

Pacific Pilotage Authority **Strategic Plan** 2024-2029



Pacific Pilotage
Authority

Administration de pilotage
du Pacifique

Canada

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Introduction

The Pacific Pilotage Authority's (PPA) previous strategic plan addressed the period from 2020 to 2025. During this period, the Authority's operations were impacted by major, world-wide disruptions to marine shipping due to the COVID-19 pandemic. Another significant factor that has shaped the Authority's operations were the 2019 amendments to the Pilotage Act. These amendments followed Transport Canada's review of the act from 2017 to 2018 for which the PPA provided support and input. That said, the Pacific Pilotage Authority was guided for the most part by the objectives and priorities set out in the 2020 – 2025 plan. Key areas of focus during the period include:

- Implementation and adaptation to the 2019 amendments to the Pilotage Act among various stakeholders and partners (Transport Canada, Pilotage Authorities, pilots, industry and others)
- Formalizing and enhancing the strategic partnership with the British Columbia Coast Pilots (BCCP)
- Coordinating the construction and acquisition of a new pilot launch
- Developing and deploying PSTAR, a state-of-the-market marine pilot training simulator delivered via a joint-venture arrangement involving PPA and BCCP
- Managing the seamless transition of CEOs



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In addition to focusing on the stated objectives in the 2020 – 2025 plan, PPA collaborated and worked closely with the marine pilot community, federal, provincial and local governments, industry, and strategic business partners to deliver safe, effective and cost-efficient marine pilotage services throughout the entire duration of the global Covid-19 pandemic. PPA played a key role in maintaining the integrity of the West Coast marine transportation component of Canada's supply chain.



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Planning Considerations

In advance of exploring the new options and strategies that might be available / relevant to the Pacific Pilotage Authority its worthwhile revisiting the Authority's current reality:



A Strong Reputation for Service Excellence



Macro Environmental Factors



Strategic Risks: A Current Snapshot

Pacific Pilotage Authority

A Strong Reputation of Service Excellence

Constituted as an arms length commercial crown corporation:

- Board sets direction and management oversees day-to-day operations
- As a Crown Corporation, PPA is able to react to market dynamics more nimbly and with defined administrative freedom
- New legislative parameters enable development of new business lines and sources of revenue

Oversees the largest, unique, compulsory pilotage area in Canada and in the world:

- Pacific Pilotage Authority is the only authority that covers all commercially navigable coastal waters of British-Columbia

Enabled by robust Marine Safety and Efficiency Services

- Develops policies, directives, procedures and notices, manages the dispatch of marine pilots, manages the travel to/from pilotage assignments, approves training and assessment programs, and pilot recruitment
- Manages the acquisition, operation, and ongoing asset management of six corporate launches (and one contracted launch at Pine Island) for the transfer of pilots to/from vessels
- Provides mandated pilotage services including advice and expertise for the safe, efficient, environmentally responsible and economically viable movements of ships in the compulsory pilotage waters of British Columbia including its ports and terminals
- Fulfill obligations and commitments of a Federal Crown Corporation operating in a complex, highly regulated environment (*Pilotage Act, Financial Administration Act, Access to Information Act, Conflict of Interest Act, Canadian Transportation Accident Investigation and Safety Board Act, Official Languages Act, Canada Shipping Act, 2001, Canada Transportation Act, Pay Equity Act, Canada Labour Code, etc.*)

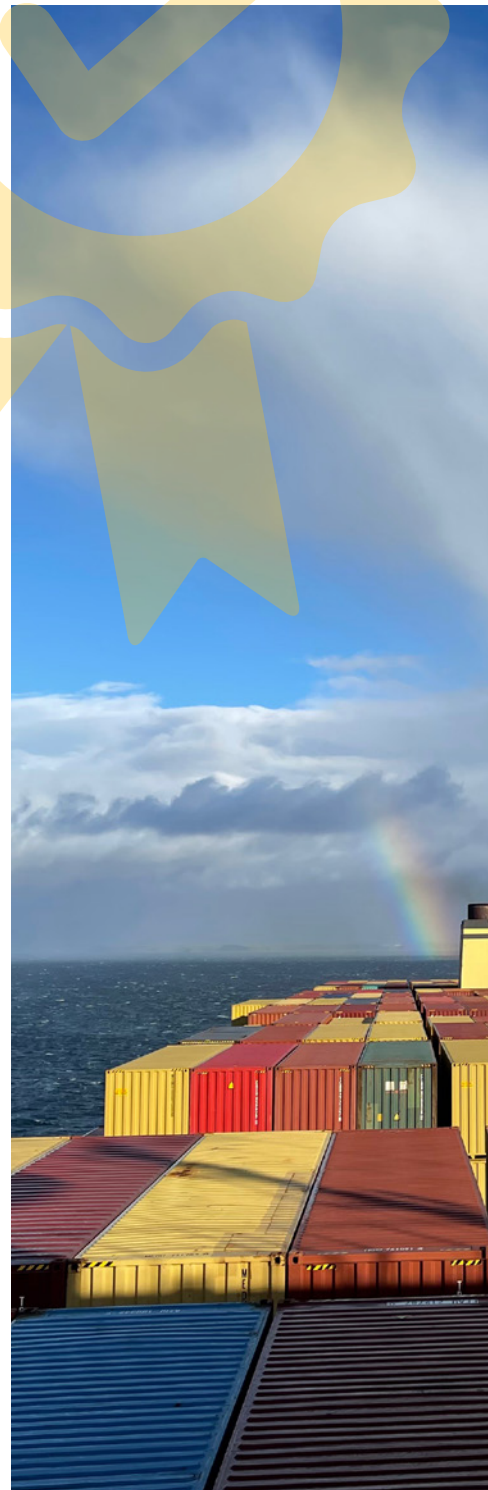


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Strategic investments in innovation

- State-of-the-art simulation centre operated through a Joint Venture between the Authority and British Columbia Coast Pilots
- New Pilot Dispatch, Accounting and Management System (Phase 1 completed)
- New Pilot Dispatch, Accounting and Management System (Phase 2 to start in 2024)
- Oversight and coordination of Pilot Launch design, acquisition and construction in order to provide industry leading pilot transportation
- Development of business arrangements and prototyping of related operating procedures for helicopter hoisting of pilots as part of TERMPOL and commitment to industry leading pilot transportation

Human Capital

- Recognizes the need for work-life integration for employees; adheres to Government guidelines for a flexible work environment (i.e., in-office, remote, on-the-go)
- Committed to embracing and supporting Government's diversity, equity and inclusion objectives
- Committed to remaining an employer of choice by continuing to evolve the employment brand and build strong recruitment and retention initiatives
- Committed to exploring and adopting innovative solutions to improve work place well-being for marine pilots (e.g., working with a major airline to secure commitment for additional flight(s) between the Lower Mainland and North coast of BC; implementing helicopter hoisting in the North and South sectors of the coastwide pilotage area)

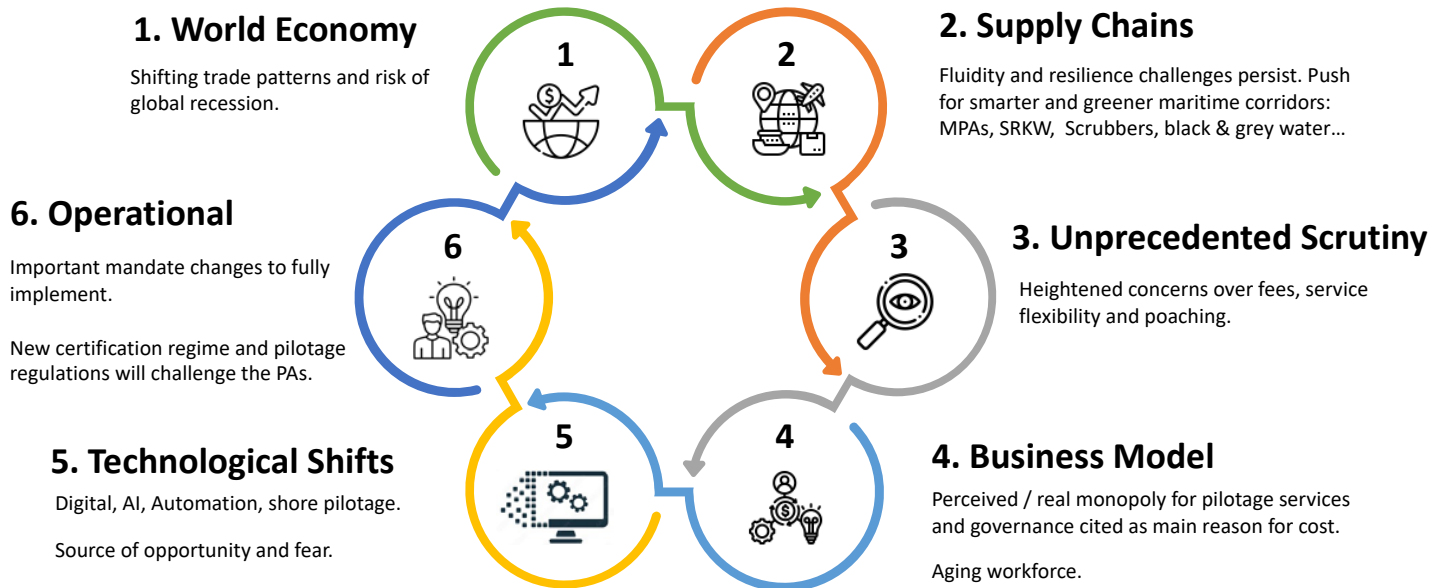


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Macro Environmental Factors



The diagram below highlights six factors that influence the Authority on a strategic level as well as on a day-to-day basis. The diagram sets out some of the actions and attributes that the Authority will need to demonstrate if it is to continue to be successful in the future.



PPA will need to:

- Strengthen key relationships**
- Balance safety & environmental protection with financial responsibilities**
- Transform challenges into opportunities → Workforce of the Future, Leverage Technology**

Pacific
Pilotage
Authority

Risk Management

PPA has an active and ongoing enterprise risk management program whereby strategic and operational risks are assessed, monitored and managed in an Enterprise Risk Management System (ERMS). The contents of the ERMS were reviewed at the outset of the strategic planning process and taken into consideration throughout the development of the strategic objectives.

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Context: Strategic Plan 2024 - 2029

A common starting point in the strategic planning process is to revisit the cornerstones statements that frame the organization's principles of management. The hierarchy of PPA's principles of management consists of its:

- **Mandate** – grants the organization the authority to act
- **Principles** – guides the provision of services
- **Mission** – defines why the organization exists
- **Values** – states what the organization believes in and how it will conduct itself
- **Vision** – sets out what the organization aspires/plans to be

Appendix A – Pacific Pilotage Authority - Principles of Management provides the complete text for each of PPA's principles of management (Mandate, Principles, Mission, Values and Vision).

In developing the plan for 2024–2029, PPA reviewed each of the principles of management and determined that each statement remained valid and appropriate for informing and shaping the strategic objectives and priorities. No changes to the principles of management statements were proposed or made.

PRINCIPLES OF MANAGEMENT

MANDATE

Government's Intent

PRINCIPLES

Guides provision of services

MISSION

Why we exist

VALUES

What we believe in and how we will behave

VISION

What we want to be

STRATEGY

What our service delivery game plan will be

Pacific Pilotage Authority

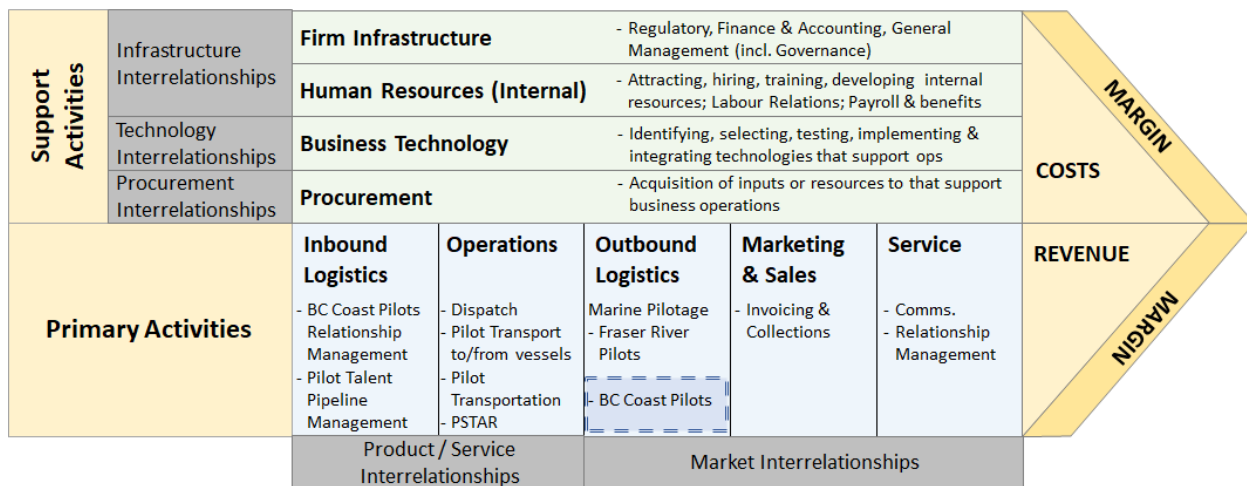
Value Chain: Implications of 2017/2018 Pilotage Act Review

There are a number of frameworks used in strategic planning to represent how various organizational elements – governance, structures, systems, people, business processes and technologies – are aligned and coordinated to deliver and realize the organization’s value proposition. Examples of such frameworks include: the Value Proposition Canvas; the Business Model Canvas; and the Value Chain.

Transport Canada conducted a review of the *Pilotage Act* from 2017 to 2018. One key result of the review was Transport Canada’s intention to introduce and adopt a holistic national marine pilotage program in Canada, which was desired by the industries that we serve.

A representation of PPA’s Value Chain appears below.

PACIFIC PILOTAGE AUTHORITY VALUE CHAIN



In its simplest form a value chain separates the activities that the organization performs into two categories. Primary activities appear as a series of interlocking, interdependent business functions (hence the term ‘value chain’) and form the basis for the organization to earn revenues from goods and/or services. Supporting activities are all of the other non-revenue generating activities. Supporting activities typically contribute disproportionately to the cost of the organization doing business.

In previous PPA strategic plans there was considerable focus and emphasis on strategic objectives associated with the Primary Activities, with a lesser emphasis placed on strategic objectives associated with the Support Activities.

This new pilotage program would apply to each of the four pilotage authorities:

- Atlantic Pilotage Authority
- Great Lakes Pilotage Authority
- Laurentian Pilotage Authority
- Pacific Pilotage Authority

In developing the strategic plan for 2024 – 2029, PPA recognized that it would need to adopt a more balanced set of strategic objectives across Primary and Supporting Activities, with a special emphasis on Support Activities related to Firm Infrastructure, where activities related to government relations and regulatory functions typically reside.

Value Proposition

A value proposition is a statement that sets out the specific problem or opportunity that an organization is established to address; it articulates how the unique combination of capabilities and competencies will be delivered to resolve the problem and/or capitalize on the opportunity; and it communicates audience-specific benefits of the solution (tangible and intangible).

The following statement represent PPA's Value Proposition and a number of statements that speak to PPA's aspirations related to its value proposition:

Enables Maritime Trade –The Pacific Pilotage Authority provides safe, environmentally sustainable, efficient and cost-effective marine pilotage services in the compulsory pilotage waters of British Columbia in a complex, interdependent and highly regulated environment.



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Integral to its commitment to delivering this value proposition, PPA aspires to be:

- A leader in a complex and environmentally sensitive maritime industry – where safe and efficient movement of maritime trade is conducted in a manner that protects the pristine marine environment on the west coast of Canada
- An expert, independent, honest and trusted voice for marine pilotage on the west coast of Canada
- An organization that is committed to maintaining and applying proven technologies as part of marine pilotage services to enhance the safe movement of vessels
- An organization that is committed to compiling and sharing information related to marine pilotage with pilots and the broader marine industry
- An organization that is committed to being responsive to the customers that it serves
- An employer of choice
- At the leading edge of innovation and technology
- A growing and knowledge-sharing organization that is resilient

Strategic Objectives 2024-2029

As part of the strategic planning effort members of PPA's executive team applied a number of planning tools and frameworks. These tools and frameworks, such as a SWOT assessment, Business Model Canvas, and Risk Register - aided the team in understanding the workings and interdependencies of PPA's current business model.

These frameworks were also instrumental in assisting the team in identifying key areas of focus for PPA to consider as part of its plan to evolve and enhance its business model, and ultimately gave rise to PPA's strategic objectives.

Strategic Objectives

Work with Transport Canada, other Pilotage Authorities and key partners towards developing a **National Pilotage System** that is aligned with Transport Canada's objectives as set out in the *Pilotage Act* for a coast-to-coast-to-coast Pilotage Program, while respecting regional models and expertise

Establish a future vision for **Pilotage NextGen** that leverages technologies both for the Pilotage Authority and the piloting community taking into consideration input from key partners (e.g., Transport Canada, PAs, pilots, First Nations, OGD's, Industry, Partners & Coastal Communities).

Define, implement and embrace a new model for human capital **Workforce of the Future** for the Authority and Pilotage on Canada's West Coast

Operation and Service Excellence
Commit to continuous improvement and enhancement of PPA's services to our customers while remaining financially responsible with consideration of pilots, First Nations, OGDs, Industry, Partners, and Coastal Communities.

Strategic Objectives #1

Work with Transport Canada, other Pilotage Authorities and key partners towards developing a – **National Pilotage System** - that is aligned with Transport Canada’s objectives, as set out in the *Pilotage Act*, for a coast-to-coast-to-coast pilotage program that respects regional models and expertise.

By **January 2027** the Pacific Pilotage Authority will embrace and implement a business model for marine pilotage (i.e., governance, structure, processes, people and technology, etc.) that is aligned with Transport Canada’s objectives for the Pilotage Program and the Government of Canada’s overarching objectives* and that enables the realization of a holistic, national pilotage system where issues of common interest are managed consistently across all PAs.

*Examples of such overarching objectives are the modernised Pilotage Act, ESG (Environment, Social & Governance) and DEI (Diversity, Equity & Inclusion)

Themes

1.1. Promote Consistency

Work concurrently with all PAs for the development of new Pilotage Regulations (Marine Pilotage Regulations; Integrated Safety Management; Interim Orders; modernized Pilotage Risk Assessment Methodology; etc.) and advance the adoption of recommendations from the *Pilotage Act* Review that have yet to be implemented.

1.2. Strengthen Safety

- 1) Analyse and understand the conducting reviews and investigations of incidents and accidents in compulsory pilotage waters with the intent to develop and implement organizational learning opportunities, lessons learned, etc.
- 2) Work with Transport Canada towards the development of a regulatory solution/administrative process improvements for the British Columbia Pilotage Waiver Process.

1.3. Enhance Training

Adapt training methods using proven and emerging technologies to respond to evolving demands on the pilotage system.

1.4. Improve Service Efficiency

Identify opportunities to optimize service efficiency across PAs; tailor solution to respect respective PA delivery models and contribute to enhancement of maritime supply chain corridors.

Benefits

Ability to deliver the PPA’s mandate in a manner that is consistent with the revised *Pilotage Act* and that is aligned with Transport Canada’s expectations.

Theme Initiatives

1.1. Promote Consistency	1.2. Strengthen Safety	1.3. Enhance Training	1.4. Improve Service Efficiency
<p>1.1.1 Carry out workshops, consultation with key stakeholders and partners, consultation with other PAs to capture, reflect, input to harmonize pilotage services, where appropriate and while respecting regional delivery models.</p> <p>1.1.2 Harmonize principles for reviewing compulsory pilotage areas in support of maritime sector growth including modernizing the Pilotage Risk Management Methodology.</p> <p>1.1.3 Work with PAs, Transport Canada and key partners to finalize implementation of supported Pilotage Act Review recommendations and prepare for 2029 Pilotage Act review.</p>	<p>1.2.1 Work with PAs and Transport Canada on an information sharing protocol that provides timely learning opportunities from Incident and Accident in compulsory pilotage areas.</p> <p>1.2.2 Work with Transport Canada, other PAs and key stakeholders and partners to review the Marine Pilotage Regulations including the development of a regulatory solution for the British Columbia Pilotage Waiver Process.</p> <p>1.2.3 Work with Transport Canada to integrate QSMS regulations with PPA's existing ISO/ISM systems.</p>	<p>1.3.1 Work with the piloting community and other PAs to adapt training methods using proven and emerging technologies to respond to evolving demands on the pilotage system (e.g., providing training to pilots for new terminal designs and approaches; AVTM; etc.)</p>	<p>1.4.1 Work with PAs to identify potential areas for cross-PA standardization (e.g., regulations; processes), commonality, interoperability – with the possible up-side of lower costs.</p> <p>1.4.2 Work with key partners to explore new business opportunities linked to pilotage services.</p>

Strategic Objectives #2

Establish a future vision for – **Pilotage NextGen** – that leverages technologies both for the Pilotage Authority and the piloting community taking into consideration input from key partners (e.g., Transport Canada, PAs, pilots, First Nations, OGD’s, Industry, Partners & Coastal Communities).

By **June 2027** the Pacific Pilotage Authority - working in collaboration with Transport Canada and key partners – will lead the initiative to define, develop and document a robust, credible and compelling vision for the future of pilotage, that leverages technology.

Themes

2.1. **Capture Leading Practices**

In collaboration with the marine pilot community, conduct research/reviews of other pilotage jurisdictions related to technology-enabled change initiatives (including governance; structure; people; shared values; processes; technology) with a goal to enhancing services.

2.2. **Identify Future Trends**

In collaboration with the marine pilot community, engage academics, other industries, futurists to understand new/emerging business models and practices.

2.3. **Socialize *Pilotage NextGen***

Engage with relevant parties to socialize and obtain feedback on the core elements of PPA’s vision of *Pilotage NextGen*.

2.4. **Implement *Pilotage NextGen***

Implement the appropriate elements of an enhanced service model based on the direction set out in *Pilotage NextGen*.

Benefits

Ensures that the Pacific Pilotage Authority and the piloting community has a common and shared vision and understanding of new and emerging trends and technologies in support of marine pilotage towards a safe, efficient, and effective marine pilotage program in the compulsory pilotage waters of British Columbia.

Promotes alignment and consistency of short- and medium-term decisions with the long-term vision for marine pilotage.

Theme Initiatives

2.1 Capture Leading Practices	2.2. Identify Future Trends	2.3. Socialize <i>Pilotage NextGen</i>	2.4. Implement <i>Pilotage NextGen</i>
<p>2.1.1 Participate in all Transport Canada led operations meetings with Pilotage Authorities and take on a leadership role at the table.</p> <p>2.1.2 Engage with key partners and other interested parties to advance smart port initiatives (e.g., AVTM) and the development of PDAMS Phase 2 to ensure the PPA is at the leading edge of technology on all things “pilotage” including integration with port systems where appropriate.</p>	<p>2.2.1 Work closely with Transport Canada on the MASS Initiative (i.e., understand the potential impact autonomous vessels and other emerging/future technologies on the future of marine pilotage).</p> <p>2.2.2 Provide subject matter expertise to help ports and waterways authorities (e.g., Vancouver Fraser Port Authority; Canadian Coast Guard, Canadian Hydrographic Survey; City of Vancouver; etc.) to explore and adopt smart technology solutions to increase efficiency, effectiveness, and safety of navigation in pilotage compulsory areas.</p>	<p>2.3.1 Develop and circulate a discussion document that lays out key elements of <i>NextGen Pilotage</i> with primary emphasis for the BC coast. Work in collaboration with the piloting community on the West Coast and others as appropriate such as PAs and CMPA.</p> <p>2.3.2 Engage with Transport Canada and key partners to review key elements of <i>NextGen Pilotage</i> and obtain feedback.</p>	<p>2.4.1 Work closely with marine pilots, Ports and PPA employees to develop and integrate PDAMS Phase 2 with single sign-on initiatives (e.g., AVTM/ PDAMS integration).</p> <p>2.4.2 Design and implement business development and go-to-market capabilities in order to effectively leverage PSTAR and the joint venture with BCCP in support of major marine projects on the West Coast (e.g., advanced pilot training; proof-of-concept validation for new marine terminals; and consulting service offerings for PSTAR and other proven technologies as appropriate).</p>

Strategic Objectives #3

Define, implement and embrace a new model for human capital - **Workforce of the Future** - for the Authority and Pilotage on Canada's West Coast.

By **June 2028** the Pacific Pilotage Authority - working in collaboration with Transport Canada, PAs, pilots, First Nations, OGDs, Industry & Coastal Communities - will have defined and documented a new model for human capital – **Workforce of the Future** – that aligns with and supports the strategy and direction set out in the long-term vision for pilotage and Government's overarching objectives*.

*i.e., Diversity, Equity & Inclusion (DEI)

Themes

3.1. **Identify Leading Human Capital Practices**

In collaboration with the marine pilot community, conduct research/reviews of other pilotage jurisdictions for leading human capital practices.

3.2. **Identify Future Trends**

Identify new/emerging trends in human capital that can reasonably be considered and applied to marine pilotage.

3.3. **Socialize *Workforce of the Future***

Engage with relevant parties to socialize and obtain feedback on the core elements of PPA's vision of *Workforce of the Future*.

3.4. **Implement *Workforce of the Future***

Implement the appropriate elements of a new human capital model based on the direction set out in *Workforce of the Future*.

Benefits

Workforce practices that are aligned with the Government of Canada's Diversity, Equity and Inclusion expectations.

Identification of and integration into new/additional sources of talent.

Theme Initiatives

3.1 Identify Leading Human Capital Practices	3.2. Identify Future Trends	3.3. Socialize Workforce of the Future	3.4. Implement Workforce of the Future
<p>3.1.1 Collaborate with Transport Canada, PAs, pilots, First Nations, OGDs, industry and coastal communities to identify and document leading human capital practices relevant to marine pilotage.</p> <p>3.1.2 Identify new/different approaches for dealing with systemic barriers to hiring and testing of knowledge, skills and abilities (e.g., hiring of women, First Nations; etc.).</p> <p>3.1.3 Be an Employer of Choice: work with employees to continuously improve how we work, where we work and a sense of purpose and belonging (e.g., onboarding process; PPA identified Merchandise; workspaces; telework arrangement; build PPA's employment brand; etc.).</p>	<p>3.2.1 Compile an inventory of new/emerging human capital processes, technologies and practices that are relevant to PAs / marine pilotage.</p>	<p>3.3.1 Develop and circulate a discussion document that lays out key elements of <i>Workforce of the Future</i>.</p> <p>3.3.1 Engage with Transport Canada, PAs, pilots, First Nations, OGD's, Industry, Partners & Coastal Communities to review key elements of <i>Workforce of the Future</i> and obtain feedback.</p>	<p>3.4.1 Establish a scholarship with a leading marine training institution.</p> <p>3.4.2 On-board Students studying in various discipline to do work term with the Authority.</p> <p>3.4.3 On-board High School Students with Intellectual Disabilities through the Integration Project (HSSIDIP) led by the Department of Justice.</p> <p>3.4.4 Revamp of Collective Bargaining Strategy</p>

Strategic Objectives #4

Operational and Service Excellence – Commit to continuous improvement and enhancement of PPA’s services to customers while remaining financially responsible with consideration of pilots, First Nations, OGDs, industry, partners, and coastal communities.

During the period from 2024 through 2029 inclusive, the Pacific Pilotage Authority working with Transport Canada and key partners will have implemented improvements to PPA’s services and operations.

Themes

4.1. **Improve Operations**

Identify and implement initiatives that improve the consistency, efficiency and effectiveness of services.

4.2. **Optimize Pilot Travel and Transportation**

Identify and implement initiatives that improve efficiency and effectiveness of pilot travel and transportation, with attention paid to overall pilot well being.

4.3. **Optimize Order Management, Dispatch and Billing**

Leverage PDAMS’ capabilities to simplify and enhance dispatch and billing.

4.4. **Improve Corporate Services**

Identify and implement initiatives that improve the consistency, efficiency and effectiveness of corporate services and activities – especially those arising from PPA’s status as a Crown corporation.

4.5. **Enhance Strategic Partnerships**

Identify and implement initiatives that establish, maintain and/or enhance PPA’s relationships with key parties.

4.6. **Improve Engagement with First Nations, OGDs, Industry, Community and Key Partners**

Identify and implement initiatives that improve the consistency and effectiveness of PPA’s engagement with key parties.

Benefits

Improved service quality, consistency, and responsiveness.

Reduced pilot travel time (as a percentage to total time worked), leading to:

- Increased pilot utilization
- Improved working conditions for pilots
- Lower cost for industry

Improved effectiveness and efficiency achieved by leveraging the tools and technologies available to the Authority.

Theme Initiatives

4.1 Improve Operations	4.2. Optimize Pilot Travel and Transportation	4.3. Optimize Order Management, Dispatch and Billing	4.4. Improve Corporate Services	4.5 Enhance Strategic Partnerships	4.6 Improve Engagement with First Nations, OGDs, Industry, Community and Key Partners
<p>4.1.1 Work closely with Transport Canada on the review of the Pilotage Regulations and implementation of Quality and Safety Management Systems Regulations and Administrative Monetary Penalties Regulations.</p> <p>4.1.2 Review PPA Waiver Standard of Care to respond to Transportation Safety Board recommendations regarding the accident, including the loss of life of two crew members, involving the tug Ingenika.</p>	<p>4.2.1 Implement the Helicopter Program.</p> <p>4.2.2 Work with pilots to identify and implement mutually beneficial solutions that result in the reduction of pilot travel time: - Leveraging travel and transportation programs to optimize marine pilots “time on the job” vs. “time spent travelling”</p>	<p>4.3.1 Complete Phase 2 of PDAMS, including digitalization of PPA employees’ and pilots’ files and stronger integration with other port related systems.</p>	<p>4.4.1 Fulfill obligations pursuant to the requirements of Crown corporations and government business as mandated by the various enabling legislations that governs the Pacific Pilotage Authority business (e.g., <i>Financial Administration Act</i>; <i>Canada Labour Code</i>; <i>CSA 2001</i>; etc.) including regular meetings with government officials, industry representatives, partners and other service providers.</p> <p>4.4.2 Align and optimize organizational structure, roles and responsibilities and business processes to support the provision of safe, reliable, efficient, and cost-effective marine pilotage.</p> <p>4.4.3 Adoption and integration of Port of Vancouver Automated Vessel Traffic Management (AVTM) system.</p>	<p>4.5.1 Rebuild, renew and refresh Pacific Pilotage Authority’s relationship with the Canadian Marine Pilots Association (CMPA); promote and encourage a similar commitment from the other Canadian pilotage authorities re: CMPA.</p>	<p>4.6.1 Proactive engagement with BC First Nations and with coastal communities.</p> <p>4.6.2 Contribute thought leadership, points of view and perspectives on safe navigation in compulsory pilotage areas at meetings and forums hosted by ports, associations, industry and partners, etc..</p>

Aligning the Strategic Objectives and the Delivery Approach

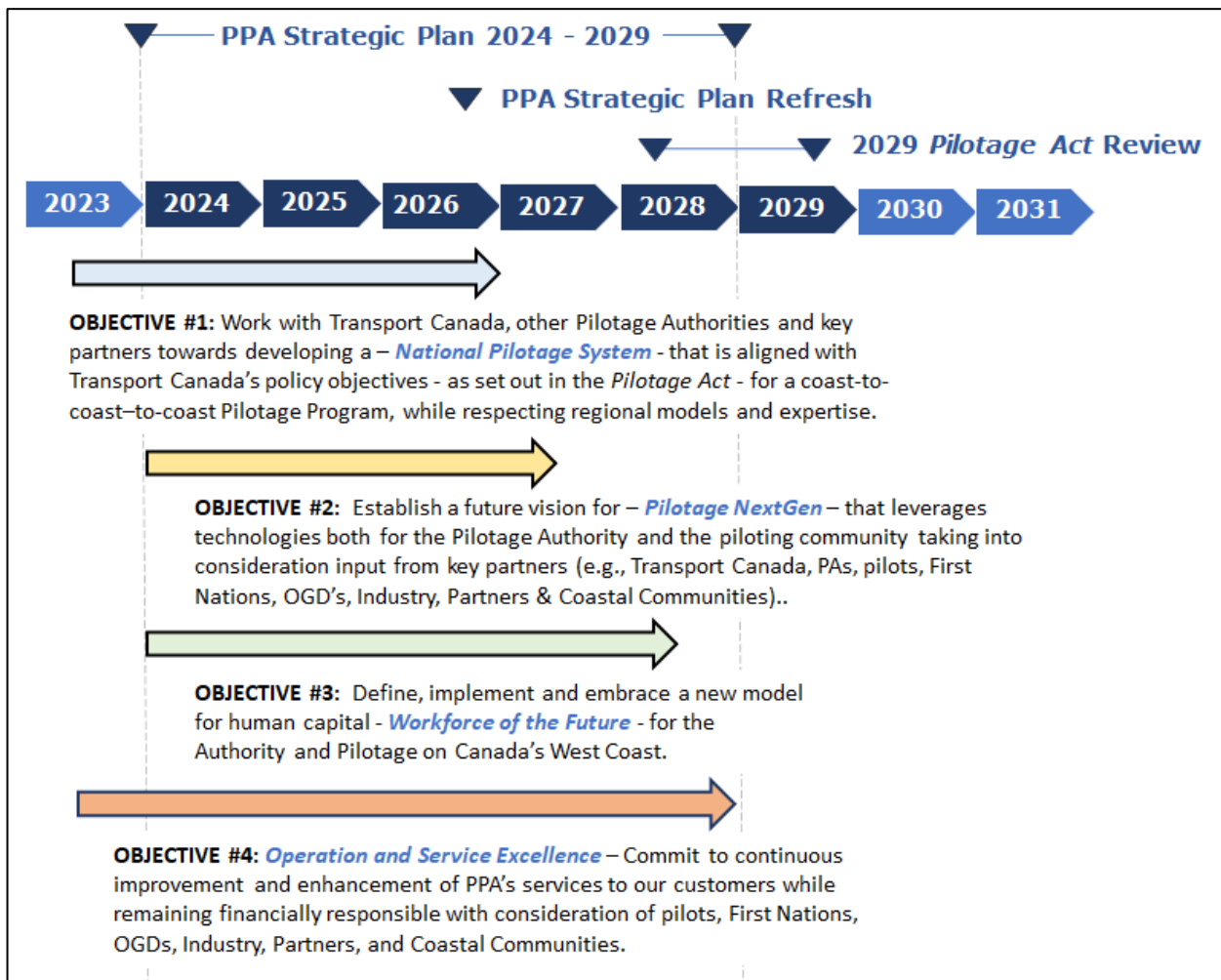
The matrix below presents the four strategic objectives along with the delivery timeframe and approach. The objectives are evenly divided between those where implementation efforts can be started and gain traction in the immediate / near term, and those that will require a longer-term focus (but still within the timeline of the 2024-2029 strategic plan).

An important attribute of each of the four strategic objectives is that they require the Pacific Pilotage Authority to engage and/ or collaborate with other entities in order to achieve the desired outcome(s). Examples of these other entities include (but are not limited to): Transport Canada, other Pilotage Authorities, pilots, First Nations, OGDs, industry, partners and coastal communities.

STRATEGIC OBJECTIVE	DELIVERY APPROACH		
	DELIVER TODAY Includes daily operations & customer service, immediate projects & initiatives	DELIVER TOMORROW Includes planning for the future (5-year priorities)	DELIVER TOGETHER Includes people, social equity, community, external relationships & partnerships
1. Work with Transport Canada, other Pilotage Authorities and key partners towards developing a – <i>National Pilotage System</i> - that is aligned with Transport Canada’s objectives as set out in the <i>Pilotage Act</i> for a coast-to-coast-to-coast Pilotage Program, while respecting regional models and expertise.			✓
2. Establish a future vision for – <i>Pilotage NextGen</i> – that leverages technologies both for the Pilotage Authority and the piloting community taking into consideration input from key partners (e.g., Transport Canada, PAs, pilots, First Nations, OGD’s, Industry, Partners & Coastal Communities).			
3. Define, implement and embrace a new model for human capital - <i>Workforce of the Future</i> - for the Authority and Pilotage on Canada’s West Coast.			✓
4. <i>Operation and Service Excellence</i> – Commit to continuous improvement and enhancement of PPA’s services to our customers while remaining financially responsible with consideration of pilots, First Nations, OGDs, Industry, Partners, and Coastal Communities.	✓		✓

Timeline for Strategic Objectives

The timeline presented below highlights the “front-end loading” of the four strategic objectives, such that all of the objectives are scheduled for completion by early 2028, ensuring that the Pacific Pilotage Authority will be well positioned going into the *Pilotage Act* review scheduled to take place in 2029.



APPENDIX A

Pacific Pilotage Authority

Principles of Management

Mandate

The Authority's mandate, enabled under the Pilotage Act, is to establish, operate, maintain and administer in the interests of safety of navigation, an efficient pilotage service.

Principles

The Pilotage Act sets out a framework for the provision of pilotage services in accordance with the following principles:

1. That pilotage services be provided in a manner that promotes and contributes to the safety of navigation, including the safety of the public and marine personnel, and that protects human health, property and the environment;
2. That pilotage services be provided in an efficient and cost-effective manner;
3. That risk management tools be used effectively and that evolving technologies be taken into consideration; and
4. That an Authority's pilotage charges be set at levels that allow the Authority to be financially self-sufficient

Mission

The Authority is dedicated to providing safe, efficient, and cost-effective marine pilotage. We will do this by working in partnership with the pilots, the shipping industry and the communities in which we operate, to protect the environment and advance the interests of Canada and its people.

Values

1. **Honesty/Integrity** - We will ensure honesty and integrity in everything that we do. We share responsibility for being effective, accountable and acting appropriately. We consider the outcome of decisions for all those affected before we implement change. We act with visible integrity and openness, and support each other in these actions.
2. **Positive Stakeholder Relations** - We will work hard to maintain positive relations with all stakeholders including the shipping industry, the pilots and their respective organizations, our employees, the communities in which we operate and all other related individuals and organizations.
3. **Service Quality** - We strive for excellence in all our activities. We continuously learn, develop and improve. We take pride in our work and in the services we provide to our clients and partners.
4. **Accountability/Responsibility** - We are accountable, as individuals, team members and as an organization for our actions and our decisions. We make effective and efficient use of the resources provided to us. We adhere to our policies and procedures, our mission and objectives, and to the regulations governing us. When our commitment to innovation is at odds with existing procedures, we will work within the system to achieve positive change and improvement.
5. **Adaptability and Innovation** - We value innovation and creativity. We encourage and support originality and diversity of thought. As individuals and as teams, working with our internal and external partners, we welcome new ideas and methods to enhance our service and the use of our resources.

Vision

To lead a world-class marine pilotage service on the west coast of Canada.