Port of Corner Brook

2026 – 2030 STRATEGIC PLAN

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Message from the CEO and Chair of the Board

On behalf of the Board of Directors and staff of the Port of Corner Brook, we are pleased to present the **2026–2030 Strategic Plan for the Corner Brook Port Corporation**. As the region navigates economic transition and shifting global markets, this plan provides a focused and disciplined roadmap to strengthen competitiveness, expand capacity, and support sustainable growth in Western Newfoundland.

The Port remains a critical trade gateway for the province, enabling exports, supporting supply chains, and attracting private-sector investment. As we monitor emerging opportunities, we are proactively evaluating strategic investments in marine asset modernization, laydown capacity, and terminal operations to ensure the Port remains well positioned for future growth.

Strategic infrastructure investment delivers strong economic benefits. A modern, efficient, and investment-ready port drives employment, supports local businesses, strengthens regional supply chains, and encourages further private and public investment.

Diversification remains a priority. As traditional cargo streams evolve, expanding our operational flexibility enables us to attract new trade flows and support industrial development. Our cruise sector continues to create high-value economic opportunities, and targeted investments will enhance the visitor's experience and generate broader community benefits.

This Strategic Plan aligns with provincial and federal priorities focused on economic diversification, clean growth, and resilient infrastructure. By 2030, we envision a more diversified Port – broadening our business activities to strengthen resilience and support long-term regional prosperity.

We look forward to continued collaboration with governments, industry partners, Indigenous communities, and stakeholders as we work together to advance this vision.

Kelly Smith
CEO
Corner Brook Port Corporation

Dennis Bruce
Chair
Corner Brook Port Corporation

About the Port of Corner Brook

Incorporated in 2001, the Corner Brook Port Corporation (CBPC) is an independent, community-governed organization. In 2004, the Port of Corner Brook was divested by Transport Canada and transferred to CBPC under the federal Port Divestiture Program. As a not-for-profit entity, all revenues generated through port operations are reinvested into port infrastructure, capital improvements, and ongoing operational requirements. CBPC's three primary lines of business – industrial port operations, cruise tourism, and real estate – form the Corporation's core revenue streams.

CBPC operates with an experienced management team responsible for strategic leadership, business development, administration, and port operations. The corporation is governed by a seven-member Board of Directors representing the interests of the community and port users.

Working in collaboration with regional stakeholders, CBPC is committed to expanding viable shipping opportunities and advancing projects that contribute to sustainable economic activity in Western Newfoundland.

Business Lines

Industrial operations

Cruise tourism

Real estate

CBPC's three core lines of business form the foundation of the Port's strategic direction and long-term sustainability. The Corporation prioritizes diversification to reduce financial risk, strengthen revenue stability, and support broader economic growth in the region.

This diversified operating model positions the Port to adapt to changing market conditions while supporting sustained organizational growth.

The Port's operations are supported by a portfolio of strategic facilities, infrastructure, and equipment that enable its core business lines and are reinforced through a key working relationship with the terminal operator.

- 7 properties, including industrial, commercial, and office spaces
- 362 metre dock
- 12 acres (48,000 m^2) of fenced storage adjacent to the dock
- 53 tonne fixed pedestal crane
- 125 tonne eco-efficient mobile harbour crane
- Two Hyster reach stackers and other handling equipment, operated by CBPC's terminal operator, Logistec Stevedoring Inc.

2026 – 2030 Strategic Plan

This Strategic Plan sets the Port's direction for the next five years and outlines its priorities and actions.

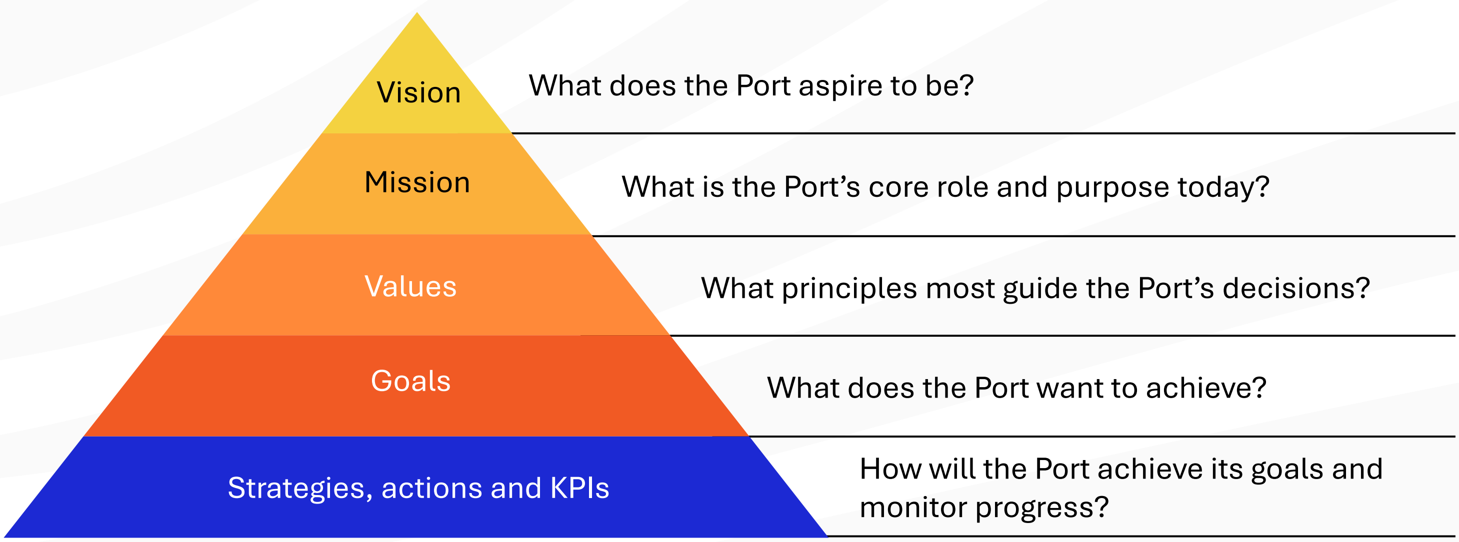
The plan was informed through stakeholder consultation and collaborative workshops with the Board and CBPC staff, and intends to reflect a shared vision for the Port's future.

Over the next five years, this Strategic Plan will serve as a practical roadmap to guide staff priorities, inform decision-making, and help direct resources where they are most needed to address current pressures while supporting a resilient and thriving Western Newfoundland.

Framework: From vision to actions

The framework below, used in this Strategic Plan, links the Port's actions and goals to its mission, vision and values, providing a clear line of sight from day-to-day decisions to long term objectives.

This helps to ensure initiatives for the next five years are aligned, purposeful, and contribute to organizational growth and operational strength of the Port.



Vision

To be a resilient port driving regional growth and creating lasting value by connecting Western Newfoundland with global markets.

Mission

To facilitate quality ocean transportation of people and goods through strategic partnerships and leadership.

The Port's Core Values

Core values are the principles that guide decision-making, operations, and relationships with stakeholders. They shape organizational culture by influencing behaviours, attitudes, and expectations. Together with the mission and vision statements, the Port's core values provide a foundation for strategic direction and reinforce the shared commitments that guide the Port's long-term objectives.

Integrity

Pursue excellence with honesty, transparency, and accountability, staying true to our values.

Innovation

Produce high-quality work that pushes the port upward.

Sustainability

Be mindful of ecological, social and economic influences in all decisions.

Stewardship

Increase our responsibility to nurture our port and our relationships.

Community

Be steadfast in supporting regional growth and well-being.

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Strategic Plan Goal Framework

The Strategic Plan Goal Framework defines the Port's four goals for the next five years, supporting two main outcomes: **economic growth and development**, and **financial resilience.**

This framework was developed in collaboration between the Board of Directors and Port staff to ensure alignment between governance and operations.

Two market-focused goals, aligned with the Port's core business lines, drive growth priorities, while two enabling goals provide the foundation to achieve them.

Each goal is supported by strategies, associated actions, and key performance indicators (KPIs) that outline how the Port will achieve the intended outcomes and track performance over the next five years.

Market Goals

Goal #1
Grow and diversify commercial activity and trade

Goal #2
Expand cruise tourism

Enabling Goals

Goal #3
Rehabilitate and expand infrastructure

Goal #4
Strengthen relationships with the community

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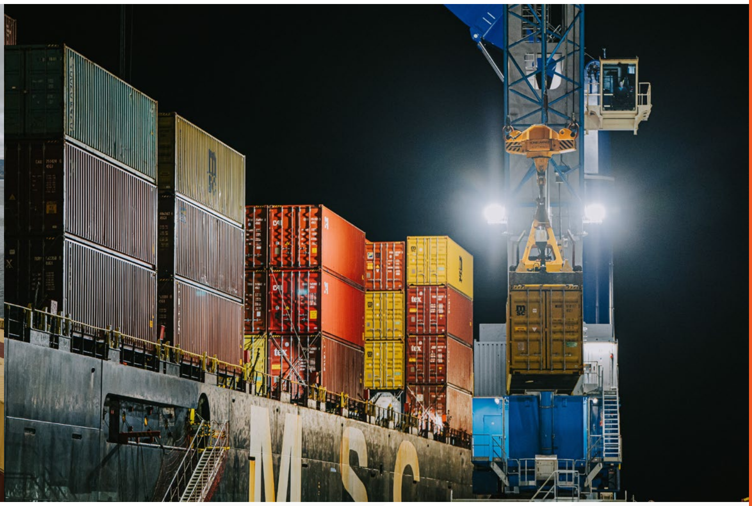
Goal #1
Grow and diversify commercial activity and trade



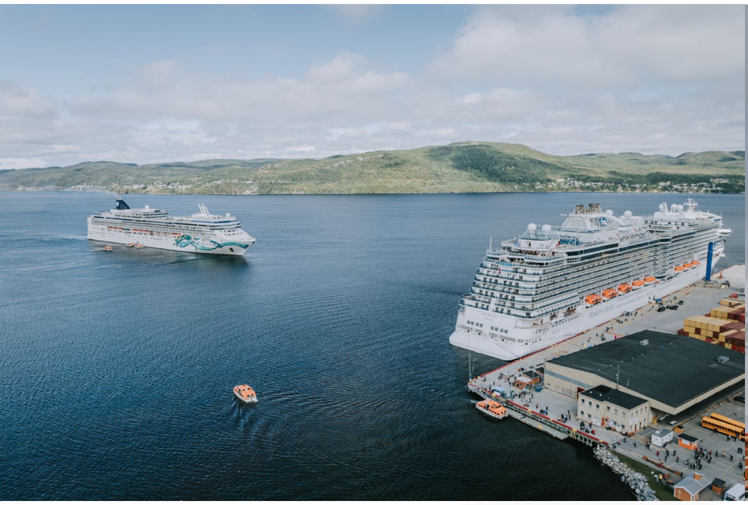
STRATEGIES

Expand range of cargo, services and markets served by the Port

Optimize impact and revenues from port-owned land and facilities

Advance market visibility and promotion

Goal #2
Expand cruise tourism



STRATEGIES

- Maintain and develop relationships and strategic partnerships
- Enhance guest experience
- Advance market visibility and promotion

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Enabling Goal

Goal #3
Rehabilitate and expand infrastructure

STRATEGIES

Strengthen asset planning

Expand operational capacity

Assess and advance safety and strategic infrastructure enhancements

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Goal #4
Strengthen relationships with the community

STRATEGIES

Increase engagement with community

Build strategic relationships

Raise awareness of the Port's value and impact

Acknowledgements

CBPC thanks all stakeholders who contributed their time, insights, and feedback to support the development of this plan. Your participation and perspectives are greatly appreciated and have been invaluable in shaping the Port's strategic direction.

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CBPC Board of Directors
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Deanne Penney, Vice-Chair
Brian Dicks, Treasurer
Todd Doman, Director
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