

Great Lakes Pilotage Authority

Strategic Plan for 2000

Partners for Safe Vessel Transits on the Great Lakes

Additional copies available from:
Great Lakes Pilotage Authority
P.O. Box 95
Cornwall, Ontario K6H 5R9
Telephone (613) 933-2991
Fax (613) 932-3793
Email glpa@cnwl.igs.net



**PARTNERS FOR SAFE VESSEL TRANSITS
ON THE GREAT LAKES**



Introduction

The purpose of this plan is to document the Great Lakes Pilotage Authority's (GLPA) vision and long-term strategic direction. The plan presents the objectives the Authority will pursue to provide safe and efficient pilotage in the Great Lakes Region and the strategies it will employ to achieve these objectives. The degree to which it achieves these objectives will be measured against those criteria that the Authority has identified for evaluation purposes. The strategic plan provides a framework to set policies that contribute to its first priority: safe vessel transits on the Great Lakes.

This plan was developed through analysis of trends in governance, the economy, transportation infrastructures, technology and industry practices and standards.



Mission

The mission of the Great Lakes Pilotage Authority, as stated in the legislation, is to establish, operate, maintain and administer in the interest of safety, an efficient pilotage service within the Great Lakes region for commercial vessels.

Vision

The Great Lakes Pilotage Authority's vision can be stated as:

Partners for Safe vessel transits on the Great Lakes

GLPA is striving to provide the most economical and effective pilotage system on the Great Lakes. Marine pilotage will always be associated with some level of risk. Protecting lives and property while maintaining public confidence is paramount. The Authority and its partners will have the trust and confidence of the public as long as their efforts contribute to the protection of life, health, the environment and property.



Objectives

The Authority's objectives are to:

- Provide economic, safe, reliable and comprehensive marine pilotage and related services in the Great Lakes region.
- Provide a pilotage service within a commercially oriented framework directed towards achieving and maintaining financial self-sufficiency at the least cost to its users.
- Promote the effective utilization of the Authority's facilities, equipment and expertise through the application of these resources in the interest of safe navigation.
- Be responsive to the government's social and economic policies.





Business Environment

The Great Lakes Pilotage Authority must respond to the challenges the business environment presents. The users of pilotage and Canadians see the pilotage system as safe. Safety is not generally a top-of-the mind concern for the public unless an accident or other incident draws attention to it. The level of public and media interest can be quite high when an accident takes place, but declines quickly afterwards. Media coverage of marine incidents illustrates that there is little understanding of the role the Authority plays in the safety of marine transportation, the concept of “acceptable risk” and the contribution to safety of pilotage services.





Marine Pilotage Review

The Canada Marine Act (CMA) received Royal Assent on June 11, 1998 and required the Minister of Transport in consultation with the Canadian Pilotage Authorities, its users and other persons affected by pilotage services in Canada to review the pilot certificates process for masters and officers, training and licensing requirements for pilots, compulsory pilotage area designation and the measures taken in respect of financial self-sufficiency and cost reduction by all Authorities. Once this review was completed the Minister was required 'to prepare a report for the House of Commons on the findings within one year of the CMA becoming law.

The Minister appointed the Canadian Transportation Agency (CTA) to undertake this review and has now forwarded his report to Parliament. The Minister of Transport, the Honourable David Collette has now directed the Authority to prepare an action plan that would address the recommendations of the CTA in the Pilotage Review. This action plan, once approved by the Authority, will be submitted to the Minister for approval.



Strategic Directions

The Authority's strategy will be concentrated on two major objectives: to provide an economical, safe, and reliable marine pilotage service and to promote the effective utilization of assets in a commercial framework. At the same time, the Authority will endeavour to be responsive to the government's social and economic policies.





Provide an economical, safe, and reliable marine pilotage service

The customer service action plan (see following page) will ensure that GLPA will continue to supply the appropriate complement of qualified and experienced pilots for each location and district.

Promote the effective utilization of assets in a commercial framework

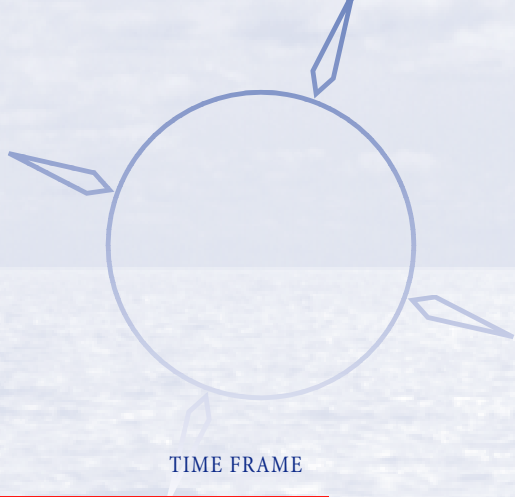
In meeting the new governance structure as set out in the Canada Marine Act, the Board is placing a greater emphasis on policy and strategy. The Board has agreed on a basic governance model and philosophy. The Board will discharge its stewardship responsibility by implementing the governance action plan outlined on page 10.



Customer Service Action Plan

ACTION	TIME FRAME
Clearly set out policies on pilot staffing , experience requirements, training evaluation and other related issues.	Spring 2000
Review the current pilot retirement policy and consider the criteria under which a pilot might be permitted to work beyond the current mandatory retirement age.	Winter 2000
Monitor and document issues of pilot supply and demand , recruitment, licensing and training requirements and report to the Board each year as part of the corporate plan process.	Ongoing
Continue to monitor changing vessel and navigational technologies and adjust the Authority's pilot training program accordingly and report to the Board each year as part of the corporate plan process.	Ongoing





ACTION

TIME FRAME

Prepare a clear definition of marine incidents and accidents to ensure reasonable and **accurate reporting**. Report incidents at each Board meeting with a breakdown per type of incident.

Spring 2000

Arrange meetings of the Chairman and President of the **Seaway Management Corporation** and GLPA Chairman and CEO to discuss issues shared by both organizations.

Winter 2000

Formalize **annual meetings** with major port officials in the Great Lakes as well as annual meeting with shipowner representatives. Formalize annual meetings with the domestic shipowners.

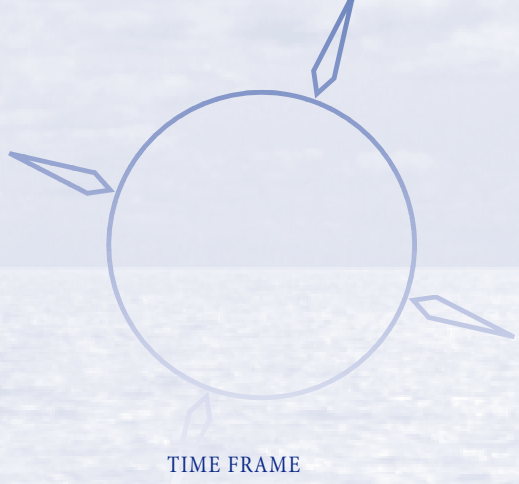
Fall 1999



Governance Action Plan

ACTION	TIME FRAME
Monitor on a yearly basis the requirements for establishing additional Board committees .	Ongoing
Develop terms of reference for the Board of Directors and the committees of the Board.	Fall 1999
Review the existing ethics and conflict of interest policy.	Spring 2000
Institute and formalize rules of conduct for Board meetings.	Winter 2000
Initiate a formal process for management to prepare draft Board resolution for Board review and discussion when issues need to be dealt by the Board. Board members information packages are to be provided at least one week in advance of each meeting.	Ongoing





ACTION

TIME FRAME

Hold **planning meetings** before the preparation of the corporate plan so that the Board of Directors will be assured a greater ability to influence the development of the Corporate Plan and allow any decision to be incorporated into the final document. These planning meetings are to be held in mid summer.

Summer 2000

Assess the frequency and schedule of Board meetings to **maximize the effectiveness** of Board resources. Undertake a periodic assessment, at least once a year, to respond to the changing environment.

Summer 2000

Provide to the Board, for **information** purposes, a copy of all management position descriptions and provide updates to these descriptions when required.

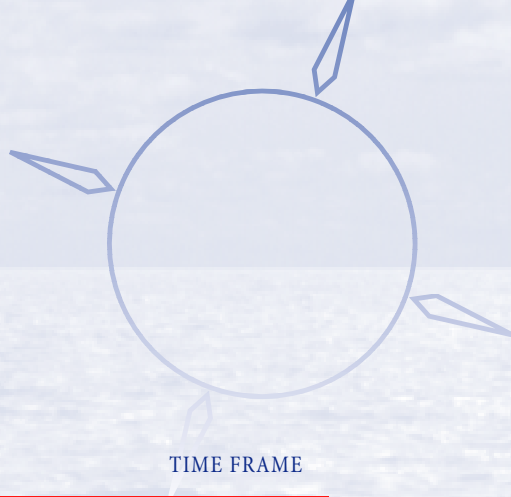
Summer 2000



Governance Action Plan (cont'd)

ACTION	TIME FRAME
Establish a formal evaluation system for management performance. Introduce an accountability accord for the CEO containing measurable performance goals and targets agreed to by both the Chair, acting on behalf of the Board, and the CEO. Assess annually the performance of the CEO against agreed measurement criteria.	Winter 2000
Establish accountability accords with the other members of the management team so that annual performance evaluation can be done effectively and efficiently.	Winter 2000
Monitor on a yearly basis financial performance of the Authority and ensure that the rate structure continues to respond to the needs of the Authority and the industry.	Winter 2000





ACTION

TIME FRAME

Continue to report key **performance measures** to the Board and in the Annual reports so that stakeholders are assured that they are receiving value for money.

Ongoing

Design and formalize a **communication plan** for Board review. The policy and communication plan will implement the Board's decision to continue to reach out to pilot organizations and other stakeholders.

Winter 2000

Prepare an **action plan** designed to satisfy all the requirements found in the November 1999 CTA report on Pilotage Review.

Winter 2000



Conclusion

This plan has presented the strategies that will allow the Authority to fulfill its mandate. It has also described the action plans the Authority will implement to achieve its objectives with respect to the safe transit of commercial vessels in the Great Lakes Region.

The plan will serve as the foundation for the Authority's operational objectives and will be adjusted as the conditions in the business environment change.



NOTES

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....



NOTES

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

