

**Pacific Pilotage Authority**  
**KEY PERFORMANCE INDICATORS**  
**Twelve months to December 31, 2025**

<b>Safety</b>		<b>2025</b>	<b>2024</b>
1.	Incidents on vessels under pilotage [ $\leq 1$ ]	3	1
2.	Incidents on pilot launches [ $\leq 1$ ]	1	0
3.	Pollution incidents on pilot launches [ $\leq 1$ ]	0	0
<b>Reliability</b>			
4.	Number of delays (hours) caused by pilots [ $\leq 1$ ]	2 (6.5)	8 (41.1)
5.	Number of delays (hours) caused by dispatch errors [ $\leq 1$ ]	0	1 (2.75)
6.	Number of delays (hours) caused by launches [ $\leq 1$ ]	1 (3)	1 (0.25)
7.	Total number of delays (total hours delayed) [ $\leq 3$ ]	3 (9.5)	10 (44.1)
<b>Efficiency: Pilots</b>			
8.	Complaints regarding pilot service level [0%] (number of complaints/number of assignments)	0.04% (2025: 6 complaints)	0% (2024: 1 complaint)
9.	Callbacks as percentage of assignments [ $\leq 2.5\%$ ]	1.9%	2.5%
10.	Annual assignments per pilot a) Coastal [ $\geq 107$ ] b) Fraser River [ $\geq 120$ ]	129 117	118 135
11.	Annual utilization of pilots – terminal delays [ $\leq 5\%$ ] (hours delayed at terminal/total hours on assignment)	1%	2%
12.	Annual utilization of pilots – cancellations [ $\leq 8\%$ ] (number of cancellations/number of assignments)	8%	8%
<b>Efficiency: General</b>			
13.	Maintain an average of 3 working days to acknowledge all complaints [ $\leq 3$ days]	0.8 days	4 days
14.	Invoice disputes related to disputed assignment details [ $<1\%$ ] (number of disputes/number of invoices issued)	0.24% (2025: 2 invoice disputes)	0.2% (2024 3 invoice disputes)
<b>Financial</b>			
15.	Average revenue/cost per assignment a) Revenue [\$10,162] b) Cost [\$10,137] c) Profit (loss) [\$25]	\$ 10,223 \$ 9,900 \$ 323	\$ 9,768 \$ 9,517 \$ 251
16.	Maintain adequate reserves (cash and investments) [ $\geq$ \$21M at Dec 31]	\$ 22M	\$ 17M
17.	Accounts receivable - % of invoices under 30 days [ $\geq 95\%$ ]	99%	99%
18.	Working capital ratio - current assets/current liabilities [1.0]	1.3	1.2

[ ]: goal