

Strategic Plan – 2015-2025



VISION <ul style="list-style-type: none"> 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. An 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. 		GUIDING PRINCIPLES <ul style="list-style-type: none"> First Nations Relationship – We commit to working in partnership with the Esquimalt Nation and the Songhees Nation 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. 	
MISSION <ul style="list-style-type: none"> In fulfilling our Constitution, we perform three distinct yet complementary roles: <ul style="list-style-type: none"> 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. 			
STRATEGIC GOALS			
Economic, Social, and Environmental Benefit for the Region	Financial Self-Sufficiency & Responsible Stewardship of GVHA Properties	A Trusted Advocate for the Working Harbour	Effective Governance and Accountability
Facilitating innovative development on GVHA properties that support industrial, commercial and tourism uses and generate improvements to the public realm. This may include attracting new 3rd party investment to the region.	Being customer-focused and ensuring that GVHA meets the needs of all our customers in a business-like manner.	Advancing the interests of the Songhees Nation and the Esquimalt Nation on their traditional territories consistent with their rights and facilitating public awareness of First Nations’ history and presence in the area.	Convening regular meetings with GVHA Member Agencies to present our Plans and Reports and engaging Member Agencies in strategic discussions on issues and opportunities.
Creating and supporting initiatives that will advance the aspirations of the Songhees Nation and the Esquimalt Nation in the Harbour.	Finalizing and implementing Master Plans for the development of GVHA properties.	Supporting and facilitating stakeholder collaboration to develop and implement a shared vision for the future of the working Harbour that supports industrial, commercial and tourism uses.	Selecting and appointing Board Directors that collectively have the range of experience and skills to competently provide direction and oversight of GVHA’s activities.
Developing and implementing socially responsible measures that support complementary industrial, commercial and tourism related enterprises, ensuring that the international cruise ship business continues to thrive thereby generating economic benefit for the region.	Identifying and implementing revenue growth and diversification initiatives that will financially support GVHA operational and capital plans without recourse to local subsidies.	Advocating for the working Harbour and marine-related industrial, commercial and tourism uses and enterprises.	Investing in Director education to build Board capacity.
Supporting the creation of public spaces that contribute to the vibrancy of the harbour and a quality-of-life experience enjoyed by citizens and visitors alike.	Implementing the Life Cycle Asset Management Plans and the Long-Term Capital Plan.	Engaging with all orders of government and the private sector to pursue new opportunities and investment for the Harbour.	Ensuring that the public is consistently informed on GVHA operations and initiatives.
Engaging with Member Agencies, GVHA customers, port and harbour business	Adhering to robust financial and risk management practices.	Engaging on Harbour issues with Member Agencies and stakeholders such as:	Managing a transparent, consultative planning & accountability process for GVHA.

operators and stakeholders on ways and means to mitigate adverse social and environmental impacts of economic activity on GVHA property.		<ul style="list-style-type: none"> ○ Regulatory authorities and Federal, Provincial, regional, municipal and First Nation governments ○ Adjacent property owners ○ Neighbourhood Advisory Committees ○ Customer Advisory Committees ○ Local business operators and business associations. 	Making periodic recommendations to the Member Agencies regarding the society's Constitution and Bylaws.
Collaborating with other stakeholders on an economic impact study of the working Harbour	Developing innovative and efficient business practices.		
Supporting community events and activities, whether they be: a. GVHA-led or supported by GVHA staff involvement; or b. For other local, not-for-profit organizations through grants, sponsorships or "contributions in kind" such as the use of GVHA property or facilities.	Maintaining a GVHA Business Continuity Plan.		
Implementing GVHA environmental policies, plans and initiatives.			
Employing and promoting the use of safe marine operational practices on our properties and in the Harbour.			
Collaborating with other Harbour owners and operators and emergency responders such as the Canadian Coast Guard to complete an Emergency Management Plan for the Harbour.			
Working with industry and regulatory authorities on environmental standards and regulations.			
SUCCESS MEASURE			
Qualitative and quantitative benefit in all three areas	<ul style="list-style-type: none"> • Financial reserves compared to target. • Degree of completion of life cycle maintenance plans and long-term capital plan 	Positive survey results	Member Agency acceptance of GVHA Strategic Plan, Business Plans, and Annual Reports