BROADENING OUR HORIZONS

2016 ANNUAL REPORT
In 2016, the Montreal Port Authority (MPA) set a record for a third consecutive year when 35.4 million tonnes of cargo moved through the Port of Montreal, an increase of 10.4% over the previous year.

The most significant growth in terms of volume was in the liquid bulk and grain sectors. The port handled 13.7 million tonnes of liquid bulk cargo and 4.7 million tonnes of grain in 2016, up 37.4% and 19.3%, respectively, over 2015. For its part, traffic in the container sector remained stable.

**ECONOMIC IMPORTANCE OF THE PORT OF MONTREAL**

- **16,000**
  - direct, indirect and induced jobs

- **$2.1 billion**
  - in added value to the Canadian economy

**VIAU TERMINAL**

- **13.1 million tonnes**
  - 1,447,566 TEUS (20-foot equivalent unit containers)

**CONTAINERIZED CARGO AT THE PORT OF MONTREAL**

- **2,500 jobs**
  - direct, indirect and induced

**$340 million**

- per year in spinoffs
## HIGHLIGHTS

### TRAFFIC

**PORT OF MONTREAL TRAFFIC** (in thousands of tonnes)

<table>
<thead>
<tr>
<th>Type of Cargo</th>
<th>2016</th>
<th>2015</th>
<th>VARIATION</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>GENERAL CARGO</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Containerized</td>
<td>13,063</td>
<td>13,093</td>
<td>-0.2%</td>
</tr>
<tr>
<td>Non-containerized</td>
<td>178</td>
<td>225</td>
<td>-20.7%</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td>13,241</td>
<td>13,318</td>
<td>-0.6%</td>
</tr>
<tr>
<td><strong>LIQUID BULK</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Petroleum Products</td>
<td>13,181</td>
<td>9,418</td>
<td>40.0%</td>
</tr>
<tr>
<td>Other</td>
<td>516</td>
<td>553</td>
<td>-6.7%</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td>13,697</td>
<td>9,971</td>
<td>37.4%</td>
</tr>
<tr>
<td><strong>VRAC SOLIDE</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Grains</td>
<td>4,657</td>
<td>3,905</td>
<td>19.3%</td>
</tr>
<tr>
<td>Other</td>
<td>3,762</td>
<td>4,835</td>
<td>-22.2%</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td>8,419</td>
<td>8,740</td>
<td>3.6%</td>
</tr>
<tr>
<td><strong>TOTAL TONNAGE</strong></td>
<td>35,357</td>
<td>32,029</td>
<td>10.4%</td>
</tr>
</tbody>
</table>

### SUMMARY OF FINANCIAL RESULTS (in thousands of $)

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue from operations</td>
<td>106,701</td>
<td>102,637</td>
</tr>
<tr>
<td>Expenses</td>
<td>84,079</td>
<td>83,303</td>
</tr>
<tr>
<td>Operating earnings before other items</td>
<td>22,622</td>
<td>19,334</td>
</tr>
<tr>
<td>Other items</td>
<td>900</td>
<td>22,948</td>
</tr>
<tr>
<td><strong>NET EARNINGS</strong></td>
<td>23,522</td>
<td>42,282</td>
</tr>
</tbody>
</table>
The vessel Espada Desgagnés arrives at Valero in the Port of Montreal. This is the official start of new traffic through the port linked to the Enbridge Line 9B reversal project. This traffic generated 4.9 million tonnes in volume and brought 118 additional ships in 2016.

The Vigorous, registered in the Marshall Islands, crosses the Port of Montreal’s downstream limits at Sorel on January 1 at 5:21 a.m. and its captain wins the 2016 Gold-Headed Cane.

The MPA and numerous port partners participate in the Cargo Logistics Canada conference held in Montreal.
MPA President and Chief Executive Officer Sylvie Vachon receives the Medal of the Quebec National Assembly for her achievements in her role at the MPA.

The MPA welcomes the announcement by the Government of Quebec for the development of industrial port zones.

The Canadian Environmental Assessment Agency (CEAA) issues the final Environmental Impact Statement Guidelines to the MPA for the Contrecoeur Port Terminal Expansion Project.

The ports of Montreal and Antwerp hold a joint trade mission in Montreal. The Port of Antwerp is a leading partner of the Port of Montreal. The two port authorities also renew their cooperative agreement.

The Genoa Express, the first of four 3,800-TEU (20-foot equivalent unit container) post-Panamax ships chartered by Hapag-Lloyd for its Mediterranean Canada Service (MCA), arrives at Racine Terminal.

The MPA welcomes the members of the Initiatives for the Future of Great Rivers (IFGR) at a working session in which a St. Lawrence River case study is at the centre of discussions.

The MPA, the Government of Quebec and the City of Montreal make a formal announcement for the project to restore Alexandra Pier and the cruise terminal.
May 2016

The MPA inaugurates its alternative cruise terminal at Sections 34-37 with the arrival of the Holland America Line ship Veendam. The terminal will welcome the majority of cruise ships during the 2016 season while restoration work occurs at Alexandra Pier.

Anik Trudel is elected Chair of the Board of Directors of the MPA. She replaces Michel Lessard, who retired after nine years of service, the maximum allowed under the Canada Marine Act. Mr. Lessard chaired the Board for seven of those years.

June 2016

Mediterranean Shipping Company (MSC) restructures its Canada Gulf Bridge Service, which serves Montreal, by adding the cities of Altamira and Veracruz, in order to better adapt to increasing exports of manufactured products from Mexico. This restructuring creates a direct maritime link between Montreal and Mexico.

July 2016

Within the Quebec Maritime Strategy, the MPA accompanies Quebec Premier Philippe Couillard for an official visit with executives from the Hapag-Lloyd shipping line and the Port of Hamburg in Germany.
September 2016

Hapag-Lloyd Cruises’ *Europa 2* and Azamara Club Cruises’ *Azamara Quest* cruise ships arrive in Montreal for the first time.

The MPA hosts its annual Port in the City Day. Some 2,700 neighbours discover their port aboard a free one-hour cruise along the St. Lawrence River.

Components such as lower crossbeams and pier caps for the construction of the new Champlain Bridge are unloaded at the Port of Montreal’s Bickerdike Terminal.

October 2016

The MPA launches its Trucking PORTal, a web portal that allows truck drivers and dispatchers to see wait times at terminals in real time. The project aims to improve goods mobility and reduce greenhouse gas emissions on port territory.

Viking Cruises’ *Viking Star cruise* ship arrives in Montreal for the first time.
November 2016

A new access ramp opens from Highway 25 South to facilitate truck access to Port of Montreal territory.

Viau Terminal is officially inaugurated. At term, the new container facility, which is a collaborative effort among the MPA, the Government of Canada and operator Termont Montreal Inc., will add 600,000 TEU containers to the port’s total capacity on the island of Montreal.
MESSAGE FROM THE CHAIR OF THE BOARD OF DIRECTORS AND THE PRESIDENT AND CHIEF EXECUTIVE OFFICER

Expanding our horizons

The Montreal Port Authority (MPA) succeeded in broadening its horizons on several fronts throughout 2016.

First, the Port of Montreal set a traffic record in 2016 by handling 35.4 million tonnes of diversified cargo. Moreover, the MPA improved its financial results despite an uncertain economic situation worldwide.

Several of our port development projects were economic drivers, generating substantial added value and creating numerous jobs during their construction phase. They will continue to generate benefits during their respective operations. Significant investments were made to improve Port of Montreal installations, facilitate the movement of cargo and ensure our ability to handle anticipated traffic growth in certain port sectors.

In 2016, we maintained the Port of Montreal’s vast market diversity; Asia and the Middle East now represent more than one-third of our containerized cargo traffic. The increased presence of our representatives at industry events around the world and the efforts taken by the MPA team are, undoubtedly, responsible for these results.

In the area of sustainable development, we continued to strive for excellence by multiplying our effective and concerted actions and initiatives in the environmental, social and economic fields.
We definitely broadened our port development horizons in 2016. The inauguration of Viau Terminal on November 18 most certainly represented the MPA's crowning achievement in this regard. At term, Viau Terminal will have a total capacity of 600,000 TEUs (20-foot equivalent unit containers) and, ultimately, increase the Port of Montreal's total handling capacity to 2.1 million TEUs. The total cost of the project is $197 million. A second construction phase will occur in the years to come.

The Government of Canada is contributing up to $42.1 million toward Viau Terminal, and we sincerely thank the government for its support. We would also like to express our gratitude to terminal operator Termont Montreal Inc., which is investing $74 million in the terminal.

The restoration of Alexandra Pier and the cruise terminal progressed quickly in 2016, to the point that we are now ready to welcome cruise ships in time for the City of Montreal’s 375th anniversary celebrations. This $78-million project will first and foremost provide modern and efficient facilities that respond to the operational needs of cruise lines and improve the welcome for the increasing number of cruise passengers who are choosing Montreal as a destination or embarkation port. In doing do, the project will better integrate the pier’s more than century-old infrastructure into the urban fabric of Old Montreal and enhance river access for Montrealers, tourists and visitors alike.

The MPA once again thanks its financial partners, the Government of Quebec and the City of Montreal, for their contributions of $20 million and $15 million, respectively, toward the project.

Committed to integrating innovation and technology into its business processes, the MPA deployed new tools in 2016 dedicated to improving goods mobility. In particular, we were extremely proud to launch our new Trucking PORTal at the beginning of October. We became one of the first port authorities in the world to offer road transport partners an advanced real-time information system on truck traffic on port territory. It allows truckers to better plan their route to container terminals, avoid congestion and save time, all of which will ultimately reduce greenhouse gas (GHG) emissions while improving goods mobility. The Government of Canada provided a contribution of $1.375 million to the project.
MESSAGE FROM THE CHAIR OF THE BOARD OF DIRECTORS
AND THE PRESIDENT AND CHIEF EXECUTIVE OFFICER
EXPANDING OUR HORIZONS

This project and other initiatives taken by the Quebec Ministry of Transport, Sustainable Mobility and Transport Electrification, and the MPA to improve road access to port territory are concrete and efficient measures to enhance the fluidity of goods movement and reduce the impact of truck traffic.

As the autonomous federal agency that administers the Port of Montreal, the MPA will continue to mobilize the industry around common goals and provide innovative and inspiring leadership. We want to broaden not only our horizons but also those of the entire logistics chain so that Montreal can remain an efficient and innovative international trade hub.

We cannot accomplish any of this without the commitment of our employees, and on behalf of the MPA, we would like to take this opportunity to thank them for their continuous efforts. We would also like to extend our appreciation to our partners and clients for their support and to our neighbouring communities and local organizations for their input.

In conclusion, we would like to thank the dedicated and diversified group of individuals serving on our Board of Directors. We are extremely grateful for the knowledge and strategic thinking that they bring to the MPA and the development of the Port of Montreal.

Anik Trudel
Chair of the Board of Directors

Sylvie Vachon
President and Chief Executive Officer
## STATEMENTS OF EARNINGS

**YEAR ENDED DECEMBER 31, 2016**  
(in thousands of Canadian dollars)

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>REVENUE FROM OPERATIONS</strong></td>
<td>106,701</td>
<td>102,637</td>
</tr>
<tr>
<td><strong>EXPENSES</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Salaries and benefits</td>
<td>34,243</td>
<td>34,596</td>
</tr>
<tr>
<td>Maintenance and repairs</td>
<td>10,367</td>
<td>9,857</td>
</tr>
<tr>
<td>Professional services</td>
<td>3,910</td>
<td>3,529</td>
</tr>
<tr>
<td>Payments in lieu of property taxes</td>
<td>2,840</td>
<td>2,424</td>
</tr>
<tr>
<td>Other expenses</td>
<td>7,380</td>
<td>6,699</td>
</tr>
<tr>
<td>Gross revenue expenses</td>
<td>4,152</td>
<td>4,073</td>
</tr>
<tr>
<td>Amortization of fixed assets</td>
<td>21,187</td>
<td>22,125</td>
</tr>
<tr>
<td></td>
<td>84,079</td>
<td>83,303</td>
</tr>
<tr>
<td>Operating earnings before the following items</td>
<td>22,622</td>
<td>19,334</td>
</tr>
<tr>
<td>Investment income</td>
<td>900</td>
<td>1,140</td>
</tr>
<tr>
<td>Modifications of past service costs of other employee benefit plans</td>
<td>-</td>
<td>21,808</td>
</tr>
<tr>
<td><strong>NET EARNINGS</strong></td>
<td>23,522</td>
<td>42,282</td>
</tr>
</tbody>
</table>
## CONDENSED FINANCIAL STATEMENTS

### STATEMENT OF COMPREHENSIVE INCOME

**YEAR ENDED DECEMBER 31, 2016**  
(in thousands of Canadian dollars)

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>NET EARNINGS</strong></td>
<td>23,522</td>
<td>42,282</td>
</tr>
<tr>
<td><strong>Other comprehensive income</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Remeasurement of defined benefit obligation</td>
<td>149</td>
<td>(2,487)</td>
</tr>
<tr>
<td><strong>TOTAL COMPREHENSIVE INCOME</strong></td>
<td>23,671</td>
<td>39,795</td>
</tr>
</tbody>
</table>

### STATEMENTS OF CHANGES IN THE EQUITY OF THE GOVERNMENT OF CANADA

**YEAR ENDED DECEMBER 31, 2016**  
(in thousands of Canadian dollars)

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Contributed capital</strong></td>
<td>235,199</td>
<td></td>
</tr>
<tr>
<td><strong>Retained earnings</strong></td>
<td>67,851</td>
<td></td>
</tr>
<tr>
<td><strong>Total equity</strong></td>
<td>303,050</td>
<td>263,255</td>
</tr>
<tr>
<td><strong>Balance, beginning of year</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>NET EARNINGS OF THE YEAR</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Other comprehensive income</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Remeasurement of defined benefit obligation</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total comprehensive income of the year</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>BALANCE, END OF YEAR</strong></td>
<td>235,199</td>
<td></td>
</tr>
<tr>
<td><strong>Contributed capital</strong></td>
<td>235,199</td>
<td></td>
</tr>
<tr>
<td><strong>Retained earnings</strong></td>
<td>91,522</td>
<td></td>
</tr>
<tr>
<td><strong>Total equity</strong></td>
<td>326,721</td>
<td>303,050</td>
</tr>
</tbody>
</table>
## CONDENSED FINANCIAL STATEMENTS

### SUMMARIZED STATEMENTS OF CASH FLOWS

YEAR ENDED DECEMBER 31, 2016  
(in thousands of Canadian dollars)

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>OPERATING ACTIVITIES</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Net earnings</td>
<td>23,522</td>
<td>42,282</td>
</tr>
<tr>
<td>Non-cash items</td>
<td>18,300</td>
<td>(3,122)</td>
</tr>
<tr>
<td></td>
<td>41,822</td>
<td>39,160</td>
</tr>
<tr>
<td>Net change in working capital</td>
<td>(5,044)</td>
<td>(1,587)</td>
</tr>
<tr>
<td>Expenses payable</td>
<td>-</td>
<td>(135)</td>
</tr>
<tr>
<td><strong>NET CASH FROM OPERATING ACTIVITIES</strong></td>
<td>36,778</td>
<td>37,438</td>
</tr>
<tr>
<td><strong>INVESTING ACTIVITIES</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Acquisition of fixed assets net of government grant</td>
<td>(86,942)</td>
<td>(34,581)</td>
</tr>
<tr>
<td>Acquisition of investments</td>
<td>(63,000)</td>
<td>(56,900)</td>
</tr>
<tr>
<td>Disposal of investments</td>
<td>104,900</td>
<td>20,000</td>
</tr>
<tr>
<td>Interest received</td>
<td>1,155</td>
<td>1,054</td>
</tr>
<tr>
<td><strong>NET CASH USED IN INVESTING ACTIVITIES</strong></td>
<td>(43,887)</td>
<td>(70,427)</td>
</tr>
<tr>
<td><strong>FINANCING ACTIVITIES</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Payments under finance lease contracts</td>
<td>(3,323)</td>
<td>(359)</td>
</tr>
<tr>
<td>Grants received in advance</td>
<td>9,409</td>
<td>-</td>
</tr>
<tr>
<td><strong>NET CASH FROM (USED) IN FINANCING ACTIVITIES</strong></td>
<td>6,086</td>
<td>(359)</td>
</tr>
<tr>
<td>Net change in cash</td>
<td>(1,023)</td>
<td>(33,348)</td>
</tr>
<tr>
<td>Cash, beginning of year</td>
<td>5,022</td>
<td>38,370</td>
</tr>
<tr>
<td><strong>CASH, END OF YEAR</strong></td>
<td>3,999</td>
<td>5,022</td>
</tr>
</tbody>
</table>
## CONDENSED FINANCIAL STATEMENTS

### SUMMARIZED STATEMENTS OF FINANCIAL POSITION
DECEMBER 31, 2016  
(in thousands of Canadian dollars)

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>ASSETS</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Current</td>
<td>68,749</td>
<td>92,705</td>
</tr>
<tr>
<td>Grants receivable and others</td>
<td>8,902</td>
<td>133</td>
</tr>
<tr>
<td>Fixed assets</td>
<td>339,630</td>
<td>282,586</td>
</tr>
<tr>
<td><strong>Total Assets</strong></td>
<td>417,281</td>
<td>375,424</td>
</tr>
<tr>
<td><strong>LIABILITIES</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Current</td>
<td>53,750</td>
<td>36,327</td>
</tr>
<tr>
<td>Asset retirement obligations</td>
<td>1,230</td>
<td>692</td>
</tr>
<tr>
<td>Obligation under finance lease contracts</td>
<td>489</td>
<td>577</td>
</tr>
<tr>
<td>Grants received in advance</td>
<td>2,468</td>
<td>-</td>
</tr>
<tr>
<td>Employee benefit obligation</td>
<td>32,623</td>
<td>34,778</td>
</tr>
<tr>
<td><strong>Total Liabilities</strong></td>
<td>90,560</td>
<td>72,374</td>
</tr>
<tr>
<td><strong>EQUITY OF THE GOVERNMENT OF CANADA</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Contributed capital</td>
<td>235,199</td>
<td>235,199</td>
</tr>
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<td>Retained earnings</td>
<td>91,522</td>
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<td>326,721</td>
<td>303,050</td>
</tr>
</tbody>
</table>

The financial statements have been prepared in conformity with International Financial Reporting Standards (IFRS). The complete version of the audited financial statements is available upon request.

Anik Trudel  
Chair of the Board of Directors  
February 23, 2017  
Montreal, Quebec, Canada

Sylvie Vachon  
President and Chief Executive Officer
BENEFITS AND TRAFFIC

THE MONTREAL PORT AUTHORITY (MPA) IS BROADENING ITS HORIZONS AND REINFORCING THE PORT OF MONTREAL’S ROLE AS A TRUE DRIVER OF THE ECONOMY BY CREATING JOBS, GENERATING ADDED VALUE AND FACILITATING THE HANDLING OF HIGHLY DIVERSIFIED TRAFFIC.
ECONOMIC DRIVER

Maritime transportation carries 80 to 90% of global trade. It plays a pivotal role in the daily lives of local citizens and businesses and in the economic development of the region and the country.

Regional and national economic driver, international trade hub

The Port of Montreal is the engine of the regional supply chain and it is well anchored in the international transportation network. Its operations and projects make it a key economic driver for the city of Montreal, the province of Quebec and Canada as a whole.

Montreal is a major diversified transshipment centre where all types of goods and products are handled – containerized and non-containerized traffic and liquid and dry bulk cargo.

The Port of Montreal is the largest container port in Eastern Canada and the only container port in Quebec and Ontario. As the country’s second-largest container port, one marine container in four handled in Canada moves through the Port of Montreal. Every year, the port handles $41 billion worth of diversified goods. Port activities in Montreal support 16,000 direct, indirect and induced jobs and generate $2.1 billion in added value to the Canadian economy.

Many of the world’s leading international shipping lines serve the Port of Montreal, including Canada States Africa Line (CSAL), CMA CGM, Federal Atlantic Lakes Line (FALLine), Hapag-Lloyd, Maersk Line, Mediterranean Shipping Company (MSC) and OOCL.

Canadian carriers that serve the Port of Montreal are Algoma, Canada Steamship Lines, Canfornav, Fednav International, CTMA Group, Oceanex, Rigel Shipping Canada and Transport Desgagnés.
The Port of Montreal is also becoming a more and more popular destination or embarkation port for cruise passengers. The number of passengers and crewmembers who visit Montreal aboard a cruise ship has grown substantially over the past several years.

A further example of the key role that the MPA plays in the economic development of Montreal and Quebec is the fact that MPA President and CEO Sylvie Vachon was invited to attend on November 4 the first meeting of the Advisory Council on the Economy and Innovation launched by the Government of Quebec.

**Key projects that promote economic development**

The MPA has completed or is in the process of undertaking several development projects that represent strong symbols of growth and economic vitality.

Viau Terminal, a new container-handling centre that was inaugurated in November 2016, will provide substantial additional economic benefits at term of $340 million per year in spinoffs and 2,500 direct, indirect and induced jobs.

For the first 10 years, both the money invested to restore Alexandra Pier and the cruise terminal and the expenditures required to operate them will support a total of 1,736 person-years (direct and indirect impacts). Furthermore, the project will generate $62.8 million in salaries and $101.7 million in added value to Quebec's gross domestic product.

For the Contrecoeur Port Terminal Expansion Project, our studies forecast the creation of more than 5,000 jobs during the construction period and 1,000 jobs related to the operation of the terminal. A recurring impact of $119 million on total GDP is expected, including $104 million for Quebec.

**Traffic summary**

A record 35.4 million tonnes of highly diversified cargo moved through the Port of Montreal in 2016. This volume represents an increase of 10.4% over the previous year. The liquid bulk cargo and grain sectors led growth in 2016, while traffic in the container sector remained stable. These results are very satisfying given the weak economic growth worldwide.
## TRAFFIC SUMMARY

### CARGO (in thousands of tonnes)

<table>
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<td>9,418</td>
<td>40.0%</td>
</tr>
<tr>
<td>Other</td>
<td>516</td>
<td>553</td>
<td>-6.7%</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td>13,697</td>
<td>9,971</td>
<td>37.4%</td>
</tr>
<tr>
<td><strong>DRY BULK</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Grains</td>
<td>4,657</td>
<td>3,905</td>
<td>19.3%</td>
</tr>
<tr>
<td>Other</td>
<td>3,762</td>
<td>4,835</td>
<td>-22.0%</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td>8,419</td>
<td>8,740</td>
<td>3.6%</td>
</tr>
<tr>
<td><strong>TOTAL TONNAGE</strong></td>
<td>35,357</td>
<td>32,029</td>
<td>10.4%</td>
</tr>
</tbody>
</table>

### CRUISES (number of domestic and international visitors)

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2015</th>
<th>VARIATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>PASSENGERS AND CREWMEMBERS</td>
<td>85,808</td>
<td>90,989</td>
<td>-5.64%</td>
</tr>
</tbody>
</table>
CONTAINERIZED CARGO

Containerized cargo traffic through the Port of Montreal remained stable in 2016. The port handled 13.1 million tonnes of cargo in this sector, representing a slight decrease of 30,000 tonnes from the previous year. A total of 1,447,566 TEUs (20-foot equivalent units) moved through the port in 2016.

Traffic growth in the emerging markets of Asia helped offset the overall stagnation of the container shipping trade worldwide and a slight decrease in traffic from some of our traditional markets. Moreover, a large portion of West Coast traffic that had been diverted to the East Coast in 2015 due to congestion-related challenges returned to the West in 2016. While the container market remained stable, it is worth noting that November was a record month for the MPA with 140,000 TEU containers handled at the Port of Montreal.

Transshipping continues to play an increasingly important role for the port. According to 2016 statistics, transshipment now represents 42% of the Port of Montreal’s international container market.

The products that move through the Port of Montreal in containers are very diversified and include most notably items that we consume in our daily lives: food products, fresh produce such as fruits and vegetables, electronic equipment, paper, etc.
NON-CONTAINERIZED CARGO

Traffic in this sector totalled 178,509 tonnes in 2016, down 20.7% from the previous year. This type of cargo includes roll-on/roll-off cargo such as vehicles, metal and steel products, copper anodes, as well as over-dimensional cargo such as structural components and railway ties. The Port of Montreal also handled in 2016 components to be used in the construction of the new Champlain Bridge.

LIQUID BULK

In 2016, 13.7 million tonnes of liquid bulk cargo moved through the Port of Montreal, an increase of 37.4% over the previous year. Growth in this sector is due mainly to the reversal of Enbridge Line 9B, a project that generated 4.9 million tonnes of crude oil and brought 118 additional vessels through the port in 2016.

LIQUID BULK PRODUCTS

- Gasoline: 37%
- Crude oil: 37%
- Fuel oil: 12%
- Diesel oil: 6%
- Jet fuel: 4%
- Other: 4%
DRY BULK

The Port of Montreal handled 8.4 million tonnes of dry bulk cargo in 2016, a decrease of 3.7% from the previous year. Within this category, an excellent 2016 grain harvest and a new contract for the delivery of grain by rail in the last quarter of the year led to a significant increase in grain volumes through the port, to 4.7 million tonnes, up 19.3% over 2015. Other dry bulk traffic totalled 3.8 million tonnes, down 22.2% from the previous year, due mainly to non-recurrent traffic handled in 2015 such as gravel for the new Champlain Bridge, and a reduction of iron ore due to spot sourcing of local scrap metal.

CRUISES

The Port of Montreal welcomed 85,808 passengers and crewmembers in 2016, down 5.64% from the previous year, explained mainly by a cruise line that stopped its service.

DRY BULK PRODUCTS

- Grain: 55%
- Iron ore: 23%
- Raw sugar: 6%
- Salt: 6%
- Fertilizer: 4%
- Gypsum: 2%
- Other: 4%

CRUISE TRAFFIC

- International passengers: 72%
- Domestic passengers: 9%
- Crewmembers: 19%
PROJECTS AND DEVELOPMENTS

THE MONTREAL PORT AUTHORITY (MPA) IS BROADENING ITS HORIZONS BY PLANNING AND CARRYING OUT MAJOR DEVELOPMENT AND MODERNIZATION PROJECTS THAT WILL SUPPORT GROWTH AND ENSURE THE PORT OF MONTREAL’S FUTURE. THE MPA INVESTED A TOTAL OF $112 MILLION IN ITS FACILITIES IN 2016.
VIAU TERMINAL

The MPA and its partners inaugurated the new Viau container terminal on November 18, 2016. The project converted facilities dedicated to dry-bulk cargo into a modern and state-of-the-art container-handling, storage and transshipment centre.

The project included the development of a 330-metre berth, an intermodal zone and truck access routes, redevelopment of on-dock railway services and road access, construction of a multiservice building with garage space, administrative offices and a longshoremen’s hall, and demolition of sheds. Termont Montreal Inc., the terminal operator, has installed two post-Panamax dockside gantry cranes at the facility to load and unload containerships.

A second phase of the terminal will be completed in the years to come. It will include the creation of a second 330-metre berth and installation of two more dockside gantry cranes as well as the development of a complementary container reception area.

At term, the new facility will have a capacity of 600,000 TEUs (20-foot equivalent unit containers) and bring the Port of Montreal’s total handling capacity to 2.1 million TEUs on the island of Montreal. The terminal will generate additional economic benefits of $340 million per year and create 2,500 direct and indirect jobs.

The total value of Viau Terminal is $197 million. The Government of Canada is contributing up to $42.1 million toward the project. Termont Montreal and the MPA are investing $74 million and $80.9 million, respectively.

The Viau Terminal project integrated numerous sustainable development principles.

The deployment of a communication and consultation plan resulted in meetings with about 20 local stakeholders including business partners, municipal and local community organizations, and interest groups. The MPA held open house evenings with residents of the sector to present the project, listen to concerns and answer questions. In turn, it developed mitigation measures – when possible and necessary – that were taken during the redevelopment work and for terminal operations. For example, during the public consultation process, residents asked Termont Montreal Inc. to change the colour of its cranes to a neutral grey from red so that they would better blend into the surroundings, and the terminal operator agreed to the request.

The MPA and Termont conducted studies to assess the project’s environmental impact. And as part of the redevelopment, the MPA continued a highly innovative soil recovery and reuse project. A large mobile plant mixed excavated soil with cement powder to strengthen the soil and improve its load-bearing capacity. The soil was then redeposited at the bottom of excavated areas to create a sub-base stable enough to support containers.
The process facilitated the reuse of 44,000 tonnes of soil with poor geotechnical quality that otherwise would have been removed and transported to landfill sites. The solidification process also eliminated the need to purchase and deliver high-quality backfill material to create the solid base. This approach saved a minimum of 170 tonnes of greenhouse gas (GHG) emissions.

The port’s land reuse project won three awards, from the Association québécoise des transports (Grand Prize for Excellence in Transportation, Environment Category), the American Concrete Institute (Award of Merit) and the Canadian International Freight Forwarders Association (Environmental Excellence Award for the Eastern Region).
ALEXANDRA PIER AND CRUISE TERMINAL

The MPA continued its work in 2016 to restore Alexandra Pier and the cruise terminal. The new, stylish cruise terminal will feature modern, high-calibre installations and infrastructure to meet the operational needs of cruise lines and improve the welcome for the increasing number of cruise passengers who are choosing Montreal as a destination or embarkation port. Moreover, the project will better integrate the Old Port of Montreal site by moving the cruise terminal entrance closer to de la Commune Street and facilitating river access for the public.

The project provides for the establishment of a second terminal to meet increasing demand from the cruise sector, especially during the peak season. This cruise arrival and departure site will also include a green rooftop terrace and public areas. The creation of a port interpretation centre will also allow Montrealers, tourists and visitors to better understand the importance of port activities.

Work progressed quickly in 2016, to the point that the terminal will be operational for the arrival of the first cruise ship in May 2017 and in time for the City of Montreal’s 375th anniversary celebrations.

Selective demolition of the old cruise terminal and construction of a steel pier were completed in 2016. Reconstruction of the cruise terminal structure began in September 2016 and continued in 2017. Interior works were completed during winter 2016-2017. The modernization and completion of connections to public utilities, finishing work on the pier and landscaping have been completed or will be finalized in 2017. The end of the pier was lowered toward the river to allow smaller international cruise ships to dock and to create an open space that brings the public closer to the water. An observation tower to be built by the end of 2019 will provide cruise passengers with a spectacular view of the city of Montreal and the St. Lawrence River.

The total cost of the project is $78 million. The MPA is investing $43 million in the project, and it thanks its financial partners, the Government of Quebec and the City of Montreal, for their contributions of $20 million and $15 million, respectively.

Among the sustainable development initiatives that the MPA took during the restoration of Alexandra Pier and the cruise terminal were the reuse of crushed concrete and excavated soils as additional backfill. We also recycled steel reinforcing bars (rebar) and asphalt.
PROJECTS AND DEVELOPMENTS
ALEXANDRA PIER AND CRUISE TERMINAL

The MPA took all necessary measures to mitigate the impact of the project with regard to dust, traffic, noise, etc. It used a dust suppressant on the worksite. A ship served as a visual and sound barrier. Hoarding or temporary board fence was installed to close off the site and, at the same time, explain the project in words and images to passersby.

The MPA carefully managed nighttime lighting to reduce undesirable effects on the surrounding neighbourhoods. Worksite access was controlled in order to reduce the impact on Old Port and City of Montreal summertime activities. Demolition work was carried out during the winter in order to minimize the impact on the neighbouring district. Trucking of material to and from the worksite was done outside of rush hours. The MPA opted for trucks that can hold more volume in order to reduce the number of trips required.
PROJECTS AND DEVELOPMENTS

CONTRECOEUR PORT TERMINAL EXPANSION PROJECT

In 2016, the MPA continued its commitment within the federal environmental process to advance its Contrecoeur Port Terminal Expansion Project.

Following a public consultation process, the Canadian Environmental Assessment Agency (CEAA) issued in March 2016 guidelines for an Environmental Impact Study (EIS) on the project, following our submission to the CEAA of the project description in December 2015. We completed a number of sector studies throughout 2016 for the EIS, the writing of which continued into 2017. The MPA is expected to submit the impact study to the CEAA in spring 2017.

The Contrecoeur Port Terminal Expansion Project will ensure the port’s long-term future by establishing a new container terminal with a capacity of 1.15 million TEUs. It is expected that the terminal could be put into service by the middle of the next decade, conditional to obtaining the required authorizations and continued growth in the containerized cargo market.
The MPA was involved in several projects in 2016 to improve road and marine accesses to the Port of Montreal.

In November 2016, the Government of Quebec inaugurated the first direct access ramp from Highway 25 South to the port in order to facilitate truck access to port territory. The ramp allows trucks to remain on the highway network for a longer period of time, decreases the amount of truck traffic on city streets, and reduces transit time for trucks to reach the port. This project improves goods mobility while reducing impacts on the local road network.

A direct access ramp to Highway 25 North from the port should be completed in fall 2017.

Modifications were also carried out at the Port of Montreal truck entrance at de Boucherville Street that have doubled the traffic capacity for each cycle of traffic lights.

In October, the MPA launched its Trucking PORTal, a web application designed to improve goods fluidity and mobility on port territory. It has been created for truck drivers who frequent the Port of Montreal and their dispatchers. It posts, in real time, traffic-related wait times on port territory so that truckers can better plan and optimize routes to container terminals, avoid congestion and save time. This improved truck fluidity will ultimately reduce greenhouse gas (GHG) emissions in the port. We already have seen concrete results regarding wait times at certain terminals. (For more information, please see the section on Innovation and Reduction of Greenhouse Gases.)

With regard to improved marine access, the MPA conducted a study in 2016 to compare the innovative Dynamic Under Keel Clearance (DUKC) system with the current static approach. DUKC is a dynamic electronic-navigation system that can predict in real time the critical vertical component of the navigation channel water column – the distance measured from the water surface to the river bed, allowing for the determination of a ship’s accurate under-keel clearance – during an actual vessel transit. This system provides useful information for a port to mitigate risk, increase sailing windows and maximize ships’ drafts. By optimizing the use of the water column, a port can increase the volume of cargo it can handle.

A break-in period of the DUKC system with Saint-Laurent Central Corporation pilots began in September.
The MPA and the St. Lawrence Global Observatory (SLGO) improved the “Marine Conditions” application on the SLGO’s web portal in 2016 by integrating data on water levels from Fisheries and Oceans Canada’s Canadian Hydrographic Service. It also allows for the determination of the calculated vertical air clearance of the Quebec Bridge. The SLGO web portal, and more specifically the “Marine Conditions” application, make it possible to obtain an overview of water-level data in near real time on the territory extending from the Great Lakes to the Gulf of St. Lawrence, thereby benefiting marine clients and facilitating port operations.

The improved app is available through a link on Port of Montreal website homepage.
The MPA integrates the principles of sustainable development into all of its business processes and undertook several innovations in its development projects in 2016.

In an effort to reduce GHG emissions on port territory related to trucking, the MPA launched a new Trucking PORTal in October 2016 that posts, in real time, traffic-related wait times on port territory so that truckers can make informed choices about their movements on the port, better plan their route to container terminals, avoid congestion and save time, all of which will reduce GHG emissions on port territory and in the surrounding area.

This web-based application relies on a combination of RFID (radio-frequency identification) technology and licence plate readers to monitor an entire truck transaction within port territory. This data-capture system provides a snapshot of all trucks entering the port at its common-entry truck portal, moving along the port road and into and out of container terminals, and exiting the port, as well as traffic flows and congestion points, measuring the total truck processing time within port territory. The information is sent to drivers in real time by means of a mobile application that they download on their mobile device (from the Apple App Store or Google Play Store), or directly on their computer (from www.portmtltrucks.com).

The MPA carried out this project in three phases. Phase 1 included updates to access control systems and the installation of the licence plate readers at a number of strategic locations on port territory. Phase 2 provided a database of crossing points and key performance indicators, centralization of access control data from the MPA and various terminals into a central port authority system database, and a compilation of truck processing times and GHG performance indicators.

Phase 3, which was launched in October 2016, provided the dashboard – the electronic transmission of processing times in real time to truckers and dispatchers via SMS (short message service) text alerts, emails, mobile apps and the web. The MPA already has recorded some 10,000 visits per month on the Trucking PORTal web and mobile applications.

The MPA is among the first port authorities in the world to offer its road transport partners an advanced real-time information system on truck traffic on its territory. The project is even more pertinent given the fact that the proportion of trucks moving containers into or out of the port has increased over the past several years.
The MPA worked with entities including the City of Montreal and the Quebec Ministry of Transport, Sustainable Mobility and Transport Electrification, on the initiative. Moreover, Transport Canada contributed $1.375 million toward the project through the Government of Canada's program of initiatives to reduce GHG and air pollutant emissions.

The MPA is also working on a joint project with the City of Montreal on Intelligent Transportation Systems. The goal of the project is to exchange data in real time, thereby providing information to the city's urban mobility model.

The MPA pursued projects in 2016 to provide electric shore power service, a very effective way to reduce air emissions from ships' marine diesel engines. It improves local air quality by providing ships with the possibility to shut down their engines while docked and connect to the electrical grid supplied by renewable energy resources.

The MPA established four on-dock power supply stations at Berths 25, 27, 29 and M2 in 2016 for ships that spend the winter in the port. This use of shore power is expected to reduce GHGs from wintering ships by about 1,500 tonnes annually.

To ensure an adequate power supply for cruise ships, Hydro-Québec installed a new 25 kV line to supply the new substation that was installed at the cruise terminal last summer. It is expected that total GHG reductions resulting from shore power connections for cruise ships could reach up to 1,300 tonnes annually.

The total cost of the shore power projects is $11 million. The Government of Canada is providing up to $5 million under its Shore Power Technology for Ports Program. The Government of Quebec and the MPA are each providing $3 million.
The MPA welcomed the Government of Quebec announcement in March 2016 regarding its $300-million investment in the development of industrial port zones throughout the province as part of the Quebec Maritime Strategy. We have participated in the signing of agreements for the Contrecoeur-Varennes (September 2016) and Montreal (February 2017) industrial port zones. Montreal and Contrecoeur are well suited to the implementation of the industrial port zone concept, and the MPA plans to fully participate in the project alongside partners such as CargoM, municipalities and the Government of Quebec.

The development of industrial port zones dovetails with MPA’s Port+ business strategy, which aims to pool efforts among our business partners toward common opportunities and objectives and provide value-added services close to port facilities.

The MPA also supports the City of Montreal’s development plan for the creation of a “Cité de la logistique” logistics zone in the L’Assomption Sud sector of the Mercier–Hochelaga-Maisonneuve borough near the port’s new Viau Terminal. The establishment of a logistics zone that encourages value-added services or operations to set up in proximity to the Port of Montreal falls within the objectives of the Quebec Maritime Strategy and the City of Montreal Development Plan.
INTERNATIONAL

THE MONTREAL PORT AUTHORITY (MPA) IS BROADENING ITS HORIZONS BY PLAYING AN EVEN GREATER ROLE ON THE INTERNATIONAL SCENE AND DEVELOPING ITS CONNECTIONS WITH EMERGING MARKETS.
NEW SERVICES AND DIVERSIFICATION OF MARKETS

The Port of Montreal is connected to more than 140 countries around the world. It handles cargo from Northern Europe and the Mediterranean, Asia, the Middle East, Africa, Oceania and Latin America. Located on the doorstep of North America’s industrial heartland, it offers direct access to the vast markets of Eastern and Central Canada and the U.S. Midwest.

In 2016, two international shipping lines made the decision to increase their capacity through the Port of Montreal. In April, Hapag-Lloyd added the first of four bigger 3,800-TEU (20-foot equivalent unit container) post-Panamax ships to its Mediterranean Canada Service that connects Montreal to the ports of Tangier, Morocco; Valencia and Algeciras, Spain; Cagliari, Salerno, Livorno and Genoa, Italy; and Fos, France. In June, Mediterranean Shipping Company (MSC) upgraded its Caribbean service that calls Montreal. MSC added four more ports, including Altamira and Veracruz, Mexico, to its Gulf Bridge service in order to handle increasing exports of manufactured goods from Mexico.

The MPA manages an increasing amount of traffic with Asia, which now accounts for 23% of the port’s international market in terms of containers handled. This is a 35% increase in volume over 2015, when Asia represented 17% of the port’s international container market. Today, almost one of every four containers moving through the port is now connected to Asia.

The MPA has benefited from more and more shipping lines adopting strategies that make use of transshipment ports overseas. Most notably, the use of these hubs has boosted trade between Montreal and emerging markets in Asia as well as Latin America and the Middle East. In 2016, transshipment accounted for 42% of the Port of Montreal’s international container market, compared to 38% in 2015, representing an increase of more than 10% in volume.
The MPA benefits from active representation in the United States, Europe and Asia (Hong Kong). Most recently, it has added agents in Miami and Europe for the cruise sector. The MPA and its representatives held numerous meetings with international shipping and cruise lines in connection with these markets in 2016.

The MPA renewed in April 2016 its cooperative agreement with the Port of Antwerp to 2019. The ports have developed extensive business contacts over the course of four trade missions to Montreal and Antwerp since they signed their first cooperative agreement in 2013. They have also exchanged timely information on issues such as sustainable development, asset management, the Comprehensive Economic and Trade Agreement (CETA) between Canada and the European Union, global market trends and the development of port logistics zones.

The Port of Antwerp is the Port of Montreal’s largest trading partner. One container in five handled at the Port of Montreal arrives from or is destined to the Port of Antwerp.

In July 2016, within the context of the Quebec Maritime Strategy, the MPA accompanied Quebec Premier Philippe Couillard on a trade mission to the Port of Hamburg in Germany and held meetings with executives of Hapag-Lloyd, the world’s fourth-largest international shipping line.

The MPA held receptions for clients and partners in 2016 in four of its main North American markets: Detroit, Montreal, Toronto and Chicago. Hundreds of guests participated in these networking and information-sharing events.

The MPA boosted its international marketing efforts in 2016 by increasing its presence across social media platforms and using targeted E-blasts to reach key industry representatives around the world. The MPA now has more than 8,000 followers on its “Trading with the World” and counterpart “Commercer avec le monde” Showcase pages on LinkedIn, which represents an increase of 300% in the number of followers over 2015. These pages provide quality and pertinent information to the Port of Montreal’s target audiences and are a place where they can go to participate in high-level exchanges.

In the cruise sector, Tony Boemi, the MPA’s Vice-President of Growth and Development, was reappointed President of the Cruise the St. Lawrence Association (CSLA) in May 2016. CLSA promotes the nine ports of call on the St. Lawrence River as a destination for international cruise lines.

The MPA actively participated in numerous key industry events, trade missions and shows around the world in 2016, including: Retail Supply Chain Conference, Trans-Pacific Maritime Conference, Seatrade Cruise Conference, Intermodal Asia, Northeast Trade and Transportation Conference, Asia Container Supply Chain Conference, International Association of Cities and
INTERNATIONAL
INCREASED INTERNATIONAL VISIBILITY


The MPA welcomed to its headquarters regional and international groups including the European Parliament Committee on International Trade and the European Council’s Working Party on Transatlantic Relations Committee, as well as the Table de concertation régionale Haut-Saint-Laurent – Grand-Montréal. It welcomed delegations from numerous countries including China, India and Portugal. It also met with HAROPA, the ports of Le Havre, Rouen and Paris, in Montreal.
THE MONTREAL PORT AUTHORITY (MPA) IS BROADENING ITS HORIZONS BY ALWAYS STRIVING FOR EXCELLENCE IN THE AREAS OF ENVIRONMENTAL, SOCIAL AND ECONOMIC SUSTAINABILITY.
The MPA revised its Sustainable Development Policy in 2016, six years after its first policy was approved in 2010, in order to adapt to the evolution of challenges and expectations in this field.

The policy, which spells out a long tradition of actions and initiatives in the environmental, social and economic areas, is based on six guiding principles:

1. Ensure the responsible management of our organization
2. Contribute to the prosperity of society
3. Provide a stimulating work environment
4. Reduce our environmental footprint
5. Ensure that safety and security remain core operating values
6. Ensure the Port of Montreal’s economic mission

The MPA developed in 2016 a three-year Sustainable Development Action Plan that is based on five orientations:

1. Improve air and water quality
2. Enhance the MPA’s service offer
3. Ensure the responsible management of MPA infrastructures and resources
4. Offer a mobilizing and safe working environment
5. Forge long-term harmonious relationships with our stakeholders

The MPA consulted internal and external stakeholders through a survey in 2016 in order to develop a materiality analysis of the main sustainable development challenges for the organization. The five highest priority challenges identified from the consultation are as follows: prevention of leaks and spills; organizational probity, ethics and integrity; occupational health and safety; water pollution; and quality of services.
SUSTAINABLE DEVELOPMENT
NEW APPROACH

Following the study, and to better reflect the expectations of internal and external stakeholders, objectives and targets will be progressively added to the three-year Sustainable Development Action Plan.

The results of the study linked to the materiality analysis on priority challenges will also be integrated into the MPA’s Sustainable Development Annual Report, which will be based in line with and draw its inspiration from the international standards of Global Reporting Initiative (GRI) guidelines.

The MPA created a Sustainable Development Committee in 2016 that worked actively throughout the year. The MPA’s Environment Director serves as president of the committee, which comprises nine other MPA employees from a cross-section of departments and disciplines and represents MPA employees on the whole.

For more information on the MPA’s sustainable development initiatives, please consult its 2016 Sustainable Development Summary Report at the following link: Sustainable Development Report.
SUSTAINABLE DEVELOPMENT

ENVIRONMENT

The MPA is constantly working to reduce its environmental impact. Over the past four years, it has reduced by 12% greenhouse gas (GHG) emissions linked to its own operations. Between 2007 and 2016, it eliminated 33% of its GHG emissions per tonne of cargo handled.

In an effort to reduce GHG emissions on port territory related to trucking, the MPA launched in October 2016 its new Trucking PORTal, a web application also available on iOS and Android platforms. It provides real-time information to truckers so that they can better plan their route to port terminals. Truckers can therefore avoid congestion and save time, all of which ultimately reduces GHG emissions in and around the port. The Port of Montreal is one of the first ports in the world to offer an advanced real-time information system on truck traffic on its territory.

The MPA also proceeded with projects in 2016 to provide shore power service to wintering vessels and cruise ships in the Port of Montreal.

The use of electric shore power improves local air quality by allowing ships to shut down their marine diesel engines and connect to the electrical grid supplied by renewable energy resources. This initiative alone will eliminate 2,800 tonnes of GHGs annually related to emissions from port activities.

(For details on the Trucking PORTal and shore power initiatives, please see the Innovation and Reduction of GHGs information in the Projects and Developments section of this Annual Report, at the following link.)

Among other initiatives to improve air and water quality in the port, the MPA launched in 2016 a pilot project to convert one salt-spreading vehicle and three trucks, including one with an aerial bucket, through the use of technology that shuts down truck engines when the vehicles are stationary, thus eliminating the idle time and GHG emissions while still providing electric power to the vehicle equipment, including the HVAC (heating, ventilation and air-conditioning) system.

The MPA added in 2016 seven new hydrodynamic separators on its territory to treat stormwater. This specialized piece of equipment removes free oil and total suspended solids from stormwater run-off, thereby treating pollution at its source.

During renovations to its Cité du Havre head office building, the MPA achieved energy savings by choosing LED bulbs and neon lighting instead of incandescent bulbs, using better-performing materials for windows and insulating exterior walls.
The MPA is a member of Green Marine, the voluntary environmental certification program for the North American marine industry. In 2015 (results published in 2016), we once again earned very strong results among member ports on Green Marine’s detailed report card in the areas of GHGs, water and land pollution prevention, conflicts of use and environmental leadership.

The MPA hosted the second session of the Initiatives for the Future of Great Rivers (IFGR) from April 18-20, 2016. The session, which addressed challenges of the world’s great rivers, included two local components: adaptive management strategies within the plan to regulate water flows in the St. Lawrence River, and best practices in city-port relations related to the port expansion at Contrecœur. In this context, IFGR members allowed us to gain a multidisciplinary perspective on the St. Lawrence River.

For more information on the MPA’s environmental initiatives, please consult its 2016 Sustainable Development Summary Report at the following link: Sustainable Development Report.
The Port of Montreal’s neighbouring communities are located in the boroughs of Ville-Marie, Mercier–Hochelaga-Maisonneuve and Rivière-des-Prairies–Pointe-aux-Trembles, and the cities of Montreal East and Contrecoeur. The MPA increased its presence and involvement in these communities in 2016.

The MPA sent out special invitations to its neighbours to take part in Port in the City Day, held on September 10. Some 2,700 people accepted the invitations and enjoyed an hour-long cruise aboard AML’s *Cavalier Maxim* where they were able to discover the port and its activities. MPA executives gave the guided tours, explaining how port facilities operate and the impact of port operations on the economy. In total, 28 MPA employees participated in the event.

The Good Neighbour Committee, formed by the MPA at the end of 2014 and comprising 17 members representing citizens and various organizations active near the port or on port territory, held two meetings in 2016 at which the MPA discussed its current projects, answered questions and collected comments.

The MPA continued to communicate regularly with its neighbours, most notably by means of its *Logbook* e-magazine (three issues in 2016), direct mail, and emails to lists of members of who sign up to be Neighbours of the Port. There are now some 1,700 people on the Neighbours of the Port subscriber mailing list, up by more than 1,000 people from the previous year.

The MPA continued its regular communications with stakeholders in the Alexandra Pier and cruise terminal restoration project and the Contrecoeur Port Terminal Expansion Project. Most notably, it held numerous meetings with Contrecoeur stakeholders and sent communications to Alexandra Pier stakeholders in 2016. It sent direct mail to 10,250 neighbours about the Viau Terminal project and another 6,000 neighbours regarding the Alexandra Pier project.

The MPA strongly believes in giving back to the community by supporting organizations and events that contribute to the vitality of neighbourhoods that are adjacent to port facilities. Its Community Investment Policy supports three sectors: socioeconomic development, education related to marine careers, and the environment.

The MPA continued to support numerous programs in 2016 including Vélopousse Maisonneuve pedicabs, ÉcoMaris, the Samajam school retention program, and the seasonal Village au Pied-du-Courant. It also supported the heritage cruises offered as part of the Vague estivale 2016, a program of summer activities offered by the borough of Rivières-des-Prairies–Pointe-aux-Trembles, family festivals in Mercier-Est and Hochelaga-Maisonneuve, the Défi kayak Desgagnés challenge benefiting Young Musicians of the World, the Maison des Enfants de l’Île de Montréal, and L’Antre-Jeunes de Mercier-Est. The MPA was also involved in Contrecoeur, where it supported organizations such as the Colonie des grèves and the Centre d’action bénévole de Contrecoeur.
The MPA is also involved with academic institutions. It formed a partnership with ETS (École de technologie supérieure) in 2016 whereby students in the operations and logistics engineering program were challenged to submit innovative solutions to modelling the flow of truck traffic on port territory. The MPA hosted a bicycle tour of the port with students and professors as part of an HEC Montréal university program, and provided student internships at the MPA in sectors such as geomatics, hydrology and economic affairs.

We also participated in the 3rd edition of the InnoBahn Ubisoft event presented by the Board of Trade of Metropolitan Montreal. Information and information technology start-up companies were challenged to provide concrete innovative solutions to reduce unproductive travel and GHG emissions associated with transporting containers by truck at the Port of Montreal.

Numerous stakeholders, political decision-makers and associations visited the port in 2016. All told, MPA officials presented the port and its activities to more than 9,000 people.

Following the consolidation of the MPA’s presence on social media – Twitter, Facebook, LinkedIn, Instagram and YouTube – in 2015, the number of subscribers on all platforms combined increased to more than 20,000 in 2016, up from 9,000 the previous year.

The MPA also registered some 10,000 visits per month on its Trucking PORTal web and mobile application that was launched in October 2016.

The MPA made numerous official public announcements in 2016, most notably regarding the restoration of Alexandra Pier and the cruise terminal with the City of Montreal and Government of Quebec in March, the official launch of the Trucking PORTal and a media visit to the Alexandra Pier worksite, both in October, and the official inauguration of Viau Terminal in November.
The MPA maximizes its efforts to provide its employees with the best work experience possible.

Results released in 2016 of a Mobilization and Engagement Survey conducted with MPA employees show that the vast majority are committed to the organization. The MPA has established an action plan to maintain and increase employee engagement as well as an internal communications plan.

The modernization of MPA facilities at the Cité du Havre headquarters has created a new organization of workspaces that promote collaboration among employees.

Every year, MPA employees and executives take training to enhance their skills, reinforce internal collaboration and further improve the quality of client services. In 2016, employees received a total of 5,130 hours of training.

The MPA’s new Intranet site, designed to accelerate access to information and be more user friendly, was unveiled in 2016. The MPA also began to implement an integrated document management system that will better manage documents and facilitate information sharing and collaboration among employees.
MISSION, VISION AND VALUES

MISSION

We are an ocean port at the heart of the North American continent and a hub for world trade. We contribute to the prosperity of our clients and partners and to the economic development of Greater Montreal, Quebec and Canada, all while respecting the environment.

VISION

To be a diversified, successful and innovative port that exercises inspiring leadership and provides competitive value-added services, making it a partner of choice in the logistics chain.

VALUES

1. **Collaboration:** We promote teamwork, information sharing and communication to go further together.

2. **Responsibility:** We are a sustainable organization that places great importance on the environment, on our neighbouring communities and on our contribution to the economy. We act in accordance with rules of conduct dictated by honesty, transparency and accountability.

3. **Innovation:** We constantly reinvent our practices and encourage agility to assert our leadership in the logistics chain.

4. **Commitment:** We value passion and employee excellence so that our clientele can benefit from the best experience possible.

An autonomous federal agency, the MPA is required to be financially self-sufficient. The MPA builds and maintains infrastructures that it leases to private stevedoring companies.
BOARD OF DIRECTORS

Anik Trudel  
(since June 19, 2008)  
Chair of the Board of Directors  
Chief Executive Officer, Lavery Lawyers

Michel M. Lessard  
(from June 27, 2007 to June 26, 2016)  
Corporate Director

Marie-Claude Boisvert  
(since December 11, 2014)  
Vice-Chair of the Board of Directors  
Executive Vice-President, Business Services, Desjardins Group

Marc Y. Bruneau  
(since April 15, 2010)  
Corporate Director

M° Eric Simard  
(since April 9, 2015)  
Partner, Fasken Martineau

Germain Thibault  
(since November 29, 2012)  
General Manager, Grand défi Pierre Lavoie

MANAGEMENT COMMITTEE

Sylvie Vachon  
President and Chief Executive Officer

Réal Couture  
Vice-President, Finance and Administration

Sophie Roux  
Vice-President, Public Affairs

Serge Auclair  
Vice-President, Strategy and Human Resources

Daniel Dagenais  
Vice-President, Operations

Tony Boemi  
Vice-President, Growth and Development

Marie-Claude Leroux  
Vice-President, Legal Affairs and Real Estate, and Corporate Secretary
AWARDS AND HONOURS

Sylvie Vachon, President and CEO of the MPA, received the Medal of the Quebec National Assembly in March 2016 for her achievements in her role at the MPA.

The MPA’s advertising campaign “Trading with the World” captured two prestigious awards at the Summit Creative Award international competition in June 2016. Ogilvy Montréal, the agency that produced the campaign for the MPA, won Print Best of Show for the “Trading with the World” campaign, and gold for the “Chopsticks” advertisement that is part of the campaign. The Summit Creative Award recognizes each year creative campaigns from more than 20 participating countries.

ACKNOWLEDGEMENTS

The Port of Montreal is the result of collaboration among many different stakeholders who must work in unison in order to provide fluid, fast and efficient cargo-handling services. The MPA would like to take this opportunity to thank its employees, clients and partners for their dedication, professionalism and collaboration in all aspects of port operations.

Thank you.

- Montreal Port Authority clients
- MPA employees
- Port of Montreal workers
- Shipping lines
- Trucking companies
- Railway companies
- Terminal operators
- Agents
- Associations
- Government departments
- Research institutions
- Educational institutions

INFORMATION

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Port of Montreal archives

Graphic design
Camden

Ce document est disponible en français.