
Greater Victoria Harbour Authority Communications Plan 2009/10

June 13, 2009

Purpose: The purpose of this communications plan is to create awareness and support for the strategic and business activities of Greater Victoria Harbour Authority (GVHA).

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Research

Background

As a young organization (incorporated in 2002) with a complex mandate and diverse business activities, GVHA is directing significant energy towards raising awareness and understanding of the organization.

The strategic goals of the organization are:

- Stakeholder: Unify the stakeholders in order to develop a vision and comprehensive plan for the harbour
- First Nations and Greater Victoria community: Partner with the Esquimalt and Songhees Nations and community agencies to develop opportunities in order to build capacity and contribute to First Nations community goals and regional economic development
- Financial: Manage the business in order to achieve financial sustainability
- Customer: Provide premium products and services in order to attract and retain quality and value adding customers
- Internal Business Processes: Improve the effectiveness and efficiency of our organization in order to increase our capacity and ensure sustainability
- People & Culture: Develop and manage a team culture in order to be engaged and productive

The organization operates three facilities: Ogden Point, Fisherman's Wharf, and the Inner Harbour marinas/causeway. The business units for GVHA are:

- Shipping (cruise and project cargo)
- Marinas & Attractions
- Property Services
- Marine Transportation
- Harbour Development
- Corporate Services

Misconceptions of GVHA activities and properties are pervasive in the media, in the community, and even internally. These misconceptions include:

- GVHA property is frequently mistaken for City of Victoria property, or GVHA is mistaken for a Canadian Port Authority. This creates confusion of roles regarding harbour movements, airport management, security, and public safety.
- The "Authority" in the name lends to this confusion.
- GVHA's non-profit status often confuses customers and user groups who expect GVHA to discount or donate space. GVHA is an enterprising not-for-profit and receives no government funding.
- GVHA is under recognized or not recognized for the contributions that it makes to special events and for the services it provides to the public, such as causeway management.

- There is little awareness of the contributions GVHA makes to the social fabric of the community, as well as, the economic impact of its assets to the Victoria community.

An ongoing public awareness campaign is necessary to reduce and eliminate misconceptions and to manage the reputation of the organization.

Research

To date, very little research has been conducted on perceptions of GVHA by its key stakeholders. As this plan is annualized, a research component will be developed to help identify target audiences and evaluate perceptions of the organization.

Analysis

Communication Objectives

- To educate and develop support for GVHA's goals and activities from its member agencies and key stakeholders.
- To promote First Nations understanding within the Greater Victoria community.
- To create an atmosphere of inclusion for all employees at GVHA.
- To develop an understanding of and pride for Victoria's working harbour in order to secure support for current activities.

Stakeholders

Internal Stakeholders

- Member agencies (City of Victoria, Capital Regional District, Esquimalt Nation, Greater Victoria Chamber of Commerce, Provincial Capital Commission, Songhees Nation, Tourism Victoria, Township of Esquimalt and Victoria Esquimalt Harbour Society): These groups have a significant impact on the ability of the organization to meet its strategic vision and goals. Many of these agencies are partners in projects.
- GVHA staff: GVHA staff has a significant ability to influence the success of the organization.

External Stakeholders

- GVHA customers (moorage customers, buskers, lease/licence clients, cruise lines, festival organizers, etc.)
- Government bodies, (municipal, provincial and federal), political leaders, senior government administrators (particularly within Transport Canada): Due to the quasi-public nature of the organization, Transport Canada has a significant influence over GVHA's ability to carry out its activities.
- James Bay residential community and James Bay Neighbourhood Association: Proximity of the residential community to port facilities means that a close working relationship is necessary.
- Business community (including Chamber of Commerce and Downtown Victoria Business Association)
- Residents of Greater Victoria and resident associations such as the Vic West Community Association.
- Visitors to Victoria's harbour.

Vulnerabilities and Opportunities

- Certain stakeholders may not be aware of the depth or breadth of GVHA's activities and goals. By informing the groups about all the activities of GVHA (not just the ones that directly impact them)

they will have a better understanding of GVHA's engagement with the activities that do impact them.

- Concern about the impact of cruise tourism on the community is an ongoing issue that GVHA is working to address through the Cruise Tourism Partnership program. Growth of the program is integral to success with GVHA's communications with the neighbourhood.
- By sharing information with its key stakeholders, GVHA's message will have a broader reach when those groups pass information to others. This will be particularly effective with GVHA's internal stakeholders (member agencies and staff).

Communication

Key messages

1. The Victoria harbour is the heart of the City. Although a major tourist attraction, it remains a working harbour with a rich mixture of activities. It stimulates the economy by generating jobs and attracting visitors to the region. For example, 214 cruise ships this year means an economic impact of \$156 million. And that's good news for everyone in the region.
2. We strive to have every employee succeed in their job and be part of achieving the organization's strategic goals. Only when every employee flourishes can GVHA be wholly successful in its vision.
3. We are working with our partners to develop a comprehensive vision and plan for the whole harbour. We can't do it alone!
4. We are partnering with customer and stakeholders to achieve social, environmental responsibility and financial stability.
5. The Victoria region, including the harbour, is the traditional territory of the Esquimalt and Songhees Nations. Their rich stories and unique cultures are significant to the history of the region. We are committed to strengthening the relationship with and assisting to build awareness of and capacity for the First Nations partners.

Strategies

- This plan will only be effective if implemented internally. Staff and the Board of Directors will be delivering the key messages to stakeholders. Information communicated to employees will be done in a timely fashion and will include information about GVHA business and activities, changes to organizational structure and opportunities for development.
- The communications plan is supported by a media relations strategy, issues management plan and a crisis communications plan.
- We will research and develop evaluation measures for next year's communications plan. This may include surveying stakeholders in the fall to measure awareness and perceptions of GVHA, which will allow for an evaluation of next year's campaign.
- We will include First Nations information in all publications, including First Nations perspectives. Find opportunities for First Nations to interact with residents and visitors, such as participating in public events in the harbour.
- We will ensure that clients have access to relevant information on website (especially info on public meetings, fees, reservations, notices of change to business practices, as well as access to corporate documents such as the business plan).
- We will strengthen GVHA's brand through increased visibility on properties and the use of a unified visual identity on print and web materials.
- We will leverage our sponsorships to receive more recognition for GVHA's community mandate.
- We will provide opportunities for feedback and discussion on GVHA activities.
- GVHA will research opportunities for using social media to advance its communication objectives.

ACTION

Month	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Resp
Development of communications plan													
Develop communications plan draft													CC
Receive feedback and revisions from management													CC
Distribute internally													CC
Collateral materials and interactive media													
Communications Package developed													CC
Monthly staff newsletter													CC
Harbourviews 2x per year													CC
Transition Harbourviews to e-newsletter													CC
Website redevelopment including an online feedback webpage													CC
Implement communications campaign													
Internal (member agencies, staff)													
Full Staff meetings													CEO
CEO/Chair member agency meetings													EA
Organize team-building activities, including one large event per year.													CEO
Clients													
Meet with client groups such as Fisherman's Wharf Advisory Committee, Fisherman's Association rep. etc.													PSM & MSC
Survey client groups to find out what info is needed and from what source (website, newsletter, etc.)													PSM, MSC, CC
Clients continue to receive regular newsletters and updates.													PSM, MSC
In-kind sponsorship campaign through event hosting													CC

Month	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Resp
External stakeholders (community groups, government, etc.)													
CEO/Chair political leader meetings • Local MP, local MLA, , City councilors, federal reps													EA
CEO meetings with business leaders													EA
Public open houses													CC
Presentation to James Bay Neighbourhood Association													CEO & CC
Increase Cruise Tourism Partnership meetings to 3x per year													CC
Meet with stakeholders to advance CTP agenda (i.e. City Councillors)													CC
Media Strategy													
Media Training for Leadership Team & Agent partners													CC
CEO/Communications Coordinator to meet with editorial boards of key local media.													CEO & CC
Maintain stakeholder advertising campaign													CC
Next Steps													
Update Issues Management Plan													CC
Develop a Crisis Communications Plan													CC

Budget

Staff

1.5 FTE

Collateral materials

Website redevelopment

\$2,500 (budgeted)

Media Training

\$3,000 (budgeted)

Print publications (brochures, Annual report, Harbourviews)

\$16,850 (budgeted)

Stakeholder advertising

\$4,420 (budgeted)

Open House Budget (Fisherman's Wharf & Ogden Point)

Advertising

\$4,000 (unbudgeted)

Other expenses

\$500 (unbudgeted)

TOTAL

\$31,270

Evaluation

Outcome	Method	Measure
Member agency awareness and education	<ul style="list-style-type: none"> • Count • Anecdotal 	<ul style="list-style-type: none"> • # of member agency meetings held • Enhanced relationships with member agencies through increased staff interaction between the agency and GVHA
Staff engagement, awareness and education	<ul style="list-style-type: none"> • Count • Anecdotal 	<ul style="list-style-type: none"> • Score on annual staff engagement assessment • Retention/attrition statistics
Customer engagement, awareness and satisfaction	<ul style="list-style-type: none"> • Anecdotal 	<ul style="list-style-type: none"> • Customers express satisfaction
External stakeholder engagement and awareness	<ul style="list-style-type: none"> • Count • Anecdotal 	<ul style="list-style-type: none"> • Number of participants at open houses and community meetings • Feedback at open houses and community meetings

Appendix A

Fiscal Year 2009 GVHA Media Relations Strategy

Area	Focus	Method	Timing
Cruise	First cruise ship arrival April 23	Media advisory	April 22, 2009
Inner Harbour Events	Causeway Idol (busker tryouts) April 26	Media advisory	April 25, 2009
Community Relations	Cruise Tourism Program Online May 1	Website, Media Release	May 1, 2009
Community Relations	Fisherman's Wharf Open House May 2	Media Advisory	May 1, 2009
Cruise	Crystal Serenity First Call at Ogden Point May 3	Media Advisory	May 3, 2009
Community Relations	Ogden Point Open House May 9	Media Advisory	May 8, 2009
Community Relations	Cruise Tourism Donation Program	Media Release	May 9, 2009
Cruise	Sea Princess First Call at Ogden Point June 1, 2009	Media Advisory	May 31, 2009
Stakeholder/ community relations	First Nations mural	Media Release	July 2009
Stakeholder/ community relations	First Nations Big House project	Media Release	July 2009
Cruise	Arrival of 3 millionth passenger	Media release, passenger event	July 2009
Corporate	Annual General Meeting (Oct 16, 2009)	Media advisory	October 15, 2009
Inner Harbour event	GVHA Lighted Ship parade (Dec 6, 2009)	Media releases x 2	Nov & Dec 2009
Cruise	Cruise calls from Olympics	Media release	Nov 2009
Cruise	2010 cruise schedule	Media release	Feb 2010

Appendix B

Issues Management Plan

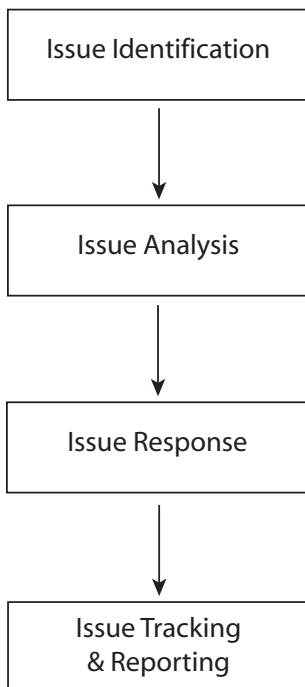
Issues management is an internal process that has been identified as a potential enterprise risk to GVHA. Issues management is an ongoing process of aligning corporate behaviour with stakeholder expectations. Through a process of identifying issues early, prioritizing them, and closely monitoring their evolution, issues can be managed—either by changing GVHA's actions, its stakeholders' expectations, or both. Issues management differs from risk management in that it addresses short term or immediate issues as oppose to broader, long term risks.

Goal: The overall goal of issues management is to protect GVHA from the negative impact of issues by proactively addressing potential concerns.

Objectives:

- Monitor business activities to identify new or changing issues.
- Understand and minimize the cost and other impacts of issues.
- Make issue-related decisions at the proper level of authority.
- Communicate clearly about issues with the Leadership Team, Board of Directors and stakeholders.

GVHA will use the following process for dealing with issues:



Issue Identification

Good issue identification is essential because issues can only be managed if they are identified. The following methods are used to identify potential issues:

- The Leadership Team holds weekly meetings to define potential issues and discuss the possible consequences of each identified issue. This team creates a prioritized list of potential issues into critical, high impact, and low impact issues.
- The CEO meets regularly with critical decision makers in the community to address potential issues.
- Media reports are tracked.
- Agendas and meeting minutes of member agencies and local stakeholder groups are reviewed in order to identify potential issues.
- All correspondence from stakeholder groups, clients and members of the public are reviewed and responded to.
- Employees are encouraged to bring any issues they identify to the attention of their supervisor.
- Engagement with stakeholders to identify emerging and on-going issues.

Issue Analysis

Issue analysis involves assessing each issue for its potential to harm a business stream by understanding its impact. Members of the leadership team are responsible for determining the issue impact. “Impact” describes the loss a business stream or the organization’s reputation will experience as a result of an issue and devise a strategy to mitigate the impact. As part of the analysis, the Senior Manager will identify the broad interest groups that will need to be addressed and, in consultation with the Communications Coordinator, will identify the precise targets for communication with these stakeholder groups.

The three levels of impact are:

- Critical: Impact has policy and/or public relations implications and must be directed to the Board of Directors through the CEO.

- High: Impact may cause business interruption and must be reported to the CEO. Issues may include major human resource or budgetary considerations.
- Low: Impact will not have a major impact on business activities and can be handled by frontline workers.

Issue Response

Issue response activities are the shared responsibility of the Leadership Team and the CEO, in consultation with the Communications Coordinator. The Senior Manager is responsible for ensuring the development of an action plan based on the mitigation strategy. The action plan specifies activities and resources. The Senior Manager may assign these activities to appropriate staff members and is responsible for monitoring whether or not these activities are being completed and whether or not they are effective in reducing the impact of an issue.

The mitigation strategy strives to:

1. Reduce likelihood of occurrence
2. Reduce magnitude of impact—be proactive
3. Clarify the facts

Issue Tracking and Reporting

The Senior Manager is responsible for tracking the issue and keeping a log of activities. This requires monitoring whether or not issues are changing and whether or not response activities are effective. The Senior Manager is responsible for reporting on the status of issues. For high impact issues, the CEO is responsible for reporting to the Board of Directors.

The Communications Coordinator will monitor the public, media and member agency reactions to issues.