

# Investing for a sustainable world

SUMMARY REPORT OF ACHIEVEMENTS  
IN SUSTAINABLE DEVELOPMENT 2019



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# Connected to the world, committed to the heart of its community



## Message from the President and Chief Executive Officer



Ten years ago, the Montreal Port Authority adopted its first *Sustainable Development Policy* to spearhead a common vision, lay the foundations of a strategy for the future and define clear and concrete objectives to better preserve the environment and fit into the community. It is with pride that we take stock of our actions for sustainable development in 2019, closing our first decade marked by this strong commitment.

Having earned a perfect score this year in the Green Marine voluntary environmental certification program for the North American shipping industry, we are pleased to see the results of our sustained efforts making a difference on several levels.

Internationally, we entered into a number of successful partnerships, making it possible for us to participate in the marine industry's progressive move towards a sustainable future.

Nationally, we continued to design and rethink more efficient, but also more environmentally responsible infrastructures in order to align our crucial mission at the hub of the logistics ecosystem in Quebec and Eastern Canada with our role as a corporate citizen fostering the greening and preservation of natural ecosystems.

Locally, we are more deeply rooted than ever in the community and driven by our social responsibility to step up initiatives to support community organizations, welcome the public and show greater transparency.

In-house, we strive to be exemplary in the management of our own resources while creating an inspiring work environment for our employees.

Behind the positive results compiled in this summary of our achievements in 2019, I would like to highlight the years of work that made them possible. These results are part of a long-term vision that we are committed to pursuing and that, year after year, brings us closer to our goal of making the Port of Montreal a leader in sustainable development. Happy reading!

Sylvie Vachon  
President and Chief Executive Officer  
Montreal Port Authority



# Sustainable development policy statement

"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.

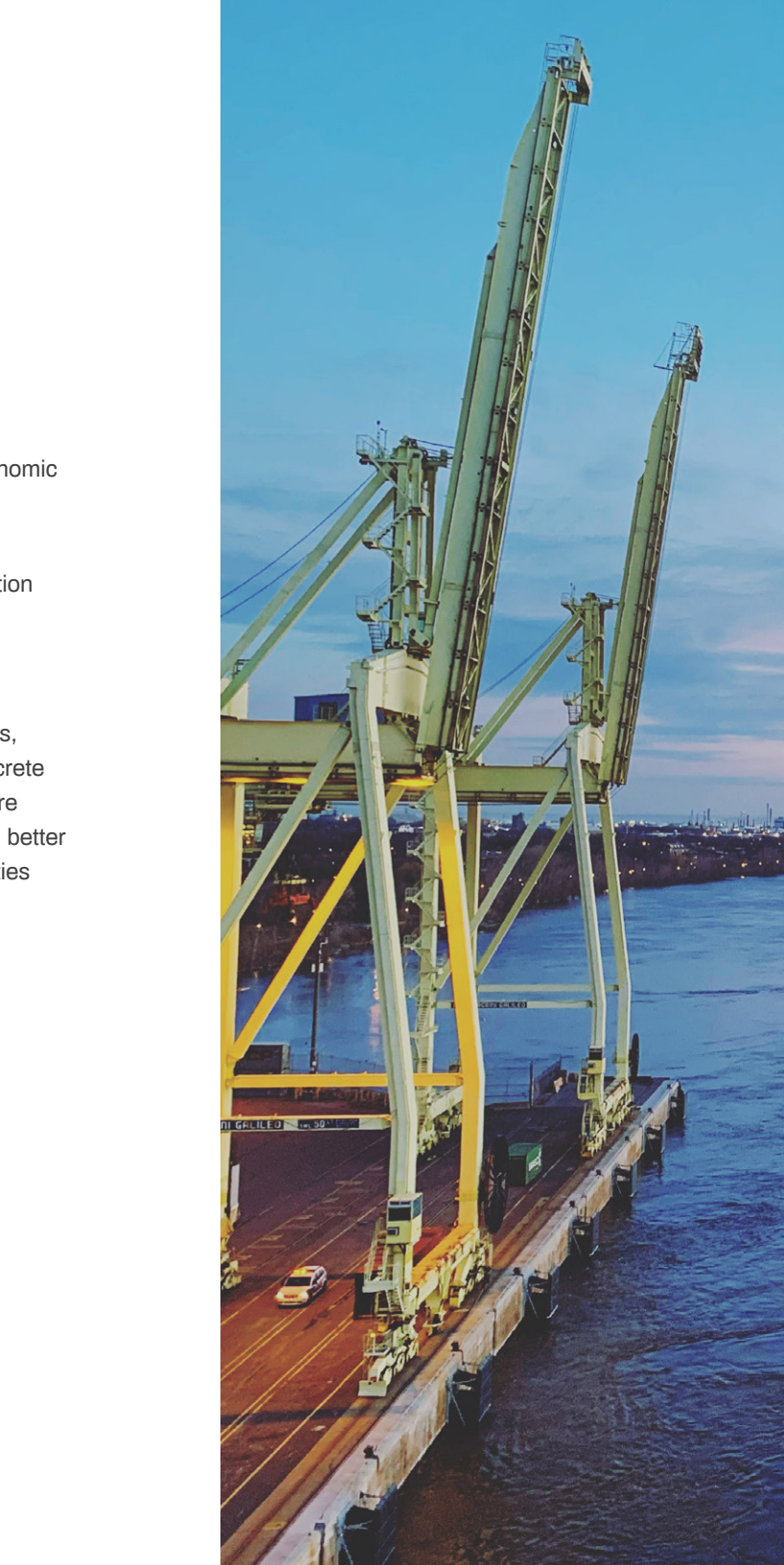
Our priority is to reduce the environmental footprint of our activities through responsible consumption and by efficiently managing our environmental heritage. We adopt working practices that respect the environment and use technologies that improve performance and reduce impacts.

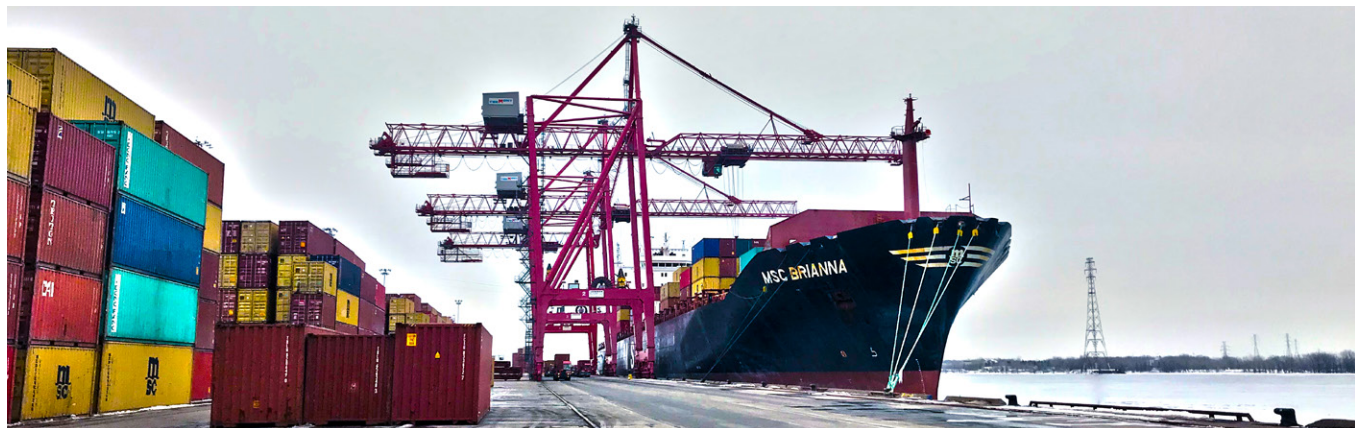
Our objective is to assume a leadership role alongside our stakeholders and within the marine industry as a whole to secure their buy-in with regards to sustainable development principles. We want to contribute to the conservation of our cultural heritage, promote education

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."





## Our approach

**In 2015, the MPA completed its five-year action plan for sustainable development. In the interest of continuous improvement, it turned to a three-year action plan for 2016-2018 to address stakeholders' expectations with greater agility. Exceptionally, this plan was extended until 2019 to allow the next three-year plan to align with the MPA's 2020-2022 strategic plan. However, due to COVID-19, the current plan will be renewed in 2020.**

The MPA draws on international accountability standards, which it is progressively incorporating into its annual sustainable development reports, specifically the Global Reporting Initiative (GRI) guidelines, which help organizations better communicate the impacts of their activities on critical sustainable development issues. In this respect, it is a key tool to promote change, highlighting the most important elements for organizations and their stakeholders. With this in mind, in 2016 we conducted a survey to better understand the sustainable development issues that internal and external stakeholders see as the most important. This materiality analysis was conducted through a confidential survey completed by 54 people, including 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 adjoining communities, non-governmental organizations dedicated to environmental protection and private companies 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. A new materiality matrix using a more comprehensive survey will be created during the next three-year plan covering 2021-2023.



# Sustainable development action plan

The MPA's sustainable development action plan for 2016 – 2019 is based on five orientations, six objectives, 21 targets and 24 performance indicators.



**The five orientations of the three-year action plan**

- 1. Improve air and water quality**

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- 2. Enhance the MPA's service offer**

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- 3. Ensure the responsible management of MPA infrastructures and resources**

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- 4. Offer a mobilizing and safe working environment**

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- 5. Forge harmonious relationships with our stakeholders**

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**The six guiding principles of the MPA's Sustainable Development Policy**

- 1. Ensure the responsible management of our organization**

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- 2. Contribute to the prosperity of society**

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- 3. Provide a stimulating work environment**

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- 4. Reduce our environmental footprint**

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- 5. Ensure that safety and security remain core operating values**

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- 6. Ensure the Port of Montreal's economic mission**

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The top ten challenges drawn from the materiality matrix

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



# Improve air and water quality

## OBJECTIVE

**In its concern to protect the environment, the MPA has taken several actions during 2019 aimed at improving air and water quality.**



With a view to reducing air pollution, the MPA continued to offer ships calling at the Port a liquefied natural gas (LNG) refuelling solution, which is used by a growing number of ships. The number of LNG bunkering operations increased from four in 2017 to 42 in 2019. The 74 LNG bunkering operations carried out in less than three years prevented 21,000 tonnes of GHG emissions. Shore power systems were also used by cruise ships and wintering vessels, avoiding the emission of more than 1,300 tonnes of GHGs. A new electrical connection for a decommissioned vessel was installed and implemented at Section 31. At the Grand Quay of the Port of Montreal, a cruise ship (the Veendam) connected twice in 2019, preventing the emission of 55 tonnes of GHGs.

The MPA also turned to artificial intelligence to reduce greenhouse gases emitted by port trucking. Through its Trucking PORTal application, a new predictive version of which was launched in 2019, the MPA provides truck waiting times at its terminals 24 hours in advance. This information, accessible both online and through a mobile application, makes it possible for drivers and dispatchers to monitor truck traffic at the Port and, by planning trips around peak activity, reduce the

overall carbon footprint of trucks at the Port. An initial assessment of this initiative's beneficial impacts found a six-minute reduction in the total processing time for trucks (from the time they entered the Port to the time they left) and a drop of over 200 tonnes of GHGs annually compared to 2018, despite an 8% increase in trucks coming to the Port compared to 2018.

An update was carried out by the MPA of the inventory of GHGs and air contaminants on Port territory conducted by Transport Canada in 2010. By comparing this update with the results of the 2017 inventory, it was found that total GHG emissions throughout Port territory (Montreal and Contrecoeur) increased from 149,807 tonnes (CO<sub>2</sub> e) in 2010 to 171,599 tonnes (CO<sub>2</sub> e) in 2017, a 1.8% increase per year. In terms of intensity, emissions went from 5.8 kg ((CO<sub>2</sub> e)/tonne handled in 2010 to 4.5 kg (CO<sub>2</sub> e)/tonne handled in 2017, down 22% or close to 3% per year.

Emissions of air pollutants (NO<sub>x</sub>, SO<sub>x</sub>, CO, NH<sub>3</sub>, PM<sub>10</sub>, PM<sub>2.5</sub>, VOC, diesel particulate matter and black carbon) related to activities on Port territory decreased in absolute terms from 4,382 tonnes in 2010 to 2,444 tonnes in 2017, down 44%. In terms of intensity (per tonne of goods handled), the decrease in emissions



## Improve air and water quality

of air pollutants between 2010 and 2017 was 62%. For seven years now, there has been a steady decrease in the intensity of GHG emissions related to MPA-specific activities per tonne of cargo handled at the Port, making it possible to achieve Green Marine level 5 performance (a 45.3% reduction in intensity since the 2007 control year).

To contribute to the canopy of trees on the Island of Montreal, the MPA planted 284 trees in 2019 as part of its participation on the Greening Leaders Committee of Montreal. This is in addition to the 475 trees planted since 2017. The MPA also took part in the launch of a greening campaign in Hochelaga-Maisonneuve with the borough's mayor.

At the same time, the MPA carried out actions to preserve the marine ecosystem as well as the shoreline. Specifically, the MPA organized a shoreline cleanup in Contrecoeur. The event attracted over 100 volunteers, a team made up of employees from Fednav, Logistec, Termont, Urgence Marine and Yara as well as the MPA that collected about 300 kg of waste.

As in 2018, the MPA financially contributed to the St. Lawrence Action Fund in 2019. This registered charity

is dedicated to providing financial support for projects that promote the conservation of the ecosystems and biodiversity of the St. Lawrence River and its Gulf. The MPA selected four projects: preserve Purple Martin colonies – Tailandier flats (Jacques-Cartier ZIP Committee); produce a wetland restoration and conservation plan - Pointe-aux-Trembles sector (Jacques-Cartier ZIP Committee); control common water reeds at the Lavaltrie marsh (Des Seigneuries ZIP Committee); and develop the Important Bird Area (IBA) in the Îles de Contrecoeur National Wildlife Area (Des Seigneuries ZIP Committee).

Furthering efforts to improve stormwater management, two hydrodynamic separators were installed in 2019, bringing the number of hydrodynamic separators on Port of Montreal territory to 19. These separators make it possible to reduce the discharge of suspended solids and hydrocarbons into the river.

Lastly, an agreement was signed with Environment and Climate Change Canada (ECCC) to create a National Wildlife Area on the Boucherville Islands that are under the MPA's jurisdiction. They include the Tailandier tidal flats and the Jacques, Tourte Blanche, Dufault,

Haut-fond à Bleury, Lafontaine, Montbrun and the Petite-Île and Île de la Baronnies. This nature protection initiative dovetails with the program to create 28 hectares of spawning grounds and improve fish habitats implemented by the MPA over 12 years ago on the Boucherville Islands.



# Enhance the MPA's service offer

## OBJECTIVE

**As a pillar of Eastern Canada's economy, the Port of Montreal continued its efforts to enhance its service offering, improve its logistics performance and better serve consumers and businesses.**



During 2019, the MPA pursued several major infrastructure projects aimed at improving the flow of goods through its terminals. In all, the MPA made investments totalling \$33.6 million. Transport Canada awarded an \$18.5 million subsidy for a four-pronged project to increase freight mobility, which includes construction of a railway bridge at the exit of the truck gate. Funding of \$300 million was also announced by the Canada Infrastructure Bank for the container terminal project in Contrecoeur.

With a sixth consecutive record year, the Port of Montreal posted a 5.4% increase in full TEU (twenty-foot equivalent unit) volumes. Several international markets served by the Port of Montreal also enjoyed significant growth in 2019. The Latin American market grew by 7.3%, Midwestern markets by 11% and imports from Asia rose by 7.5%, showing that major importers recognize Montreal as a gateway to Asian markets.

In addition, 2019 was marked by the arrival of a seventh containerized cargo carrier: COSCO Shipping Lines.

The MPA strives to keep developing its activities and the commercial ties that unite it to the world. As such, it renewed its cooperation agreement with the Port of Antwerp for a period of ten years.

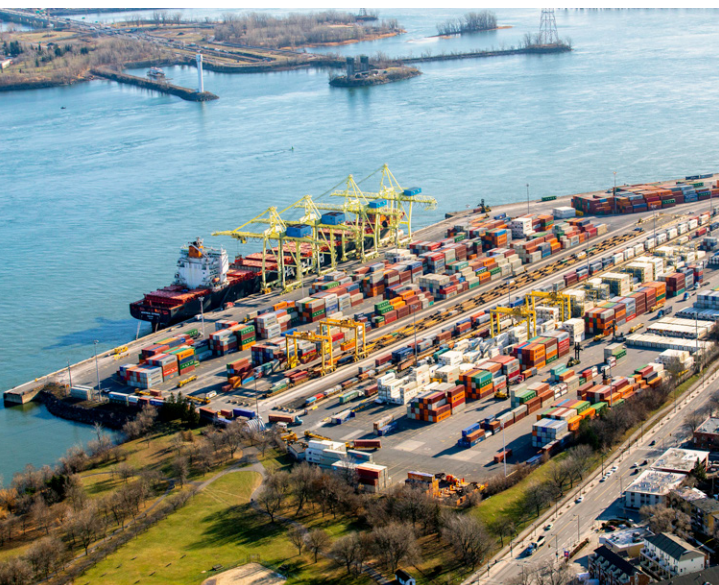
To remain at the forefront of innovation in the port logistics sector, the Port of Montreal also continued its collaboration with Centech, whose innovation program marked its first anniversary in 2019, and with ChainPORT, the international association of smart ports, whose annual meeting was held at the MPA's head office.



# Ensure the responsible management of MPA infrastructures and resources

## OBJECTIVE

**The MPA is proud to adopt best practices in the management of its infrastructures and buildings.**



The MPA is proud to adopt best practices in the management of its infrastructures and buildings.

The MPA earned GOLD ranking with a score of 97% in the Clé Verte® voluntary environmental certification program developed by Nature Action Québec (residual hazardous and non-hazardous materials management, post-consumer waste management, facility and procedure management, service area and parking space maintenance, communications program).

Ref: <https://www.cleverte.org/cle-verte-en>

Among other initiatives, it carried out work on its parking lots at head office, including a greening plan. In all, 33 new trees and over 200 perennials were planted. Green areas in the centre of the parking lots that act as drainage ditches for rainwater treatment were added, lighting is now mainly LED, and four parking spaces for electric cars were also added.

Land adjacent to the MPA's head office became home to two beehives set up by the urban beekeeping company Alvéole. In the fall, 216 pots of honey were collected and given to employees and partners.

A trash and recycling compactor was installed in the Infrastructure Management offices to reduce waste production.

Electricity consumption also decreased at the MPA's facilities. Approximately 100 fixtures were converted from HPS to LED on the Port Road. At the Grand Quay, lighting in the parking lot was reduced by 75% using the Lutron system. In total, the renovation work at head office resulted in a 19% reduction in electricity consumption.

Furthermore, 8,300 tonnes (4,159 cubic metres) of soil were recovered from the Laurier Pier project, then solidified and stabilized for reuse (2,000 tonnes divided into 400 tonnes of fine particles and 1,600 tonnes of ballast). Also, 2.8 tonnes of electronic equipment were eco-responsibly recycled.

In its offices, the MPA eliminated the use of cardboard coffee cups and plastic water bottles. Meeting rooms and coffee areas are now equipped with washable cups and water pitchers.

Paper with a high percentage of recycled content was introduced for all photocopiers and printers.

## **Ensure the responsible management of MPA infrastructures and resources**

### **Residual materials recycled during 2019:**

- **Alkaline batteries: 237 kg**
- **Lead-acid batteries: 745 kg**
- **Used oils: 6,000 litres**
- **Oil filters, soiled absorbent material, soiled rags, waste air filters: 3,000 kg**
- **Metal: 6,000 kg**
- **Fluorescent tubes: 500 m/li.**
- **Antifreeze (locomotives): 1,230 litres**
- **Paint thinner: 250 litres**
- **Oily water: 500 litres**
- **Tires: 133**
- **Dry material residue: 440 kg**
- **Sump residue (sludge): 33,060 kg**



# Provide a mobilizing and safe work environment

## OBJECTIVE

With the wellbeing of its employees in mind, the MPA adopted several new measures to promote good health and healthy lifestyles.



Notably, the MPA sought to increase the level of employee engagement.

- To this end, the years of service recognition program, established in 2017 for employees with 10, 15, 25 and 35 years of service, was maintained: 10 employees with 10 years, 2 with 15 years, 1 with 25 years and 1 with 35 years of service were recognized.
- A review of the retirement savings program (group RRSP) for unionized employees was initiated.
- Professional and technical positions were reassessed by a parity committee.
- A work-life balance committee held several meetings to propose measures that would benefit employees.
- An employee engagement survey conducted in 2019 showed that the percentage of fully engaged employees rose 13% over the 2015 survey, while the percentage of disengaged employees fell by 7%.

The MPA took action for its employees' health and safety

- Another employee joined the workplace health and safety team to expedite implementation of safety inspections and risk analysis related to each job.
- Risk identification was initiated in 2018 and remains ongoing. In 2018, 38 risks were identified and 33 in 2019, for a total of 71. The purpose of this process is to obtain a better picture of the risks related to occupational work so that measures can be taken to prevent accidents, incidents and «near misses,” making it possible to recommend solutions to mitigate the seriousness of hazardous situations.
- To promote good health and healthy habits, baskets of fruit are now offered year-round to employees in the cafeteria.
- The Port of Montreal's eco-bikes (self-service bicycles acquired in 2018) were used on numerous occasions during group activities organized near the offices.
- Employee picnics and a day spent at the Science Centre were among the initiatives that helped build team spirit.

## Provide a mobilizing and safe work environment

To further develop the skills of our employees, several training sessions were given, totalling 3,718 hours of training.

Lastly, several initiatives were offered to foster employee cooperation and empowerment:

- Sports teams were created to participate in charitable events (e.g. MS Bike Tour, Desgagnés Kayak Challenge).
- A program set up to encourage employees to use public transit in Montreal by financing 40% of the STM's OPUS monthly pass was maintained in 2019.
- The "Info in Motion» communication initiative launched in 2017 was maintained, ensuring that all employees kept receiving the information discussed in interdepartmental meetings.





# Forge long-term harmonious relationships with our stakeholders

## OBJECTIVE

**At the heart of the city, the Port of Montreal remains committed to the urban community.**



In 2019, the MPA supported 70 projects by community organizations located in neighbourhoods bordering Port facilities, with a focus on the fight against poverty, food insecurity and greening.

In an initiative to be transparent and open to the community, throughout the summer the MPA brought its Port-themed container to several public celebrations organized in neighbourhoods bordering Port facilities. As part of its annual Port in the City event, the container let residents discover the Port through visual interaction, and there were guided tours of the terminals by bus, attracting 4,850 visitors over 16 days of events and allowing 400 people to discover the Port by bus.

In addition, the MPA organized two days of free activities for families at the Grand Quay. The Nautical Picnics, featuring an introduction to sailing, seafarers' tales and legends, fun workshops and various activities, attracted no fewer than 7,000 visitors. The Grand Quay was singled out at the Gala Montréal durable in the Corps Public category in recognition of the MPA's efforts and involvement to integrate environmental and social objectives into its activities.

The MPA held a public meeting on its road link project in the Viau sector, attended by more than 40 people. With a view to informing citizens of its upcoming projects, the

MPA also took part in three public consultations held by the Office de consultation publique de Montréal: the PPU (special urban planning program) in the des Faubourgs, Bridge-Bonaventure and L'Assomption-Sud-Longue-Pointe sectors. The MPA also held an information session for its stakeholders in Contrecoeur to inform them of the latest developments in its expansion project. About forty people attended this event.

The MPA's continuous outreach to its fellow citizens produced positive results, as seen in the findings of the latest 2019 survey on awareness of the Port and its reputation:

- The proportion of Port neighbours who agreed that the MPA communicates in a transparent manner rose from 39% in 2017 to 56% in 2019.
- The proportion of our neighbours who agreed that the Port of Montreal is a vector of support for the community and community organizations rose from 49% in 2017 to 67% in 2019.
- The proportion surveyed who agreed that they were proud to live in a port city increased to 63% in 2019, compared to 52% in 2015.

## **Forge long-term harmonious relationships with our stakeholders**

Following the installation of multi-frequency (white noise) back-up alarms, the number of complaints about terminals (mainly related to back-up alarms) dropped from 40 in 2018 to four in 2019.

The MPA continued to support the academic sector along with the port logistics community. For the third consecutive year, the MPA organized the Smart Port Challenge in collaboration with Montreal's public engineering school the École de technologie supérieure (ÉTS), which awards scholarships to students. Likewise, ongoing support of the innovation program at Centech contributed to the development of young Montreal companies and offered them significant professional opportunities.

# Other sustainable development issues not covered by the plan

The MPA introduced a definition of «Sustainable Development» and measurable criteria in its calls for tenders for goods and services.

As a member of the Worldwide Network of Port Cities (known by its French acronym AIVP), the MPA signed the AIVP Agenda 2030, which lists a series of ten commitments to be made by the year 2030 for more sustainable development of port cities. The agenda was presented to the United Nations as a contribution from the port cities to the UN's 17 sustainable development objectives.





## CONCLUSION

# Working toward a new 2021–2023 action plan

**More than 145 sustainable development actions/achievements were carried out in 2019. The environmental, social and economic pillars of sustainable development were all well represented.**

While a number of initiatives met or exceeded most of the targets in the sustainable development action plan for 2016-2019, some did not, e.g. on the following issues:

- Only five employees took advantage of the OPUS program, whereby the MPA reimburses 40% of the monthly pass and 10% of STM tickets on the Island of Montreal. The Sustainable Development Committee proposed extending the program beyond the Island of Montreal.
- Episodes of traffic congestion in 2018 were one of the top factors impacting the satisfaction rate of Port users in the 2018 survey. In the next survey, set for the fall of 2021, the satisfaction rate should increase significantly following the completion of several actions, notably enhanced sharing of information on truck and rail transaction times and rail operations between MPA teams and terminal operators.
- The energy performance plan initiated in 2019 will be completed in 2020. Its focusses on improving the energy efficiency of the Section 42 complex.

## CONCLUSION

# Key achievements by Port partners in 2019

**Our partners are valuable allies in our sustainable development efforts. We are proud to be able to count on their support and to present a summary of their greatest achievements.**

### CanEst Transit

CanEst Transit developed new operating procedures in its exterior yard for container transportation, leading to a 20% reduction in the number of trucks needed to handle the same volume and a 50% reduction in the towing equipment used. CanEst also implemented a residual materials management policy (organic materials, recycling of metals, cardboard and plastics).

### Logistec

Logistec made a container available to employees for the recovery of packing boxes from the various rooms in the garage at the Montreal facility. It also began paper recovery for the administrative buildings and the garage. In Contrecoeur, Logistec modified the Water Maze® system to better treat the wash water in its mechanical workshop. It also took part in planting trees in partnership with Tree Canada and the City of Contrecoeur.

### Maritime Employers Association

Maritime Employers Association (MEA), through its training centre, offered its longshore workers more than 2,450 hours of training on heavy equipment simulators and 2,650 hours on electric forklift trucks in 2019. The use of high-performance technologies and electrical equipment enabled the MEA to considerably reduce its fuel consumption and, as a result, its GHG emissions.

### Montreal Gateway Terminals Partnership (MGTP)

Montreal Gateway Terminals Partnership (MGTP) once again demonstrated its commitment to reducing greenhouse gas emissions by electrifying ten new rubber tire gantry cranes after a conclusive pilot test and a \$4 million financial contribution from the Quebec Transport Ministry (MTQ). Approximately 1,700 tonnes/year of GHGs will be avoided as a result. In addition to improving air quality, this new equipment helps reduce environmental noise. MGTP also streamlined its inbound/outbound process for container trucks by installing cutting-edge technologies. This technological improvement speeds up processing times and, as a result, reduces the daily idling of hundreds of diesel trucks.

## Key achievements by Port partners in 2019

### Norcan Oil Group

Norcan Oil Group replaced much of its fire protection equipment at the terminal with state-of-the-art technology. The new automatic-start booster pumps have become key components in the event of an incident. Decisions were made to gradually replace existing underground fire protection lines with aboveground lines and to install sprinkler systems on every tank. Norcan also improved the image quality from the cameras located at berth 74 by switching from analog to digital mode.

### Suncor Energy

Suncor Energy waterproofed the timber crib retaining structure in sections 109 and 110 to protect the river after repairing the dock fenders. Observations of the first generation of membrane found that the new membrane had better specifications. Suncor also finished noise mapping its facilities.

### Termont

Termont decided to implement Effenco's Active Stop-Start™ technology on all the yard tractors in its fleet (over 60) following a 2018 pilot project on five vehicles and a \$1.4 million financial contribution from the Quebec government. At term, close to 4,000 litres of fuel per year per vehicle will be saved, in addition to reducing GHG emissions by 12 tonnes per vehicle per year (over 720 tonnes for the entire tractor fleet). To further reduce its environmental footprint, Termont equipped its security team with the technological means to go completely paperless for all its reports, saving thousands of forms of all kinds per year on a recurring basis.

### Urgence Marine

Urgence Marine regularly recovers and reclaims oil-contaminated water from vessels on the St. Lawrence River, then transports these waters to its facilities at Section 110 in the Port of Montreal for treatment. As the transfer of these oily waters kept increasing, in the summer of 2019, Urgence Marine decided to invest \$200,000 to reconfigure its treatment site to improve the safety of recovering water in an emergency. In addition to retention basins, two pumping points and an oil retention barrier in case of accidental spills were planned onsite to prevent any accidental spills to the St. Lawrence River. Also, water dispensers for filling bottles were installed, resulting in a 50% reduction in disposable bottles, i.e. more than 16,000 in 2019 alone.



## Key achievements by Port partners in 2019

### Valero Energy

Valero Energy improved its results in the Green Marine environmental program. Between 2017 and 2018, Valero achieved gains in the following performance categories: greenhouse gases and air pollutants (level 2 to level 3) and environmental leadership (level 3 to level 4). In addition, on its annual community service day, 91 Valero employees participated in clean-up projects in parks and streets in Montreal East.

### Viterra

Viterra acquired three new, more efficient loaders with Tier 3 engines that consume 30% less fuel than previous loaders. In addition, Viterra continued its dust collector project and will begin Phase 5 of this important project in 2020, which helps improve air quality.

### Yara Canada

Yara Canada, in addition to reducing the use of plastic bottles, provided employees with thermos flasks and ensured that packaging for products ordered is recyclable or replaced by reusable alternatives. In its garage, Yara installed oil and grease dispensing «guns» that limit employee exposure to oil and grease and prevent accidental spills.

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