



The Port at the Heart of its Community

*Summary report: Achievements in
sustainable development in 2013
Port of Montreal*

10/09/2014

PORT  MONTREAL

SUMMARY REPORT
ACHIEVEMENTS IN SUSTAINABLE DEVELOPMENT IN 2013

HIGHLIGHTS

- We see that the principles of sustainable development are well applied in our current activities.
- We find that when the priorities of the sustainable development plan are solidly aligned with our strategic direction, they are more likely to materialize into action and tangible achievements.
- Our efforts are measured by Green Marine. In 2013, we once again earned very good ratings: On a scale where Level 5 is the highest rating, we achieved Level 4 for our efforts to reduce greenhouse gases and to prevent water and soil pollution, and Level 5 for our efforts to reduce conflicts of use and for our environmental leadership. We ranked first among Quebec ports and were surpassed by only the Port of Halifax among North American ports.
- Our achievements were in the following areas:
 - Reducing air pollutants
 - Reducing water consumption
 - Developing a strategy for responsible communication
 - Adapting infrastructures, notably for better use of the water column in the St. Lawrence River channel
- We note reduced participation in certain volunteer activities targeted by the sustainable development plan:
 - Défi Climat climate challenge, a Quebec-based mobilization campaign
 - Workplace Charitable Campaign
- In 2014, communicating our achievements in sustainable development will benefit from the gradual implementation of our community relations strategy and the establishment of an internal communications plan.

NB: This summary report on sustainable development achievements in 2013 is a synthesized, abridged version of our sustainable development report.

9 PILLARS OF THE SUSTAINABLE DEVELOPMENT POLICY

1. Ensure responsible management
2. Increase positive contributions to society
3. Promote responsible communication
4. Engage our stakeholders
5. Provide a stimulating work environment
6. Reduce our environmental footprint
7. Ensure that safety and security remain core operating values
8. Aim to be an example in areas of sustainable development
9. Ensure the Port of Montreal's economic mission

13 SUSTAINABLE DEVELOPMENT ISSUES

Governance issues

1. Adaptation of management systems
2. Officers' and directors' mandates
3. Working conditions
4. Skills management
5. Adaptation of business processes and practices
6. Responsible communication

Environmental issues

1. Limiting greenhouse gas emissions and other pollutants
2. Reducing water consumption
3. Waste reduction
4. Infrastructure adaptation

Social issues

1. Improving the population's quality of life
2. Convergence with the development of communities

Economic issues

1. Performance monitoring

For more information on the Port of Montreal's economic situation, please see its 2013 annual report, available online at <http://www.port-montreal.com/en/publications-en-community.html>

2013 ACHIEVEMENTS

Governance issues

1. Adaptation of management systems

- Introduction of a new 2014-2016 Strategic Plan. The plan provides for 10 targets, thereby covering financial, environmental and social targets. It features a monitoring system based on achievement indicators.
- Improvements to our environmental management system (EMS) in line with the ISO 14000 model, notably procedures.
- Integration of qualitative criteria into cost-benefit analyses to take into account environmental and social dimensions.
- Use of a quantitative grid during the evaluation process for the Contrecoeur project to take into account the economic, social and environmental dimensions in the choice of location for Phase 1 development of a container terminal.
- Significant involvement of the Port of Montreal in projects carried out by the coalition of St. Lawrence River users, the Regroupement des usagers du Saint-Laurent (RUSL): adding environmental objectives to the decision-making process of the International Joint Commission of Canada and the United States. The MPA chairs the RUSL.

2. Officers' and directors' mandates

- Development of the *Paperless Board* project and tool. Planned deployment in 2014.
- Introduction of a rotating chairmanship for the Sustainable Development Committee. The committee chair is appointed from among MPA employees. The mandate of the Vice-President, Strategy and Human Resources, will end in December 2014.

3. Working conditions

- Continuation of measures and initiatives to reduce work accidents and absenteeism. From 2012 to 2013, the number of long-term absences (more than three months) decreased by 33%.
- Ongoing application of the risk prevention program. From 2009 to 2013, the number of work accidents went from 22 to 15, and the number of days lost due to work accidents went from 201 to 124.
- Training of 53 Infrastructure Management employees on how to prevent back pain, and training for 38 on health and safety on construction sites.

4. Skills management

- From 2011 to 2013, the average number of training hours per employee went from 26.5 hours to 32.21hours.
- Three management frameworks benefited from the coaching program providing for an evaluation of potential and an adapted training plan.

- Lockout training underway for maintenance employees.
- Development of interactive online training to facilitate workplace training. Initial training on maritime security (ISPS Code) is in the rollout phase.
- Continuation of training specifically developed for 14 employees reassigned following the transfer of grain terminal operations, to increase their skills and versatility.
- Following the restructuring of the Infrastructure Management Department, we identified training needs. The training will begin in 2014.

5. Adaptation of business processes and practices

- Establishment of electronic billing and payment to reduce paper use. This method of payment is used by 98% of clients.
- In 2012-2013, training and awareness-raising for 217 employees on the Canada Labour Code and Bill C-21 dealing with criminal liability as regards health and safety.
- End 2012, an audit by Human Resources Development Canada (HRDC) confirmed the compliance of our workplace health and safety management.
- In 2013, training of 34 Infrastructure Management employees on the subject of the Workplace Hazardous Materials Information System (WHMIS).
- Integration of major financial, environmental and social risks into our risk management process.
- In 2013, awareness session for 17 management executives on the subject of integrity as regards contract management and relationships with suppliers.

6. Responsible communication

- Development of a strategy for relations with surrounding communities. Some 62 organizations representing local residents were invited and 34 actively participated in discussion groups.
- “Open House” for two days to present the Viau sector project to neighbouring communities.
- Five presentations on best environmental practices to tenants/users, one of which will join Green Marine in 2014. There will then be six tenant members out of 19 eligible.
- Presentation on the “Challenges of river transport and climate change” to an audience of about 100 scientists and representatives from Quebec industry, at the request of the Quebec Business Council on the Environment (CPEQ), on October 2, 2013.
- Presentation by the Port of Montreal to the Green Marine Conference held in Vancouver, in May 2013. The theme: *Mapping soil quality and pollution reports*.
- Hosting *Port in the City Day*, featuring five cruises that allow the public to tour Port facilities, with 30 volunteers from the Port and 2,500 visitors, an increase of 1,765 visitors from the previous year.
- Development of a mobile application on the history of the Gold-Headed Cane.

- Some 2,519 people visited the Port's scale model over the course of 163 visits and events.
- Electronic publishing of two issues of PortInfo, as well as 17 PortInfo Express to some 2,250 subscribers, mainly partners and businesspeople.
- Website upgrades in preparation for integrating the Port's annual Sustainable Development Report.

Environmental issues

1. Limiting greenhouse gas emissions and other pollutants

Objective: To prevent pollution and reduce environmental impacts related to air emissions.

- 17.3% reduction in GHG emissions per tonne of cargo handled compared to 2007, and 4.3% compared to 2009. The very cold months of November and December increased our consumption of natural gas to heat buildings, thereby reducing the improvement in our overall results. On the other hand, results related to locomotives and vehicles continue to improve.
- Acquisition of three hybrid vehicles. The reduction in fuel consumption is 39% per vehicle. We recorded a 33% drop in GHG emissions produced by the vehicle fleet compared to 2007, the base year.
- Grant for a management system project enabling improvement in the flow of truck traffic on Port territory. Goal: 10% reduction in GHG emissions within 5 years.
- Installation of Vélo-Québec booths and workshops on bike tune-ups to encourage employees to cycle to work.
- Development of a project to provide shore power at berths in order to supply electricity to cruise ships docked at Alexandra Pier. Project cost: \$10M. Government will pay half of this amount.

2. Reducing water consumption

- Optimization of flushing routes, which will enable permanent annual reductions of 30,000 cubic metres of water volume.
- Continuation of the aqueduct network maintenance program based on best industry practices, launched in 2008.
- The reduction of annual water consumption is 800,000 cubic metres per year, due to the water service to vessels reconstruction program. A total of 13 water utilities have been rebuilt and three others will follow in 2014 and 2015.

3. Waste reduction

- An innovative soil encapsulation process in the Viau sector prevented the disposal of 23,400 cubic metres of soil in a suburban landfill site and saved a minimum of 170 tonnes of GHG emissions.
- A recycling program for materials at the Section 42 workshop led to the recycling of 350,000 tonnes of metal, 15,000 pounds of wood, 3,500 litres of lubricant and 198 tires.
- Overall, the Port of Montreal has recycled the equivalent of 520 bins of paper, three 205-litre barrels of batteries and the equivalent of 600 green bags of plastic materials.
- Obsolete computer equipment continues to be given to the computer-donation program for schools, Ordinateurs pour les écoles de Québec, and cellphones are given

- to Groupe Plein Emploi (workforce reintegration). In addition, 100 ink cartridges were given to the MIRA Foundation, which provides guide dogs to the disabled.
- Used office supplies are given to a Hochelaga-Maisonneuve agency in support of a youth school retention project.

4. Infrastructure adaptation

- Restoration of Elevator No. 3: the Port is renovating the building and it is being reused, instead of demolishing it and disposing of its non-recyclable materials.
- Replacement of wooden railway ties with 100% recycled steel ties that have a 300-year life cycle: less maintenance, 50% less ballast and no need for kerosene. More than 1,000 ties have been replaced in two years.
- Replacement of the white roofing membranes on the Section 42 building: reduced energy consumption in winter and summer.
- Training of 23 management and professional staff on the LEED approach to managing construction projects.
- Installation of the new fuel filler system used on locomotives: prevents any accidental spillage.
- Better use of the water column in the navigation channel through the gradual rollout of the second phase of the electronic navigation project, which has benefited from a Transport Canada grant. This enabled the Port to receive authorization from the Canadian Coast Guard to accommodate post-Panamax vessels (maximum width of 44 metres).

Social issues

1. Improving the population's quality of life

- In 2013, 34.2% of donations and sponsorships were given to the eastern Montreal community compared to 33.7% in 2012. Continued financial support of the Samajam Student Retention Project.
- In-depth review of the donations and sponsorships policy that will be adopted in 2014 and named "community investment policy."
- Managing complaints: 21 complaints received in 2013 compared to 23 in 2012.
- We have 20 employees involved in 70 different organizations.
- Greening project at the Section 42 workshop: 12 trees planted and landscaping of a 60 X 3 ft. flowerbed.
- Decrease from 59% to 52% participation in the Government of Canada Workplace Charitable Campaign (GCWCC). General downward trend in Greater Montreal.
- Decrease in participation in the shoreline cleanup of the Promenade Bellerive park: 5 employees compared to 9 in 2012. This activity occurred only days after *Port in the City Day*, at which many Port employees volunteer.

2. Convergence with the development of communities

- Open House held to brief close to 50 organizations on the environmental and technical studies related to the modernization and expansion of the Viau sector.
- Posting of *Logbook* e-magazine for 3,662 Friends of the Port.
- Addition of a *Port Neighbours* section in *Logbook* for the Port's neighbouring community, namely the neighbourhoods along the river in the boroughs of Ville-Marie, Mercier-Hochelaga, Montreal-East and Pointe-aux-Trembles, as well as the residents of Contrecoeur.

Economic issues

1. Performance monitoring

- Development of new performance indicators in liquid bulk, dry bulk and how vessels use the water column.
- Implementation of quantitative targets linked to the strategic plan covering its five strategic guidelines.
- Implementation of a monthly business intelligence newsletter, making relevant performance indicators available to managers.
- Implementation of a quarterly performance report to the Board of Directors (monitoring relevant performance indicators).
- Participation in the 2013-2014 Port Productivity Conference in order to discuss best industry practices.
- Active participation in the national initiative on Port Utilization Indicators (PUI) piloted by Transport Canada. The Port of Montreal will host the next annual meeting, on March 18 and 19, 2015.

For any further information on how the Port of Montreal managed its economic issues in 2013, please refer to its 2013 Annual Report, available online at <http://www.port-montreal.com/files/PDF/publications/rapport-annuel-2013-en.pdf>