

# STRATEGIC PLAN EXECUTIVE SUMMARY

Port of Johnstown's Strategic Plan outlines a roadmap for advancing the Port's role as a vital regional gateway for trade, transportation, and economic development.

Developed in collaboration with industry partners, stakeholders, and the communities we serve, the Strategic Plan is guided by the following core components:

*A Vision that captures the Port's long-term aspirations  
A Mission that defines the Port's operational purpose and role  
Values that shape how we operate and engage with others  
Strategic Priorities that direct our focus, investment, and decision-making*

## VISION

TO ENRICH COMMUNITY BY BEING THE PORT OF CHOICE IN EASTERN ONTARIO

## MISSION

TO SUPPORT FOREIGN AND DOMESTIC TRADE AND ECONOMIC DEVELOPMENT THROUGH FULL-SERVICE LOGISTICS.

## VALUES

SAFETY - TEAMWORK - ACCOUNTABILITY - EFFICIENCY - RESPECT

## STRATEGIC PRIORITIES

**GOVERNANCE &  
MANAGEMENT**

**5 OBJECTIVES  
15 ACTIONS**

**INFRASTRUCTURE &  
MAINTENANCE**

**2 OBJECTIVES  
8 ACTIONS**

**OPERATIONAL  
EFFICIENCY &  
OPTIMIZATION**

**4 OBJECTIVES  
14 ACTIONS**

**ECONOMIC GROWTH  
& BUSINESS  
DEVELOPMENT**

**4 OBJECTIVE  
10 ACTIONS**

**ENVIRONMENTAL &  
REGULATORY  
COMPLIANCE**

**4 OBJECTIVES  
7 ACTIONS**



## STRATEGIC PLAN EXECUTIVE SUMMARY

### GOVERNANCE & MANAGEMENT

#### Enhance Inventory Management

- Develop a standardized inventory management policy.
- Implement processes for consistent inventory tracking and monitoring.
- Train staff on best practices and utilize technology to improve inventory accuracy.

#### Proactive Capital Budget Planning

- Develop and maintain a 5-year capital plan.
- Conduct pre-planning for the capital budget in Q3 of the previous year.
- Increase communication with staff during budget preparation stages.

#### Review Ownership Structure

- Investigate and assess ownership options, including enhanced and optimized governance.
- Present findings and recommendations to Council.
- Conduct an employee satisfaction survey if structural changes are implemented.

#### Improve Communication

- Hold quarterly town hall meetings and project check-ins to ensure the execution of plans.
- Ensure the grain inspector and weighman receive regular updates on operations.
- Involve Council and the Port Committee in port management through site visits and operational previews.

#### Optimize & Upgrade Organizational Roles & Responsibilities

- Conduct an organizational review.
- Define and clarify roles and responsibilities.
- Address gaps and realign positions as needed.

### INFRASTRUCTURE & MAINTENANCE

#### Increase Preventive Maintenance for Sustainability and Longevity

- Complete an Impact Study & Asset Needs study
- Develop an Asset Management Plan
- Establish a Preventative Maintenance Program with recurring inspections and routine servicing.
- Implement a lifecycle tracking system for infrastructure and equipment

#### Modernize Infrastructure

- Prioritize infrastructure investments based on Asset Needs Study findings.
- Develop a phased approach infrastructure for upgrades and replacements.
- Secure funding and partnerships for modernization projects.
- Implement technology and automation solutions to improve efficiency and safety

### OPERATIONAL EFFICIENCY & OPTIMIZATION

#### Increase efficiency through automation

- Upgrade bin floor automation system to streamline operations.
- Complete capacity planning and create a prioritization schedule for automation initiatives.

#### Optimize technology

- Upgrade technology as needed.
- Ensure proper training on technology for maximum optimization.
- Improve the user-friendliness of tools and platforms.
- Protect the Port's information systems and intellectual capital to ensure data integrity and secure Port-wide operations.

#### Attract and Retain Staff

- Improve and formalize staff training and cross-training programs.
- Implement succession planning.
- Provide leadership training opportunities.
- Transition key casual roles into full-time positions.





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### OPERATIONAL EFFICIENCY & OPTIMIZATION

#### Improve workplace culture

- Continue to enhance internal communication.
- Implement employee engagement efforts and culture-building initiatives.
- Establish a staff-led committee to support workplace culture.
- Organize team-building activities and monthly staff events.

### ECONOMIC GROWTH & BUSINESS DEVELOPMENT

#### Enhance and Diversify Revenue Streams

- Investigate the viability of new opportunities, including cruise ships, rail, fertilizer, container shipping, crude oil export, and a crush plant.
- Support local and regional industries through collaboration.
- Engage industry experts and other levels of government to explore partnerships.

#### Upgrade and Implement Marketing to Expand Partnerships, Revenue, and Customer Engagement.

- Upgrade the Port's branding and website.
- Complete and launch a Marketing Plan.
- Host a Customer Appreciation Day.
- Promote the Port's role in agriculture.

#### Examine and Review Partnership Agreements

- Review the existing partnership agreement with stevedores.
- Conduct a market study to assess competitors and identify opportunities.

#### Promote Winter Berthing and Maintenance Upgrades

- Develop and promote a winter berthing program in partnership with shipping companies.

### ENVIRONMENTAL & REGULATORY COMPLIANCE

#### Improve Salt Management

- Implement a salt spray system to reduce salt spread on roads and vehicles.
- Test and explore on-site washing options.

#### Improve Dust Containment

- Review dust extraction options to meet environmental regulations.
- Obtain quotes for system upgrades or new installations.
- Upgrade the existing dust system and extend it to the annex.

#### Reduce and Optimize for Spill Hazards

- Prepare proactively for hydraulic leaks and potential spill events.

#### Advance Environmental Sustainability

- Leverage the Port's role as a regional leader to promote sustainable and innovative environmental practices that complement industry, government agencies and the public's economic, regulatory and quality of life needs

## MOVING FORWARD TOGETHER.

This Strategic Plan represents our commitment to advancing the Port's role as a critical driver of economic growth, regional connectivity, and sustainable development. Through focused action, transparent leadership, and strong partnerships, we will turn this vision into measurable progress. As we move forward, we invite our stakeholders, partners, and communities to engage, offer input, and work with us to shape a strong and prosperous future for the Port and Eastern Ontario.