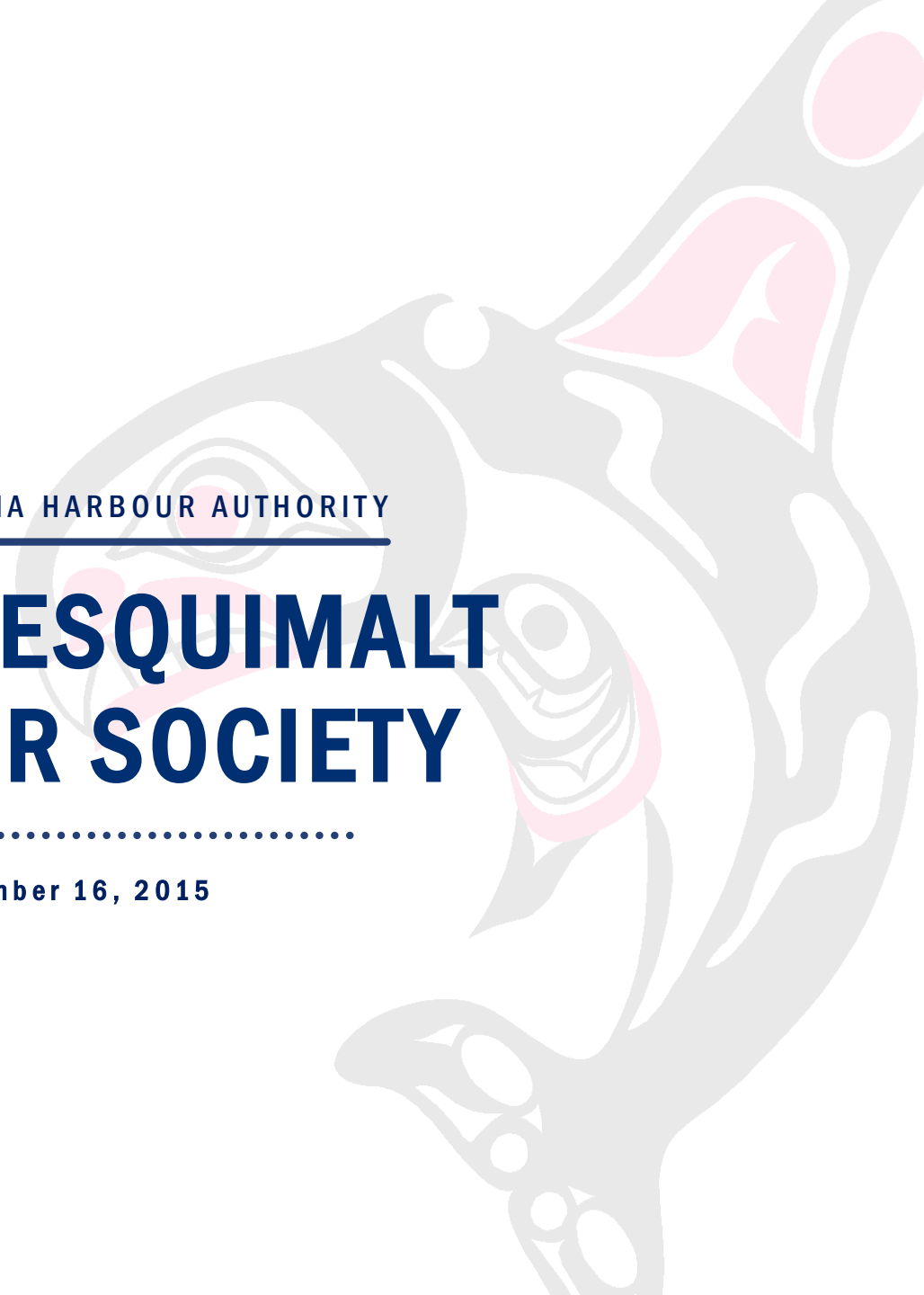


GREATER VICTORIA HARBOUR AUTHORITY

VICTORIA ESQUIMALT HARBOUR SOCIETY

.....
September 16, 2015



RESPECTING THE TRADITIONAL TERRITORIES

Songhees Nation



Esquimalt Nation





ABOUT

IAN ROBERTSON

- Joined GVHA as CEO on April 27, 2015
- Over ten years experience in tourism
 - CEO, Tourism Industry Association of BC
 - Various senior management roles with Rocky Mountaineer
- Over twenty years sales and marketing experience in consumer packaged goods
- Elected Park Commissioner and Chair, Vancouver Park Board; serving two terms
- Familial roots in Victoria extending back over 100 years
- Follow me on Twitter “@vicharbourguy”

GVHA PROPERTY MAP

GREATER VICTORIA HARBOUR AUTHORITY PROPERTIES

- Property Boundary
- - - Lease areas



THE VALUE OF CRUISE

- Ogden Point is the busiest cruise ship port-of-call in Canada and the cruise industry is responsible for 56% of GVHA's annual revenue
- 2015 season — 230 cruise ships projected carrying an estimated 513,000 passengers and over 200,000 crew
- 5% increase in average time spent in port, 23% increase in daytime calls & 50,000 more passengers than in 2014
- Industry supports 880 direct and indirect jobs in the region
- Overall economic impact of cruise for the Greater Victoria region estimated at over \$100 million
- Cruise activity generated \$1.79 billion for the BC economy in 2014



10 YEAR STRATEGIC PLAN – GUIDING PRINCIPLES

- **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.

10 YEAR STRATEGIC PLAN – GOALS AND STRATEGIES

Goal 1 – Economic, Social and Environmental Benefit for the Region

- 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;
- Engaging with Member Agencies, GVHA customers, port and harbour business operators and stakeholders on ways and means to mitigate adverse social and environmental impacts of economic activity on GVHA property;

Goal 2 - Financial Self-Sufficiency & Responsible Stewardship of GVHA Properties

- Being customer-focused and ensuring that GVHA meets the needs of all our customers in a business-like manner
- Identifying and implementing revenue growth and diversification initiatives that will financially support GVHA operational and capital plans without recourse to local subsidies;



10 YEAR STRATEGIC PLAN – GOALS AND STRATEGIES

Goal 3 - A Trusted Advocate for the Working Harbour

- 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;
- Advocating for the working Harbour and marine-related industrial, commercial and tourism uses and enterprises;

Goal 4 - Effective Governance and Accountability

- Convening regular meetings with GVHA Member Agencies to present our Plans and Reports and engaging Member Agencies in strategic discussions on issues and opportunities;
- Ensuring that the public is consistently informed on GVHA operations and initiatives;



3 YEAR BUSINESS PLAN



HIGHLIGHTS OF THE PLAN

- A clear focus on GVHA's role as an engine for economic development in the Region, particularly in the marine, industrial and tourism sectors;
- Completion of a Master Plan for Ogden Point Deep Sea Terminal, with a key objective of becoming a home port for a cruise line by 2020;
- Issuance of an RFI to seek private sector interest and investment in realizing the opportunity presented by the Fisherman's Wharf Facilities Plan;
- Initiation of a "master plan" for GVHA's inner harbour marinas and properties, and collaboration with the City on realizing a shared vision for the harbour;
- Increased focus on cost control and a review of GVHA's business model to ensure that it will generate financial reserves sufficient to address long term capital requirements;
- Continued support for the advancement of the cultural and economic interests of the Esquimalt Nation and the Songhees Nation in the harbour;
- Continued focus on environmental and public safety responsibilities;

IN PROGRESS – PRESENT TO GVHA BOARD IN SPRING 2016

OGDEN POINT MASTER PLAN

- Contract awarded to Stantec for Phase 3 (“functional & facilities plan”)
- Plan to provide 25-year road map for revitalization of Ogden Point
- Potential to be largest economic revitalization project in decades for Victoria
- Anticipated completion in 2016 with implementation, including rezoning and development, beginning in 2017.



THANK YOU!

