

On an annual basis, the Authority engages in strategic planning sessions involving the Board of Directors and Management. The most recent session, held during September 2008, endorsed the objectives and strategies listed below.

Corporate Objective #1

To provide safe, reliable and efficient Marine Pilotage and related services in the coastal waters of British Columbia, including the Fraser River.

Strategic Goal #1.1

Ensure a sustainable supply of Pilots

Strategy 1.1(a)

Working in partnership with the BCCP, prepare and implement a comprehensive long-term plan to ensure an adequate supply of qualified candidates, including the examination of the sustainability of the present system.

Strategy 1.1(b)

Working with the Pilotage Training and Examination Committee (PTEC), review the present apprenticeship program, make recommendations and implement agreed upon changes to ensure a consistent and effective training methodology.

Strategy 1.1(c)

Working in partnership with the BCCP and the Marine Industry, develop a financial forecasting model that will allow a more analytical approach to the future manning requirements of the Authority.

Strategic Goal #1.2

Create a culture of Quality Service

Strategy 1.2(a)

Working in partnership with the Pilots and the Industry we serve, develop a program of quality service, based on best practices that ensures we are measured as leaders in a number of areas.

- Safety level - incident rate.
- Service level - delays to service, responsiveness to client needs.
- Predictability - consistently knowing what to expect.
- Transparency - open and honest communication in everything we do.

- Training - ongoing relevant and effective training.

Strategy 1.2(b)

Working with the Launch Crew and Dispatch Personnel to develop a quality assurance program based on industry best practices such as ISO, ISM or any other management tool.

Strategic Goal #1.3
Create a Culture of Enterprise Wide Risk Awareness

Strategy 1.3(a)

Implement an enterprise wide risk management (EWRM) program throughout the Authority.

Strategy 1.3(b)

Communicate the results of the risk assessments departmentally and company-wide on a semi-annual basis until risk management becomes part of the Authority's culture.

Corporate Objective #2

To provide the services within a commercially-oriented framework, directed toward maintaining financial self-sufficiency, through tariffs which are fair and reasonable.

Strategic Goal #2.1
Create a culture of cost awareness throughout the Authority

Strategy 2.1(a)

Develop cost management programs with accountability and specific targets for every department in the Authority.

Strategy 2.1(b)

Ensure that the Authority remains competitive.

Strategic Goal #2.2
The Pacific Pilotage Authority will be financially self sufficient

Strategy 2.2(a)

Maintain an adequate financial reserve.

Corporate Objective #3

To promote the effective utilization of the Authority's facilities, equipment and expertise, through the productive application of these resources in the interest of safe navigation.

Strategic Goal #3.1

To become a primary source for pilotage related information within our area of jurisdiction

Strategy 3.1(a)

Build a comprehensive “one-stop shopping” information system on the Authority’s web site that will enable our clients to easily access a full suite of services.

- Tide and current window calculations
- Pro-forma invoices
- Dock and passage information including depth limitations and tug requirements
- On-line pilotage services ordering

Corporate Objective #4

To promote sustainable practices within the Authority and contribute to Government's environmental, social and economic policies as they apply to the marine industry on the Pacific Coast of Canada.

Strategic Goal #4.1

Create a culture of sustainability and environmental awareness throughout the Authority

Strategy 4.1(a)

Expand the Authority’s reporting to include environmental and social performance by utilizing the triple bottom line model.

- Equity/People - culture of empowerment, caring and acceptance of diversity
- Environment/Planet - culture of environmental awareness
- Economy/Profit - profitable through training and productivity