




# Member Agency Report Capital Regional District

June 9, 2021





# Acknowledging the Traditional Territory of the Lekwungen People



A person wearing a grey t-shirt and a yellow long-sleeved shirt is holding a large, brown, spiky starfish. The background is a blurred outdoor setting with some blue and yellow objects.

# Introductions

Chair Christine Willow

CEO Ian Robertson

# Guiding Principles

First Nations  
Relationship

Triple Bottom  
Line

Financial Self-  
Sustainability

Working  
Harbour

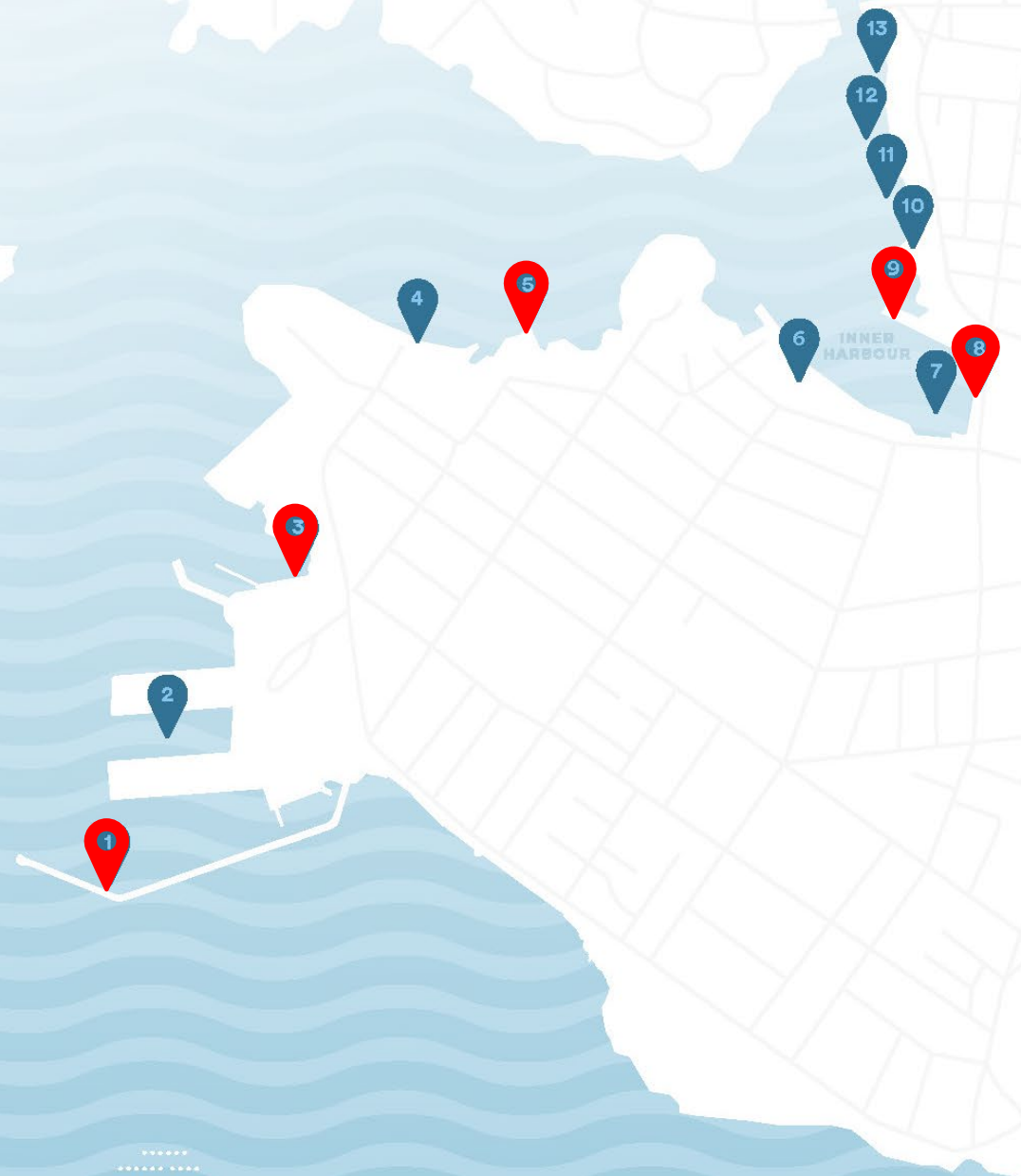
Accountability

# GVHA Assets at a Glance



We own and operate high-profile **community assets** along with commercial and marine holdings.

- 1 Ogden Point Breakwater
- 2 Victoria Cruise Terminal at The Breakwater District
- 3 Public Boat Launch
- 4 Fisherman's Wharf and Fuel Dock
- 5 Raymur Point Customs Dock
- 6 Steamship Terminal
- 7 Causeway Marina
- 8 Inner Harbour Lower Causeway
- 9 Ship Point
- 10 Broughton Street Pier
- 11 Wharf Street Marina
- 12 Hyack Terminal
- 13 Johnson Street Marina





# Properties Owned by GVHA

## **THE BREAKWATER DISTRICT AT OGDEN POINT**

- Approx. 9 hectares of land & seabed, including 3 berths, breakwater, warehouse, staging area, helicopter terminal, & other commercial buildings

## **FISHERMAN'S WHARF**

- Approx. 4.5 hectares of land & seabed providing moorage for commercial fishing and pleasure vessels, fish off-loading facilities, fuel dock, float home community, and other commercial & recreational activities

## **INNER HARBOUR**

- Lower Causeway and Ship Point – recreational areas, guest moorage facilities, public pathway around harbour, and commercial and public event activities
- Wharf Street & Johnson Street Marinas – commercial, annual & guest moorage

# Properties Leased by GVHA

## **RAYMUR POINT**

- A pocket marina east of Fisherman's Wharf facility housing the harbour's customs dock, which was relocated and newly installed in 2015

## **STEAMSHIP TERMINAL BUILDING**

- Heritage four-story building on the Inner Harbour, restored to a vibrant commercial and cultural hub with a focus on public access
- Steamship Float: Former Undersea Gardens location secured by GVHA for additional harbor moorage

# Public Amenities

## **GVHA maintains the following Public Amenities:**

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

**Cost to maintain these non-revenue generating assets is ~\$300K per year and is funded by GVHA's sole revenue streams (cruise, tenants, marinas)**



# Member Agencies



*Songhees Nation*

*Esquimalt Nation*



# Strategic Planning

## Strategic Plan 2015-2025

1. Economic, Social and Environmental Benefit for the Region
2. Financial Self-Sufficiency & Responsible Stewardship of GVHA Properties
3. A Trusted Advocate for the Working Harbour
4. Effective Governance and Accountability

## Revised Business Plan 2019-2022

- Complete all Facility Condition Assessments and implement asset management strategy
- Develop an investment strategy that strives for long-term financial sustainability with a triple bottom line view
- Ensure the long-term sustainability of cruise
- Develop a strategy for our community amenities including which best investment options, highest/best use/repair programs, etc.
- Continue organizational process improvements
- Develop a human resource strategy focusing on the culture of GVHA and the experience for both employees and customers
- Continue to explore, implement, and maintain sustainability initiatives at all properties through a triple bottom line lens

# Who We Are?

GVHA runs a 24/7/365 operation on all our properties

Some interesting facts about what we manage:

- Responsible for over 57,300 m<sup>2</sup> of pier/wharf/dock space = over 8 football fields
- Responsible for daily inspection of over 4 kms of pier/wharf, dock length
- 107 commercial customer agreements
- We report at least one security incident per week on our properties
- Responsible for safety and security of 33 float homes, 102 live-aboard vessels; over 350 people
- We collect 2,200 cubic yards of waste off our properties annually = 119,000 bags of topsoil and over 1,400 cubic yards of cardboard recycling annually



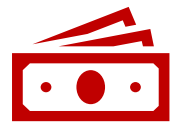
# Financial Performance – 2020-21

*Unaudited Forecast for fiscal year-end March 31, 2021*



**\$5M in  
Operating  
Revenues**

*Budgeted: \$18.1M*



**\$6.6M in  
Operating  
Expenses**

*Budgeted: \$15.2M*



**-\$1.6M in Cash  
from Operations**

*Original Budget: \$2.9M*

*Re-forecasted: -\$3.6M*



**\$0.8M in  
Capital  
Expenditures**

# Budget 2021-22



\$4.6M in  
Operating  
Revenues



**-\$3.8M** in Cash  
from Operations



**\$8.4M** in  
Operating  
Expenses



\$0M in  
Capital  
Budgeted

A vibrant waterfront market scene with numerous people walking, tents, and boats docked along the water. The scene is lively and captures a community event.

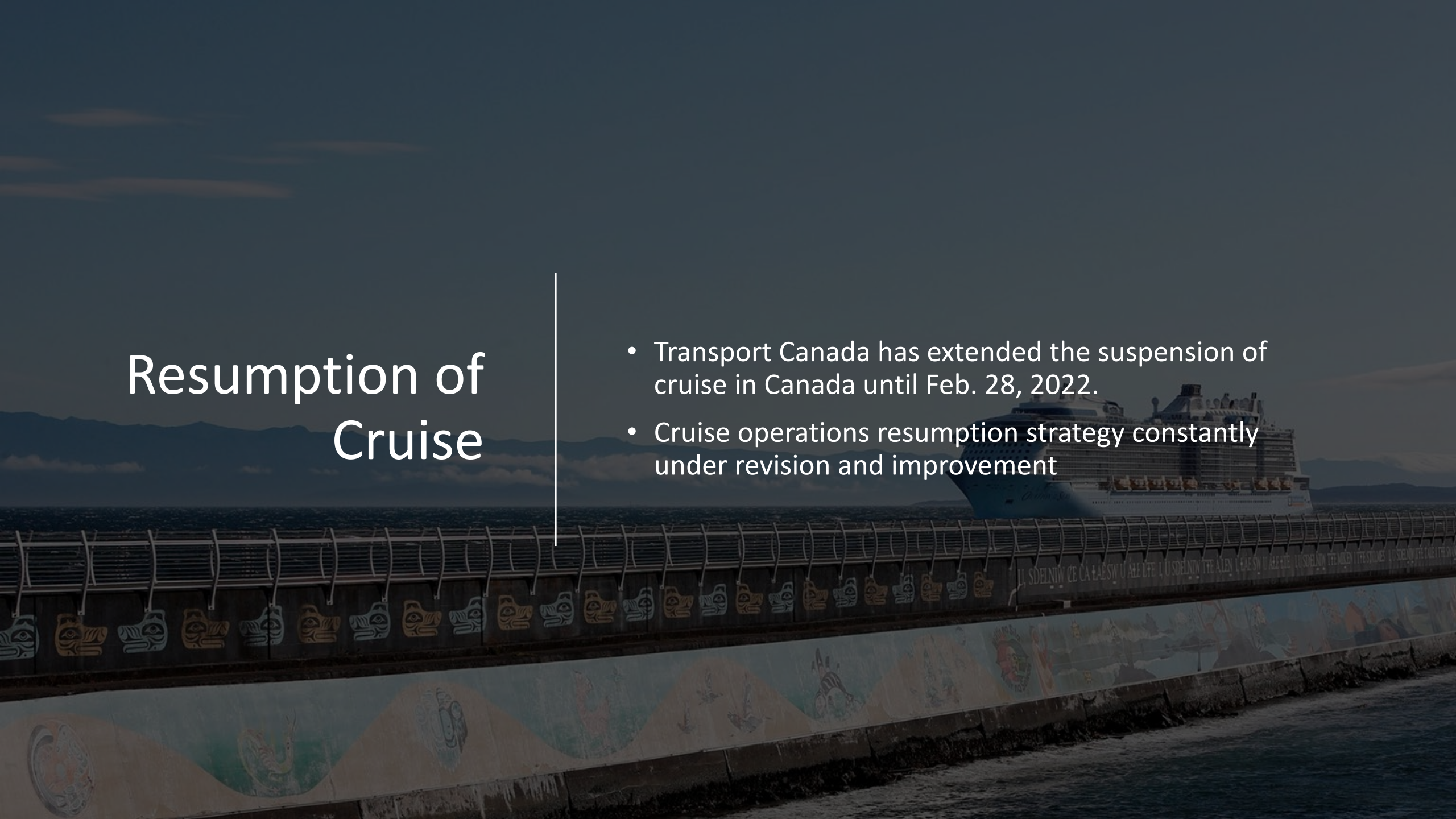
# COVID-19: Our Response

- Operations & Staffing Reductions
- Capital Project Postponements
- Canadian Emergency Wage Subsidy
- Canadian Emergency Commercial Rent Assistance Program
- Commercial Customer Support & Rent Deferrals




# Resumption of Cruise

- Transport Canada has extended the suspension of cruise in Canada until Feb. 28, 2022.
- Cruise operations resumption strategy constantly under revision and improvement







# COVID-19: Infrastructure & Major Projects

- Mooring dolphin extension completed
- Facility condition assessments completed



# Shore Power Feasibility Study

- A reduction of more than 46% of greenhouse gas emissions (GHG) and criteria air contaminants (CACs) is achievable, and equivalent to 1,394 cars on the road per year.
- The cost of the proposed solution is between \$23.3 million and \$24.8 million.
- By 2030, 85% of all vessels calling to the Victoria Cruise Terminal will be shore power capable; that number will increase to 95% by 2040.

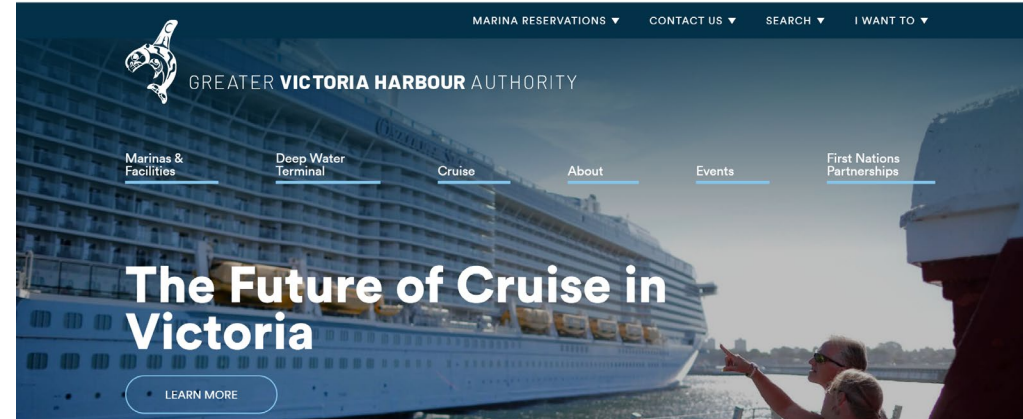


# How You Can Help

- What is the role of CRD as a Member Agency?
- What can CRD do to support GVHA rebuild?

# How You Can Stay Informed

- GVHA Website:



- Social Media:



- GVHA Monthly Newsletter

# Key Contacts

## Board of Directors:

- Board Chair      Christine Willow      [cwillow@gvha.ca](mailto:cwillow@gvha.ca)
- Board Admin      Caralyn Laviolette      [claviolette@gvha.ca](mailto:claviolette@gvha.ca)

## GVHA Operations:

- CEO      Ian Robertson      [irobertson@gvha.ca](mailto:irobertson@gvha.ca)
- Corporate Admin      Lori McLaren      [lmclaren@gvha.ca](mailto:lmclaren@gvha.ca)



# Q&A

