

**Greater Victoria Harbour Authority**

# **Sustainability Plan**

**2026 - 2030**





# Territory Acknowledgement

The Greater Victoria Harbour Authority respectfully acknowledges that we manage and operate properties and seabeds on the traditional, ancestral, and unceded territories of the ɫəkwəŋən People, known today as the x̱w̱sepsəm (Esquimalt) Nation and Songhees Nation. The Nations' connection to these lands, air, and waters continue to this day and the knowledge and guidance of the ɫəkwəŋən People have supported the stewardship of the harbour since time immemorial. As visitors and residents, it is important that we recognize and pay respects to the ɫəkwəŋən People, be mindful of our impact on the land, air and water, and be gracious and respectful guests in ɫəkwəŋən territory.

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## Foreword

### Sustainability Committee

As we release the Greater Victoria Harbour Authority's Five-Year Sustainability Plan, I want to emphasize that this is more than a roadmap—it's a reflection of who we are and how we choose to lead.

At the Greater Victoria Harbour Authority, we recognize that sustainability must be woven into the very fabric of our operations. It is not a side initiative or a checklist, it is a shared responsibility that guides every decision we make, from how we manage infrastructure to how we engage with partners, communities, and the natural environment.

We are privileged to operate on the traditional territory of the Ləkʷəŋən people, known today as the Songhees Nation and xʷsepsəm (Esquimalt) Nation who have been stewards of this land and water for millennia. Our commitment to First Nations co-management is not symbolic; it is fundamental to how we approach stewardship — rooted in respect, listening, and collaboration.

This plan challenges us to think differently, to act boldly, and to work together. Whether through decarbonizing our operations, supporting a healthy marine environment, or strengthening partnerships across sectors, we are aligning our actions with long-term value—for the harbour, for the people who depend on it, and for future generations.

I'm proud of the work our team has done to bring this vision forward, and I look forward to what we'll achieve together.



**Gail Stephens**  
GVHA Board of Directors  
GVHA Sustainability Committee

# Foreword

## Interim CEO

Standing at the edge of Victoria’s harbour, I can’t help feeling the profound sense of possibility, and responsibility, held along the coast. The work outlined in this five-year Sustainability Plan for 2026–2030 is meant to preserve and promote this potential with a commitment and call to action to honour the past while boldly shaping the future of one of Canada’s most iconic working harbours. It is an invitation to imagine what is possible.

Working on the Traditional Territory of the ləkʷəŋən, we are privileged to share their knowledge as stewards of these lands and waters since time immemorial. Their knowledge, leadership, and relationship of Victoria Harbour ground and inspire our efforts to shape a resilient future harbour.

I am inspired by this plan to shape a future where environmental responsibility and economic vitality work together harmoniously. It calls on us to reimagine what a working harbour can be— resilient in the face of climate

change, thriving with biodiversity, and strengthened by infrastructure that supports the needs of generations still to come. It challenges us to lead with integrity, innovate boldly, and collaborate deeply. We are working to lead a harbour defined not by the pressures of change, but by our response to it.

I am deeply grateful for the dedication of our Board, our Sustainability Committee, our staff, and the partners who contributed to this vision. Together, we can ensure a vibrant, working harbour, that will endure and thrive.



**Don Krusel**  
Interim Chief Executive Officer

## Foreword

### x<sup>w</sup>sepsəm Nation

For Esquimalt Nation, the land, water, and air are all connected, and our own health depends on their wellbeing. We see ourselves as caretakers, with a responsibility to look after these systems not just for today, but for future generations.

Real sustainability comes from working together, listening, and making thoughtful decisions that respect nature and community. We value partnerships that are built on trust and shared responsibility, and we welcome efforts like this plan that recognize the importance of collaboration in protecting the lands and waters we all rely on.

A stylized blue ink signature of Chief Jermone Thomas.

**Chief Jermone Thomas**

# Who We Are

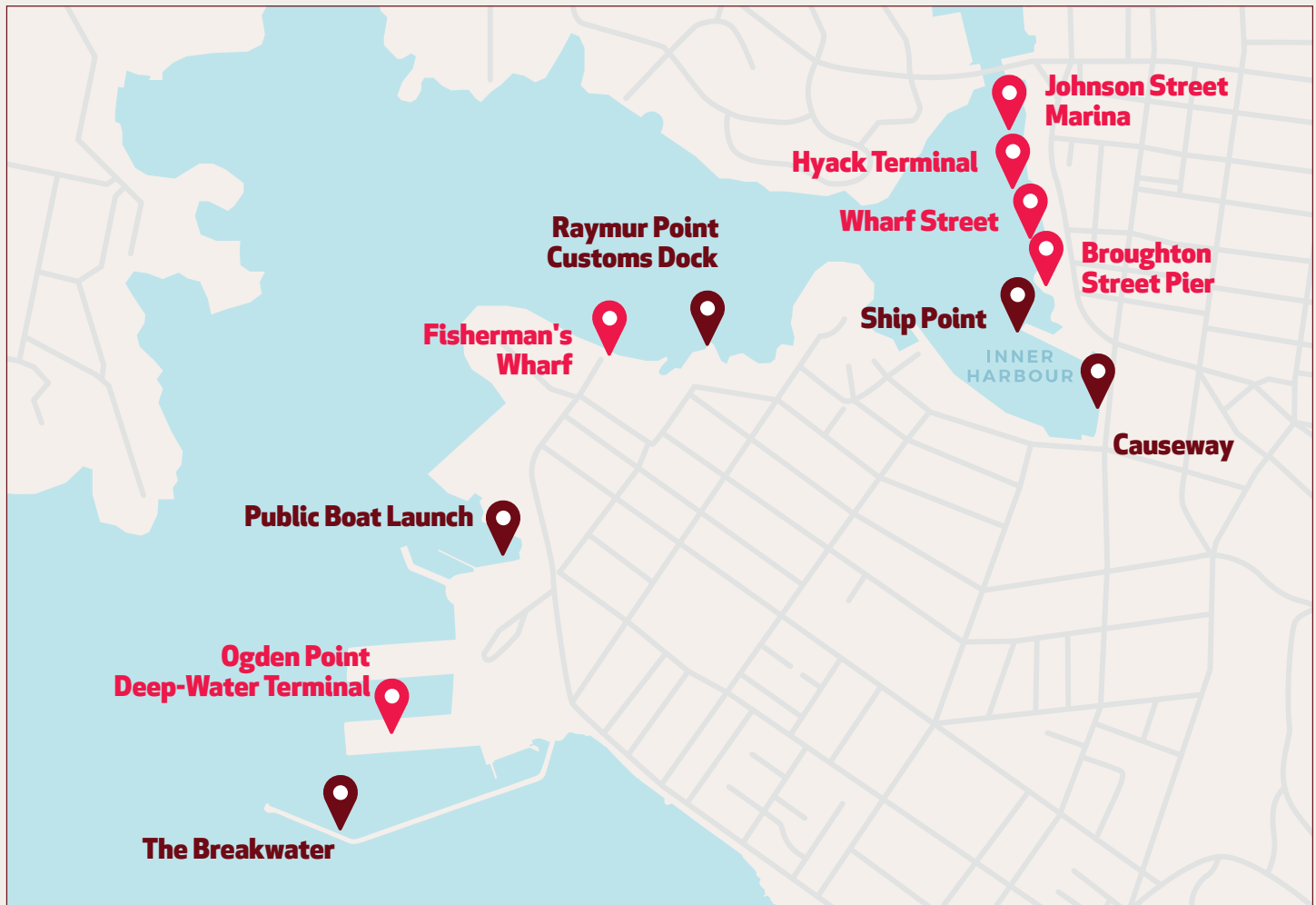
Greater Victoria Harbour Authority (GVHA) is a not-for-profit organization and steward of Victoria’s harbour lands and waters, balancing economic growth with environmental and community priorities. We manage and operate 110 acres of harbour land and seabed, including several high-profile community amenities such as the Breakwater, Inner Harbour Causeway, Ship Point, James Bay Public Boat Ramp and the customs dock at Raymur Point. We are committed to the responsible stewardship and sustainable growth of Victoria’s dynamic working harbour.

We are accountable to eight member agencies: xw̓seps̓əm Nation, Songhees Nation, Capital Regional District, City of Victoria, Destination Greater Victoria, Greater Victoria Chamber of Commerce, Township of Esquimalt, and Victoria Esquimalt Harbour Society.

## GVHA Marinas & Properties

 Marinas and Properties     Community Amenities

- **106** clients
- **110** acres of waterfront land & seabed
- **11** properties
- **4** deep-sea berths
- **20** events on our properties in 2025



# GVHA Strategic Vision

## Vision & Mission

### Our Vision:

Canada's most k'wamk'wəm (vibrant) and x'wčičtəs (harmonious) harbour.

k'wamk'wəm and x'wčičtəs are lək'wəŋən words reflecting our enduring partnerships with the x'wsepsəm (Esquimalt) Nation and the Songhees Nation. We are grateful to both nations for offering these traditional words to describe our vision of our working harbour.

### Our Mission:

- Ensure the long-term stewardship of lək'wəŋən territory by creating Canada's first co-managed port.
- Galvanize support and investment in land, sea and people.
- Ensure a productive and inclusive working harbour leading in regional sustainability.

## Strategic Plan

This sustainability plan is designed to directly support and advance the broader organizational priorities outlined in our strategic plan. By aligning sustainability initiatives with long-term strategic goals, GVHA can ensure our environmental responsibility, operational efficiency, and organizational growth continue to inform our decision making.

## How We Define Sustainability

GVHA's definition of sustainability is more than a statement in our plan, it is embedded in our culture, evident in our daily operations, and at the forefront of our decision-making.

Sustainability at Greater Victoria Harbour Authority is the integration of environmental stewardship, community interest, and economic development into everything we do—from daily operations to long-term planning and governance. A key part of this commitment is our dedication to Indigenous governance and partnership with the Songhees Nation and x̱w̱sepsəm (Esquimalt) Nation, honouring their stewardship of the lands and waters and ensuring their leadership guides our path forward. We strive to create alignment between environmental leadership, economic resilience, and responsible growth, ensuring the harbour remains viable for generations to come.

## How to Use This Plan

This Sustainability Plan is a dynamic guide and a strategic document designed to direct our organization's efforts toward a more sustainable future. It is a resource for many to support a unified and consistent approach to ensuring a productive and inclusive working harbour leading in regional sustainability. The Plan provides a framework for decision-making, implementation, and monitoring of our environmental performance.

## Who Should Use This Plan

- **Leadership and Management**  
To guide high-level decision-making, allocate resources effectively, and ensure that our sustainability vision is integrated into our core business strategy.
- **Departmental Staff**  
To understand specific action plans, integrate sustainable practices into daily operations, and identify how individual roles contribute to our organizational goals.
- **Sustainability Committee and Working Group**  
To monitor progress against established metrics and recommend adjustments to strategies and timelines.
- **External Partners, Clients and Suppliers**  
To understand our expectations for sustainable sourcing and collaboration, ensuring alignment across our value chain.
- **Customers and Community Members**  
To provide transparency into our commitments and performance, building trust and partnership.

# Introduction

This comprehensive sustainability plan was developed through engagement with our Board of Directors, the Sustainability Committee, Leadership Team, and all GVHA staff to identify, prioritize, and understand GVHA's potential sustainability impact. The purpose of this plan is to identify GVHA's focus areas for sustainability over the next five years, set targets for the organization to advance and define the key approaches for achieving these initiatives. As we look to the future, we will rely on this plan for our decisions surrounding sustainability.

While sustainability can encompass environmental, social, and governance elements, this plan mainly focuses on advancing initiatives that protect and enhance the natural environment. Other crucial aspects, such as reconciliation, economic resiliency, and accessibility, remain priorities for the GVHA and are being addressed through separate plans and initiatives.

Advancing environmental sustainability in a healthy working harbour requires collaboration with the ləkʷəŋən People, clients, partners, visitors, and community members. GVHA leverages its unique role within the community and harbour, as both landowner and business connector, to foster these relationships. This approach strengthens our own priorities, while supporting our partners. We aim to support existing partnerships, build new ones where needed, and use our asset and community stewardship role to strengthen the region's objectives.

# Focus Areas

This plan identifies six key focus areas for advancing environmental sustainability at GVHA over the next five years.

- **Climate Action:** measuring and reducing Greenhouse Gas (GHG) emissions and Critical Air Contaminants (CAC's) associated with our operations.
- **Ecosystems, Wildlife, & Biodiversity:** protecting the land, sea, and air around our properties, promoting a healthy ecosystem, and integrating traditional ecological knowledge.
- **Sustainable and Resilient Infrastructure:** investing in resilient infrastructure, climate risk mitigation, and promoting renewable energy.
- **Waste Management & Circular Economy:** reducing landfill waste and promoting circularity.
- **Education, Outreach and Engagement:** partnering with communities to connect and educate through events and initiatives.
- **Organizational Culture & Decision Making:** embedding sustainability into our culture and everyday operations by enhancing sustainability education and accountability in all roles.



## Global & Regional Alignment

This plan and its focus areas are strategically aligned with key global, national, and regional sustainability initiatives, demonstrating the GVHA's commitment to align with broader environmental and social objectives. The plan supports the United Nations Sustainable Development Goals (UN SDGs), which are 17 global goals adopted by UN member states to guide development and address issues like climate action, health, education, and inequality. It also aligns with the International Maritime Organization (IMO) priorities, supporting the UN as the leading global agency for sustainable shipping focused on safety, security, and the prevention of marine and atmospheric pollution.

The World Port Sustainability Program (WPSP), an initiative for advancing sustainability at Ports around the world, was used to help identify material topics for GVHA. This program has been adopted by several other Canadian ports as the framework for their sustainability strategy. WPSP aims to enhance and coordinate global sustainability efforts within the port and maritime sectors, by focusing on six key areas that align with the UN SDGs: Environmental Care, Infrastructure, Climate and Energy, Community Building, and Health, Safety & Security. Nationally, the plan contributes to Canada's Greenhouse Gas Emission Reduction Targets.

At the provincial level, this plan aligns with the Pathways for Climate Action of the BC First Nations Climate Strategy and Action Plan, reflecting the importance of integrating Indigenous knowledge. As founding members of GVHA, supporting the goals and ambitions of the x̱w̱seps̱əm Nation and Songhees Nation is a top priority. CleanBC, is government of BC's action plan to lower climate-changing emissions by 40% by 2030. CleanBC's strategy to achieve this is outlined in the Climate Preparedness and Adaption Strategy, which focuses on four pathways: Partnerships, Knowledge, and Decision Making; Safe & Healthy Communities; Resilient Species & Ecosystems; and Climate Ready Ecosystems & Infrastructure.

Locally, GVHA shares complementary goals with partners like the Capital Regional District (CRD), the City of Victoria, and the x̱w̱seps̱əm Nation, focusing on shared regional focuses such as climate action, building resilient infrastructure, sustainable transportation, and pursuing zero waste and promoting a circular economy.

The table below shows the alignment between the GVHA focus areas and the different international, regional, and local programs and identifies in which areas collaboration between GVHA and the organization could take place. Through research of online available information, connections were identified. Additionally, conversations with staff of the organizations confirmed the local alignment.

GVHA Focus Area	Local Alignment					Regional Alignment		Global Alignment		
	Capital Regional District	Destination Greater Victoria	City of Victoria	Esquimalt Nation	Songhees Nation	Clean BC: Climate Preparedness and Adaptation Strategy	BC First Nations Climate Strategy and Action Plan	International Maritime Organization (IMO)	WSPSP Areas of Interest	UN SDG Alignment
Climate Action	✓	✓	✓	✓	✓	✓	✓	✓	Climate and Energy	SDG 13: Climate Action; SDG 9: Industry, Innovation, and Infrastructure
Ecosystems, Wildlife, and Biodiversity	✓	✓		✓	✓	✓	✓	✓	Environmental Care	SDG 14: Life Below Water; SDG 15: Life on Land
Sustainable & Resilient Infrastructure	✓	✓	✓			✓		✓	Infrastructure	SDG 9: Industry, Innovation, and Infrastructure
Waste Management and Circular Economy	✓	✓	✓						Environmental Care	SDG 12: Responsible Consumption and Production; SDG 11: Sustainable Cities and Communities
Education, Outreach, and Engagement	✓	✓	✓	✓	✓	✓	✓		Community Building	SDG 4: Quality Education
Organizational Culture & Decision Making		✓	✓	✓		✓	✓		Community Building	SDG 17: Partnership for the Goals

# Climate Action

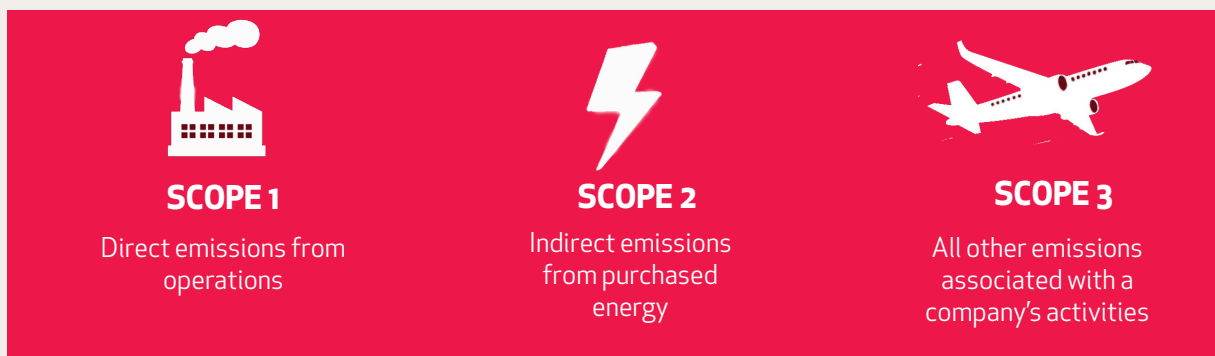
GVHA recognizes its responsibility to reduce greenhouse gas (GHG) emissions within its operations and to support tenants and partners in pursuing the same goal. Since 2010, GVHA has measured emissions associated with cruise activity at the Breakwater District at Ogden Point and operational emissions (scope 1 and 2 emissions). Building on this foundation, GVHA will be developing a viable pathway to decarbonization and has set a target to reduce direct (Scope 1 and 2) emissions.

## Targets:

- Reduce GVHA's organizational Scope 1 and 2 GHG emissions by 30% by 2035, compared to the 2025 baseline of 98.9 tCO<sub>2</sub>e.
- By 2030, GVHA has developed a course of action for measuring all Scope 3 emissions, including outlining our approach to tenant engagement.
- By 2030, decarbonization opportunities have been identified and all financially feasible reduction opportunities have been executed, with a focus on reducing energy and water in owned and operated facilities through efficiency measures.

## Key Approaches:

- Assess building efficiency through an energy audit and implement the top reduction opportunities.
- Transition away from natural gas and towards electricity as a heating source in GVHA buildings wherever possible.
- Upgrade GVHA's vehicle fleet and other mobile equipment with electric alternatives at the end of their life.
- Integrate renewable fuels where possible, including in GVHA-owned and operated vehicles and at the fuel dock.
- Develop a stakeholder engagement and data collection plan to measure Scope 3 from tenants' Scope 1 and 2 emissions.
- Improve electricity monitoring through submetering tenants to better understand energy consumption patterns and cost recovery possibilities.



## Climate Action Focus Area Planning

Focus Area	Targets	2026	2027	2028	2029	2030
<b>Climate Action</b>						
Target 1	Reduce GVHA's organizational Scope 1 and 2 GHG emissions by 30% by 2035					
Target 2	By 2030, decarbonization opportunities have been identified and all financially feasible reduction opportunities have been executed Annual GHG inventory Energy Audit Implement reduction opportunities					✓
Target 3	By 2030, GVHA has developed a course of action for measuring all Scope 3 emissions Scope 3 data requirements and gap analysis Scope 3 engagement & data collection plan Green Marine: GHG and CAC BWD					✓

■ Effort Level 1 - minor time investment

■ Effort Level 2 - major time investment

■ Effort Level 3 - significant time investment

✓ Target achieved

# Ecosystems, Wildlife, and Biodiversity

As stewards of the Salish Sea, one of the world's largest and biologically rich inland seas, we are taking action to reduce our environmental impact as a working harbour and promote healthy ecosystems across both the marine and terrestrial environments. We recognize that the health of the harbour is intrinsically linked to the health of the land that surrounds it. One of our priorities over the next five years is to advance our Green Marine certification.

We are committed to working in partnership with the ɫəkʷəŋəŋ People to ensure the environmental sustainability of the harbour by integrating Traditional Ecological Knowledge (TEK) into our practices and decision-making for future generations.

**“Take care of the land, water, and resources, and they will take care of you.”**

~xʷsepsəm Nation - Chief and Council



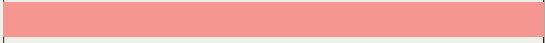

## Targets:

- Level 3 for the Aquatic Ecosystems indicator in the Green Marine Certification Program has been achieved by 2030.
- Level 3 for the Underwater Noise indicator in the Green Marine Certification Program has been achieved by 2030.
- By 2030, GVHA has created or participated in five environmental impact initiatives delivered in collaboration with partner organizations with a focus on advancing the blue economy, investing in habitat restoration, and supporting biodiversity.
- Environmental initiatives incorporate, where possible, Traditional Ecological Knowledge (TEK) and are co-developed with local First Nations knowledge keepers.

## Key Approaches:

- Carry out a characterization to benchmark the status of aquatic ecosystems in the GVHA's immediate zone of influence (Green Marine Criterion: Aquatic Ecosystems).
- Collaborate with a research group, technology developer, innovation cluster, academic partner, or government agency on a research and development project on aquatic ecosystem protection around the harbour.
- Support the return or increase of culturally significant and key indicator species or habitat (e.g., eelgrass, herring).
- Assess the application of reef-supporting concrete and other products to increase habitat in infrastructure projects.
- Develop an Underwater Noise Mitigation and Management Plan and execute on top opportunities for noise reduction (Green Marine Indicator: Underwater Noise).
- Work with an organization like the Pollinator Partnership to enhance GVHA-owned properties with pollinator gardens, native plants, and bird-friendly species.
- Support an ecological monitoring program with First Nations rights holders towards a common goal, such as water testing and public reporting.

## Ecosystems, Wildlife, and Biodiversity Focus Area Planning

Focus Area	Targets	2026	2027	2028	2029	2030	
<b>Ecosystem, Wildlife &amp; Biodiversity</b>							
<b>Target 1</b>	<b>Achieve Level 3 in Aquatic Ecosystems (Green Marine)</b> Benchmark the status of aquatic ecosystems in the GVHA's immediate zone of influence						✓
<b>Target 2</b>	<b>Achieve Level 3 in Underwater Noise (Green Marine)</b> Develop an Underwater Noise Management Plan Design / Set up UN monitoring program, including developing partnerships Execute UN monitoring program						✓
<b>Target 3</b>	<b>Created or participated in five environmental impact initiatives delivered with partners by 2030. Environmental initiatives incorporate Traditional Ecological Knowledge (TEK) and are co-developed with local First Nations knowledge keepers.</b> Collaborate with partners on a research and development project on aquatic ecosystem protection						✓
<b>Repeating Work</b>	<b>Green Marine certification &amp; audit</b> <b>Clean Marine certification &amp; audit</b>						

■ Effort Level 1 - minor time investment

■ Effort Level 2 - major time investment

■ Effort Level 3 - significant time investment

✓ Target achieved

# Sustainable and Resilient Infrastructure

Investing in sustainable infrastructure is essential for coastal facilities, particularly those facing climate change impacts. GVHA is committed to building resilience through innovation and strategic asset management. Using our Integrative Planning (IP) process, we aim to create a holistic, forward-looking plan that supports sustainable development, encourages investment, and promotes economic growth. This approach ensures our harbour and assets remain modern, resilient, and capable of meeting future challenges while securing long-term prosperity for the region.

## Targets:

- Conduct an assessment of climate risks and integrated mitigation and adaptation measures into the future state of all GVHA infrastructure by 2028. The assessment should include but not limited to flooding, energy and water protection against climate change with the objective of operational readiness in times of extreme climate or natural disaster.
- Develop a renewable energy program by 2030.

## • Key Approaches:

- Assess the feasibility of an on-site microgrid and renewable energy options to promote electrification, reduce reliance on the main grid, and build resiliency through on-site power generation, in partnership with academic institutions, NGO's, Industry, and Government.
- Invest the environmental tenant fee in infrastructure projects that support shared GVHA and tenant environmental goals and priorities, such as reducing GHG emissions, improving waste management, and conserving water.
- Infrastructure projects led by GHVA demonstrate integration of marine and upland habitat enhancement.
- Explore reduction of impermeable paving on all facilities through integrated of storm water management best practices.

## Sustainable & Resilient Infrastructure Focus Area Planning

Focus Area	Targets	2026	2027	2028	2029	2030
<b>Sustainable &amp; Resilient Infrastructure</b>						
Target 1	<p><b>Conduct an assessment of climate risks and integrated mitigation and adaptation measures into the future state of all GVHA infrastructure by 2028. The assessment should include but not limited to flooding, energy and water protection against climate change with the objective of operational readiness in times of extreme climate or natural disaster.</b></p> <p>Develop the Climate Risk Assessment report</p>					✓
Target 2	<p><b>Develop a renewable energy program</b></p> <p>Feasibility assessment of a microgrid and renewable energy options</p> <p>Invest the environmental tenant fee in infrastructure projects</p>					✓

■ Effort Level 1 - minor time investment

■ Effort Level 2 - major time investment

■ Effort Level 3 - significant time investment

✓ Target achieved

# Waste Management & Circular Economy

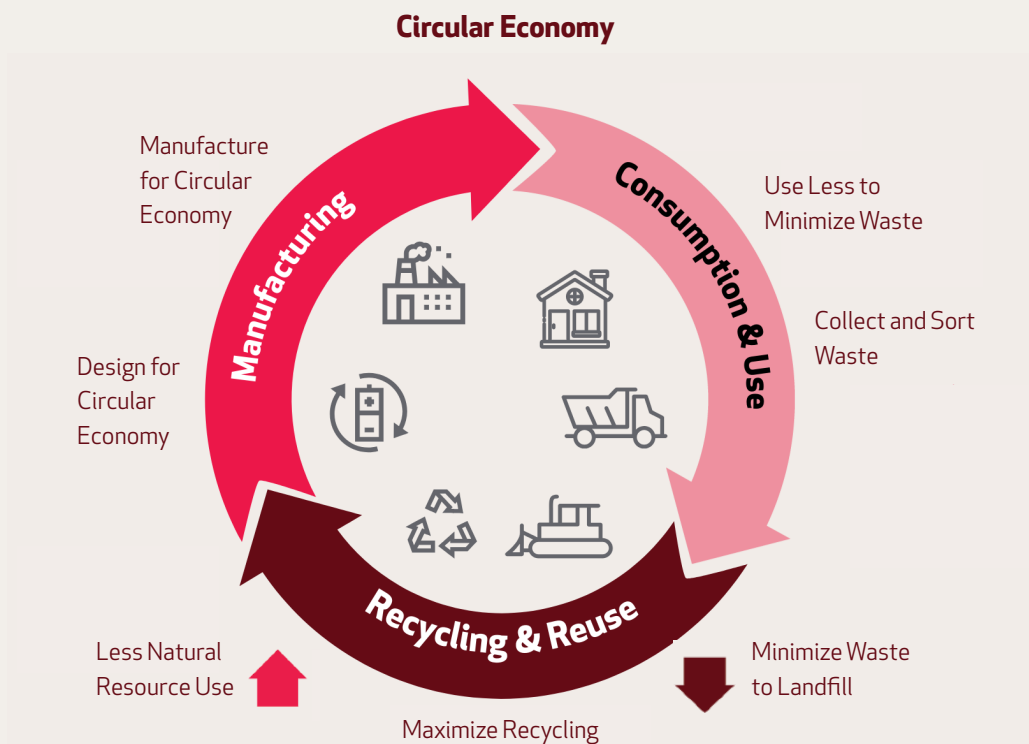
GVHA properties welcome thousands of visitors each year. GVHA's objective is to reduce waste from harbour and tenant operations promoting reuse and recycling, and measuring and monitoring waste across all streams to identify areas for continual improvement. Our commitment to waste reduction aligns with these regional goals by minimizing waste on our properties and exploring circular economy opportunities. The circular economy aims to eliminate waste by retaining and recovering value from products and materials through processes such as maintenance, reuse, refurbishment, remanufacture, recycling, and composting.

## Targets:

- Conduct a waste audit to establish a clear baseline and identify areas for improvement, including operational waste (from GVHA) and visitor waste by 2027.
- Circular Economy opportunities have been assessed and an action plan will be developed by 2030.

## Key Approaches:

- Collaborate with local organizations to divert waste and find circular solutions for common waste streams.
- Assess existing signage at all facilities to ensure the instructions are clear so visitors can sort waste accordingly (recycle, compost, landfill).
- Include procurement and supplier expectations and requirements focused on minimizing waste generation



## Waste Management & Circular Economy Focus Area Planning

Focus Area	Targets	2026	2027	2028	2029	2030
<b>Waste Management &amp; Circular Economy</b>						
<b>Target 1</b>	<b>Conduct a waste audit to establish a clear baseline and identify areas for improvement, including operational waste (from GVHA) and visitor waste by 2027.</b>		✓			
	Waste audit	■				
	Improve signage and existing system			■		
<b>Target 2</b>	<b>Circular Economy opportunities have been assessed, and an action plan has been developed by 2030.</b>					✓
	Develop Circular Economy Action Plan, including assessing current challenges & opportunities				■	
	Work with internal procurement					■

■ Effort Level 1 - minor time investment

■ Effort Level 2 - major time investment

■ Effort Level 3 - significant time investment

✓ Target achieved

## Feature Initiative: Green Facilities

GVHA is a proud participant in Green Marine, a voluntary environmental certification program that provides a framework for ports, shipyards and terminal operators to continuously improve their environmental performance. GVHA has been certified by Green Marine since 2010 and our continued participation demonstrates a strong commitment to environmental stewardship.

We are particularly proud of our high scores in key areas, including water quality, air emissions, and waste management, with an average level of 3.8 out of 5 across eight different performance indicators, which is 0.9 points higher than the average participant. This certification program helps us identify areas for improvement in our environmental stewardship. Over the next five years, we will focus our program efforts on aquatic ecosystems and underwater noise.

Our commitment to environmental stewardship also extends to our marinas, earning the highest possible five-anchor rating from the Clean Marine BC program. We have tracked our greenhouse gas emissions from cruise activities and our direct operations since 2010, and we have also installed air quality monitors to capture real-time data around our properties. This measure allows us to continuously monitor our impact and accurately record future improvements.



The reef ball team on the SeaChange barge at Fisherman's Wharf. From left to right, Shane Stewart (Eagle Wing), Don Stewart (Eagle Wing), Mark (World Fisheries Trust), Rowan Benning (GVHA), Joachim (Yogi) Carolsfeld (World Fisheries Trust), and Justin Lisaingo (SeaChange).

# Education, Outreach and Engagement

Sharing knowledge is key to building a resilient and informed community around the harbour. GVHA has a unique opportunity to share information and knowledge with the community on harbour activities, marine health, and sustainable marine operations. Our goal is to strengthen community relationships and foster connections between all harbour interest holders through education, outreach and engagement. We are committed to establishing long-term paths for information sharing and education within the community.

## Targets:

- GVHA hosts, facilitates, or sponsors at least two events each year to increase education and advance knowledge around sustainability, harbour and marine ecosystems for commercial operators, tenants, marina users, and visitors. This can be in partnership with other organizations, such as CRD and their Harbour Stewardship Speakers Series and Cruise Lines International Association (CLIA).

## Key Approaches:

- Develop public education initiatives (e.g. CLIA sustainability toolkit) to enhance understanding of GVHA sustainability efforts and strengthen community relationships.
- Develop pathways for environmental data collection and sharing to understand the broader impact of the working harbour.
- Provide resources and support for existing harbour tenants and new businesses that align with GVHA's sustainability goals, encouraging innovation and economic diversification.
- Collaborate with Destination Greater Victoria and other tourism partners to contribute to regional sustainable tourism priorities, focusing on environmental, social, and economic responsibility and circular economy, maintaining Victoria as one of the most sustainable destinations in North America.

## Education, Outreach, & Engagement Focus Area Planning

Focus Area	Targets	2026	2027	2028	2029	2030
<b>Education, Outreach &amp; Engagement</b>						
Target 1	<p><b>GVHA hosts at least two events each year to increase education and advance knowledge around sustainability, harbour and marine ecosystems for commercial operators, tenants, marina users, and visitors.</b></p> <p>Plan and deliver events</p>	✓	✓	✓	✓	✓

■ Effort Level 1 - minor time investment

■ Effort Level 2 - major time investment

■ Effort Level 3 - significant time investment

✓ Target achieved

# Organizational Culture and Decision-Making

We are committed to integrating our sustainability priorities into all areas of our organization by building capacity, enhancing accountability in all roles, and celebrating sustainability as a key pillar of our organizational culture. This begins with investing in our employees’ education by providing training programs, workshops, and resources that empower employees to implement sustainable practices in their daily work. We will also establish frameworks and criteria to guide sustainable decision-making for our staff in their interactions with vendors and tenants, as well as in capital spending. By fostering a culture of continuous learning and environmental responsibility, we aim to ensure that sustainability is not just a policy, but a core value embedded in every aspect of our operations.

## Targets:

- All staff are fully informed and engaged in GVHA’s sustainability priorities.
- Courses or professional development activities on a relevant sustainability topic are offered to staff every year.
- Sustainability is embedded in decision-making criteria for capital and operational spending above a set threshold by 2028.
- Green Commercial Guidelines have been developed to incorporate sustainability criteria into tenant and vendor selection by 2029.

## Key Approaches:

- Review and adjust job descriptions to consider sustainability expectations.
- Sustainability will be added as a competency in our team evaluation in the Performance Management Program (PMP), and staff will be assessed on it annually to ensure it contributes to growing GVHA’s culture and core competencies.
- To develop a decision-making model to be used for capital operational spending and projects, including decision and prioritization criteria.

## Organizational Culture & Decision Making Focus Area Planning

Focus Area	Targets	2026	2027	2028	2029	2030
<b>Organizational Culture &amp; Decision Making</b>						
Target 1	Courses or professional development activities on a relevant sustainability topic are offered to staff every year.	✓	✓	✓	✓	✓
Target 2	Sustainability is embedded in decision-making criteria for capital and operational spending above a set threshold by 2028 . Develop decision-making framework			✓		
Target 3	Green Commercial Guidelines have been developed to incorporate sustainability criteria into tenant and vendor selection by 2029. Update commercial guidelines				✓	

■ Effort Level 1 - minor time investment

■ Effort Level 2 - major time investment

■ Effort Level 3 - significant time investment

✓ Target achieved

# Future Outlook

This Sustainability Plan marks a pivotal moment for the Greater Victoria Harbour Authority. We have laid out an ambitious yet achievable roadmap, deeply rooted in environmental stewardship. Our commitment to integrated First Nations traditional knowledge as a cornerstone of this vision, guiding our efforts to protect and enhance the ɫəkʷəŋən people's traditional territory for generations to come.

Through focused climate action, the preservation of our vital ecosystems and biodiversity, and the development of sustainable infrastructure, we aim to lead in environmental performance. Our dedication to decarbonization, a circular economy and responsible waste management underscores our commitment to minimizing our footprint. We will continue to foster a vibrant waterfront through education, investing in our people, and creating a foundation for sustainable decision-making.

The journey ahead requires collaboration, innovation, and unwavering dedication from our entire organization. We are confident that by working together—with our First Nations partners, commercial clients, visitors, and the wider community—we can realize our vision of Canada's most kʷamkʷəm (vibrant) and xʷčičtəs (harmonious) harbour. This plan is not merely a document; it is a living commitment to a brighter, more sustainable future for Victoria's working harbour.



Team from Ocean Networks Canada deploying ocean sensors in the Inner Harbour, summer 2025.

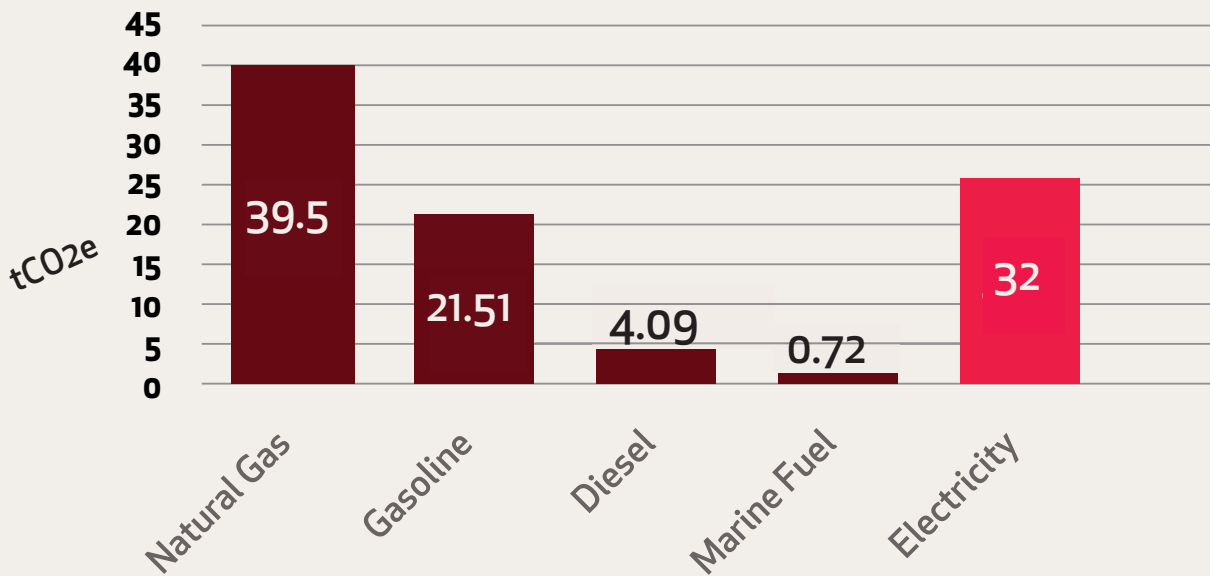
# Appendices

## Appendix A: GVHA 2025 Scope 1 and 2 GHG Emissions

The following information comes from the 2025 Greenhouse Gas emissions inventory, executed by Synergy Enterprises.

Scope	tCO <sub>2</sub> e	Percent of Total Footprint
Scope 1 (Direct)	67	67.5%
Scope 2 (Indirect)	32	32.5%
<b>Total Emissions</b>	<b>99</b>	<b>100%</b>

### Emissions by Activity



## Appendix B: Definitions and Resources

**Circular Economy:** aims to eliminate waste by retaining and recovering value from products and materials through processes such as maintenance, reuse, refurbishment, remanufacture, recycling, and composting. It contrasts with the traditional linear economy of “take-make-waste,” instead focusing on a “closed-loop system” where resources are continuously cycled to minimize environmental impact and regenerate nature.

**Sustainability:** the practice of meeting present needs without compromising the ability of future generations to meet their own needs, balancing environmental, social, and economic considerations.

**Triple Bottom Line:** a framework that suggests companies should measure their success based not only on financial profit but also on their social and environmental impact. It is often broken down into three “Ps”: People, Planet, and Profit.

**Scope 1, 2 and 3 emissions:** The GHG Protocol categorizes GHG emissions into three scopes, Scope 1, 2, and 3, to reflect the organization’s level of control.

- **Scope 1** measures direct GHG emissions from sources GVHA owns or controls, such as fuel combustion in its vehicles.
- **Scope 2** measures indirect GHG emissions from purchased electricity, steam, or heat.
- **Scope 3** measures all other indirect emissions resulting from GVHA’s operations but not from company-owned assets, such as employee commuting, business travel, waste, and tenant’s scope 1 and 2 emissions.
- While GVHA has the most direct control over Scope 1 emissions and the least over Scope 3, it can still have a significant influence over Scope 3 emissions.

**The following documents were used as input for the global and regional alignment table on page 13.**

- [United Nations Sustainable Development Goals \(UN SDGs\)](#)
- [International Maritime Organization \(IMO\)](#)
- [World Port Sustainability Program \(WPSP\)](#)
- [Canada’s Greenhouse Gas Emission Reduction Targets](#)
- [BC First Nations Climate Strategy and Action Plan](#)
- [Clean BC](#)
- [Esquimalt Nation: Marine Stewardship Action Plan](#)
- [Songhees Nation: Strategic Plan](#)
- [Capital Regional District \(CRD\): CRD Climate Action Strategy](#)
- [Destination Greater Victoria \(DGV\): Sustainable Tourism](#)
- [City of Victoria: Climate Leadership Plan](#)



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