

Pacific Pilotage Authority
Strategic Goals – 2006

VISION STATEMENT

To be the template for Canadian Pilotage Authorities

FINANCIAL PERSPECTIVE

Strategic Goal #1

The PPA will be financially self-sufficient in order to meet its mandate.

Strategies:

- Establish corporate plan and budget
- Ensure sufficient contingency fund
- Perform ongoing review of costs

Measures:

- Zero subsidies from Ottawa
- Annual surplus/deficit

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CUSTOMER / STAKEHOLDER PERSPECTIVE

Strategic Goal #2

To work in partnership with the shipping industry in order to be seen as an ally in improving safety and efficiency.

Strategies:

- Shift from the reactive to the proactive
- Contribute and use our knowledge and expertise of the coast
- Identify key partners with whom we can advance common objectives

Measures:

- Annual customer and stakeholder surveys resulted in a 3.8/5 overall satisfaction ranking
- Customer and stakeholder surveys to include specific questions on the value of our input

INTERNAL BUSINESS PROCESS PERSPECTIVE

Strategic Goal #3

To enhance the Authority's effectiveness and efficiency in order to meet the needs of our shipping partners.

Strategies:

- Review current internal business systems and processes to identify deficiencies (e.g. computer dispatching and billing systems, value-added products)
- Conduct a cost benefit analysis of alternative solutions
- Execute decisions

Measures:

- Employee, customer and stakeholder surveys to include specific questions on the Authority's efficiency and effectiveness (criteria to be determined)
- Overall efficiency rating based upon various operational measures (to be developed)

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PEOPLE & ORGANIZATIONAL CULTURE PERSPECTIVE

Strategic Goal #4

Maximize the engagement and competency of the staff and Board in order to be the most effective Pilotage Authority in Canada.

Strategies:

- Develop and implement a comprehensive human resource strategy – include internal communication, succession planning, staff training and development, Board governance, and performance reviews (including 360s).

Measures:

- Staff overall satisfaction ranking on the employee engagement survey of 3.8/5.
- Results of the Treasury Board Guidelines self assessment for Board skills and competency.