



**Atlantic  
Pilotage  
Authority**

**Administration  
de Pilotage  
de l'Atlantique**

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**910- 2000 BARRINGTON STREET  
HALIFAX, NS B3J 3K1**

**SUMMARY OF  
2009 – 2013  
CORPORATE PLAN**

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**Canada**

# **Atlantic Pilotage Authority**

## **Summary of 2009-2013 Corporate Plan**

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### **INCORPORATION**

The Atlantic Pilotage Authority ("Authority") was established February 1, 1972, pursuant to the **Pilotage Act**, as a body corporate consisting of a Chairman and not more than six members, all appointed by the Governor-in-Council.

The Authority is a schedule 111, Part 1 Crown Corporation pursuant to the **Financial Administration Act**. The Authority is not an agent of Her Majesty.

This summary is submitted pursuant to Section 125 of the **Financial Administration Act**.

### **MANDATE**

The mandate of the Atlantic Pilotage Authority is to establish, operate, maintain and administer, in the interest of safety, an efficient pilotage service within the Atlantic region.

### **MISSION**

The Authority will accomplish this by providing the necessary expertise and experience, associated with the appropriate technology, to meet the needs of the industry. The Authority is committed to maximizing the use of its resources/assets to meet the goals in a safe and environmentally responsible manner.

### **VISION STATEMENT**

To continue to provide an effective pilotage service throughout the Atlantic Region. In doing so, the Authority would maximize opportunities and benefit the various ports/districts and surrounding communities

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### **CORPORATE GOVERNANCE**

The Canada Marine Act allowed for the implementation of a part-time chairman and full time chief executive officer (Annex 2). The CEO is accountable to the Board of Directors and through his role ensures that the necessary consistency, expertise and daily administration tasks are fulfilled. Such direction is consistent with corporate governance.

The present Board structure of having a chair, two pilots, two shipping industry representatives and two public sector representatives ensures an excellent cross section of knowledge, shipping perspective and business acumen. The Board of an Authority is accountable to the Minister of Transport for its decisions. The members are appointed by the Governor in Council and are accountable to the Government of Canada and public at large. Prior to the appointment of the two shipping representatives, names are solicited from the Canadian Ship Owners Association and Shipping Federation of Canada and are subsequently given to the Minister of Transport for his consideration.

The Authority fully endorses the make-up of the Board, management and staff. By having such an effective system in place, it believes that it is fulfilling its mandate, as well as meeting the requirements of good corporate governance.

# Atlantic Pilotage Authority

## Summary of 2009-2013 Corporate Plan

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### EXECUTIVE SUMMARY

#### Background

Throughout history and up to the present day, the diverse and challenging coastline and waters of Atlantic Canada have defined the character and development of the region. Marine pilots have played a major role in this development in the past, and continue to do so today.

The Atlantic Pilotage Authority (APA) provides a valuable and necessary service to the marine community in Atlantic Canada. The highly skilled marine pilots employed by the APA make a vital contribution to the protection of the environment, to safeguarding the lives of mariners, and to preserving and promoting the economic wellbeing of ports in Atlantic Canada.

While modern electronic equipment and navigational aids have changed the way ships are operated at sea, the employment of a marine pilot with extensive local knowledge and expert ship-handling skills is as essential as ever to safely enter harbours and ports and efficiently put ships alongside their berths. Ships have become larger and more complex, while the number of crewmembers on the ships has decreased. In today's intensely competitive world, there are increasing demands for ships to operate in more severe weather conditions than in the past. A reliable and responsible marine pilotage system plays a significant role in allowing Canadian business to remain competitive in the global marketplace.

A great variety of vessel types and sizes continue to call at ports within the Atlantic Region. The safety record maintained by the Atlantic Pilotage Authority speaks well of the professionalism and commitment of APA pilots. The focus of the Authority continues to be to meet the requirements of the customers in each port at a reasonable cost, while remaining financially self-sufficient.

#### Summary

#### Operating Budget

The Authority will operate in a loss position in 2008, the fourth consecutive year of losses, primarily because of a significant decline in revenue in Placentia Bay. The Board and Management are gravely concerned about the financial situation, and have taken appropriate measures to rectify it. The following statement illustrates the results of 2007, projected results in 2008, and the budget for 2009- 2013.

# Atlantic Pilotage Authority

## Summary of 2009-2013 Corporate Plan

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### STATEMENT OF OPERATIONS

	ACTUAL 2007	OUTLOOK 2008	BUDGET 2009	2010	PLAN		
					2011	2012	2013
<b>TOTAL INCOME</b>	16,864	17,630	21,135	22,170	23,127	23,776	24,444
<b>TOTAL EXPENSES</b>	<u>17,540</u>	<u>18,555</u>	<u>19,303</u>	<u>20,140</u>	<u>20,919</u>	<u>21,430</u>	<u>21,957</u>
<b>NET (LOSS) INCOME</b>	\$ (676)	\$ (925)	\$ 1,832	\$ 2,030	\$ 2,208	\$ 2,346	\$ 2,487

The Authority has reviewed its expenses in each major port with customers to determine whether economies could be achieved by reducing the number or availability of pilots and pilot boats. The customers have indicated that service is paramount, and they have requested that there be no erosion in the level of service. In order to achieve self sustainability, the only alternative available to the APA is to increase the revenue stream.

In order to achieve enhanced revenues, the APA has reviewed the tariff structure with a view to removing anomalies and making the tariff fair for all customers. This has included harmonizing the way that vessel moves are charged, ensuring the basic charge covers pilot boat operations in each area, and ensuring that a minimum charge is in place for those areas that have employee pilots. This review will result in tariff amendments in 13 of its 17 ports in 2009 to return to a reasonable rate of return, and to minimize cross subsidization among ports. These amendments will result in an overall increase in pilotage revenue of 18.5% in 2009, with a projected rate of return expected to be 6.8% of revenue.

The APA consulted widely with the shipping industry and stakeholders during the year on both operational and financial issues. Consultation regarding the proposed tariff increases has taken place with specific port committees, port authorities, and stakeholders, as well as with the Shipping Federation of Canada and the Canadian Shipowners Association. The customers represented by the Shipping Federation (Canadian companies that own, operate, or act as agents for some 300 steamship lines throughout the world) contribute between 75% and 80% of our pilotage activity and revenue.

The Authority is seeking approval for the continuation of the \$1.5 million operating line of credit for 2009.

### Capital Budget

The Authority has limited its Capital Budget expenditures because of the financial impact of the losses of the past four years. The Capital Budget for 2009 is the lowest since 2002. The pilot boat replacement program has absorbed most of the capital spending in the recent past, and this program will continue but at a slower pace. There is no new capital borrowing for 2009 in this plan.

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Three of the APA pilot vessels are in their fourth decade of operational duty, and one is in its third decade. Two of these boats are based in Halifax, while the other two will be utilized in Saint John during 2009. While the boats are maintained to a high standard, they are reaching a point where it is no longer feasible to rely on them to be the primary vessel in a major port. This was the rationale for the pilot boat replacement program, which began several years ago.

The pilot boat replacement program produced two vessels for the Placentia Bay area in 2007, the culmination of years of preparatory work. The program has been continued with the emphasis on providing new boats for Saint John, NB, and Halifax, NS, by 2010 and 2011. To accomplish this goal, the APA has had a great deal of discussion to determine the requirements for these vessels during 2008, and intends to complete the detailed design in 2009. The new boats will be sister ships, but will have a different design than that of the two new boats completed for the Placentia Bay, NL area in 2007. The Placentia Bay boats are ice strengthened, and are larger and heavier boats than required at the other two ports. However, the two new vessels will be as effective in terms of maneuverability as the Placentia Bay boats, and will be reliable modern platforms for the Saint John and Halifax pilots. They will be fitted with the latest electronic equipment and safety features. There are many advantages in having identical vessels, including savings in the design cost, greater economy in maintaining spare parts, and potential savings at the shipyard in ordering two vessels at the same time. These plans are reflected in the forecasts. Please see Appendix B for more information on pilot boats.

### *New Compulsory Pilotage Areas*

The APA has created a new compulsory pilotage area in Voisey's Bay, NL during 2008. The activity in this area has been included in our projections. The decision to make this area compulsory was taken after a Pilotage Risk Management Review (PRMM) was completed in 2006.

A PRMM was also conducted for the water approaches to the St. Croix River in New Brunswick in 2006, and the Board decided to make this a compulsory area based on this review. The process of amending regulations to create the new compulsory pilotage area has been initiated, but will require an international agreement as it encompasses international waters. This situation has been referred to Marine Safety branch of Transport Canada for assistance. Because of the limited amount of traffic in this area, it is not expected to have a significant financial or operational impact on the Authority. The Authority will not have employee pilots in this area, and will not be providing pilot boat service. Due to the uncertainty regarding the timing of the regulatory amendments and

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## **Summary of 2009-2013 Corporate Plan**

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the minimal overall impact on the APA, this area has not been included in the projections.

### Corporate Governance

The APA was the first Pilotage Authority in Canada to carry out an internal audit. During 2008, the internal auditors assisted the APA in developing an enterprise risk assessment model that may be applied to all areas of the operation. The recommendation for a risk assessment model was contained in the Special Examination conducted by the OAG and presented to the Board in 2007. The internal auditors are also carrying out a review of internal controls, and will report to the Audit Committee before the end of 2008.

The Board and management of the APA continued the Directional Planning process that was initiated in 2007. This process provides long term planning, and is reviewed and updated each year. The fundamental principles of the Directional Plan have been incorporated into this Corporate Plan.

The Board of the Authority continues its mandate of ensuring good corporate governance. During 2008, the Governance committee of the Board completed a review of the committee structure, and recommended a new structure and guidelines to the Board. This recommendation was accepted, and has resulted in the creation of an Executive Committee and a Finance, Administration, and Planning (FAP) committee, and clarification of the mandates and roles of other committees. Committees such as the FAP, Audit, PRMM and Pilot Boat committee are very active, and their recommendations are beneficial in assisting management and Members in reaching sound decisions with respect to strategic direction and decisions.

The Board has outlined strategic directions in the following areas:

- Governance;
- Quality of Service;
- Safety of the Environment;
- Financial self-sufficiency;
- Technology;
- Human Resources; and
- Completion of the CTA recommendations.

Continuing focus upon these strategies enables the Atlantic Pilotage Authority to support and sustain crucial pilotage service within the Atlantic Region.

# Atlantic Pilotage Authority

## Summary of 2009-2013 Corporate Plan

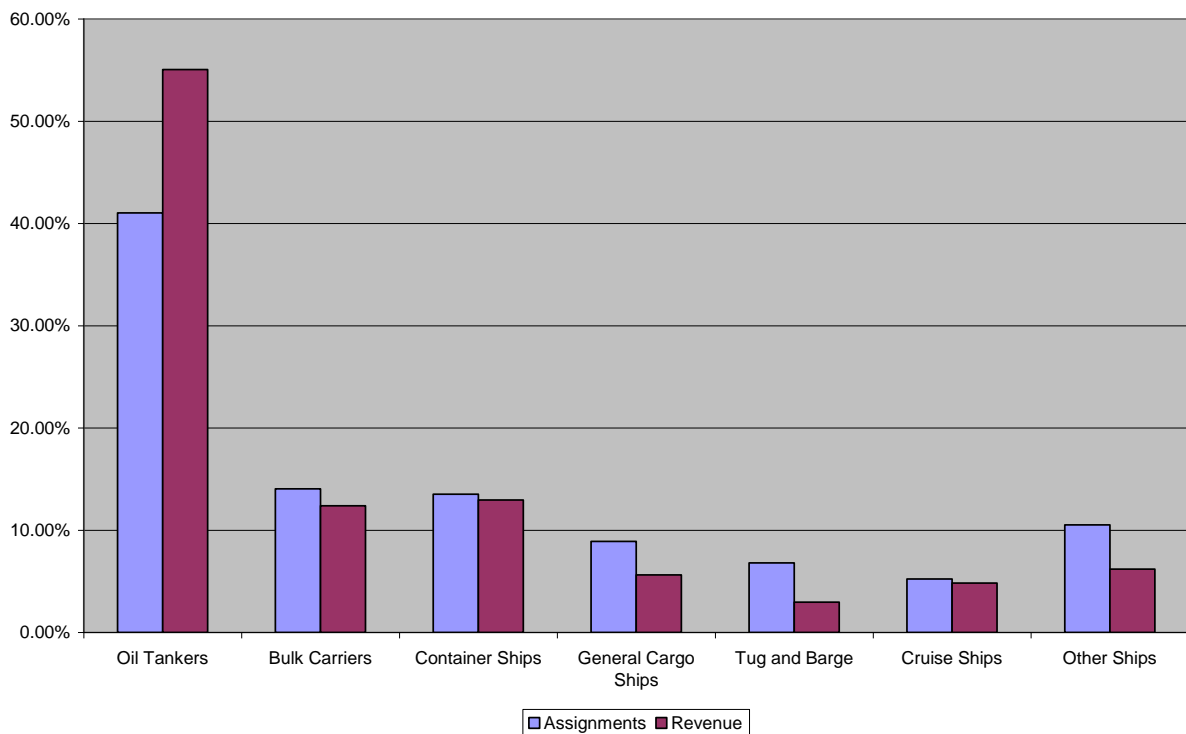
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### REVENUE AND TRAFFIC PATTERNS

The Authority provides pilotage service in 17 compulsory areas: Halifax, Sydney, Bras d’Or, Canso, and Pugwash in Nova Scotia; Saint John, Miramichi, and Restigouche in New Brunswick; St. John’s, Holyrood, Placentia Bay, Humber Arm, Stephenville, Bay of Exploits, and Voisey’s Bay in Newfoundland and Labrador; Charlottetown and Confederation Bridge in Prince Edward Island. Pilotage service is provided to many non-compulsory ports upon demand. Total number of estimated assignments for 2008 is budgeted at 9,515. Voisey’s Bay Approaches in Labrador became compulsory in 2008, and that the St. Croix River area will become compulsory at some time during 2009. St. Croix River has not been included in the projections and will not have APA employee pilots or APA pilot boats, nor are they expected to have a level of activity that will have any significant impact on revenues.

The oil industry accounts for approximately 41% of the Authority’s overall assignments, and contributes 55% of the overall revenue, based on current trends. Cruise ships, while a high profile part of the industry, account for approximately 5% of assignments and 5% of revenues. The following chart indicates the overall contribution by different sectors.

**Contribution by Vessel Types- 2008**



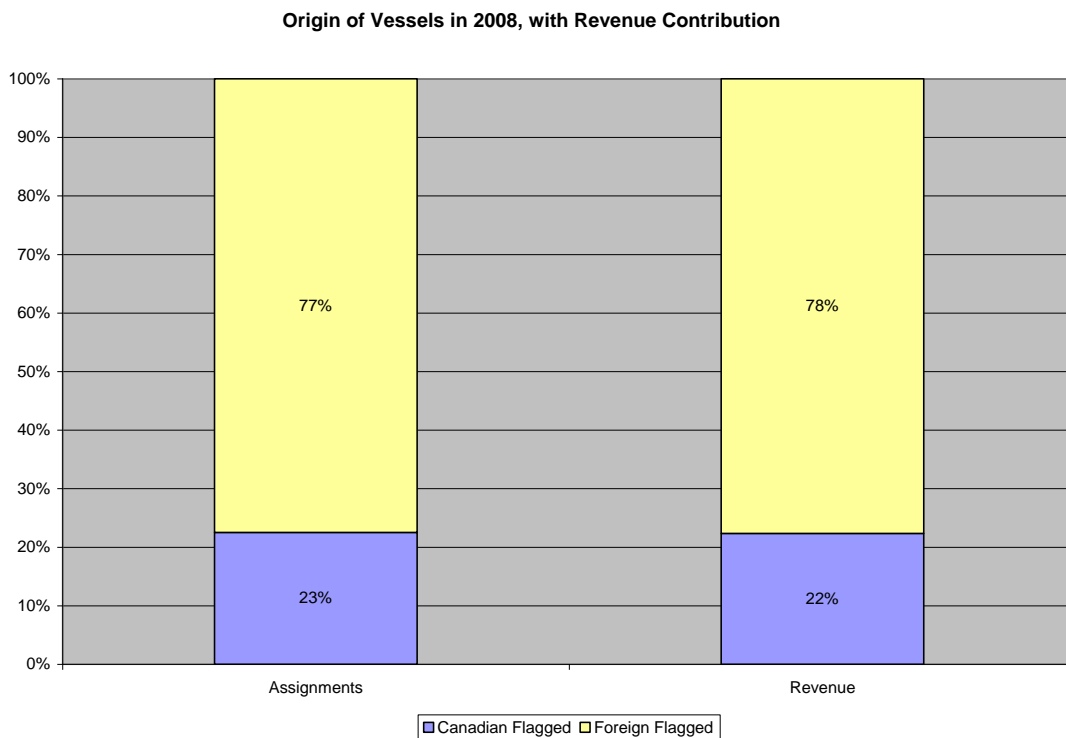


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Foreign flagged vessels provide the great majority of the Authority's business. This fact has become even more pronounced with the exemption of the offshore supply vessels, of which the vast majority are Canadian flagged ships. The current trend is for foreign vessels to represent approximately 77% of assignments, and approximately 78% of revenue. The following chart indicates the contribution of Canadian and foreign flagged vessels to both assignment numbers and revenues.



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## **Summary of 2009-2013 Corporate Plan**

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### DISPATCH

The Authority provides dispatching services throughout its region from a dispatch centre located at its head office. The total cost of the dispatch operation in 2009 will be approximately \$576k and this amount has been included in the budget. The dispatching service provides significant information and added value to pilots, customers, port authorities, and management through controlled access web pages established for each group. The web pages are continuously updated from the Authority's Dispatch and Billing System as the dispatcher enters data. Customers and pilots are able to contact dispatch by telephone, e-mail, facsimile, VHF radio, and telex. As the service evolves, it continues to increase the efficiency of the Authority's operations while adding value for customers and employees. In 2008, the Authority developed a new version of the Dispatch software, which has added even more value for our customers, dispatchers, and management. The APA has also developed the capability to monitor vessel movements in the major ports and their approaches through a computer program utilizing the Automatic Identification System (AIS). The AIS is required on all commercial vessels, and the APA has also installed transmitters and receivers on its pilot boats.

### PILOT BOAT SERVICE CONTRACTS

The APA has three models for pilot boat operations. In most ports, a contractor provides both the boat and the crew. In two of the major ports, Halifax and Saint John, the Authority owns and operates pilot boats, with the crew being employees of the APA. In Placentia Bay and Sydney, the Authority owns the vessels, with the manning contracted out to a local company. Please see Appendix B for more information on APA owned pilot boats.

The Authority prefers that all pilot boat contracts be paid on a per trip basis. This avoids a situation where a guaranteed annual amount of money is paid that has no relation to the number of assignments and revenue in that port. This principle is followed with a few minor exceptions to address local issues in a port.

Pilot boat costs are made up of those incurred by the Authority in operating its own vessels, those paid to a contractor to provide a pilot boat service, and fees paid on an ad hoc basis to local entrepreneurs in minor non-compulsory ports where it is not feasible to have a formal pilot boat contract. The Authority attempts to use its own boats in the most efficient manner possible and to control costs where possible. The costs in ports in which a private contractor provides service will fluctuate based on the volume of traffic in the port.

# Atlantic Pilotage Authority

## Summary of 2009-2013 Corporate Plan

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**Statement of Human Resources  
2006-2013**

**STATEMENT OF MANPOWER RESOURCES  
2006-2013**

	ACTUAL <u>2006</u>	ACTUAL <u>2007</u>	OUTLOOK <u>2008</u>	BUDGET <u>2009</u>	<u>2010</u>	PLAN		<u>2013</u>
						<u>2011</u>	<u>2012</u>	
<b><u>ADMINISTRATION</u></b>								
EXECUTIVE OFFICERS	3	3	3	3	3	3	3	3
SUPPORT	7	7	7	7	7	7	7	7
	10	10	10	10	10	10	10	10
<b><u>OPERATIONS</u></b>								
PILOTS	45	48	44	44	44	44	44	44
PILOT BOAT CREWS	13	13	15	15	15	15	15	15
DISPATCHERS	6	6	6	6	6	6	6	6
ENTREPRENEURIAL PILOTS	10	9	13	13	13	13	13	13
	74	76	78	78	78	78	78	78
<b><u>TOTAL MANPOWER RESOURCES</u></b>	<b><u>84</u></b>	<b><u>86</u></b>	<b><u>88</u></b>	<b><u>88</u></b>	<b><u>88</u></b>	<b><u>88</u></b>	<b><u>88</u></b>	<b><u>88</u></b>

# Atlantic Pilotage Authority

## Summary of 2009-2013 Corporate Plan

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**Statement of Operations**  
**Years Ended December 31**  
**(000's)**

	ACTUAL 2007	OUTLOOK 2008	BUDGET 2009	2010	PLAN		
					2011	2012	2013
<b><u>INCOME</u></b>							
PILOTAGE CHARGES	\$ 16,708	\$ 17,374	\$ 20,697	\$ 21,872	\$ 22,758	\$ 23,441	\$ 24,144
NEW PILOT BOAT SURCHARGE	-	174	376	184	188	95	-
INTEREST & OTHERS	156	82	62	114	181	240	300
<b>TOTAL INCOME</b>	<b>16,864</b>	<b>17,630</b>	<b>21,135</b>	<b>22,170</b>	<b>23,127</b>	<b>23,776</b>	<b>24,444</b>
<b><u>EXPENSES</u></b>							
PILOTS FEES, SALARIES, AND BENEFITS	8,709	8,547	8,918	9,148	9,337	9,617	9,906
PILOT BOATS	4,893	5,586	5,960	6,140	6,328	6,455	6,584
STAFF SALARIES AND BENEFITS	1,465	1,558	1,577	1,644	1,712	1,780	1,851
TRANSPORTATION	712	720	701	716	732	747	762
PROFESSIONAL AND SPECIAL SERVICES	354	423	528	543	559	570	581
TRAINING	286	235	125	175	200	204	208
RENTALS	222	256	275	279	286	292	298
COMMUNICATION	134	126	129	132	135	138	141
UTILITIES, MATERIALS, AND SUPPLIES	294	293	293	301	310	316	322
AMORTIZATION	390	593	584	700	815	831	848
FINANCING COSTS	81	218	213	362	505	480	456
<b>TOTAL EXPENSES</b>	<b>17,540</b>	<b>18,555</b>	<b>19,303</b>	<b>20,140</b>	<b>20,919</b>	<b>21,430</b>	<b>21,957</b>
<b>NET (LOSS) INCOME</b>	<b>\$ (676)</b>	<b>\$ (925)</b>	<b>\$ 1,832</b>	<b>\$ 2,030</b>	<b>\$ 2,208</b>	<b>\$ 2,346</b>	<b>\$ 2,487</b>

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**Balance Sheet**  
**Years Ended December 31**  
**(000's)**

	ACTUAL 2007	OUTLOOK 2008	BUDGET 2009	2010	PLAN		
					2011	2012	2013
<b>ASSETS</b>							
<b>CURRENT</b>							
CASH/SHORT TERM INVESTMENT	\$ 248	\$ (349)	\$ 1,960	\$ 2,125	\$ 2,022	\$ 2,088	\$ 2,353
ACCOUNTS RECEIVABLE	2,034	2,342	2,212	2,425	2,500	2,530	2,600
PREPAID EXPENSES	81	83	85	75	70	80	80
OTHER ASSETS	55	-	-	-	-	-	-
	<u>2,418</u>	<u>2,076</u>	<u>4,257</u>	<u>4,625</u>	<u>4,592</u>	<u>4,698</u>	<u>5,033</u>
<b>INVESTMENTS</b>	803	410	86	1,784	4,090	6,365	8,605
<b>FIXED</b>							
CAPITAL AT COST	11,771	12,264	12,715	15,965	19,215	19,715	20,065
LESS ACCUMULATED AMORTIZATION	<u>3,755</u>	<u>4,348</u>	<u>4,932</u>	<u>5,632</u>	<u>6,447</u>	<u>7,278</u>	<u>8,126</u>
	8,016	7,916	7,783	10,333	12,768	12,437	11,939
	<b><u>\$ 11,237</u></b>	<b><u>\$ 10,402</u></b>	<b><u>\$ 12,126</u></b>	<b><u>\$ 16,742</u></b>	<b><u>\$ 21,450</u></b>	<b><u>\$ 23,500</u></b>	<b><u>\$ 25,577</u></b>
<b>LIABILITIES</b>							
<b>CURRENT</b>							
ACCOUNTS PAYABLE	\$ 1,727	\$ 1,638	\$ 1,625	\$ 1,650	\$ 1,700	\$ 1,725	\$ 1,750
CURRENT PORTION CAPITAL LEASE				124	131	140	151
CURRENT PORTION OF BANK LOANS	176	216	227	239	375	396	567
TERMINATION BENEFITS	211	44	20	-	-	90	-
	<u>2,114</u>	<u>1,898</u>	<u>1,872</u>	<u>2,013</u>	<u>2,206</u>	<u>2,351</u>	<u>2,468</u>
<b>LONG TERM</b>							
CAPITAL LEASE				2,509	2,378	2,238	2,087
BANK LOANS	3,791	4,056	3,829	3,590	5,848	5,452	4,885
TERMINATION BENEFITS	1,038	1,079	1,224	1,399	1,579	1,674	1,864
	<u>4,829</u>	<u>5,135</u>	<u>5,053</u>	<u>7,498</u>	<u>9,805</u>	<u>9,364</u>	<u>8,836</u>
<b>TOTAL LIABILITIES</b>	6,943	7,033	6,925	9,511	12,011	11,715	11,304
<b>CONTRIBUTED CAPITAL AND EQUITY</b>							
CONTRIBUTED CAPITAL	2,305	2,305	2,305	2,305	2,305	2,305	2,305
EQUITY (DEFICIT)	<u>1,989</u>	<u>1,064</u>	<u>2,896</u>	<u>4,926</u>	<u>7,134</u>	<u>9,480</u>	<u>11,968</u>
	4,294	3,369	5,201	7,231	9,439	11,785	14,273
	<b><u>\$ 11,237</u></b>	<b><u>\$ 10,402</u></b>	<b><u>\$ 12,126</u></b>	<b><u>\$ 16,742</u></b>	<b><u>\$ 21,450</u></b>	<b><u>\$ 23,500</u></b>	<b><u>\$ 25,577</u></b>

# Atlantic Pilotage Authority

## Summary of 2009-2013 Corporate Plan

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### Statement of Changes Years Ended December 31 (000's)

	ACTUAL 2007	OUTLOOK 2008	BUDGET 2009	2010	PLAN		
					2011	2012	2013
<b><u>OPERATING ACTIVITIES</u></b>							
CASH PROVIDED BY (USED FOR) OPERATIONS							
NET PROFIT (LOSS) FOR YEAR	\$ (676)	\$ (925)	\$ 1,832	\$ 2,030	\$ 2,208	\$ 2,346	\$ 2,487
ITEMS NOT REQUIRING CASH							
AMORTIZATION	390	593	584	700	815	831	848
MARKET VALUE ADJUST	(63)	43	57	(38)	(118)	(180)	(240)
INCREASE (DECREASE) IN EMPLOYEE TERMINATION BENEFITS- SEVERANCE	189	170	165	175	180	185	190
	<u>(160)</u>	<u>(119)</u>	<u>2,638</u>	<u>2,867</u>	<u>3,085</u>	<u>3,182</u>	<u>3,285</u>
CASH PROVIDED BY (USED FOR) NON-CASH WORKING CAPITAL	(963)	(344)	115	(178)	(20)	(15)	(45)
EMPLOYEE TERMINATION BENEFIT PAYMENTS	<u>-</u>	<u>(296)</u>	<u>(44)</u>	<u>(20)</u>	<u>-</u>	<u>-</u>	<u>(90)</u>
CASH PROVIDED BY OPERATING ACTIVITIES	\$ (1,123)	\$ (759)	\$ 2,709	\$ 2,669	\$ 3,065	\$ 3,167	\$ 3,150
<b><u>FINANCING ACTIVITIES</u></b>							
CASH PROVIDED BY FINANCING LOAN RECEIVED ACTIVITIES	4,000	500	-		2,750	-	-
LOAN PAYMENTS	(33)	(195)	(216)	(227)	(356)	(375)	(396)
CAPITAL LEASE AGREEMENT				2,750			
CAPITAL LEASE PAYMENTS				(117)	(124)	(131)	(140)
	<u>3,967</u>	<u>305</u>	<u>(216)</u>	<u>2,406</u>	<u>2,270</u>	<u>(506)</u>	<u>(536)</u>
<b><u>INVESTING ACTIVITIES</u></b>							
(INCREASE) DECREASE IN INVESTMENTS	264	350	267	(1,660)	(2,188)	(2,095)	(2,000)
ADDITIONS TO CAPITAL ASSETS	(4,748)	(493)	(451)	(3,250)	(3,250)	(500)	(350)
CASH USED FOR INVESTING ACTIVITIES	(4,484)	(143)	(184)	(4,910)	(5,438)	(2,595)	(2,350)
INCREASE IN CASH AND SHORT TERM INVESTMENT DURING THE YEAR	\$ (1,640)	\$ (597)	\$ 2,309	\$ 165	\$ (103)	\$ 66	\$ 264
CASH, BEGINNING OF YEAR	<u>1,888</u>	<u>248</u>	<u>(349)</u>	<u>1,960</u>	<u>2,125</u>	<u>2,022</u>	<u>2,088</u>
CASH AND INVESTMENTS, END OF YEAR	\$ 248	\$ (349)	\$ 1,960	\$ 2,125	\$ 2,022	\$ 2,088	\$ 2,353

# Atlantic Pilotage Authority

## Summary of 2009-2013 Corporate Plan

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### Capital Expenditure Comparison (000's)

#### ATLANTIC PILOTAGE AUTHORITY CAPITAL EXPENDITURE COMPARISON (000'S)

	2007 PLAN	2007 ACTUAL	2008 PLAN	2008 FORECAST	2009 PLAN
PILOT BOATS					
CONSTRUCTION OR PURCHASE OF NEW BOAT	3,585	4,499	315	19	255
PILOT BOAT REFIT	75	-	100	55	100
PILOT BOAT EQUIPMENT	75	30	300	228	-
WHARVES AND STRUCTURES	-	-	-	100	10
COMMUNICATIONS EQUIPMENT	25	-	-	8	-
LEASEHOLD IMPROVEMENTS	10	16	10	10	20
COMPUTER AND OFFICE EQUIPMENT	25	83	25	15	16
SOFTWARE FOR COMPUTER PROGRAMS	75	120	50	58	50
<b>TOTAL</b>	<b>\$ 3,870</b>	<b>\$ 4,748</b>	<b>\$ 800</b>	<b>\$ 493</b>	<b>\$ 451</b>