of Esquimalt, Tymac, Destination Grater Victoria, Western Stevedoring, VI Trails, the Capital Regional District, Downtown Victoria Business Association, Pacific Northwest Transportation Services, South Island Prosperity Partnership, and the Ministry of Transportation and Infrastructure

In October 2021, staff were excited to volunteer for HeroWork, a charity that transforms other charities by renovating their buildings through big community events they call, Radical Renovations. This year HeroWork was renovating Indigenous Perspectives Society's office building. Staff spent the day painting, and while it was far from perfect, we were told that there was "love in the mistakes".

The past year remained a challenge for us considering the ongoing pandemic, but we tried to find creative ways to continue our work in Indigenous relations. We know that we have a lot of work ahead of us to build on and further our commitments and looking forward to working in partnership with the Lekwungen People.



Signs of Lekwungen Walking Tour with Explore Songhees, Inner Harbour Lower Causeway

COMMUNITY ENGAGEMENT



Community engagement through the support of events on properties is a component of our engagement strategy. While COVID-19 reduced the number of community events, as well as our own planned events, this year did allow for some events to take place.

After cancelling the annual artisans showcase due to COVID-19, we welcomed the return of the Inner Harbour Summer Line Up to the Lower Causeway. Although the number of participants was reduced due to physical distancing considerations, participants and visitors enjoyed the renewed sense of activity in this popular location.

Reduced revenues meant that some of the standard and annual placemaking and landscaping plans had to be postponed, including the planting of the Welcome to Victoria garden on the south end of the Inner Harbour Lower Causeway. In the end – and through the financial and in-kind support of CHEK News and Horizon Nurseries – the planting and maintenance of the Welcome [back] to Victoria garden was possible.

We were able to, for a second year, provide CFAX Santa's Anonymous with collection and distribution space at the Breakwater District. After a one-year pause in winter 2021, we were able to make life a little brighter with the installation of oversized holiday decorations and Christmas lights at the Breakwater District.

Another facet of our ongoing engagement is focused on direct discussions with members of the community. In early fall, a new Community Liaison Committee was created to work on continuous improvement and triple-bottom line sustainability throughout our operations by working with a group of local business leaders, community leaders, and members of the community. The committee members are a group of dedicated individuals with a passion for getting work done both in the short-term and over the long-term.



The Breakwater District at Ogden Point

The Breakwater District at Ogden Point witnessed a second full season without any cruise ship calls due to the COVID-19 pandemic. However, good news was on the horizon. In July 2021, the location served as host to the Hon. Omar Alghabra, Minister of Transport for the Government of Canada where he announced that, effective November 1, 2022, cruise ships would be able to call to Canadian ports. On hand were Rob Fleming, B.C.'s Minister of Transportation and Infrastructure, Mayor Lisa Helps, and members of the Victoria cruise tourism industry.

In a typical year, the summer months do not allow enough time for the three deep-water berths to be accessed by non-cruise vessels. Without the industry operating in Canada, the port welcomed new entities such as The Ocean Cleanup, who used the port of Victoria as their home base for the work being done in the Great Pacific Garbage Patch.

In January 2022, the container ship SM Busan called to the port for emergency repairs that were conducted over several weeks. The container ship in port was a popular spot for ship spotters and local community members taking advantage of winter walks at the Breakwater District.

In total, the Breakwater District welcomed 57 vessels during this year, an increase in non-cruise ship calls from previous years.

Throughout the course of the year, we entered into many 10-year renewal agreements with our commercial operators. We also signed a new 25-year agreement with Helijet. These agreements help confirm our commitment to our customers and their success as part of the working harbour. As an example, Helijet will now plan to make investments in their servicing infrastructure and sustainability initiatives at their location at The Breakwater District.



The Ocean Cleanup arriving at the port of Victoria

Fisherman's Wharf

Annual moorage remains near full capacity at Fisherman's Wharf despite a higher turnover in customers in this fiscal compared to previous years. Demand for annual moorage remains strong with wait times of a year or more. We added eight additional anchoring points to D & E docks to lengthen their operating life and combat ever changing weather patterns.

As some COVID measures eased into summer, social distancing measures were removed in the food court areas. All businesses were open and operating with some experiencing staffing shortages meaning they had to limit menus or days of operation. The end of summer had businesses reporting sales close to pre-covid 2019 numbers. The resident docks remained closed to the public.

Fewer commercial fishing vessels are using Victoria as a base and to offload fish due to the closure of Huron pier to vehicular traffic. The marine fuel dock had an increase of approximately 250,000 litres of fuel from 2020 but is still well below its pre-pandemic volumes.

In addition, 12, five-year agreements with renewal options were signed for most food and beverage and tour operators, allowing them to plan for long-term business at Fisherman's Wharf. As an example, Eagle Wing Tours has informed us of plans to build a new, more sustainable, and accessible building for their operations and their staff.

Inner Harbour

We once again extended our winter program to allow boaters to stay on during the summer at the higher annual rate, which meant we could ensure a certain level of revenue during COVID. The Canada-USA border re-opened in August, and we saw a slow increase in overnight visitor traffic towards the end of the summer. We kept 15-20% of our marina space open for transient vessels throughout the summer months. We received strong reservations for the upcoming season towards the end of the year and the crew were kept busy making bookings and preparing for the upcoming year.

Steamship Terminal

With the guidance of the Board of Directors, our team began final negotiations and executed a memorandum of understanding with the Province of BC. The memorandum was based on the intent to exit the head lease for the historic Steamship Terminal building and water lot and return it back to the Province of BC. This memorandum was executed in early 2022, and we have removed ourselves from the day to day operations of the facility.

SUSTAINABILITY INITIATIVES

As stated within our sustainability policies, we:

- Continually advocate for best water and marine-related use and development of the whole harbour and its assets.
- Operate in ecologically productive and sensitive coastal-marine environments and are committed to minimizing our impact.
- Meet all environmental regulatory compliance outlined in the Federal Fisheries Act and Marine Mammal Regulations, Species At Risk Act, and Migratory Bird Convention Act, and the provincial Wildlife and Environmental Management Acts.
- Are in close communication and consultation with the Esquimalt Nation and Songhees Nation to review best practices.
- Continue to be environmental leaders in the maritime industry and exceed basic compliance through the participation in environmental certification programs that hold our organization accountable for setting and achieving progressive environmental targets.
- Are actively pursuing and open to new opportunities for ongoing collaboration and partnership in environmental initiatives that contribute to improvements in land, air, and water quality and the ecological function of our healthy working harbour.

The James Bay environmental air monitoring station has not had any elevated SO_x readings in more than two years, and SO_x emissions remain well below recommended safe levels. In 2020, the station was shut down due to the decline in SO_x emissions. Working with the BC Ministry of Environment, we have implemented new PM_{2.5} monitoring stations, which data are available in real time.

On a certification side, our organization maintained port certification through Green Marine of 3.43 out of an overall ranking of five. We also maintained a marinas 5-Anchor Clean Marine rating.



A snowy day at the Inner Harbour

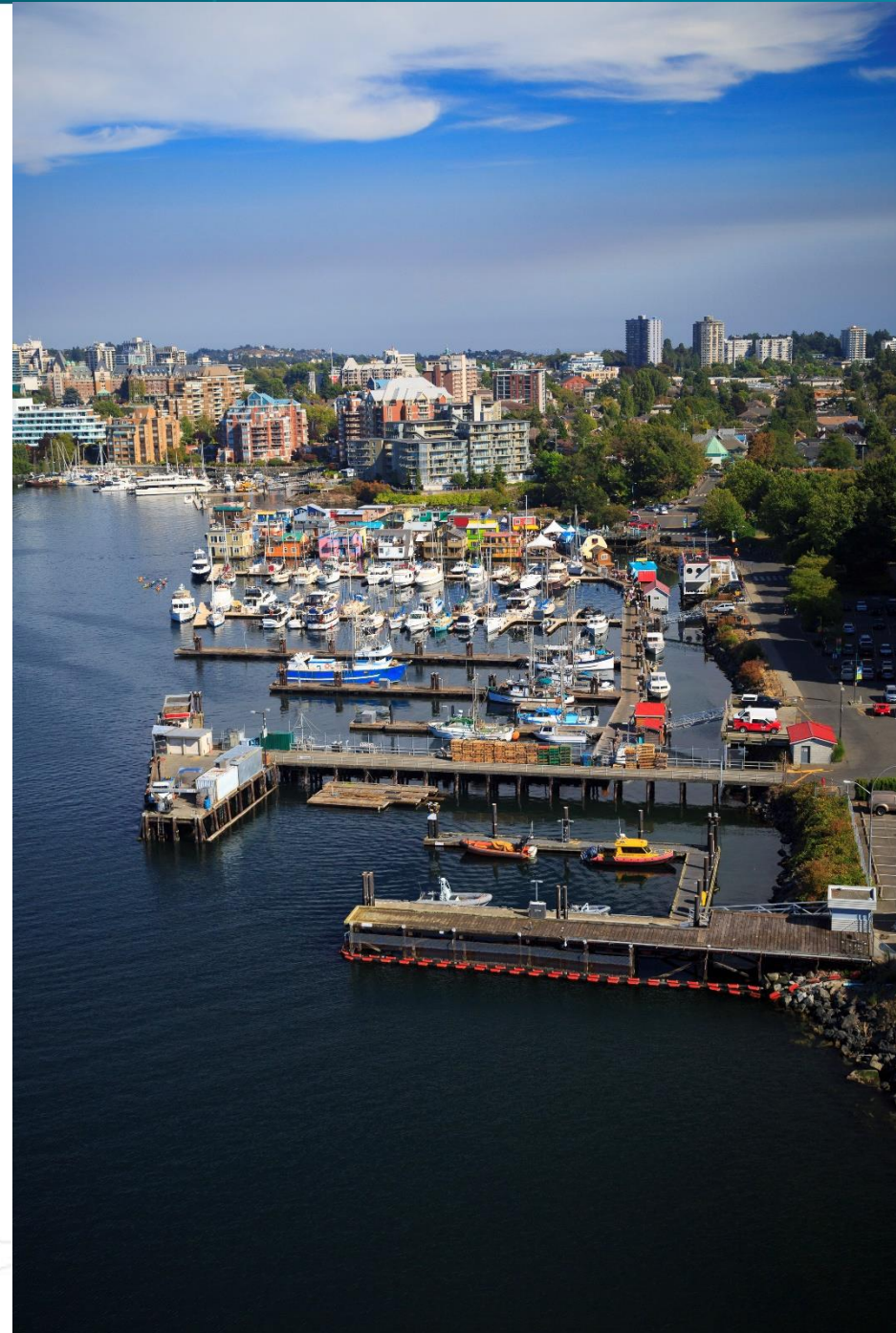
INFRASTRUCTURE

The shore power project for cruise ship operations at the Breakwater District continues to be a top priority for the organization. Funding conversations are ongoing with federal and provincial governments, as well as all the major cruise lines, to ensure the project can proceed as planned. This past year we were successful in obtaining funding to prepare the schematic design for shore power which will be completed by the Fall of 2022. The schematic design will identify the routing of the service through the site to Pier B, proposed substation locations and a berthing study on connecting the vessels at the pier. In addition, we continued to work with BC Hydro on determine power demands for the shore operation which is estimated at as much 33 million Kilowatt hours per season. For comparison, an average house is using between 8400 – 10,000 Kilowatt hours per year.

The final major Facility Condition Assessments were completed in January 2021, and the results integrated within the long-range plan that outlines capital and funding needs for the next 20 years.

While we are still focused on financial recovery, limited project work for 2022-23 is planned, with a focus on the repair of the Broughton Street Pier to extend the life of the facility and consistent with last year's fiscal strategy, other capital spending will still be prioritized for emergency repairs to maintain safety and service.

Our infrastructure team will continue to work closely with all departments in improving maintenance and repair of assets as well as an updated policy for Sustainable Service Delivery. Other focus areas will include updates to the Fisherman's Wharf Facility Plan to account for future infrastructure needs and potential growth over the next two decades.



2021-22 Financial Results

We were faced with a second difficult financial year due to COVID, with revenues reduced by 60% mostly from the loss of cruise ship activity at the Breakwater District. This resulted in a net operating loss of \$1.45 million for the year, with a total impact from the pandemic climbing to a loss of \$2.55 million for the last two fiscal years.

We operate facilities and services that support many residents and community assets, and these were kept open and available for use 24/7, 365 day a year. As many of our costs are fixed due to the nature of our operations, we relied on careful management of expenses and the assistance of federal programs such as the Canada Emergency Wage Subsidy to mitigate the losses we experienced.

Full financial reporting information can be found in the links below.

Financial Statements: Click [here](#).

Management Discussion & Analysis: Click [here](#).

As we look forward to the next year, we are excited to see the return of visitors to the region, to support our customers and our facilities, and to rebuild our economy and the related organizations that rely on tourism in the area.

We also are developing a funding strategy for our infrastructure, our community assets and the shore power project. We rely on our detailed 20-year long range plan to determine all our capital asset obligations and provide guidance on where we need to focus our efforts to secure the financial self-sustainability of the organization.

Outlook and Priorities

2022-23 will be the first year of our three-year business plan. This business plan concentrates on building forward. Our year one focus will be back to basics as we resume cruise and rebuild the organization coming out of two difficult fiscal years.

To help us toward this goal we have developed nine objectives to lead us forward:

1. To ensure that our staff are supported, engaged, and developed.
2. To sustain cruise in Victoria.
3. To increase optimization of properties and manage business development opportunities.
4. To work with government and industry to implement shore power at the Victoria Cruise Terminal.
5. To continue to pursue environmental stewardship and sustainability initiatives.
6. To reduce deferred capital repairs backlog.
7. To focus on long-term financial sustainability for the organization.
8. To be a leader in Indigenous relations in Greater Victoria.
9. To increase the profile of the organization as a leader of triple-bottom line economic development in Greater Victoria.

This business plan period anticipates financially sustainable growth and initiatives that align with our mission.

Risk

Our Enterprise Risk Management (ERM) program manages the risks inherent in the unique nature of operating a marine-related business. ERM is the process of planning, organizing, leading, and controlling the activities of an organization to minimize the effects of risk on the organization. Our ERM program is based on the internationally recognized principles of ISO 31000. Effective risk management is a key element towards achieving our strategic goals by bringing a systematic approach to identifying, analyzing, mitigating, and reporting risks.

The ERM Risk Register is updated by management and reviewed with the Board of Directors on a quarterly basis. Each risk is analyzed to determine if there have been changes in the level of risk, performance measures or in the mitigation strategies. Each risk is given a rating out of 25 based on the probability of the risk occurring and the severity to the organization should the risk occur.

This past fiscal year we have closely followed our many risks and by fiscal year end we have mitigated many of the risks associated with COVID. Of the 20 COVID specific risks, we were able to resolve and close 10 and we incorporated five into the main risk register. This has resulted in 68 regular risks and five COVID related risks in the ERM program with an average risk rating of 11.

Governance

The 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.

The Board 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 Member Agency also 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.

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 yearly basis ending December 31.

Member Agency Engagement

	Rep Business Meeting March 2022	AGM (Rep) Sept 2021	Rep Business Meeting Sept 2021	GVHA Presentation to Member Agency
Capital Regional District Mayor Rob Martin	✓	✓	✓	✓
City of Victoria Coun. Ben Isitt	✓	✓	absent	✓
Destination Greater Victoria David Gudgel	✓	✓	✓	✓
Esquimalt Nation Katie Hooper	✓	✓	✓	✓
Greater Victoria Chamber of Commerce John Wilson	✓	✓	✓	✓
Songhees Nation Coun. Norman Garry Sam	✓	✓	absent	✓
Township of Esquimalt Coun. Tim Morrison	✓	✓	✓	✓
Victoria Esquimalt Harbour Society Lyle Soetaert	✓	✓	absent	✓

Board Remuneration*

Board of Director Fees

Director Annual Retainer:	\$4,000
Director Meeting Fee:	\$400 per meeting* (\$200 if less than 1 hour)

Additional Fees

Board Chair Annual Retainer:	\$10,000
Vice Chair Annual Retainer:**	\$5,000
Committee Chair Annual Retainer:	\$2,500

* After forgoing fees June 2020 - September 2021, the Directors voted to resume meeting fees following the September 2021 board meeting.

*City of Victoria Director has chosen not to receive any compensation.

** This is a new retainer that was approved at the September 2021 AGM.

Board Performance & Tenure

Board and committee appointments are made on the calendar year. This report reflects the board composition and attendance for the fiscal year, April 1, 2021, to March 31, 2022.

There are five committees which meet quarterly:

- AFC – Audit and Finance Committee
- FNED – First Nations Economic Development
- GNC – Governance and Nominating Committee
- HRC – Human Resource Committee
- IPAD – Infrastructure, Planning and Development

Meetings noted for 2021 are April 1, 2021 – December 31, 2021. Meetings noted for 2022 are January 1, 2022 - March 31, 2022. Total board and committee meetings held during the fiscal year were 26. Each Director typically sits on two committees with the exception of the Chair and Vice Chair who sit on all committees. Committee membership and attendance are noted in the table below.

NAME Member Agency appointed by	POSITION	MEMBER	ATTENDANCE	BOARD TERM START	BOARD TERM FINISH
Marianne Alto City of Victoria	Director	IPAD/GNC	11	26-Jan-21	31-Dec-22
Susan Brice Capital Regional District	HRC Chair	HRC/FNED	14	26-Jan-21	31-Dec-22
Ryan Burles Victoria Esquimalt Harbour Society	Director	IPAD/GNC	13	31-Mar-20	31-Dec-24
Doug Crowder Independent	Treasurer AFC Chair	AFC/HRC	13	01-Jan-19	31-Dec-23
Barb Desjardins Township of Esquimalt	FNED Chair	FNED/IPAD	13	01-Jan-18	31-Dec-22
Nəʔəmtənət (Florence Dick) Songhees Nation	Director	FNED/GNC	3 (on leave)	26-Jan-21	31-Dec-23
Geoff Dickson Destination Greater Victoria	Director	IPAD/AFC	13	26-Jan-21	31-Dec-25
Margaret Lucas Independent	IPAD Chair	IPAD/HRC	13	01-Jan-19	31-Dec-23
Mark Mawhinney Victoria Esquimalt Harbour Society	Vice Chair	ALL	25	09-Aug-19	31-Dec-22
Starr McMichael Independent	Secretary GNC Chair	GNC/HRC	14	01-Jan-18	31-Dec-22
Gordon Safarik Independent	Director	AFC/GNC IPAD (observer)	17	01-Jan-18	31-Dec-22
Chief Rob Thomas Esquimalt Nation	Director	FNED	5	08-Jun-18	Indefinite
Christine Willow Greater Victoria Chamber of Commerce	Board Chair	ALL	24	01-Jan-20	31-Dec-24