

2017 Annual Report

# A History with a Future

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Highlights

## Traffic

**In 2017, for the fourth consecutive year, the total volume of cargo handled at the Port of Montreal broke another record: 38.0 million tonnes, a 7.6% increase over 2016.**

Up everywhere: containers, liquid bulk and dry bulk

The container sector posted strong growth at 5.8% to reach 13.8 million tonnes, or 1.5 million TEUs (twenty-foot equivalent units). Two growth drivers largely explain these very good results: the markets of Asia and the Mediterranean, both solidly growing.

Liquid bulk posted the strongest increase in terms of tonnage: 1.0 million tonnes more than the previous year, to reach a total of 14.7 million tonnes, an increase of 7%. This gain is largely due to outbound crude oil from Enbridge Line 9B, starting in December 2015.

For its part, dry bulk rose by 0.9 million tonnes over the previous year, for a total of 9.3 million tonnes, up 10.8%. Notable increases include iron ore (26.4%), salt (30.1%) and scrap metal (440%). These increases offset a slight 2% decline in grain traffic.

GENERAL CARGO: 14 MT

DRY BULK: 9,3 MT

LIQUID BULK: 14,7 MT

## Highlights 2017

### Economic impact of the Port of Montreal's activities

16,000 direct, indirect and induced jobs

\$2.1 billion in added value for the Canadian economy

\$41 billion worth of goods transiting through it every year

### The largest container port in eastern Canada

1.5 million TEU containers in 2017, or 13.8 million tonnes of containerized goods

### New Viau Terminal

Close to 200,000 TEUs handled

Over 2,000 vessels per year Up to 2,500 trucks per day 60 to 80 trains per week

## Highlights

### Port of Montreal traffic

(in thousands of metric tons)

Type of cargo	2017	2016	Variation
<strong>GENERAL CARGO</strong>			
Containerized	13,819	13,063	5.8%
Non-containerized	230	178	29.2%
<strong>Total</strong>	<strong>14,049</strong>	13,241	6.1%
<strong>LIQUID BULK</strong>			
Petroleum products	14,197	13,181	7.7%
Other	464	516	-10.0%
<strong>Total</strong>	<strong>14,661</strong>	13,697	7.0%
<strong>DRY BULK</strong>			
Grains	4,563	4,657	-2.0%
Other	4,769	3,762	26.8%
<strong>Total</strong>	<strong>9,332</strong>	8,419	10.8%
<strong>Total tonnage</strong>	<strong>38,042</strong>	35,357	<strong>7.6%</strong>

### Statement of earnings

(in thousands of Canadian dollars)

	2017	2016
Revenue from operations	112,677	106,701
Expenses	90,351	84,026
Operating earnings before other items	22,326	22,675
Other items	783	847
<strong>Net earnings</strong>	<strong>23,109</strong>	23,522

## Year in Brief

### January

Captain Danel Ju, master of the Chem Sirius, won the Gold-Headed Cane.

The Montreal Port Authority (MPA) partnered with École de technologie supérieure (ÉTS) to create the *ÉTS Smart Port Challenge*, which awards scholarships to the teams of ÉTS students in the operations and logistics engineering program that propose the best solution to an actual port innovation problem.

### February

Announcement of the Montreal Industrial Port Zone, chaired by Sylvie Vachon. The members of the local committee mandated to establish the Montreal IP Zone are: the City of Montreal, the City of Montreal East, the Montreal Metropolitan Community, CargoM and the government departments and agencies concerned. Under this agreement, the government will fund up to 70% of costs associated with implementing the related development plan, to a maximum of \$125,000.

### March

The Port of Montreal was invited to join a select group of eight port authorities named *chainPORT*. This initiative by the Port of Hamburg, Germany, enables members to exchange information and develop innovative, forward-looking solutions in keeping with the *smart port* concept.

### April

The MPA and its clients celebrated the 50<sup>th</sup> anniversary of the arrival of the first containers at the Port, a milestone event for the supply chain. In 50 years, close to 35 million TEUs have transited through Montreal's port facilities.

CMA CGM announced a sharing agreement on the Hapag-Lloyd service.

### May

At the Port of Montreal, Groupe Desgagnés christened the *Damia Desgagnés*, its very first vessel able to be fuelled by liquefied natural gas (LNG). Énergir and the Port of Montreal took the opportunity to announce that an LNG supply solution for marine fuel was now available at the Port of Montreal.

The Government of Quebec announced \$40 million in financial assistance under the Marine Transportation Infrastructure Investment Support Program (PSIITM) – Quebec Maritime Strategy. This contribution covers projects to: (1) optimize the intermodal network; (2) expand the short-sea shipping vocation; (3) develop bulk terminals; and (4) upgrade wharf fenders and pier rehabilitation. The total investment for these four projects is \$120 million.

CMA CGM introduced the NAWA (North America West Africa) service that connects Montreal to Tanger Med Port, the hub for services to the rest of Africa. This new service strengthened the major connection already in place between Montreal and the Mediterranean, while opening new prospects for shipments to the continent of Africa.

### June

The MPA celebrated the arrival of the *Maasdam*, the first cruise ship to dock at the Port of Montreal's new cruise terminal, in the presence of many partners and political figures.

### July

AGT Food and Ingredients became a partner in CanEst Transit's facility. AGT being one of the world's largest pulse exporters, this new partnership will considerably increase exports of containerized agri-food products.

The MPA inaugurated its new Port Centre with the opening of the History of Ships exhibition, free to the public.

The Port made the very first shore power connection at the new cruise terminal, a first in Quebec. The operation was performed on Holland America Line's cruise ship *Veendam*. This project, totalling

\$11 million, received financial support from the governments of Quebec (\$3 million) and Canada (\$5 million). Ships docking at the Port of Montreal's new cruise terminal can now be powered by electricity. This two-pronged project is expected to reduce greenhouse gas (GHG) emissions by 2,800 tonnes per year. Shore power was initially rolled out for wintering vessels and then for cruise ships. In 2016, we set up four power supply stations at Berths 25, 27, 29 and M2 for vessels that winter at the Port.

## August

Maersk Line announced the addition of a new freight transport service between the Mediterranean and Montreal. Anticipating the entry into force of the Comprehensive Economic and Trade Agreement, the world's leading shipping company decided to increase its service capacity with the Port of Montreal. Since September 30, it has provided a weekly connection to support the growing demand for freight transport between Montreal and emerging markets. The service rotation is to the ports of Cagliari, Salerno, Leghorn, Genoa, Fos sur Mer, Algeciras, Tangiers, Vigo and Valencia. This news sent a positive signal for both the Montreal and Eastern Canada economies.

## September

The MPA and HAROPA (the ports of Le Havre, Rouen and Paris) signed an international cooperation agreement on the occasion of the Sister Ports Conferences held at Le Havre a few days before the Comprehensive Economic and Trade Agreement (CETA) entered into force. The goal was to intensify and extend cooperation in the various technical, commercial and research/innovation areas of port activity between these ports.

The federal Minister of International Trade, the Honourable François-Philippe Champagne, held the ceremony for CETA's provisional entry into force. The event took place at the Port of Montreal's Viau Terminal, in the presence of representatives of the Government of Quebec and the City of Montreal, several ambassadors and consuls, and representatives from the business communities of Canada and the European Union (EU).

## October

Building on the popularity of the free *History of Ships* exhibition, which welcomed the public on the 2nd floor of the new cruise terminal, the Port of Montreal decided to prolong it. Attendance exceeded expectations over the summer, when more than 21,000 Montrealers and local and international tourists visited and gave extremely positive feedback. This success led the MPA to further its initiative and develop a new concept for the Port Centre in keeping with the Missions Charter of a Port Centre published by the Worldwide Network of Port Cities, known internationally by its French acronym AIVP.

## November

The new Viau Terminal wrapped up its first year of operation with encouraging results: the number of containers handled exceeded expectations.

The Port of Montreal joined forces with Soverdi and Alliance forêt urbaine to invest in greening. As a first step, this new partnership will plant 375 trees. By doing so, the Port of Montreal joined about a hundred private partners already active in the greening of private and institutional lands in Montreal.

A record year for cruises: In its first year, the new cruise terminal welcomed altogether 114,518 cruise passengers and crew members, up a remarkable 33.5% over the previous year.

# A History with a Future

### **Message from the Chair of the Board of Directors and the President and Chief Executive Officer**

In 2017, the Port of Montreal recorded an increase in the volume of cargo handled in every sector: containerized and non-containerized goods, liquid bulk and dry bulk. Even the cruise sector kept expanding. Naturally, this growth has positive impacts on Quebec's economy, especially in the metropolitan area. We are proud of this contribution to our community.

In 2017, on the occasion of Montreal's 375<sup>th</sup> anniversary, we celebrated the fact that the Port of Montreal is one of the city's major founding elements. The city was built around marine activity on the banks of the majestic St. Lawrence River, the very first information and transportation highway.

This means that the neighbourliness between the city and its port has been part of their shared history from the start. The fact that our territory is embedded in the city obliged us early on to be innovative in order to increase our handling capacity and our competitiveness. Maximizing the territory's productivity was vital. This is what led to the creation of the Montreal Model, an ingenious intermodal ballet involving vessels, trains and trucks, recognized around the world as a global benchmark. In short, creativity is in our DNA.

### **A smart port**

No wonder, then, that to secure our future, we count on innovation. It is at the heart of our strategic plan. True to its past, the Port of Montreal is now positioned as an innovative smart port. Innovation remains one of our most important differentiating tools, enabling us to stand out on the world stage.

In 2017, we made huge strides thanks to this strategy. For one thing, we implemented the Truck PORTal, an application that helps improve the flow of traffic and reduce greenhouse gas emissions on our territory. This annual report highlights many other actions inspired by our commitment to be part of the select group of smart ports.

Choosing this direction earned us a great invitation to join chainPORT, a group of about 10 international ports that share strategic information and best practices in the use of advanced technologies.

### **Linkages, collaboration and pooling**

As we know, a smart port cannot succeed on its own. Technologies are evolving at a frenetic pace with a multitude of new tools being introduced. This calls for the vigilant awareness of a solid in-house team of strategic information specialists who are themselves connected to other teams around the world. More than ever, we rely on linkages, collaboration and the pooling of strengths and resources. The Port of Montreal is present in strategic networks at the international level. It is just as present with its partners here, as demonstrated by its involvement in CargoM, the Logistics and Transportation Metropolitan Cluster of Montreal.

In today's world, this search for solutions on the cutting edge must factor in the principles of sustainable development. For many years now, we have integrated into our decision-making process the concepts of respect for the environment and good corporate citizenship. A proud founding member of Green Marine, we stepped up our initiatives in 2017 even further to support our community and act as a responsible organization. You will find more on this issue in our [Summary Report of Achievements in Sustainable Development](#).

### **Container traffic**

From a business point of view, the Port's economic future largely depends on its ability to support the growth of container traffic. In 2017, we celebrated the 50<sup>th</sup> anniversary of the first container that went through the Port of Montreal. In other words, container handling has been deeply integrated for a long time in our port operations. That's good, because this segment of the shipping industry keeps growing. To make the most of this growth, the Port opened a new container terminal, Viau Terminal. Already, we are looking even further ahead with our project to develop another container terminal at Contrecoeur,

which would start operating as soon as our container-handling capacity is saturated on our territory on the Island of Montreal.

As you will see in this annual report, the Port of Montreal has enjoyed a year full of initiatives and results, and it is all set to meet the challenges ahead with flying colours, even more so now that we have a full Board of Directors, with all of the positions being filled in 2017. We are proud of the fact that women now hold more than 50% of these positions.

We would like to thank our partners, the governments, our clients, our employees and port workers for their support and commitment. Port activities and the transport logistics chain call for team spirit and the pooling of individual strengths. Our fine results are also yours. Thank you!

**Marie-Claude Boisvert** Chair of the Board of Directors

**Sylvie Vachon** President and Chief Executive Officer

# Message and Results

## Condensed Financial Results

### SUMMARY OF FINANCIAL RESULTS

(in thousands of Canadian dollars)

	2017	2016
REVENUE FROM OPERATIONS	112,677	106,701
EXPENSES	90,351	84,026
Operating earnings before the following items	22,326	22,675
Investment income	783	847
<b>NET EARNINGS</b>	<b>23,109</b>	23,522

### Statement of comprehensive income for the year ended December 31, 2017

(in thousands of Canadian dollars)

	2017	2016
Net earnings	23,109	23,522
Other comprehensive income		
Items that will not be reclassified subsequently to net earnings		
Remeasurement of defined benefit obligation	(3,033)	149
<b>Total comprehensive income</b>	<b>20,076</b>	23,671

### Statement of earnings for the year ended December 31, 2017

(in thousands of Canadian dollars)

	2017	2016
Revenue from operations	112,677	106,701
<b>Expenses</b>		
Salaries and benefits	35,751	34,243
Maintenance and repairs	10,621	10,367
Professional services	4,394	3,910
Payments in lieu of property taxes	2,519	2,840
Other expenses	8,941	7,327
Gross revenue expenses	4,259	4,152
Amortization of fixed assets	23,866	21,187
	90,351	84,026
Operating earnings before the following items	22,326	22,675
Investment income	783	847
<b>Net earnings</b>	<b>23,109</b>	23,522

## Statement of changes in the equity of the Government of Canada

for the year ended December 31, 2017 (in thousands of Canadian dollars)

	2017			2016
	Contributed capital	Retained earnings	Total equity	Total equity
<b>Balance, beginning of year</b>	<b>235,199</b>	<b>91,522</b>	<b>326,721</b>	303,050
Du Havre sector retrocession	(835)	–	(835)	–
Net earnings of the year	–	23,109	23,109	23,522
<b>Other comprehensive income</b>				
Actuarial gains (losses) for the year	–	(3,033)	(3,033)	149
Total comprehensive income for the year	(835)	20,076	19,241	23,671
<b>Balance, end of year</b>	<b>234,364</b>	<b>111,598</b>	<b>345,962</b>	326,721

## Summarized statement of financial position

for the year ended December 31, 2017 (in thousands of Canadian dollars)

	2017	2016
<b>Assets</b>		
Current	55,872	68,749
Grants receivable and others	16,436	8,902
Fixed assets	361,300	339,630
	<b>433,608</b>	417,281
<b>Liabilities</b>		
Current	33,594	53,750
Asset retirement obligations	1,230	1,230
Obligation under finance lease contracts	382	489
Deferred grants	2,468	2,468
Long-term debt	14,599	–
Employee benefit obligation	35,373	32,623
	<b>87,646</b>	90,560
<b>Equity of the Government of Canada</b>		
Contributed capital	234,364	235,199
Retained earnings	111,598	91,522
	<b>345,962</b>	326,721
	<b>433,608</b>	417,281



## Summarized statement of cash flows

for the year ended December 31, 2017 (in thousands of Canadian dollars)

	2017	2016
<b>Operating activities</b>		
Net earnings	23,109	23,522
Non-cash items	22,795	18,300
	45,904	41,822
Net change in working capital	4,131	(5,044)
<b>Net cash from operating activities</b>	<b>50,035</b>	<b>36,778</b>
<b>Investing activities</b>		
Acquisition of fixed assets, net of grants	(62,020)	(86,942)
Acquisition of investments	(23,600)	(63,000)
Disposal of investments	25,000	104,900
Interest received	111	1,155
<b>Net cash used in investing activities</b>	<b>(60,509)</b>	<b>(43,887)</b>
<b>Financing activities</b>		
Payments under finance lease contracts	(149)	(3,323)
Deferred grants	(6,112)	9,409
Long-term debt	16,000	–
<b>Net cash from financing activities</b>	<b>9,739</b>	<b>6,086</b>
Net change in cash	(735)	(1,023)
Cash, beginning of year	3,999	5,022
<b>Cash, end of year</b>	<b>3,264</b>	<b>3,999</b>

# Benefits and Traffic

## Economic Driver

**As a dominant figure in our History, the Port of Montreal is deeply rooted in the socio-economic landscape of Montreal, Quebec and Canada. In 2017, we showcased the Port of Montreal's historic role during Montreal's 375<sup>th</sup> and Canada's 150<sup>th</sup> anniversary celebrations. Equally strategic is its role in the future growth of Montreal's transport logistics chain, a hub of global trade.**

### The only container port on the St. Lawrence

It is thanks to the river and its port that Montreal developed into the metropolis it is today, firmly established as a major port city with a strong international reputation. Over time, we have become the largest port on the Canada's East Coast and the only container port on the St. Lawrence, with more than 50 years of experience in this area.

The Port of Montreal is a top-tier economic force, especially in the context of Greater Montreal's logistics and transportation chain. The Port and its partners, specifically those in the Logistics and Transportation Metropolitan Cluster of Montreal CargoM, together with the City form a winning team!

### A blue chip economic role

The Port of Montreal's economic role is measured in terms of jobs and added value for the economy. Its activities generate 16,000 direct, indirect and induced jobs, and its added value is estimated at \$2.1 billion per year. Additionally, all the goods that go through the Port of Montreal in a single year have a total value of \$41 billion.

### International scope

In light of its worldwide reach, the Port of Montreal welcomes vessels from every continent. It is served by the five largest shipping lines in the world and other companies, including CSAL Canada-States-Africa Line, CMA CGM, Fednav Atlantic Lakes Line (FALLine), Hapag-Lloyd, Maersk Line, Mediterranean Shipping Company (MSC) and OOCL.

The Port of Montreal also receives vessels from Canadian carriers such as Algoma, Canada Steamship Lines, Canfornav, Fednav International, Groupe CTMA, Oceanex, Rigel Shipping Canada and Transport Desgagnés.

The Port of Montreal's success is largely due to its geographically strategic location, which makes it the shortest direct route from Europe and the Mediterranean to North America. Not only is it the most direct, but it is also the best for the environment, because it brings freight by marine transport as close as possible to the vast consumer markets in Eastern Canada and the U.S. Midwest. Shipping is the transport mode with the least amount of greenhouse gas emissions and, at the same time, the lowest cost.

### 110 million consumers within two days

The shipping route to the Port of Montreal gives access to a pool of 40 million consumers in a single day by truck, and to an additional pool of 70 million consumers in less than two days by train. On Port territory, a direct connection to two North American Class 1 rail networks, CN and CP, provides daily departures to Toronto, Chicago and Detroit. Its intermodal network ensures flexibility, speed and reliability.

### The Port is forging its future

The Port of Montreal's economic role is far from fading! Especially since it has already started to chart its course to the future by launching projects that are sure to fulfil its rich growth potential.

For example, commissioning the new container terminal at Viau will make it possible, once completed, to increase the Port's container-handling capacity on the Island of Montreal by 600,000 TEUs. In its first year, close to 200,000 TEUs transited through Viau Terminal. The next stage will unfold at Contrecoeur, 40 km downstream, on the south shore of the river, where the Port is spearheading the project to create a container terminal with a 1.15-million-TEU capacity.

The five largest shipping lines in the world serve the Port of Montreal.

## Traffic Summary

### Port of Montreal Traffic (in thousands of tonnes)

Type of cargo	2017	2016	Variation
<b>GENERAL CARGO</b>			
Containerized	13,819	13,063	5.8%
Non-containerized	230	178	29.2%
<b>Total</b>	<b>14,049</b>	<b>13,241</b>	<b>6.1%</b>
<b>LIQUID BULK</b>			
Petroleum products	14,197	13,181	7.7%
Other	464	516	-10.0%
<b>Total</b>	<b>14,661</b>	<b>13,697</b>	<b>7.0%</b>
<b>DRY BULK</b>			
Grains	4,563	4,657	- 2.0%
Other	4,769	3,762	26.8%
<b>Total</b>	<b>9,332</b>	<b>8,419</b>	<b>10.8%</b>
<b>Total tonnage</b>	<b>38,042</b>	<b>35,357</b>	<b>7.6%</b>

## Containers

The volume of containers handled at the Port of Montreal posted a solid increase of 5.8% in 2017 over the previous year, rising from 13.1 to 13.8 million tonnes. This increase is crucial now that we know that more and more goods are being transported by container, making it the longest lasting top growth segment at the Port of Montreal, same as in the entire global freight industry.

### Two growth drivers: Asia and the Mediterranean

Two growth drivers largely explain these very good results: the markets of Asia and the Mediterranean. Asia now accounts for 24% of our international traffic, an increase of 14% compared to 2016. As for the Mediterranean, with a rise of 9%, it represents 21% of international traffic.

In other news, traffic remains well balanced between imports and exports with a ratio of 1.03 in 2017 compared to 1.04 in 2016. This means that there are almost as many imported containers as exported containers at the Port of Montreal, an undeniable advantage for the shipping lines.

Transshipment continues to play an increasingly important role. In 2017, it accounted for 43% of the international container market at the Port of Montreal, compared to 42% the previous year.

### Two new international services

Two new international container services to the Port of Montreal were added in 2017. In the spring, CMA CGM announced an agreement to share the Hapag-Lloyd service and it introduced the new NAWA (North America West Africa) service that connects the Port of Tanger Med, the hub for services to the rest

of Africa. For its part, Maersk introduced the Med-Montreal service in September 2017. These decisions confirmed the strategic importance of the Port of Montreal.

The containers carry a wide variety of goods, including consumer products of all kinds, agri-food products, electronics, clothing, and industrial and construction materials.

Northern Europe: 36%

Asia: 24%

Mediterranean: 21%

Middle East: 8%

Latin America: 5%

Africa/Oceania: 3%

Canada: 3%

## Non-Containerized Cargo

**Non-containerized cargo basically includes oversized cargo such as railway tracks, vehicles and metal products such as copper anodes.**

In 2017, this sector posted an increase of 29.2%, rising from 178,000 to 230,000 tonnes. However, its importance should be put in perspective; these goods represent only a small portion of our handling operations. The transport of materials for the Champlain Bridge accounted for much of this increase.

## Dry Bulk

**In 2017, dry bulk posted a 10.8% increase to reach 9.3 million tonnes. Notable increases include iron ore (26.4%), salt (30.1%) and scrap metal (440%).**

Grain traffic dipped 2%. The year 2017 was marked by an exceptional global harvest that led to a fall in prices and higher inventories, causing producers to wait for a price recovery. With its first-class facilities, the Port of Montreal can receive all types of dry bulk.

Grain: 49%

Iron ore: 26%

Salt: 7%

Raw sugar: 5%

Fertilizer: 4%

Scrap metal: 3%

Gypsum: 2%

Other: 4%

## Liquid Bulk

**Liquid bulk traffic totalled 14.7 million tonnes in 2017, up 7% compared to 2016. This gain is largely due to outbound crude oil from Enbridge Line 9B, opened in December 2015 for Valero.**

This project generated 5.5 million tonnes of crude oil and brought 121 additional vessels to the Port of Montreal.

Crude oil: 38%

Gasoline: 37%

Fuel oil: 10%

Diesel oil: 7%

Jet fuel: 4%

Other: 3%

# Cruises

**In 2017, the Port of Montreal welcomed a total of 114,518 cruise passengers and crew members, a remarkable 33.5% upswing over the previous year.**

It was a record year for the cruise industry in Montreal, both domestically and internationally. Three new cruise ships called at the Port for the first time and, as of summer 2017, cruise passengers were able to use our new terminal. No doubt about it, Montreal's reputation as a destination of choice for cruise passengers keeps growing year after year. In June, Montreal was the site for the 2017 Cruise Canada New England Symposium, connecting major cruise lines and the cruise partner destinations of this great region.

International passengers: 72%

Domestic passengers: 8%

Crew members: 20%

# Projects and Developments

**In 2017, the Port of Montreal celebrated 50 years of containerization. Over the years, we have acquired solid expertise, and our reputation is second to none in terms of intermodality, fluidity and speed of container handling. Our leadership is constantly refining the service offering in this promising growth sector.**

## Viau Terminal

**The new Viau container terminal completed its first year of operation with very enviable results that exceeded our expectations. In service since November 2016, Viau Terminal offers a 330-metre berth, an intermodal zone, rail service and truck access roads.**

The second phase will include the installation of a second 330-metre-long berth, two more dockside gantry cranes and a complementary container receiving area.

Once the second phase has been completed, in the following years, Viau Terminal will have a handling capacity of 600,000 TEUs, which will increase the Port of Montreal's total capacity to 2.1 million containers. The total investment for the two phases of the Viau project is \$197 million, and the Government of Canada's contribution is \$42.1 million.

The Viau project is part of the Port of Montreal's long-term strategy to exponentially increase its container-handling capacity so as to maintain its dominant position as the largest container port in Eastern Canada. The next step will be Contrecoeur Terminal.

Montreal has the largest container port in Eastern Canada.

## Contrecoeur Terminal

**The project to build a container terminal at Contrecoeur reached a key milestone in 2017, when the Environmental Impact Assessment was filed with the Canadian Environmental Assessment Agency.**

The future terminal will have the capacity to handle 1.15 million containers, which will make it possible to support container market growth in the coming decades for Quebec and Eastern Canada. Its commissioning is planned for the middle of the next decade, subject to obtaining the required approvals and to the containerized cargo market's ongoing growth.

## Local and regional support

The project's social acceptability process, underway since 2014, includes many information sessions and consultations with stakeholders, notably the population of Contrecoeur and the various levels of government, particularly the municipal authorities of the region. Members of the concerned community had the opportunity to ask questions and state their opinions. All of these meetings led to the conclusion that the project enjoys good overall local and regional support. Moreover, this MPA container terminal project unquestionably meets the objectives of two key elements of the Quebec Maritime Strategy: the Contrecoeur-Varennes industrial port zone and the Contrecoeur regional logistics hub.

Contrecoeur Phase I will have a capacity of 1.15 million containers.

## Cruise Terminal

**On June 10, the MPA inaugurated its new cruise terminal with the arrival of the *Maasdam*, the first vessel to dock there. The building was delivered, as planned, for the City of Montreal's 375<sup>th</sup> anniversary. It was the Port of Montreal's legacy to its community and to its city in this historic year.**

The new cruise terminal provides modern infrastructures that live up to what cruise passengers expect from the international cruise destination of choice that they have found in Quebec's largest city. They are also more and more likely to choose Montreal as a destination or a port of embarkation. The Port of Montreal wanted to improve the welcome for these invaluable travelers.

This steady increase in the number of cruise passengers led us to set up an additional terminal to meet the demand.

The new cruise terminal was also designed to foster its integration into the city, especially its historic districts, as well as to maximize its open welcome to the general public. A green rooftop terrace welcomes people out for stroll, and the public square at the end of the pier has a lowered platform for special access to the river. Upstairs, at the entrance to the terminal, a Port Centre awaits visitors (see information that follows).

The project also provides for the construction of an observation tower at the end of Alexandra Pier for 2020. It will give visitors an exceptional view of the city and the magnificent St. Lawrence River.

The new cruise terminal is maximizing its welcome to the public.

## New Port Centre

The MPA inaugurated its new Port Centre on July 19, 2017, with the opening of the *History of Ships* exhibition, free to the public. Since its opening, and as of December 31, 2017, the Centre has welcomed 23,769 visitors.

*History of Ships* shows and tells the Port's rich history in models and photographs. The Port Centre aims to introduce Montrealers and the general public to the life of a major international port, its activities and its importance, often unknown, in our daily lives.

Such a Port Centre is a powerful tool for getting closer to the community. The interest expressed by visitors encouraged us to further our initiative and develop a new concept for the Port Centre in keeping with the Missions Charter of a Port Centre published by the Worldwide Network of Port Cities (AIVP). The MPA ratified it on June 26, 2014, at the AIVP's annual general meeting, held that year in Genoa, Italy.

# Innovation

**To consolidate its role as the largest port in Eastern Canada, and to secure its future, the Port of Montreal counts on innovation, which it has put at the heart of its strategic plan. We are resolutely positioning ourselves as a “smart port.” Several projects have been carried out to make this approach a reality.**

## Trucking PORTal

Launched in the fall of 2016, the Trucking PORTal tool improves the traffic flow of trucks that come to load and unload containers on Port of Montreal territory. This downloadable application for smart phones informs truckers in real time of the wait times at the entrances to the container terminals on Port territory. The information lets them better plan their route and schedule, and avoid peak traffic. The result is reduced wait times and, in turn, fewer greenhouse gas emissions.

In 2017, the PORTal was regularly consulted on a daily basis. Considering that this was its first year, these are very good results. They have made it possible to reduce wait times by 9% compared to 2016, while over the same period of time, truck traffic rose 5%. It is worth noting that about 2,500 trucks a day access the Port of Montreal.

9% reduction in truck wait times

## chainPORT

In March, the Port of Montreal was invited to join a select group of port authorities called chainPORT, an initiative of the Port of Hamburg that allows members to exchange information and develop innovative, forward-looking solutions in keeping with the smart port concept. Along with the Port of Montreal, chainPORT brings together the ports of Hamburg, Antwerp, Busan, Barcelona, Los Angeles, Rotterdam, Singapore and the Indonesia Port Corporation, ports that have proved their ability to innovate. The ports are invited to not only share their vision of a smart port, but also to pool best industry practices.

## LNG supply system

The Port of Montreal innovated by carrying out a project to provide liquefied natural gas (LNG), a fuel that emits fewer greenhouse gases than the fuel oil traditionally used by vessels. This project was jointly carried out with Énergir and Groupe Desgagnés, which showed leadership by acquiring vessels that can use LNG.

This system is available to all shipowners in Quebec whose fleet transits through the Port of Montreal. This is an important milestone for the entire maritime transportation sector. On May 18, Groupe Desgagnés christened the *Damia Desgagnés*, its very first vessel able to be fuelled by LNG. We hope that the availability of LNG supply solutions will be a first step in encouraging shipowners to follow the lead taken by Groupe Desgagnés, and turn to this efficient, cost-effective and cleaner option.

## Shore power

In July, the Port completed the first ever shore power connection at the new cruise terminal. The operation was carried out on the Holland America Line cruise ship *Veendam*. This was a first in Quebec. The project, totalling \$11 million, received financial support from the governments of Quebec (\$3 million) and Canada (\$5 million).

The installation of this substation completes the shore power project, which was rolled out in two phases. The first was shore power for wintering vessels and the second, for cruise ships. In 2016, the MPA set up four power supply stations at Berths 25, 27, 29 and M2 for vessels that winter at the Port.

This project should make it possible to reduce greenhouse gas (GHG) emissions by 2,800 tonnes per year.

To provide a sufficiently powerful power supply for cruise ships, Hydro-Québec installed a new 25 kV line to supply the new substation installed at the cruise terminal in 2016.

Shore power: a first in Quebec

## ÉTS Smart Port Challenge

In 2016, the Port of Montreal partnered with École de technologie supérieure (ÉTS) to create the *ÉTS Smart Port Challenge* for students in the summer and fall semesters of the operations and logistics engineering program at ÉTS. We gave the students an actual innovation problem related to modelling the flow of truck traffic on Port of Montreal territory. The goal: improve the flow of truck traffic to reduce greenhouse gas (GHG) emissions and increase the flow of goods. This corporate contribution stimulates the emergence and exchange of creative ideas on the cutting edge to advance industrial projects through a free flow of information.

## Infrastructure

### \$40 million towards Port of Montreal infrastructure

In May 2017, the Government of Quebec granted \$40 million in financial assistance to the Port of Montreal. This financial support was awarded under Component 1 of the Marine Transportation Infrastructure Investment Support Program (PSIITM), which seeks to ensure rapid and concrete implementation of the Government of Quebec's Maritime Strategy. We plan to use these funds to upgrade our infrastructures, which will help increase productivity and maintain the competitiveness of the Port of Montreal, the second largest in Canada. Total project investment: \$120 million.

The goal of the PSIITM is to promote investments in Quebec's marine freight and passenger transportation infrastructures, in the interests of competitiveness and sustainable development. It has three components: (1) marine and intermodal freight transportation infrastructures; (2) pilot projects in freight transportation; and (3) marine passenger transportation infrastructures. We thank the government for its support.

Total project investment: \$120 million

### Industrial Port Zone

Under its Maritime Strategy, the Government of Quebec created the Montreal Industrial Port Zone, which Sylvie Vachon chairs. The members of the local committee mandated to implement the Montreal IP Zone are: the City of Montreal, the City of Montreal East, the Montreal Metropolitan Community, CargoM and the government departments and agencies concerned. As part of this agreement, the government is funding up to 70% of the expenditures associated with completing the related development plan, up to a maximum of \$125,000. In 2016, the government announced the creation of the Contrecoeur-Varenes IP Zone.

### Ramps for trucks

In 2017, work continued on the project to reconfigure road access to the Port of Montreal in order to facilitate truck access and ease traffic on the local network adjoining Port territory. The project is being carried out in collaboration with the Quebec Ministry of Transport, Sustainable Mobility and Transportation Electrification and the City of Montreal. The project works will continue until the end of 2018.

In 2016, construction of the truck entrance on Boucherville Street and a new direct access ramp to Highway 25 North were completed. In November 2017, we opened the direct access ramp to Highway 25 South, which allows trucks to reach the highway without taking Des Futailles Street.

This new road corridor has had a major impact on the flow of traffic. It increases the speed of freight transport, a crucial component of the quality of services offered by a port. At the same time, it helps reduce greenhouse gas emissions from trucking. Already, the new access ramps have saved truck drivers entering and leaving the Port 27 minutes in wait time.

Next will be construction of an overpass that will span the rail lines and Notre-Dame Street, allowing trucks to completely avoid the local network to reach the Port.

This road corridor has a major impact on traffic flow.



## **Implementation of our infrastructure management policy**

In 2014, the MPA embarked on a process to develop a new infrastructure management policy based on ISO principles. Implementation of this policy was planned to start in 2017.

The policy applies to infrastructure management as a whole, and specifically to the following sectors: electrical network, railway tracks, berths, buildings and roadways, and water and sewer systems.

The goal of the policy is to support the Infrastructure Management Department with various decision-making tools that enables connections between the strategic objectives of the MPA administration, maintenance and infrastructure maintenance. This guidance is provided by an Infrastructure Management System (IMS) that complies with best practices in infrastructure management.

The new policy is based on nine fundamental principles, including the identification of improvement targets and the definition of key performance indicators. Specifically, we are aiming for an average asset rejuvenation rate above 50%.

An initial report may be filed at the end of 2018.

## **Infrastructure management grounded in ISO principles**

### **Renovations at Cité-du-Havre and the workshops**

The Port of Montreal renovated its maintenance workshops and the building that houses its head office on Cité-du-Havre. This building is part of the City of Montreal's heritage because it was built for the universal exhibition Man and His World in 1967 to house its administration.

## **Value-Added Services**

**Two new international container services to the Port of Montreal were added in 2017. In the spring, CMA CGM announced a sharing agreement on the Hapag-Lloyd service and introduced the NAWA (North America West Africa) service that connects the Port of Tanger Med, the hub for services to the rest of Africa. For its part, Maersk introduced the Med-Montreal service in September 2017.**

### **AGT Food and Ingredients invests in CanEst Transit**

In July 2017, AGT Food and Ingredients, a leading Saskatchewan-based agri-food company, announced an investment in CanEst Transit, a Quebec-based company located in the Port of Montreal that handles, stores and packages grain. Its multi-stakeholder group includes La Coop fédérée. CanEst Transit had already received assistance from the Government of Quebec in February 2017 through its Maritime Strategy, enabling it to increase the efficiency of its terminal located in former Grain Elevator No. 3.

### **Launch of the Extranet for MPA clients and partners**

In October, the Port of Montreal launched an Extranet for its shipping line clients. There they can find three types of information: (1) financial data on their transactions with the Port of Montreal; (2) market data on the nature, origin and destination of goods transiting the Port; and (3) operational data on the fluidity of truck and train movements on Port territory. In short, the Extranet is a big step toward information transparency. The goal is to help our clients in their decision-making. Ultimately, this increases the fluidity of the movement of goods, which is the crux of the matter of any logistics chain. A tool like the Extranet adds real value to our services.

The goal is to help our clients in their decision-making.

# International

**By its very nature, the Port of Montreal is present and active on the world stage. Given that the phenomenon of trade globalization will intensify in the future, the Port is continuing its actions to consolidate its reputation abroad.**

## CETA

**In September, at the Port of Montreal's Vieux Terminal, the federal Minister of International Trade, the Honourable François-Philippe Champagne, officially heralded the first day of the provisional application of the Canada-European Union Comprehensive Economic and Trade Agreement (CETA).**

The event was held at the Port's new international container terminal in the company of representatives of the Government of Quebec and the City of Montreal, several ambassadors and consuls, and representatives from the business communities of Canada and the European Union (EU). Choosing the Port of Montreal to hold this event confirms its pivotal role in international trade and its unique position in Canada. Over 80% of containerized cargo between Canada and the European Union transits through the Port of Montreal, making it the largest port in Canada for container traffic with the European Union.

Over 80% of containerized goods between Canada and the European Union go through the Port of Montreal.

## chainPORT

**The Port of Montreal's reputation as an innovative organization is well established internationally. This was evident in the invitation to join chainPORT, an initiative by the Port of Hamburg that brings together nine world-class ports. This group enables members to exchange information and develop innovative, forward-looking solutions in line with the *smart port* concept.**

## Agreement with HAROPA

**A few days before CETA's provisional entry into force, the MPA and HAROPA (the ports of Le Havre, Rouen and Paris) signed an international cooperation agreement in Paris, aimed to intensify and extend cooperation in the various technical, commercial and research/innovation areas of port activity.**

## International Visibility

**The MPA conducted a mission to the Port of Antwerp as part of its cooperation agreement with the latter. In return, we hosted a delegation from the City of Antwerp that included representatives from its port. We also welcomed the Prime Minister of Belgium, who came to visit our facilities.**

In addition, we ensure consistent representation abroad through our representatives in the United-States, Europe and Asia.

In June, the 2017 Cruise Canada New England Symposium was held in Montreal, bringing together close to 200 industry delegates: airport and port authorities; tour operators; tourism agencies; shipping agencies; government partners; destinations; and cruise lines. This event allowed participants to discover or know Montreal better as an international destination of choice.

### Representatives in the United States, Europe and Asia

Turning to social media, we surpassed 12,000 subscribers on the LinkedIn pages "Trading with the World" and "Commercer avec le monde." In addition, the MPA launched a new B2B platform that directly targets its clients and partners abroad:

[www.tradingwiththeworld](http://www.tradingwiththeworld) and  
[www.commerceraveclemonde.com](http://www.commerceraveclemonde.com)

# Sustainable Development

A year has passed since we reviewed our sustainable development policy to improve it. We did so by factoring in the ever-changing expectations in this area. The MPA focuses its actions on the main challenges identified by its stakeholders.

## Environment

In 2017, the MPA filed the **Environmental Impact Assessment for the construction project of a new container terminal at Contrecoeur**. This study was made public by the **Canadian Environmental Assessment Agency in January 2018**. **Public information sessions and hearings were held from February 27 to March 1, 2018**. The environmental challenges were clearly identified in the study, and we committed ourselves to taking all possible mitigation measures to reconcile economic development with respect for the natural and human environments.

### Two ways to reduce GHGs

The MPA innovated in two ways to reduce greenhouse gas emissions on its territory.

First, together with Énergir and Groupe Desgagnés, we completed a project to supply liquefied natural gas (LNG). LNG is currently one of the best available alternatives to petroleum products in the marine sector because of its environmental benefits. Notably, it makes it possible to comply with the new Canadian and international marine transportation regulations that aim to minimize emissions of air pollutants (NO<sub>x</sub> and SO<sub>x</sub>).

### Reduction potential: 2,800 tonnes of GHGs

Secondly, we launched shore power at the new cruise terminal, completing the shore power project for five berths. The four others are for vessels wintering at the Port. This project was carried out in close collaboration with Hydro-Québec. By plugging into the electric power grid, vessels can shut down their marine diesel engines, greatly reducing their greenhouse gas (GHG) emissions.

This project can potentially cut 2,800 tonnes of GHGs per year. It had financial support from the governments of Canada (up to \$5 million) and Quebec (\$3 million).

These efforts to reduce GHGs are in addition to the Trucking PORTal made available in 2016. This application lets truck drivers find out in real time about traffic on Port of Montreal territory and better plan their trips. This resulted in a 9% drop in wait times in 2017, despite a 5% increase in the number of trucks, in turn resulting in a reduction in GHG emissions.

Better fluidity = fewer GHGs

### Best report card from Green Marine

In addition, the Port of Montreal once again ranked among the best students of Green Marine. It even had the best report card of the 36 participating port authorities in North America. Green Marine is a voluntary environmental certification program for North America's shipping industry. The Port of Montreal is one of its founding members. This meticulous and transparent initiative targets priority environmental issues through 12 distinct performance indicators. To earn their certification, every year participants must measure their environmental performance, submit their results to an external auditor and agree to publish their individual results.

## 375 trees to start

In November 2017, the MPA joined forces with Société de verdissement du Montréal métropolitain (Soverdi) and Alliance forêt urbaine to extend the canopy of greenery on its lands. As a first step, this new partnership will plant 375 trees. By doing so, we joined about a hundred private partners already active in the greening of private and institutional lands in Montreal. Planting new trees is part of our commitment to improve the quality of life of our employees and the neighbourhood, while also taking solid action for the environment.

*To learn more about the MPA's environmental record, see our [2017 Summary Report of Achievements in Sustainable Development](#).*

# Social Responsibility

**In 2017, as part of its community investment policy, the Port of Montreal reaffirmed its support of neighbouring communities. These neighbours reside in districts adjacent to Port territory; they can be found in the boroughs of Ville-Marie, Mercier-Hochelaga-Maisonneuve and Rivière-des-Prairies-Pointe-aux-Trembles, and the cities of Montreal East and Contrecoeur.**

## Financial support for our neighbours

Many organizations benefited from our financial support, notably: VéloPousse-Maisonneuve pedicab tour service run by the Corporation d'animation des places publiques; the Village au Pied-du-Courant public gathering and entertainment site; Young Musicians of the World; Cap Saint-Barnabé community centre; the Antre-Jeunes de Mercier-Est youth services centre; the Maison des enfants de l'île de Montréal social services organization; the Samajam school retention program; ÉcoMaris education program aboard a sail training vessel; heritage cruises along the Pointe-aux-Trembles shoreline; and the 350<sup>th</sup> anniversary celebrations of the City of Contrecoeur. Through our community investment policy, we subsidize projects related to the environment, training for maritime careers and socio-economic development.

## Local procurement: *L'économie sociale, j'achète!*

In related news, in 2017, we signed the Statement of Undertaking in support of the Montreal social economy initiative *L'économie sociale, j'achète!* By doing so, the Port committed itself to consider social economy enterprises among its potential suppliers of goods and services. This approach contributes to the vitality of Greater Montreal and economic growth within communities.

## Access to the river

The vast cruise terminal project includes a major social component. The new facilities provide considerable space for public areas and access to the river. Also, the terminal houses the new Port Centre whose mission is to introduce the public to port activities as well as the role of the Port in the City of Montreal's history. In 2017, close to 25,000 people visited its free *History of Ships* exhibition.

## Communications

In the interest of solid two-way communication and transparency with its community, the Port of Montreal informs and consults the stakeholders affected by its development projects and its operations. Accordingly, in 2017, we held three open houses and workshops as well as several meetings with our stakeholders involved in the container terminal project at Contrecoeur.

## We talk, we listen ...

We also communicated with stakeholders involved in the new Vieux-Port Terminal and the new cruise terminal. In addition, two meetings were held with the Good Neighbourhood Committee, which brings together people representing the Port's neighbours and partners.

Furthermore, the Port participated in 37 meetings and events held by its neighbouring community's organizations and associations.

## ... and we take action

Over the course of the year, the MPA handled 89 complaints, compared to 36 in 2016. This increase can basically be explained by the commissioning of the new Viau container terminal. During the break-in period, the operations caused excess noise. Since then, the neighbours have been heard and mitigation measures have been taken in concert with the terminal operator, Termont.

## Publications

Turning to public communications, we published two issues of *Logbook*, a free e-magazine on our website that aims to familiarize the public with Port operations and activities, and raise awareness among readers of the Port of Montreal's role in the economy and society.

In 2017, we also sent 12 issues of PortInfo Express to our thousands of newsletter subscribers and issued 16 press releases about MPA activities.

In addition, the Port of Montreal's presence on social media grew: the total number of subscribers to the Port's pages on Twitter, Facebook, LinkedIn, Instagram and YouTube soared dramatically from 19,699 in 2016 to 28,509 in 2017.

## Human resources

Last September, the MPA received certification from Women in Governance for its gender equality measures, a recognition of its role in promoting women's careers in business.

In 2017, the MPA and three employee unions renewed their respective collective agreements for a period of 10 years, ensuring stable labour relations until 2027 for professionals and technicians, until 2029 for maritime employees, and until 2030 for blue-collar employees. These three agreements benefit all employees. They confirm the bond of trust between the employees and the Port of Montreal, and they contribute significantly to the development of the Port and the continuation of its major projects.

## Training

What's more, MPA employees and executives received a total of 3,166 hours of training in 2017.

*To learn more about the MPA's social record, see our 2017 Summary Report of Achievements in Sustainable Development.*

# Mission, Vision and Values

## Mission

We are a North American seaport at the heart of the 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

### Commitment

We value passion and employee excellence in order to create the best experience possible for our clientele.

### Innovation

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

### Responsibility

We are a sustainable organization that values the environment, our neighbouring communities and our contribution to the economy. We act in accordance with rules of conduct dictated by honesty, transparency and accountability.

### Collaboration

We promote teamwork, information sharing and communication to go further together.

# Board of Directors and Management Committee

## Board of Directors

**Marie-Claude Boisvert** (since December 11, 2014)

Chair of the Board of Directors  
Executive Vice-President, Business Services,  
Desjardins Group

**Marc Y. Bruneau** (since April 15, 2010)

Vice-Chair of the Board of Directors  
Corporate Director

**Me Eric Simard** (since April 9, 2015)

Partner, Fasken Martineau

**Hélène Lauzon** (since June 21, 2017)

President of the Quebec Business Council  
on the Environment

**Johanne Lépine** (since June 21, 2017)

President and CEO of AON Parizeau

**Nathalie Pilon** (since July 14, 2017)

President of ABB Canada

**John Parisella** (since August 15, 2017)

Senior Advisor, Business Outreach, NATIONAL

## Management Committee

**Sylvie Vachon**

President and Chief Executive Officer

**Serge Auclair**

Vice-President, Strategy and Human Resources

**Tony Boemi**

Vice-President, Growth and Development

**Réal Couture**

Vice-President, Finance and Administration

**Daniel Dagenais**

Vice-President, Operations

**Marie-Claude Leroux**

Vice-President, Legal Affairs and Real Estate,  
and Corporate Secretary

**Sophie Roux**

Vice-President, Public Affairs

# Awards and Honours

**The Montreal Port Authority (MPA) received Gold Certification from Women in Governance for its gender parity measures. This certification aims to help businesses in Quebec and Canada to increase female representation in positions of responsibility.**

## Orange Triangle Award – ATPIQ

The MPA's Safety and Fire Prevention team earned the Orange Triangle Award at the 52<sup>nd</sup> Annual Conference of the Quebec Association of Fire Prevention Technicians (ATPIQ). This award recognized the excellent initiative to develop and harmonize an Emergency Measures Plan (EMP) for the Port of Montreal with all the partners involved. Many of these had incomplete or outdated EMPs. The Port Safety and Fire Prevention team assembled them all, and an audit of their EMP was done with a view to harmonizing all the EMPs. Result: better protection, better response time and less duplication of resources.

## Award of Merit – IABC

At the 2017 IABC Gold Quill Awards, the MPA's 2015 Annual Report entitled "A Force for Growth" won the Award of Merit in the Publications category.

## Two Awards – AAPA

The Port of Montreal also received two communication awards from the American Association of Port Authorities. An *Award of Excellence* recognized the great quality of our 2016 Annual Report and an *Award of Distinction* recognized the 2016 edition of the Port in the City event.

# Acknowledgements and Information

## Acknowledgements

The growth and sound financial health that characterize the Port of Montreal are the result of a concerted effort by thousands of people who put their heart into their work. The MPA recognizes their contribution and salutes all its employees and port workers, its partners and its many clients.

Thank you all!

## Information

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Public Affairs

Communications Department

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