

Annual Report 2022-2023



2022-2023

Greater Victoria Harbour Authority acknowledges that we live, work and play on the traditional territory of the Lekwungen People, known as the Songhees Nation and Xwsepsum (Esquimalt) Nation.

RESILIENCY, RECOVERY, RELATIONSHIPS

It's not until you're tested that you know what you're made of.

2022/23 started where 2021/22 left off: with uncertainty. Greater Victoria Harbour Authority (GVHA) was coming off the second challenging financial year due to COVID that saw revenues reduced by 60 per cent, mainly from the loss of cruise ship activity. This resulted in a net operating loss of \$1.45 million for 2021/22, with a total impact from the pandemic climbing to a loss of \$2.66 million for the last two fiscal years.

When the Canadian border reopened to tourism at the start of 2022/23, GVHA cautiously anticipated the resumption of operations at all of our properties.

The tourist season started slowly, with cruise ships averaging just 35 per cent of capacity, but by the height of the season, ships reached 90 per cent of capacity. 2022/23 was a record year for cruise in Victoria, welcoming 329 ships and 715,000 cruise visitors. In August 2022, GVHA celebrated the nine millionth cruise visitor to Victoria!

GVHA also saw 2,208 pleasure vessels moor across our four marinas and 100 non-cruise ships utilize our deepwater terminal at The Breakwater District.

The deepwater terminal continued to demonstrate its versatility and strategically well-positioned location to assist large vessels. In addition to cruise ships, the MS GSL Eleni, MV CSL Tecumseh and other large vessels came alongside.

Terminal upland property also proved their value to the community. In addition to hosting several first responder exercises, the IEOA Truck Light Convoy and CFA Santa's Anonymous benefitted from available space at Ogden Point.

With cruise ships returning to Victoria and our marinas up and running, GVHA turned our attention to capital projects. A repair plan to Broughton Pier—home to Victoria's iconic Red Fish Blue Fish—was announced in September 2022, with an estimated repair cost of \$1 million. Due to supply chain challenges, the project was deferred to the fall/winter of 2023/24.

Shore power remained a priority, and we continued to pursue funding from the federal and provincial governments. In April 2023, the B.C. government announced a \$9 million funding contribution towards shore power. This contribution is funding schematic design development and initiating a BC Hydro Interconnection Study.

During the 2022/23 fiscal year, GVHA's board of directors continued to provide guidance and stability in anticipation of a change in leadership, forming a hiring committee to search for GVHA's new CEO.

The pandemic and new CEO hiring bookended a year of change. We began the fiscal year transitioning from pandemic to post-pandemic plans. At the end of the fiscal year, our CEO of almost eight years retired. Ian Robertson worked tirelessly to position GVHA as a leader in the community and relentlessly advocated for shore power. Thank you, Ian, for your leadership and contributions to GVHA's success.

The process to find a new CEO—spearheaded by the board of directors hiring committee and in collaboration with Boyden Canada—began early last fiscal year.

Robert Lewis-Manning was appointed GVHA's new CEO and began his tenure on March 22, 2023. Robert has over 20 years of executive-level leadership experience in the global marine transportation sector. He has established a reputation as an innovative thought leader committed to building diverse and high-performing teams.

During his time with the Chamber of Shipping, he was responsible for developing and implementing a new strategic direction, including expanding client base and revenue, prioritizing partnerships with First Nations communities, and facilitating substantial changes to vessel operations in Canadian waters. He also advocated and negotiated the first marine conservation agreement in Canada to protect endangered whales, securing the support of three federal departments.

2022/23 was a year of resiliency, recovery and relationships. A record number of cruise ships visited our shores. Commercial operators on our properties had a bountiful tourist season. We returned to almost a full staffing complement. And we welcomed a new CEO to guide us through the next years of strategic planning.

GVHA is ready to take on the challenges of climate change, sustainability and First Nations reconciliation. The past three fiscal years tested our resiliency, and our board and staff rose to meet the challenges head-on. We're ready for the future.



Christine Willow
Board Chair



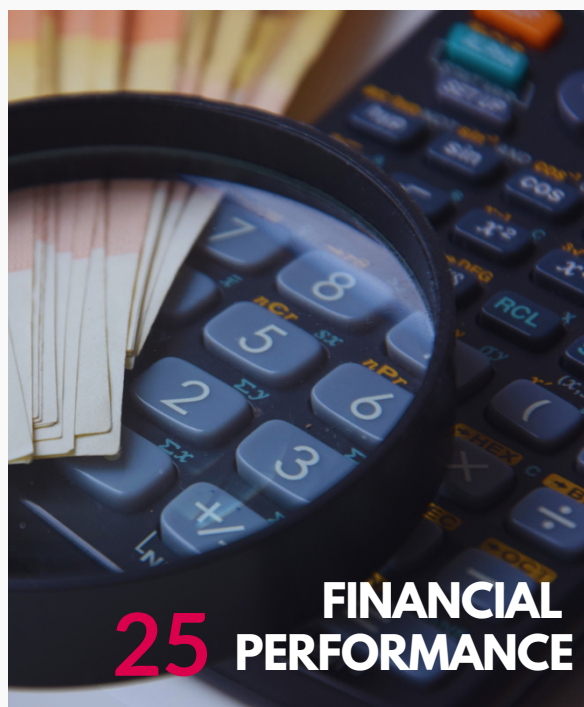
Robert Lewis Manning
CEO

CONTENTS





26 TALENT ENGAGEMENT



25 FINANCIAL PERFORMANCE

06 ABOUT US

07 GUIDING PRINCIPLES

08 GOVERNANCE & LEADERSHIP
TEAM

22 COMMUNITY CONNECTIONS

28 INNOVATION & CARE

32 GOVERNANCE & MEMBER
AGENCY ENGAGEMENT

ABOUT US

GVHA is a not-for-profit organization located on the traditional and unceded lands of the Lekwungen People, known today as the Songhees Nation and Xwsepsum (Esquimalt) Nation. We are committed to the stewardship and sustainable growth of Victoria's dynamic working harbour. We own 110 acres of harbour land and seabed as fee simple, meaning we are a self-funded organization that proudly contributes to the municipal tax base.

Several high-profile community amenities are within our property portfolio, including the Breakwater, Inner Harbour lower causeway and customs dock at Raymur Point.

Our commercial and industrial holdings include the deepwater terminal at The Breakwater District at Ogden Point, Fisherman's Wharf, Ship Point and four Inner Harbour marinas.



OUR GUIDING PRINCIPLES

FINANCIAL SELF-SUSTAINABILITY

We commit to structuring and managing GVHA in a financially prudent manner and 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 opportunities to help advance industrial, commercial and tourism-related enterprises where commerce requires the connection between the land and water takes place.



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 benefits 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.



Songhees



Xwsepsum
(Esquimalt)
Nation

GOVERNANCE & LEADERSHIP TEAM

GVHA's board of directors are highly qualified individuals with a wide range of business, community, environmental and marine expertise.

We are directly accountable to our eight member agencies and hold ourselves accountable to our stakeholders and the residents of Greater Victoria.

Through the board and management's leadership, we align our strategic priorities and initiatives with the Constitution established by GVHA's founders: its member agencies.

Responsible for the strategy and business direction of the organization, GVHA's leadership team supports and guides our staff.



LEADERSHIP TEAM



Robert Lewis-Manning
Chief Executive
Officer



**Judith
Ethier**
Chief Administrative
Officer



**Darren
Morson**
Director, Operations



**Lindsay
Gaunt**
Director, Cruise
Development



Mark Crisp
Director,
Infrastructure



Judy Kitts
First Nations
Engagement
Manager



**Lori Ann
Smith**
Director, Finance



**Stella
Fernandez
Garcia**
Manager,
Communications &
Marketing

BOARD OF DIRECTORS



Christine Willow

Chair
The Chamber



Mark Mawhinney

Vice Chair
Victoria Esquimalt Harbour Society



Doug Crowder

Treasurer
Independent Director



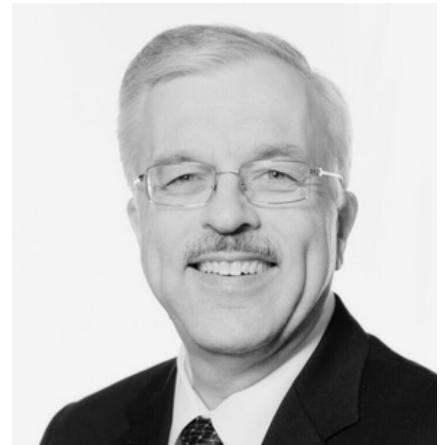
**Mayor Barbara
Desjardins**

Township of Esquimalt



Dave Cowen

Past Chair



Don Krusel

Independent Director



Geoff Dickson
Destination Greater Victoria



Margaret Lucas
Independent Director



Mark F. Collins
Independent Director



**Nəʔəmtənət
(Florence Dick)**
Songhees Nation



**Chief Councillor
Rob Thomas**
Xwsepsum(Esqimalt) Nation



Ryan Burles
Victoria Esquimalt Harbour
Society



Councillor Susan Brice
Capital Regional District



Councillor Susan Kim
City of Victoria

FIRST NATIONS, OUR COMMITMENT

OUR COMMITMENT

First Nations reconciliation is at the centre of our work, and we aim to advance truth and reconciliation by working in close partnership with the Songhees Nation and Xwsepsum (Esquimalt) Nation. The Nations are founders of GVHA and leaders on our board of directors. They help to steward the lands we manage, actively direct our way forward and contribute to creating a positive and sustainable organization.

In this report, you'll see information on how we engage with the Songhees Nation and Xwsepsum (Esquimalt) Nation in all business segments. We are committed to this work and the ongoing learning and unlearning process.

We thank our Songhees Nation and Xwsepsum (Esquimalt) Nation partners for their ongoing friendship over the last 21 years. It is an honour to work alongside the Lekwungen People.



SILVER CERTIFIED

GVHA is silver certified! The Canadian Council for Aboriginal Business acknowledges Progressive Aboriginal Relations Silver organizations for recognizing the value of working with Indigenous communities and showing outcomes that have made a difference, including investment in communities, people, employment programs and business partnerships.



60 feet of dock space at our Inner Harbour Marina is reserved for use by the Lekwungen People.



Protocol Corner on the lower causeway is reserved for use by the Lekwungen People and reflects the tradition of visiting Nations asking permission to come ashore.





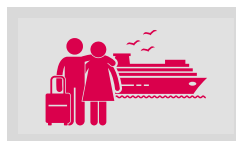
Unity Wall at The Breakwater District



RECOVERY & REVITALIZATION

2022/23 was a year for GVHA to bounce back from two tough pandemic years.

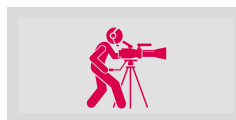
The 2022 cruise season was a record year for cruise. We welcomed 329 cruise ships and 715,829 cruise visitors to Victoria, a one per cent increase in passenger arrivals over 2019. Occupancy levels started around 35 per cent in the early months and reached up to 90 per cent by the end of the season. Cruise business contributed more than **\$143 million** to the regional economy, creating or supporting 800 direct and 1,600 indirect jobs in Greater Victoria.



We welcomed the 9 millionth cruise visitor to Victoria.



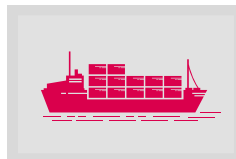
Over 1.2 million people visited the Inner Harbour lower causeway, enjoying over 20 music and cultural events.



5 filming projects took place on our properties.



2,208 non-cruise vessels moored at our four marinas, sailing to Victoria from around the world. (This number does not include commercial, annual, winter moorage and seaplanes.)



100 non-cruise vessels utilized GVHA's deepwater terminal



Preparation work in 2022 set the path for HAVN to repurpose a World War II barge into a floating spa and settle in at our Ship Point property in June 2023.



MS GSL Eleni at the deepwater terminal at Ogden Point.

COMMERCIAL BUSINESS

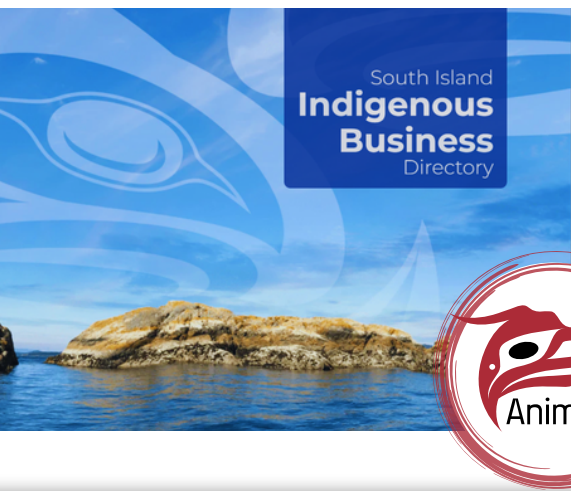
- For the first time, GVHA offered longer-term contracts to commercial customers, and we renewed Helijet's lease at Camel Point for 25 years, affording operational predictability.
- When the owner of Victoria Marine Fuels announced his pending retirement, GVHA weighed the opportunity to take over operations and decided to do just that. GVHA begins operating the Fuel Dock at Fisherman's Wharf on October 20, 2023.

SOUTH ISLAND INDIGENOUS BUSINESS DIRECTORY

- GVHA started the directory in 2019, and it gained interest in the community over the past year.
- GVHA then partnered with South Island Prosperity Partnership, the City of Victoria, the Greater Victoria Chamber of Commerce and the Capital Regional District to take the Indigenous Business Directory to the next level.
- The South Island Indigenous Business Directory website and logo was created by Animikii, a local Indigenous-owned company that builds custom software, web-applications and websites. View the director at www.indigenousbusinessdirectoryvi.com.
- The website was launched in June 2023.

SALISH SEA INDUSTRIAL SERVICES (SSIS)

GVHA entered into an MOU with SSIS, a marine industrial services company owned by Xwsepsum (Esquimalt) Nation, Songhees Nation and Ralmax Group of Companies. The MOU establishes a relationship with SSIS for ongoing repair and maintenance work on GVHA properties.



INDIGENOUS PROCUREMENT

GVHA has two Indigenous procurement targets. We currently aim for a six per cent capital spend and a three per cent operational spend. In 2022/23, GVHA had a 41.7 per cent Indigenous procurement capital spend, largely from our relationship with SSIS, and a 1.2 per cent operational spend.

In 2022, GVHA worked with Salish Seas Industrial Services, Geo Services, Songhees Tours, Songhees Events and Catering, the Lekwungen dancers and the Xwsepsum (Esquimalt) singers and dancers.

FIRST NATIONS ECONOMIC DEVELOPMENT

GVHA First Nations Economic Development Committee oversees the First Nations Revenue Contribution Fund. The fund dedicates one per cent of GVHA's operational revenue to initiatives that further the cultural and economic interests of the Nations in the harbour.

WHAT'S AHEAD?

- In years to come, we anticipate larger ships carrying more passengers per ship, resulting in greater economic impact per shore visit.
- We are committed to a managed tourism strategy.
- A realization of the Ogden Point Integrated Plan: the world keeps evolving and this plan must match what the future will bring.
- Integrated plans for the Inner Harbour and Fisherman's Wharf to create a comprehensive vision for developing GVHA properties.
- A thriving ocean hub. What does that look like? Let's discover that together.
- A continued focus on climate resiliency for facilities and their impacts on the social and environmental needs of the community.

COMMITTED TO SUSTAINABILITY

From ocean to air to land to people, GVHA is committed to doing what's right for the environment, the Lekwungen People and the community.



Pacific Northwest to Alaska Green Corridor

GVHA joined a coalition of Pacific Northwest and Alaskan ports, cruise brands and maritime industry partners to be a first mover in the world's first commitment to green cruise shipping focused on zero emission cruise shipping.



Clean Marine

Clean Marine BC is a voluntary environmental assessment program for marinas and harbour authorities offered by the Georgia Strait Alliance B.C. Based on 2018 accreditation, our marinas received the highest possible rating of five anchors, placing our marinas among a small group of environmentally leading facilities.



Seabin at Fisherman's Wharf

A collective fundraising effort from GVHA and commercial operators saw a Seabin installed at Fisherman's Wharf. The Seabin collects ocean debris and promotes healthy ocean habitats.

Green Marine Certified

Green Marine is the premier environmental certification program for North America's maritime industry. We currently have a ranking of 3.7 out of 5 by Green Marine, an increase over our previous 2018 score of 3.3 and one that places the deep-water port among the most environmentally sustainable ports in North America.



Sustainable events

Every vendor that holds an event on our properties is expected to implement green initiatives. We provide vendors with our Green Guide and beginning in 2024 we will implement sustainability minimums to protect the air, ocean and land.

GVHA hired our first sustainability manager in 2022



Shore power

The shore power project for all operations at The Breakwater District has received initial funding of \$9 million from B.C.'s Ministry of Transportation. This contribution will fund the development of schematic designs and initiate a BC Hydro Interconnection Study. After completing this monumental and multi-year initiative, Pier B will have two shore power connections for shore power-ready vessels at the deepwater terminal.

As a corollary to shore power, GVHA is looking at a long-term electrification strategy to employ renewable energy technologies to foster energy savings and independence.



AIR INITIATIVES



PurpleAir monitors

GVHA installed PM2.5 PurpleAir monitors—recommended by B.C.'s Ministry of Environment—at our deepwater terminal and Fisherman's Wharf properties.

PurpleAir monitors measure dust, dirt, soot and smoke particles and pollutants from motorized vehicles or vessels. Air quality readings from PurpleAir monitors installed at our properties consistently report a score of 20 or less. This is ideal for outdoor recreational activity.

Learn more about the PM2.5 air monitor at purpleair.com.



GVHA staff

Look who's helping to reduce emissions! A few GVHA staff are dedicated bike commuters, while others have opted for electric scooters or public transit.



The Breakwater District



LAND INITIATIVES

Our compost and recycling stations at Fisherman's Wharf make it easy for visitors to participate in sustainability efforts, while commercial operators only use compostable cutlery and dishes.

What's on our land can end up in our water. GVHA uses cleaning supplies that are ocean-friendly, and our staff work hard to ensure that debris is promptly picked up and kept out of the ocean.



This is our 1976 John Deere forklift that keeps on ticking. With proper maintenance, we've kept this machine in good working order, ensuring that our efforts to 'reuse' reach every part of our organization.



CRUISE INITIATIVES

We are working with tourism partners and local organizations to identify a path towards manageable tourism that includes energy-friendly modes of land transportation, such as walking, e-bikes, pedicabs and rickshaws.



COMMUNITY CONNECTIONS

Community relationships are at the heart of everything we do. And at the heart of where we do business is Lekwungen territory.

We feel good about our efforts to connect with the community and strengthen relationships with the Lekwungen People. From event activation to placemaking to community outreach, we offered multiple options for Greater Victoria residents to connect with GVHA and enjoy our public amenities.

EVENTS AND ACTIVATION

- A new events strategy was implemented that focused on supporting community events and encouraging event organizers to present meaningful opportunities for the Lekwungen People to share their culture.
- 20 events were held at our Inner Harbour lower causeway, Fisherman's Wharf and Ogden Point properties.
- The Signs of Lekwungen Walking and Cultural Canoe Tours returned to the Inner Harbour.



INNER HARBOUR PLACEMAKING PROJECT

GVHA secured funding from PacifiCan's Tourism Relief Fund for a significant Lekwungen Inner Harbour placemaking project to:

- Develop five new and updated Lekwungen placemaking initiatives in the Inner Harbour.
- Create a greater awareness of this area's current and historical importance to the Lekwungen People.

A working group including GVHA, Songhees Nation and Xwsepsum (Esquimalt) Nation representatives helped steer this project and lead a community engagement process. The following steps will include a call to artists and the commission of artwork.

COMMUNITY LIAISON COMMITTEE (CLC)

The Community Liaison Committee engages with local business leaders, community leaders and community members on issues brought forward by any member, resulting in solutions-focused outcomes and timelines.

The CLC meets every two months, and sub-committees (Transportation, Community Engagement, Visitor Economy) work together to make recommendations or look into concerns from the community. Members provide feedback for GVHA to consider in response to issues brought forward.





Aerial of Fisherman's Wharf





EMPLOYEE STATISTICS

2022-2023

TALENT ENGAGEMENT

It's no secret: people make the place. When staff feel valued and included, it creates an environment where people can flourish and customers receive exceptional service.

Creating that environment takes time, and GVHA recognizes that to get there we need to commit to equity, diversity and inclusion (EDI) in the workplace.

We've started our learning journey, and we're beginning to understand that EDI is about unravelling past learnings and constructs while challenging ourselves to look at ideas from new and sometimes uncomfortable perspectives.

It's about continued reflection, learning, practicing and self-evaluation in tandem with self-care and peer support.

We hope GVHA staff feel their contributions to our organization are valued and welcomed, because they are.

30

Permanent employees



52

Average applicants per job posting

89%

Employee retention



92%

Employee satisfaction



16:13 + 1

Female to male ratio + 1 non-binary



5:4

Female to male ratio on the leadership team



\$1,526

Average spent per person on staff development



4.01

4-year average tenure (highest ever)

OPPORTUNITIES FOR STAFF TO PRACTICE CULTURE

- GVHA adopted Canada Labour Code's Aboriginal Cultural Leave policy, ensuring that Indigenous employees can take a leave of up to five days a year to practice culture.
- Any employee can request a substitution of a statutory holiday for another holiday to celebrate days of significance that are relevant to them.

COMMITTED TO LEARNING THE STORY OF THE LEKWUNGEN PEOPLE

- The Signs of Lekwungen Walking Tour is now a formal part of GVHA's board of directors onboarding process.

INDIGENOUS DOCK CREW PROGRAM

- Two Indigenous participants who worked at GVHA for one month to learn about the role and responsibilities of working at the Inner Harbour marina came on board as seasonal full-time staff for 2022.

LEKWUNGEN YOUTH JOB SHADOWING PROGRAM

- GVHA, Eagle Wing Tours, Destination Greater Victoria and Prince of Whales hosted the third annual Marine Tourism Job Shadowing Program.
- Five youth participated in the program and two of those participants now work with Destination Greater Victoria and Prince of Whales.
- An equal opportunity employer, GVHA attended job fairs, including the Songhees Job Fair, the T'Sou-ke Nation Job Fair and UVIC Indigenous Career Fair.

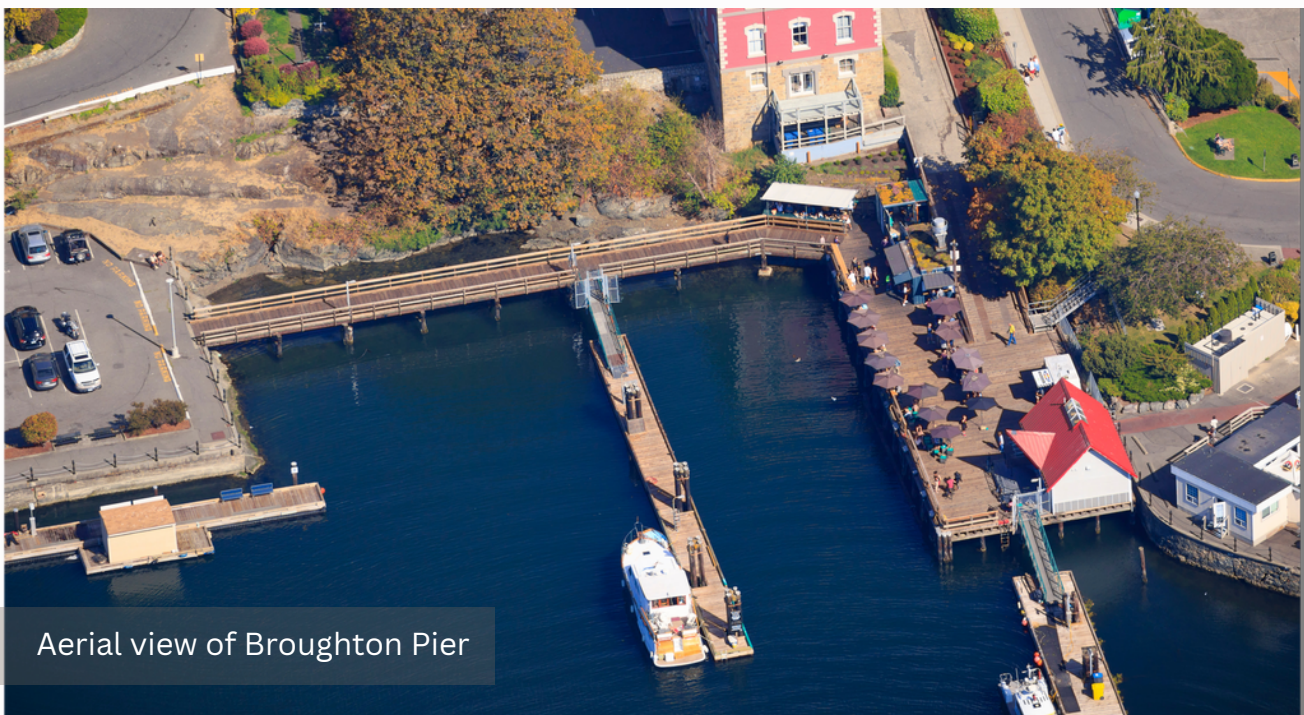


INNOVATION & CARE

The pandemic tested GVHA's resiliency while prompting us to look ahead to better days. With eyes to the future, GVHA focused on reducing deferred maintenance work and ensuring the most efficient use of capital funds.

Major capital works are continuing, with significant repairs to Broughton Pier scheduled for completion in early 2024. Additionally, GVHA is embarking on a multi-year scour and pier face repair program, estimated at approximately \$1.7 Million in repairs over three years.

Facility conditions assessments completed in 2021 continue to be used to prioritize planning and reduce deferred maintenance works. The infrastructure team is evaluating and updating its project and capital delivery approach to ensure the most efficient use of limited capital funds and efficiencies in decision-making. This effort includes preparing a series of resilience plans, starting with The Breakwater District, for addressing climate change impacts on current facilities. The outcome of this plan is to allow GVHA to coordinate its scheduled infrastructure works with best practice methods and technologies for reducing infrastructure vulnerabilities to the properties.



Aerial view of Broughton Pier

FINANCIAL PERFORMANCE

The focus for this year was “back to basics” as we resumed cruise and rebuilt the organization after two difficult fiscal years. After a slow start to the season, GVHA experienced record revenues, and all areas of the organization saw revenue increases. With these revenue increases and careful expense management, GVHA saw an EBITDA result of \$5.4 million.

GVHA received funding from three government programs this year: Environment and Climate Change Canada for the schematics for shore Power (\$100,000), PacifiCan from the Tourism Relief Fund for the rehabilitation of Broughton Pier (\$500,000) and the Lekwungen Placemaking initiative (\$49,000) and the provincial government contributed \$9 million to assist with the BC Hydro portion of the Shore Power project.

Capital spending of \$300,000 for this fiscal included the start of the Broughton Pier project and the completion of schematics for the Shore Power project. All cash generated by GVHA operations is reinvested into our facilities through capital spending and our repairs and maintenance program.

View financial reports at the links below.

- [Financial Statements](#)
- [Management Discussion & Analysis](#)



RISK MANAGEMENT

GVHA's Enterprise Risk Management (ERM) program manages the risks inherent to 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 employs the internationally recognized principles of ISO 31000. The ERM Risk Register is updated by management and reviewed quarterly with the board of directors.

68

RISKS IDENTIFIED BY GVHA

1

COVID RISK
WITH AN AVERAGE RATING OF 9.8



*

Enterprise Risk Management (ERM) Risk Categories



RISK CLASSIFICATIONS

* This is a reduction in the average rating of 11 from the previous fiscal year.

GOVERNANCE

The board of directors comprises 13 individuals who provide governance and strategic oversight for the Greater Victoria Harbour Authority. The board of directors approves the organisation's strategic plan, business plan and annual budget. In addition, this group is responsible for the oversight, compensation and evaluation of the chief executive officer's performance.

The board is also directly accountable to the organization's eight member agencies with broad representation of the Capital Region. These member agencies are comprised of GVHA's founding members. These member agencies nominate nine directors, 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 represent their member agencies 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 year ending December 31.

MEMBER AGENCY ENGAGEMENT

	Term	Rep Business Meeting March 2023	AGM Sept 2022	Rep Business Meeting Sept 2022	GVHA Presentation to Member Agency
Capital Regional District					
Mayor Rob Martin	2022		regrets	✓	✓
Mayor Scott Goodmanson	2023	✓			
City of Victoria					
Councillor Ben Isitt	2022		✓	absent	postponed
Councillor Matt Dell	2023	✓			to April 2023
Destination Greater Victoria					
David Gudel	2022-2023	regrets	✓	✓	✓
Esquimalt Nation					
Katie Hooper	2022-2023	regrets	✓	✓	✓
Greater Victoria Chamber of Commerce					
John Wilson	2022-2023	✓	✓	✓	✓
Songhees Nation					
Councillor Norman Garry Sam	2022-2023	absent	✓	✓	✓
Township of Esquimalt					
Councillor Tim Morrison	2022		regrets	✓	✓
Councillor Jacob Helliwell	2023	regrets			
Victoria Esquimalt Harbour Society					
Lyle Soetaert	2022		✓	✓	✓
Nick Banks	2023	✓			

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

BOARD PERFORMANCE AND 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, 2022, to March 31, 2023. As there was director turnover in January 2023, the information is separated into two tables. The 2022 table documents the meetings that occurred April 1, 2022 to December 31, 2022. The 2023 table documents the meetings that occurred January 1, 2023 to March 31, 2023.

There are five committees that 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

There were two special committees in 2022-23:

- NTF – Nominations Task Force
- CRTF – CEO Recruitment Task Force

Each director typically sits on two standing committees with the exception of the chair and vice chair who sit on all committees.



CHAIR & COMMITTEES

2023

Name and Member Agency appointed by	Position and Committee member	Board Attendance (attendance/total mtgs)	Committee Attendance (attendance/total mtgs)	TERM START	TERM FINISH
Susan Brice Capital Regional District	HRC Chair HRC/GNC	2/2	1/2	01-Jan-23	31-Dec-26
Ryan Burles Victoria Esquimalt Harbour Society	Director AFC/IPAD	2/2	2/2	31-Mar-20	31-Dec-24
Doug Crowder Independent	Treasurer, AFC Chair AFC/FNED	1/2	2/2	01-Jan-19	31-Dec-23
Mark Collins Independent	Director HRC/IPAD	2/2	2/2	01-Jan-23	31-Dec-26
Barb Desjardins Township of Esquimalt	FNED Chair FNED, GNC	2/2	0/2	01-Jan-23	31-Dec-26
Nəʔəmtənət (Florence Dick) Songhees Nation	Director FNED/GNC/CRTF	2/2	8/8	26-Jan-21	31-Dec-23
Geoff Dickson Destination Greater Victoria	Director HRC/AFC	2/2	2/2	26-Jan-21	31-Dec-25
Susan Kim City of Victoria	Director HRC/FNED	2/2	2/2	01-Jan-23	31-Dec-26
Don Krusel Independent	Director AFC/IPAD	2/2	0/2	01-Jan-23	31-Dec-26
Margaret Lucas Independent	IPAD Chair IPAD/AFC	2/2	2/2	01-Jan-19	31-Dec-23
Mark Mawhinney Victoria Esquimalt Harbour Society	Vice Chair, Secretary, GNC Chair AFC/GNC/CRTF	2/2	7/8	01-Jan-23	31-Dec-26
Chief Rob Thomas Esquimalt Nation	Director FNED/HRC	0/2	1/2	08-Jun-18	Indefinite
Christine Willow Greater Victoria Chamber of Commerce	Board Chair All/CRTF	2/2	11/11	01-Jan-20	31-Dec-24
Dave Cowen	Past Chair NTF/CRTF	2/2	6/6	01-Jan-23	31-Dec-24

Reflects meetings held January 1, 2023 - March 31, 2023



2022

Name and Member Agency appointed by	Position and Committee member	Board Attendance (attendance/total mtgs)	Committee Attendance (attendance/total mtgs)	TERM START	TERM FINISH
Marianne Alto City of Victoria	Director IPAD/GNC	2/4	2/6	26-Jan-21	31-Dec-22
Susan Brice Capital Regional District	HRC Chair HRC/FNED	4/4	6/6	26-Jan-21	31-Dec-22
Ryan Burles Victoria Esquimalt Harbour Society	Director IPAD/GNC	4/4	6/6	31-Mar-20	31-Dec-24
Doug Crowder Independent	Treasurer, AFC Chair AFC/HRC	4/4	4/6	01-Jan-19	31-Dec-23
Barb Desjardins Township of Esquimalt	FNED Chair FNED/IPAD	4/4	5/6	01-Jan-18	31-Dec-22
Nəʔəmtənət (Florence Dick) Songhees Nation	Director FNED/GNC/CRTF	4/4	15/16	26-Jan-21	31-Dec-23
Geoff Dickson Destination Greater Victoria	Director IPAD/AFC/NTF	4/4	10/10	26-Jan-21	31-Dec-25
Margaret Lucas Independent	IPAD Chair IPAD/HRC/NTF	4/4	10/10	01-Jan-19	31-Dec-23
Mark Mawhinney Victoria Esquimalt Harbour Society	Vice Chair ALL/CRTF	4/4	25/25	09-Aug-19	31-Dec-22
Starr McMichael Independent	Secretary, GNC Chair GNC/HRC	4/4	6/6	01-Jan-18	31-Dec-22
Gordon Safarik Independent	Director AFC/GNC	3/4	6/6	01-Jan-18	31-Dec-22
Chief Rob Thomas Esquimalt Nation	Director FNED	0/4	1/3	08-Jun-18	Indefinite
Christine Willow Greater Victoria Chamber of Commerce	Board Chair ALL/NTF/CRTF	4/4	28/29	01-Jan-20	31-Dec-24
Dave Cowen	Past Chair NTG/CRTF	4/4	14/14	01-Jan-21	31-Dec-22

Reflects meetings held April 1, 2022 - December 31, 2022





GREATER
**VICTORIA
HARBOUR**
AUTHORITY

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