Board-Management Relations: A Critical Factor in Your Port’s Success

AAPA Commissioners Seminar
June, 17th 2015
Port of Trois-Rivières
Succeeding...

• Success is measured by reaching a goal.
• And we all want to succeed...

But how do we reach our goals?
It starts with an honest reading of your reality...

And setting a realistic, yet ambitious, goal
Make a plan

What do I need to reach my goal?

• Fill the gap between what you have and what you need
Feeling in control

• It’s about putting everything in place, making sure that you are prepared
Action with feedback

• Be aware of what’s going wrong or might occur, inside or outside (nervous system)
• Read the signals and react accordingly
The key to success

• **Be confident** that all systems are working perfectly together, are getting the required info and feedback to reach the goal

That’s “governance”!
Organizations use the same pattern to reach their goals
• An **efficient governance** is the key factor to your organization’s success

• There cannot be an efficient governance without an **healthy** Board-Management relation

• The board and the management must be in **symbiosis without complacency**
TRPA board-management relations

For us, it meant:

– Understanding and respecting each other’s roles and responsibilities
– Understanding the critical systems, both inside and outside the organization
– Being confident that the entire organization is going in the right direction, at the right pace
– Having efficient management analysis and reporting
– Adopting a flexible board-management relation
– Building a strong mutual trust

It’s essential in order to make the proper decisions and reach our goal
Did it work for us?
2008 TRPA reality check

- Unclear frontiers
- Insufficient storage space
- Outdated infrastructures which has reached the end of its useful lifetime
- Outdated onsite railways
- Interference between trucks and trains
- Tense City-Port relation
- Deficient information system
- Insufficient revenues
Our goal and strategic plan

Developing Modern, Productive, Community-Integrated Infrastructures in Support of a Skilled Workforce

Presentation by the Trois-Rivières Port Authority
Before

Capacity increased by 23%

Traffic increased by 50%

Total revenues increased by 75%

Net revenues increased by 174%

Now...
Wheel of success

- Reaching goal
- Setting new goal
- Being more ambitious
- Succeeding
- Gaining confidence
Our new goal: On course for 2030
Our new goal: On course for 2030
• We firmly believe that you cannot achieve your goals without an healthy Board-Management relation

• It is a critical factor to your port’s success
Thank you!