

PCC FALL 2026 LEADERSHIP CONFERENCE

Hosted by the Port of Everett

Everett, Washington | October 26–28, 2026

Monday, October 26

Evening (time TBD) Informal No-Host Happy Hour Gathering

An optional, informal chance to connect with fellow attendees before the full program begins. Location to be confirmed.

Tuesday, October 27 — Full Conference Day

7:30 AM *Networking Breakfast — provided by PCC*

8:30 AM Cast Off

Opening Icebreaker

The facilitator welcomes the room and sets the tone for the day. Each attendee introduces themselves and shares a brief answer to one of a few opening questions, so every voice is heard before the first session begins.

9:15 AM Opening Remarks

Lisa Lefeber, CEO, Port of Everett

Lisa sets the context for the day, tracing the story of the Port of Everett's transformation from its original vision, through a major setback, to the pivot that shaped everything that followed.

Movement 1: The Story from the Inside

9:35 AM Where It All Started: The Story From the Inside

Jeff Lindhout, Kate Anderson, Cat Soper — Facilitated Panel

Three Port of Everett leaders each pick up the transformation story from the point they entered, giving the room a layered, first-hand account no single narrator could tell alone.

10:15 AM *Networking Break*

10:30 AM The Relationship Edge: Tenants, Partners, and Community

Kate Anderson, Cat Soper — Facilitated Panel and Open Forum

A candid look at how the Port builds and sustains relationships with tenants, partners, and the boating community, and how that practice holds up when things get hard.

Movement 2: How We Get Things Done

11:15 AM The Decisions That Shaped Everything

Jeff Lindhout, Kate Anderson, Cat Soper — Facilitated Panel and Open Forum

An inside look at how the Port navigated competing stakeholder priorities in shaping major developments, including Waterfront Place and the Millwright District.

12:00 PM *Lunch — provided by PCC. The Boat Yard opens, a running board for ideas and questions that surface throughout the day.*

1:00 PM The Engine Room: Logistics, Planning, and Execution

Port of Everett Staff — Panel

Port of Everett staff share the behind-the-scenes work of permitting, environmental planning, financing, and grant strategy that makes or breaks a development project.

1:45 PM *Networking Break*

2:00 PM When Things Don't Go as Planned

Jeff Lindhout, Cat Soper, with PCC Member Port Leaders

An honest conversation about roadblocks, delays, and hard calls, joined by fellow PCC members sharing what they have navigated at their own ports.

2:45 PM Bringing People Along: How the Port Tells Its Story

Kate Anderson, Cat Soper — Panel and Open Forum

How the Port keeps the community informed and engaged through a multi-year development cycle, from media relations to navigating public opposition.

3:25 PM *Networking Break*

3:40 PM Still Building: What Comes Next

Cat Soper, Kate Anderson

A forward-looking look at what is next for the Port of Everett and what it takes to sustain a development vision across years and economic cycles.

Movement 3: What You Are Taking Home

4:00 PM Open Water: Peer Forum and Boat Yard

Open Forum, PCC Member Led

The floor belongs to the room. Attendees share what they are navigating at their own ports, with Port of Everett staff participating as peers.

4:45 PM Setting Course: Tour Orientation and Field Guide Preview

A short session preparing attendees for Wednesday's tour, walking through each stop and the questions to carry along.

5:00 PM Day 1 Close

Giuseppe Alvarado, PCC President

6:00 PM Group Dinner

Tapped at the Port

Wednesday, October 28 — Conference Morning and Tour

7:30 AM *Networking Breakfast — provided by PCC*

8:30 AM From the Classroom to the Waterfront

A deliberate transition from Tuesday's conversations to what attendees are about to see on the ground, surfacing the questions that carry through the tour.

9:00 AM The Living Classroom: Port of Everett Facility Tour

Led by Kate Anderson

A guided bus tour with stops at the Marina and Working Waterfront, Fisherman's Harbor, Waterfront Place and Restaurant Row, the Millwright District, and the Shipping Terminal. Port staff join the group at each stop to share the inside story of their area. Approximately two hours with built-in flexibility.

11:00 AM What You're Taking Home

Giuseppe Alvarado, PCC President

Attendees share their key takeaways and one action they are carrying back to their port, closing with formal recognition of the Port of Everett team.

11:30 AM Adjourn

Draft agenda — subject to change. A Field Observer Guide will accompany the final program.