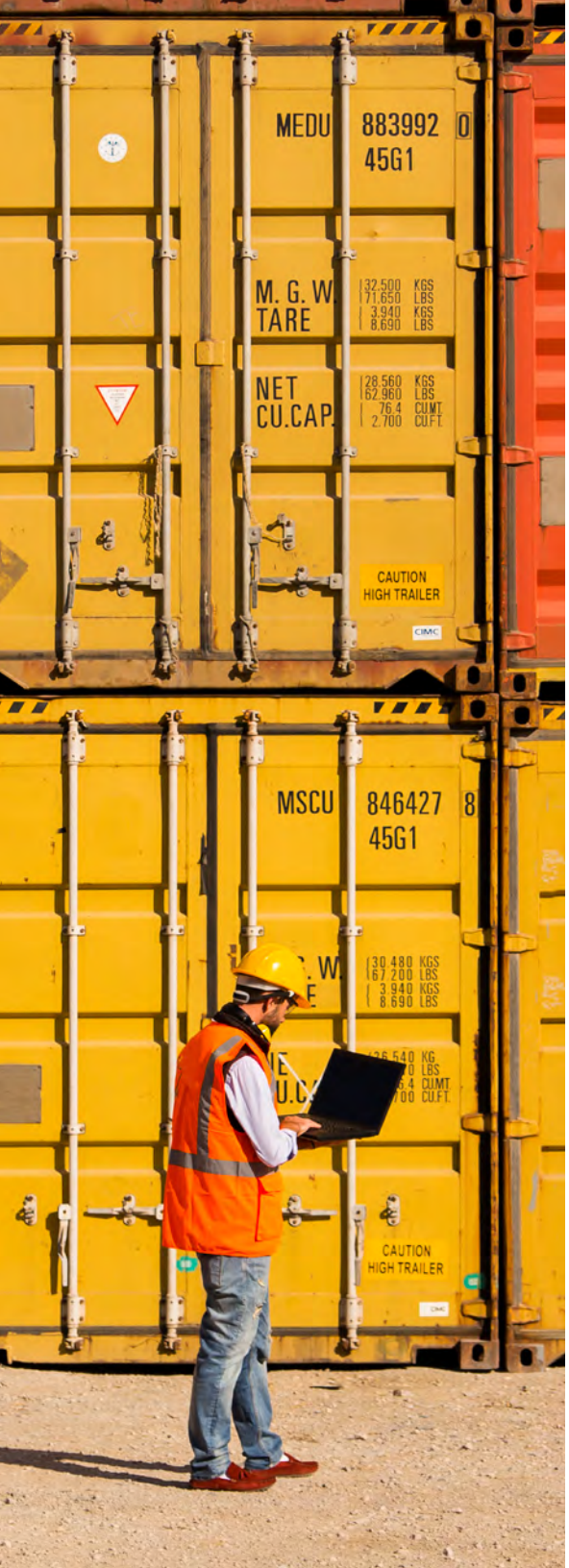
We are moving in the right direction

SUMMARY REPORT OF ACHIEVEMENTS
IN SUSTAINABLE DEVELOPMENT 2017

PORT MONTRĒAL



Summary

3 **Message from the president and chief executive officer**

4 **Sustainable development policy statement**

5 **The six guiding principles of the MPA's sustainable development policy**

6 **New approach**

7 **The 10 highest-priority challenges**

9 **Three-year sustainable development action plan**

9 **The five orientations of the MPA's three-year sustainable development action plan**

10 **Summary of sustainable development achievements — 2017**

- 10 1. Improve air and water quality
- 12 2. Enhance the MPA's service offer
- 13 3. Ensure the responsible management of MPA infrastructures and resources
- 15 4. Offer a mobilizing and safe work environment
- 17 5. Forge long-term harmonious relationships with our partners

19 **Other sustainable development issues not covered by the plan**

20 **Conclusion**

21 **Key achievements by port partners in 2017**

We are moving in the right direction

Message from the president and chief executive officer

The year 2017 saw the launch or continuation of numerous large-scale projects. Think of the new and improved cruise terminal, the Viau container terminal or the environmental impact assessment that we filed for the Contrecoeur terminal project. These major works include their sustainable development component, same as the smaller achievements and the organization's day-to-day operations.

Our goal is still the same: to integrate sustainable development considerations into all our discussions, decisions and operations at all levels and in every sphere of our activities. What's more, the Montreal Port Authority (MPA) intends to be a leader in sustainable development, meaning that we have decided to use our sway on our business partners, our clients, our employees and our community at large to raise their awareness of sustainable development.

While striving to set an example for our partners, we are also committed to getting all our employees involved. That is how our Sustainable Development Committee, made up of 10 representatives from different departments, identified 77 potential actions in 2017, four of which were selected for a more detailed feasibility analysis study. These actions aim to foster public transit, green transportation and greening in the community. For a start, in 2017, the MPA planted 350 trees at Cité du Havre and Section 42 in collaboration with the non-profit organizations Soverdi and Alliance Forêt urbaine. The other actions will be rolled out in 2018 and 2019.

At the Port of Montreal, there is no shortage of ideas or commitment. Together, we're all moving in the right direction! This report makes that clear.

Enjoy reading it!

Sylvie Vachon
President and Chief Executive Officer
Montreal Port Authority

Sustainable development policy statement

Sustainable development is at the heart of our activities

"The Montreal Port Authority is committed to fulfilling its mission by continuously working to maximize the economic, social and environmental benefits of its activities through effective governance.

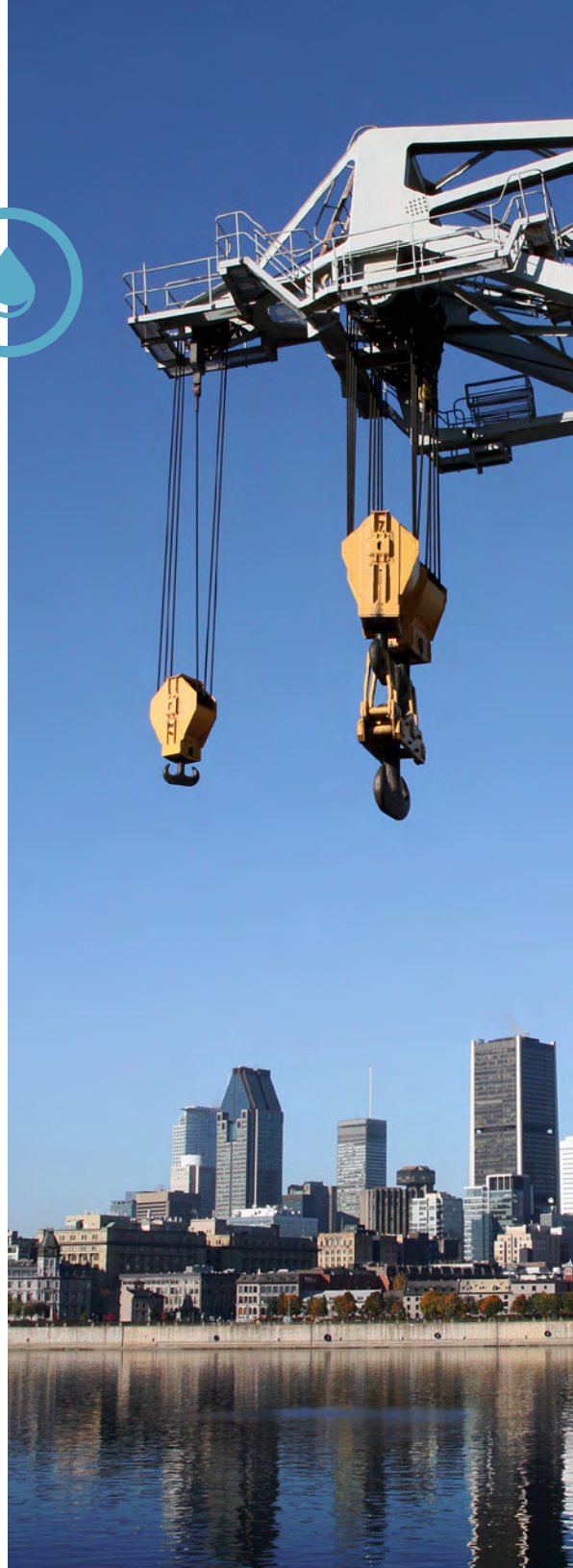
Our commitment to take concrete and lasting sustainable development measures is set out in a policy where involvement, cooperation and accountability serve as our guiding principles.

Our priority is to reduce the environmental footprint of our activities through responsible consumption and by efficiently managing our environmental heritage. We adopt working practices that respect the environment and use technologies that improve performance and reduce impacts.

Our objective is to assume a leadership role alongside our stakeholders and within the marine industry as a whole to secure their buy-in with regards to sustainable development principles. We want to contribute to the conservation of our cultural heritage, promote education related to maritime careers and support socioeconomic and environmental projects in the community.

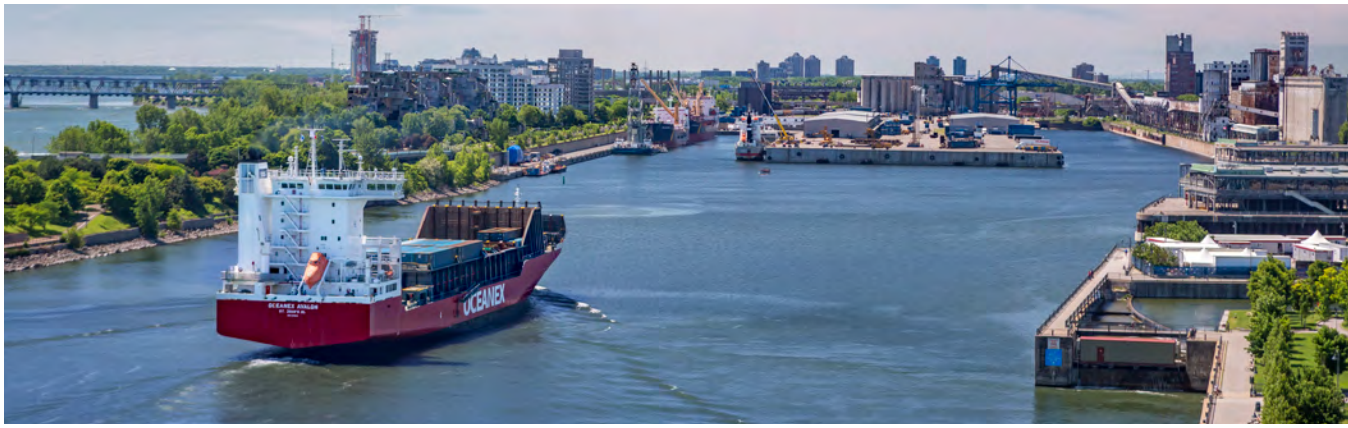
Within our organization, we want to provide a stimulating work environment based on collaboration where our employees can develop their sense of responsibility and commitment while ensuring the security and safety of our operations.

We believe that by building long-term relationships, maintaining constructive dialogue and taking concrete action in sustainable development, our port is more efficient, secure and environmentally friendly, and better integrated into the city, in harmony with communities and the environment."



The six guiding principles of the MPA's sustainable development policy:

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



New approach

The MPA's five-year Sustainable Development Action Plan concluded in 2015. For the sake of continuous improvement, the MPA has transitioned to a "three-year" action plan for the period 2016-2018. The goal is to increase agility in order to meet objectives.

The MPA draws its inspiration from international accountability standards, which it will progressively incorporate into its annual sustainable development reports, particularly the guidelines from the Global Reporting Initiative (GRI) organization. The GRI helps organizations better communicate the impacts of their activities on critical sustainable development issues. In a manner of speaking, it is a key tool to promote change, highlighting the most important elements for organizations and their stakeholders.

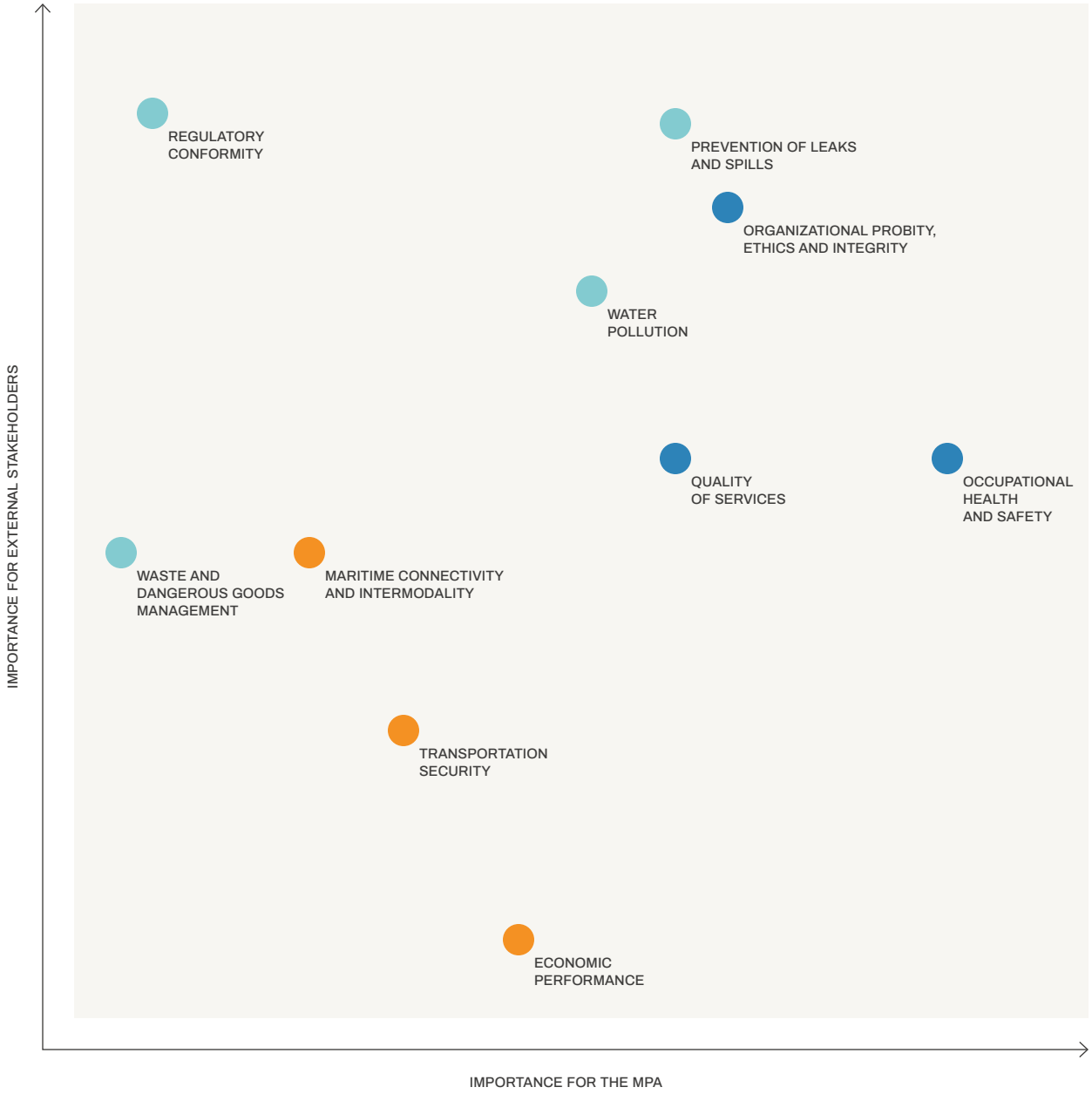
In this context, the MPA conducted a study in 2016 to better understand the sustainable development issues that internal and external stakeholders deem to be the most important.

This materiality analysis was carried out by means of a confidential survey in which 54 people participated: members of the internal Sustainable Development Committee, members of the MPA's Management and Interdepartmental Committee, and members of the Good Neighbourhood Committee. The latter, formed by the MPA in 2014, brings together stakeholders from neighbouring communities, non-governmental organizations dedicated to environmental protection, and private enterprises such as tenants and suppliers.

The survey results enabled us to identify and validate the most important sustainable development issues for the MPA and its stakeholders.

The 10 highest-priority challenges according to our stakeholders:

1. Prevention of leaks and spills
2. Organizational probity, ethics and integrity
3. Occupational health and safety
4. Water pollution
5. Quality of services
6. Regulatory conformity
7. Maritime connectivity and intermodality
8. Transportation security
9. Waste and dangerous goods management
10. Economic performance



Of the 31 sustainable development issues identified, the 10 highest-priority challenges according to our stakeholders are presented in the matrix opposite:

It is noteworthy that of the ten priority issues identified by the stakeholders, four are environmental issues, three are social issues and three are economic issues, reflecting a sound balance between the three pillars of sustainable development.

- ENVIRONMENT
- SOCIETY
- ECONOMY AND OPERATIONS

Three-year sustainable development action plan

The MPA's three-year sustainable development action plan for 2016-2018 is based on five orientations, six objectives, 21 targets and 24 performance indicators.

The five orientations of the MPA's three-year sustainable development action plan:

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**

These orientations align very well with the top 10 priorities identified by our internal and external stakeholders, as shown in the following table:

Orientations	Priorities from the materiality analysis
Improve air and water quality	Prevention of leaks and spills
	Water pollution
	Waste and dangerous goods management
Enhance the MPA's service offer	Quality of services
	Economic performance
Ensure the responsible management of MPA infrastructures and resources	Maritime connectivity and intermodality
	Regulatory conformity
Offer a mobilizing and safe working environment	Occupational health and safety
	Transportation security
Forge long-term harmonious relationships with our stakeholders	Organizational probity, ethics and integrity

Summary of sustainable development achievements — 2017

1. Improve air and water quality

OBJECTIVE

To be a responsible port by preventing pollution and limiting environmental impacts related to atmospheric emissions.

Main achievements in 2017

- The Port installed shore power to connect wintering vessels to hydroelectric power, which then takes over from diesel generators. A new connection point was also installed for cruise vessels, bringing to five the number of installations on Port territory for this use.
- Finalized agreements with the terminal operators to collect data for the 2017 inventory of greenhouse gas (GHG) emissions across all Port territory. The results of this inventory will be posted on the MPA website in 2018.
- In 2017, total GHG emissions associated with the MPA's own activities were 3,198 tonnes of carbon dioxide equivalent (CO_2e). This is the third year in a row marked by a decrease, despite an increase in goods handled. Over the past five years, GHG emissions per tonne of cargo handled have declined, allowing the MPA to achieve Level 5 in the Green Marine voluntary program (improvement of 7% over 2016, close to 20% in only five years, and 36% since the control year, 2007).
- The MPA advocated the use of videoconferencing for meetings, reducing GHG emissions related to vehicular traffic on Port territory.
- The MPA signed a contract with a taxi company that uses a fleet of 100% electric vehicles.
- The MPA is completing a study on the potential use of electric or hybrid vehicles for employee travel on its territory. Another study concerns the installation of charging stations for electric or hybrid vehicles.
- Employee transportation: Vélo-Québec kiosks on Port territory.
- Constructed a warehouse that protects MPA equipment from winter storms and reduces fuel consumption required to warm up vehicles.
- Conducted a technical-economic study of the disposal of waste snow. The objective: identify alternative ways to dispose of waste snow that minimize GHG emissions by reducing transportation. This study included all MPA clients.

1. Improve air and water quality

- Installed a 17th hydrodynamic separator, this one at Bickerdike Terminal, to improve rainwater management. Specifically, these hydrodynamic separators remove suspended solids and floating oils from rainwater.
- Participated in Environment Canada's Network of Networks Committee to strengthen our ability to monitor severe weather and climate change, and to product a weather alert bulletin.
- The MPA earned top tier ranking in the Green Marine environmental certification program, a program recognized by North America's shipping industry. One of its aims is to take concrete, measurable actions to reduce its environmental footprint above and beyond regulatory requirements.

GREEN MARINE

2. Enhance the MPA's service offer

OBJECTIVE

To be an agile and competitive port that ensures its role as an economic driver by innovating, enhancing and diversifying its service offer.

CARGOM
LOGISTIC AND TRANSPORTATION METROPOLITAN CLUSTER OF MONTRÉAL

Main achievements in 2017

- Reduced by 9% the truck turnaround time to load or unload cargo on Port of Montreal territory compared to 2016.
- Worked in collaboration with representatives of the Quebec trucking association, the Association du camionnage du Québec (ACQ), on fluidity on the Port road.
- Became a member of the CargoM committee for the improvement of access to and exits from the Port as well as fluidity on the Port road.
- Over the course of its first full year, the average usage rate of the Truck PORTal application to improve the flow of trucking to the Port was 600 people per month, with close to 4,000 viewing sessions averaging 55 minutes per month. This level of use reflects how much this tool interests users.
- Organized daily meetings with our various partners, such as CN, CP, MGTP, Termont and the Maritime Employers Association, to plan the work of the labour force so as to improve productivity and reduce lost time.
- Prioritized overnight train operations at Cast and Maisonneuve terminals to improve truck fluidity at the common-entry portal at the Boucherville Street entrance and the Curatteau Street exit.
- Closely monitored terminals to improve the flow of traffic to their respective gatehouses.
- The MPA participated in the modernization of intake pipes at the Lantic Sugar factory as part of the Viau project.
- Instituted a platform that gives access to "dedicated" and secure websites, a strategic component of the MPA's business relationship with its clients and partners. These transactional sites help improve communication when exchanging information about invoicing, growing markets and planning operations. These improved communications facilitate financial, logistical and business development decision-making. Three container shipping companies received the service. Developments are underway to extend it to other clients.
- Procurement department: implemented an Integrated Document Management System, along with a filing plan based on industry best practices.

3. Ensure the responsible management of MPA infrastructures and resources

OBJECTIVE

To be an innovative port by adopting new technologies to reduce the environmental footprint of our activities and by encouraging the beneficial reuse of materials in our infrastructures.

Main achievements in 2017

- Used a new high performance, fibre-reinforced concrete developed by Montreal's École Polytechnique engineering school that is far more resistant to impacts and, most notably, exceptionally resistant to chloride ions. These are both highly sought-after qualities for dock repair and construction.
- Established a replacement program for tire dock fenders with mechanical dock fenders.
- Two basin roofing rehabs with white finishing to reduce heat islands at the Section 42 complex.
- No leaks recorded in the drinking water system.
- Screened and cleaned the ballast during unclogging works, so that it can be reused as ballast or backfill.
- Held an information session for employees on the sorting and disposal of residual materials.
- Conducted a study of the residual materials generated by the MPA in all its buildings and facilities.
- Conducted a characterization study of the waste generated at the head office building to evaluate the MPA's performance in regard to recovery rates.
- Developed a management and reduction plan for waste generated by the MPA.
- Recycled wooden railway ties and used the services of a new supplier that gives wooden railway ties second and third lives.
- Implemented a transversal initiative for document scanning that covers invoice approval, vendor payment, cheque deposit and client invoicing, similarly, the MPA requires bids for contracts (construction, goods, services repairs) in electronic format.
- Contractually arranged to optimally recycle old photocopiers that have been replaced.

3. Ensure the responsible management of MPA infrastructures and resources

Residual materials recycled during 2017:

- **Alkaline batteries: 825 kg**
- **Lead-acid batteries: 350 kg**
- **Aerosols: 250 kg**
- **Used oils: 11,000 litres**
- **Oil filters, soiled absorbent material, soiled rags, waste air filters: 2,680 kg**
- **Oily water: 7,161 litres**
- **Metal: 4,560 kg**
- **Tires less than 55 in. in diameter: 90 units**
- **Fluorescent tubes: 600 m/li.**
- **Sump residues (sludge): 2,180 kg**
- **Glycol: 800 litres**

- Reused crushed concrete as backfill.
- Revised snow removal methods based on climate change and operational requirements.
- Improved the planning and communication of the snow removal plan and infrastructure works, jointly with the Infrastructure Management Group (IMG).
- Earned environmental certification from "Green Key," a voluntary program that offers vehicle repair shops recognition and validation of the environmental measures implemented.

4. Offer a mobilizing and safe work environment

OBJECTIVE

To be a responsible port by placing a great deal of importance on the health and safety of employees. To maintain a harmonious work environment by encouraging employee development, involvement and engagement.

Main achievements in 2017

- Added a fourth value to our organization, "collaboration," which fosters teamwork, interaction and communication.
- Posted news on the intranet highlighting employee achievements and engagement, wellbeing and workplace health and safety (103 articles in 2017).
- Conducted the third edition of the MPA Employee Engagement Survey. Participation: 63%. Level of employee engagement increased again: 90% of employees felt engaged (partially to fully engaged). In 2015, this number was 85% and in 2016, 81%.
- Supported the MPA Kayak Challenge team organized by Young Musicians of the World and sponsored by the MPA.
- As part of the action plan arising from the employee engagement survey:
  - Annual office tour by President and CEO – three meetings.
  - Annual office tour by Vice-Presidents to promote communication of the strategic plan and the results of the employee engagement survey – eight meetings.
  - Quarterly coffee chats with a senior executive: seven meetings involving 72 employees and four senior executives.
  - A talk open to all employees on the theme of Collaboration, the new value introduced by the organization in January 2017. Participation: 70 employees.
  - Summer lunch for all employees: In 2017, a picnic was organized to inaugurate the new cruise terminal. Participation: 188 employees.
- Renewed three collective agreements: The MPA reached three agreements in principle before the expiry of the collective agreements, providing for the renewal of these agreements for a period of 10 years. These agreements ensure industrial peace at the MPA until 2027.

4. Offer a mobilizing and safe work environment

- Introduced the new service recognition program for employees who have completed five-year and ten-year periods of continuous employment.
- Held seven “Lunch & Learn” meetings. Participation: 191 employees.
- Continued the “Bravo!” appreciation program that recognizes employees whose actions epitomized the values of the MPA, according to a peer nomination process.
- 14 work accidents compared to 11 work accidents in 2016.
- Number of workdays lost: 651**, a significant increase compared to 2016, when 168 days were lost. (** *Two major work accidents account for the increase in the number of days lost in 2017.*)
- Continued the health and safety initiative, including the reconstruction of events that is now required for each incident involving operations teams.
- Continued the “Info in Motion” initiative, a communication kit used to properly send employees the information discussed at interdepartmental meetings.
- Invested 1.62% of payroll in training in 2017.
- Supported the MPA team in MS Bike, the MS Society of Canada event that raises funds for multiple sclerosis research.

5. Forge long-term harmonious relationships with our partners

OBJECTIVE

To be a respectful, attentive port by properly informing the public and neighbouring communities about our activities or projects and by taking concrete action to minimize the impact of our operations.

Main achievements in 2017

- Supported organizations in Montreal and Contrecœur through the community investment policy, including: Samajam school retention program, Antre-Jeunes de Mercier-Est community centre, Young Musicians of the World (Desgagnés Kayak Challenge), the seasonal Village au Pied-du-Courant, Vélopousse-Maisonneuve pedicab service, EcoMaris sail training, Pêche en herbe tournament in Contrecoeur, the 12th edition of Diableries de Contrecoeur, the Colonies des Grèves and Sainte-Jeanne d'Arc camps for underprivileged children at Contrecoeur, and the Maison des jeunes de Contrecoeur (66 requests accepted).
- Carried out the impact study for the Contrecœur terminal project: open houses (2), day of workshops and discussion (1) and meetings with neighbouring stakeholders (8).
- Issued communications to the population upstream of the Viau crossing upgrades (via social media and local authorities).
- Implemented noise control measures during construction of the Viau crossing and for various evening and night construction projects. No complaints from residents during these works.
- Received an increase in the number of noise complaints in the Hochelaga-Maisonneuve sector. These complaints mostly concerned back-up alarms on mobile container handling equipment. Noise studies by terminal operators are underway. In addition, tests with wide frequency back-up alarms will be conducted in 2018.
- Made scheduling adjustments for the rehabilitation works on Alexandra Pier to facilitate harmonious cohabitation with the neighbourhood.
- Made external presentations, provided tours and made presentations in the Dominic J. Taddeo (more than 7,000 people), held meetings with elected officials and dignitaries (60), attended events or meetings with associations (37), and held press events (8).
- Took part in an urban revitalization initiative in the Guybourg-Longue-Pointe sector.

5. Forge long-term harmonious relationships with our partners

- Signed the Statement of Undertaking in support of the “L’économie sociale, j’achète!” social economy initiative and awarded three contracts to social economy enterprises.
- Participated in a development vision for the Sud-Est Ville-Marie sector that included access to the waterfront.
- Main partner in the 2nd edition of “CargoM Career Day in Transportation and Logistics.”
- Partner in the “Welcome Aboard!” event mounted by the Human Resources Sectorial Committee of the Maritime Industry (CSMOIM).
- Organized the school supply drive for Carrefour d’Alimentation et de Partage Saint-Barnabé.
- Organized a drive to collect non-perishable goods and winter clothing for Mariners’ House.
- Organized a half day of volunteer work with MPA employees to distribute Christmas baskets at the Women’s Centre of Montreal.
- Published *Logbook* e-magazine (2), *PortInfo* Express newsletter (12) and issued press releases (16): more than 6,000 subscribers.
- Disseminated information on social media (28,500 subscribers for all our platforms).
- Communicated with the shoreline community, the public and stakeholders by sending letters to neighbours (2).
- Held Good Neighbourhood Committee meetings (2).
- Planted trees with the Montreal greening initiative Soverdi (350 trees).
- Member of the committee on social acceptability and management of neighbourhood disorders run by the Conseil patronal de l’environnement du Québec (CPEQ).
- Member of CPEQ’s Corporate Social Responsibility (CSR) collective.

Other sustainable development issues not covered by the plan

Probity, ethics and integrity in the organization

- The MPA has a procurement policy based on the following guiding principles:
  - The acquisition of goods and services necessary to conduct the MPA's activities in the best possible conditions, in accordance with effective and efficient management of resources, meeting the needs of requisitioners and the MPA;
  - Honest and fair treatment of competitors;
  - Transparency of contractual processes;
  - Respect for the MPA's orientations in terms of sustainable development and the environment.
- Every year, a report is presented to the President and Chief Executive Officer, the Audit Committee and the Board of Directors, on the application of various mechanisms provided for in the procurement policy, specifically on contracts awarded:
  - According to the general rules;
  - According to the exception process by direct solicitation;
  - According to the waiver process.
- The MPA is subject to a special five-year review by an external auditor who analyzes and makes recommendations on sound management, value for money and performance related to the environment and sustainable development.
- In 2017, the MPA revised its delegation of authority process and updated its Code of Ethics and Conflict of Interest Declaration.
- The Board of Directors of the MPA reviewed how its committees were constituted, which are now as follows:
  - Audit Committee;
  - Governance and Human Resources Committee;
  - Sustainable Development and Safety Committee.

CONCLUSION

2017 was a year marked by great progress toward achieving the three-year plan's targets

There were more than 75 actions/ achievements in sustainable development in 2017. The environmental, social and economic pillars of sustainable development are all well represented.

We are especially proud of the five shore power connection points we installed to connect wintering vessels and cruise ships to hydroelectric grid. This power supply then takes over from diesel generators. This is the first initiative of its kind in Quebec. It demonstrates the Quebec government's commitment to contribute to Quebec's economic growth, in line with the principles of sustainable mobility.

Furthermore, the Trucking PORTal application and the installation of changeable roadside message signs produce concrete results that translate into a reduction in GHG emissions. Providing access to De Boucherville and Currrateau streets and optimizing train operations are other initiatives that made it possible to cut truck congestion events by over 50% at the truck entry portal. We work tirelessly to improve the flow of traffic on Port of Montreal territory.

The planting of 350 trees in 2017, the use of a new, more durable concrete to repair docks, and two basin roofing rehabs with white finishing to help reduce heat islands are all projects that show the MPA's commitment to reduce its environmental footprint.

The MPA is a signatory to the "L'économie sociale, j'achète!" initiative to stimulate procurement by public institutions and large corporations from social economy enterprises. Already in 2017, three contracts with social enterprises have been instituted.

The MPA's Infrastructure Management Department was awarded environmental certification by the Green Key voluntary program that recognizes environmental measures implemented at vehicle repair shops.

In 2017, the majority of yearly targets in the action plan were met, while the three-year targets are on track to be met by the end of the plan in 2018. The goal of making some targets more quantitative has been postponed to the next three-year plan that will start in 2019.

Implementing actions aimed at harmonious relations with the community has been at the heart of the MPA's priorities, and this trend will continue in 2018, with a particular focus on noise issues. Container terminal operators in the Hochelaga-Maisonneuve sector and the MPA are working together to deploy solutions to reduce noise impacts. Wide frequency (white noise) back-up alarms will be tested in 2018 on mobile container handling equipment. If the tests prove conclusive for both noise reduction and worker safety, a larger scale deployment will be initiated.

Key achievements by port partners in 2017

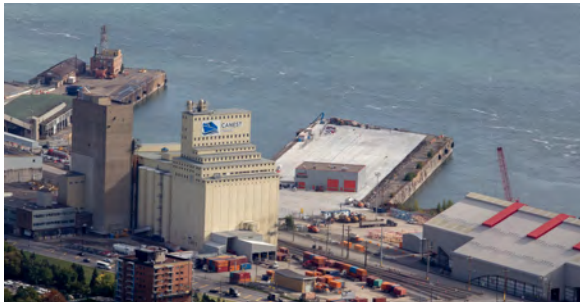
The MPA is pleased to be able to count on numerous port partners who, by their actions, also take real care to operate in a spirit of sustainable development. Their achievements in 2017 contribute greatly to the positive results that we are presenting in this report.

Canada Maltage

Since 2017, this malting plant has stopped sending its production residues of straw and small floating seeds to landfills. These residues are now reused in the fields as natural fertilizers, allowing close to 1,800 m^3 to find a noble use. A fine example of a circular economy.

CanEst Transit

This terminal for cleaning and containerizing agricultural products located directly on Port of Montreal territory initiated a project in 2017 to install a new dust collection system. This system is used to eliminate dust emissions during day-to-day operations. The project will be completed in 2018. The recovered grain dust is reused to feed livestock.



Empire Stevedoring

This terminal operator purchased two forklift trucks equipped with Tier 4 engines, which reduce GHG emissions more efficiently.

Logistec

This marine and environmental service provider installed three anti-spill units and a replenishment unit on its various terminals. This equipment makes it possible to intervene quickly and efficiently when accidents and/or spills happen. Logistec also installed three charging stations for electric vehicles on top of the three substations installed in 2016.

Maritime Employers Association

Through its Montreal Harbour Training Centre, the MEA devoted 1,400 hours of heavy machinery simulator training to its longshoremen, plus 1,375 hours on electric forklift training. More efficient operation of this equipment makes it possible to significantly reduce GHG emissions caused by fuel consumption.

Key achievements by port partners in 2017

Montreal Gateway Terminals Partnership (MGTP)

This terminal operator reinvented its management of heavy equipment wash water, which greatly reduced the amount of water going into the municipal sewer system. Furthermore, at Racine Terminal, MGTP acquired a new salt dome and redeveloped the storage space. This project eliminates the risk of salt loss through storage runoff.

Ocean Group

This integrated marine services company put an additive in its lubricating oils for its propulsion engines and engines for electrical power generation, doubling the time between oil changes and reducing the environmental footprint correspondingly. Furthermore, dynamic management enables Ocean Group to better position its fleet, which results in increased efficiency and reduced fuel consumption.

Norcan Oil Group

The company added a fibre optical cable to improve the reliability of communication and data exchanges between the loading dock at Section 74 and its terminal. Norcan also conducted an exhaustive inspection of its pipelines using a smart probe, which made it possible to show the integrity of its pipelines and to better prioritize future maintenance work.

Suncor Energy

In Sections 109-110, the company upgraded its emergency protection system in the event of a power failure. This affects the pumps supplying cooling water and fire hydrant water. Suncor also upgraded its line protection system against overpressure, lowering the risk of petroleum product leaks. At the Montreal East Terminal, Suncor connected its diesel fuelling facilities to Hydro-Québec's grid by replacing a generator, allowing it to reduce GHG emissions. What's more, the yard was completely paved to reduce dust and mud being transported off-site.

Termont

This terminal operator initiated a test program for wide frequency (white noise) back-up alarms on its mobile equipment. This, combined with a study on sound propagation, aims to minimize noise pollution from Viau Terminal operations.

Key achievements by port partners in 2017

Urgence Marine

The company implemented a customized system for monitoring the amount of waste generated per category of residual materials. The goal: pursue the objectives for the various environmental accreditations required and to encourage sound waste management for each shipowner. Furthermore, Urgence Marine set up an organic matter collection service for Canadian vessels.

Valero Energy

This oil company worked in partnership with the maritime transport firm Desgagnés to set up a composting program on two of its tankers, the *M/T Espada Desgagnés* and the *M/T Laurentia Desgagnés*, as well as in its dockside operation building. Valero Energy also installed anti-spill drum bins on the docks, which are used to recover hazardous materials.

Viterra

The company is continuing its investment program at its grain terminal to improve its dust management equipment. Total planned investment: $24 million. In addition, the transportation of residual materials recovered at Viterra's facilities is now done with trucks running on natural gas.

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