

Annual
Report

2021



**Anchored in
the future**



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Highlights

Key figures

Total volume
of goods
handled:

**34 million
tonnes**

▼ 3 %



Containers:

1.7 M EVP

▲ 7.5 %



Liquid bulk:

11.7 MT

▼ 5.2%



Dry bulk:

7.9 MT

▼ 6,2%



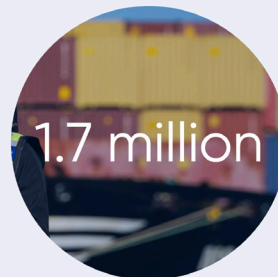
19,000

jobs direct,
indirect and induced



2.6 B\$

in economic
benefits



1.7 million

TEUs
handled

Year in brief

January

- Martin Imbleau new CEO of the Montreal Port Authority (MPA)
- *The Atlantic Spirit* won Gold-Headed Cane
- \$55 million in financial support awarded by Quebec Government for Port of Montreal's expansion project in Contrecoeur

February

- Public meeting held to present the Viau sector overpass project
- 2021 cruise season cancelled

March

- Favourable decision issued by federal Minister of the Environment and Climate Change on Port of Montreal's Contrecoeur expansion project

April

- Special legislation passed by federal government to end dockworkers' strike

May

- \$150 million in debentures issued by MPA
- Cooperation agreement renewed by Port of Montreal and Adani Group

June

- Rail capacity optimization program launched by MPA
- MPA partnership with St. Lawrence Action Fund renewed
- New Hamilton-Montreal container service inaugurated on the Seaway

July

- Record on the St. Lawrence with arrival of largest container ship able to use the river, the *MSC Melissa*
- MPA active in vaccination effort for mariners calling at Montreal
- *Divina Dali* exhibition opened at Grand Quay

August

- Three new appointments to MPA Executive Committee: Guillaume Brossard, Geneviève Deschamps and Mélanie Nadeau

September

- Anchored in the City communications campaign launched by Port of Montreal
- Two new post-Panamax electric gantry cranes unloaded at the Port of Montreal

October

- Port of Montreal joined the Call to Action for Shipping Decarbonization
- 6th edition of the Smart Port Challenge launched

November

- International call for qualification launched by Port of Montreal for its Contrecoeur expansion project
- First non-stop trip between China and Port of Montreal
- Creation of a green shipping corridor announced by Ports of Montreal and Antwerp

December

- Record year for ALUS Montérégie participants, of which the MPA is a Gold partner
- 339 trees planted during 2021

Chair and CEO message

Anchored in the future

Last year was marked by many challenges. The Port, like all, managed to navigate through these issues to deliver its strategic services. In the global context of the COVID-19 pandemic that kept coming in waves, from the disruption of traditional supply chains that caused issues with container availability, higher costs and more delays to natural factors, such as the fires in Western Canada and work stoppages on the docks, our supply chains went through multiple upheavals that were bound to affect our results and our tonnages.

These occurrences throughout the year shed light on the need to embody two sides of the same coin: agility and resilience. Beyond performance, growth and fluidity, we all became aware of the importance of being able to adapt to circumstances, no matter how they unfold or what they make happen.

The Port of Montreal is adapting, evolving and innovating. Using artificial intelligence, among other things, we have come up with innovative logistics solutions to better serve the public. Our CargO₂ai tool proved to be particularly timely and effective in fighting the pandemic by making it possible to speed up the processing of critical goods.

Despite the storms we had to weather, the Port of Montreal continued to stand out as a cost-effective and resilient solution to the port congestion crisis experienced by many other ports around the world. Moreover, its unique business model as a destination port and its prime geographic location were instrumental in how the MPA helped its partners lessen the impact of logistics crises.

To prepare for the future, we are investing heavily in our infrastructure. Our terminals, docks and railroads are being redeveloped, renovated and optimized to better meet emerging needs. Our intermodal network, Bickerdike Terminal and the Viau overpass are just some of the projects developed to improve the flow of goods, ease traffic, reduce congestion and optimize our services. Each operational gain makes it possible to lighten the supply chain's footprint. We are making great strides in our major expansion project in Contrecoeur, built on the foundations of an exemplary port infrastructure on all levels. This terminal will make it possible for us to actively contribute to the growth of Quebec's business ecosystem. Major milestones were reached in 2021, notably the decision issued by the federal Minister of the Environment and Climate Change and the launch of the call for qualification.

Being anchored in the future also means contributing productively to the energy transition and launching the major initiatives that will enable us to achieve carbon neutrality, starting now.

It means developing innovative alternatives to traditional fuels and joining a global movement to help make this transition succeed on a global scale.

Looking even further ahead, it means teleporting into 2030 and calling on all our stakeholders, neighbours and citizens to build the port of tomorrow together. That's how we will get to a port that is efficient, effective and responsible as well as, and above all, a port that listens and can adapt and respond to a constantly changing world.

This annual report shows a port in evolution, a port recovering from a year full of challenges while laying the foundations for its future, in the service of citizens and businesses, to be a leading player in a more sustainable world. Thank you to everyone - partners, clients, administrators, employees and workers - who help move the Port of Montreal in the right direction!

Have a great read!

Martin Imbleau
President and Chief Executive Officer

Marie-Claude Boisvert
Chair of the Board of Directors

Summary of financial results

The following information is an overview of Montreal Port Authority financial results, prepared in accordance with International Financial Reporting Standards. The Montreal Port Authority maintains a strong credit rating of AA from Standard & Poor's. On March 22, 2021, the Authority completed the issuance of \$150M in unsecured debentures bearing interest at 3.24%, and whose principal is due upon maturity on March 22, 2051. The Canada Marine Act allows the MPA to borrow up to \$420M and an additional \$60M (temporary limit, linked to specific financing).

Summary of financial results (in thousands of Canadian dollars)

	2021	2020
Revenue from operation	117,667	116,562
Expenses	104,098	99,939
Operating earnings before the following items	13,569	16,623
Financial expenses	(1,501)	(1,063)
Investment income	1,617	1,192
Other Revenues	6,067	-
Net earnings	19,752	16,752

Statement of financial position
Year ended December 31, 2021
(in thousands of Canadian dollars)

	2021	2020
Revenue from operation	117,667	116,562
Expenses		
Salaries and benefits	40,118	37,991
Maintenance and repairs	14,572	14,855
Professional services	6,259	5,435
Payments in lieu of property taxes	3,150	3,264
Other expenses	9,016	8,777
Gross revenue expenses	4,387	4,350
Amortization of assets	26,596	25,267
	104,098	99,939
Operating earnings before the following items	13,569	16,623
Financial expenses	(1,501)	(1,063)
Investment income	1,617	1,192
Other revenues	6,067	-
Net earnings	19,752	16,752

Statement of comprehensive income
Year ended December 31, 2021
(in thousands of Canadian dollars)

	2021	2020
Net earnings	19,752	16,752
Other comprehensive income		
Item that will not be reclassified subsequently to net earnings:		
Actuarial gains and losses for the year	1,326	(2,354)
Total comprehensive income	21,078	14,398

Statement of changes in the equity of the Government of Canada
Year ended December 31, 2021
(in thousands of Canadian dollars)

	2021			2020
	Contributed capital	Retained earnings	Total equity	Total equity
Balance, beginning of year	234,082	189,368	423,450	409,087
Du Havre sector retrocession	(8)	-	(8)	(35)
Net earnings	-	19,752	19,752	16,752
Other comprehensive income				
Actuarial gains and losses for the year	-	1,326	1,326	(2,354)
Total comprehensive income for the year	(8)	21,078	21,070	14,363
Balance, end of year	234,074	210,446	444,520	423,450

Statement of financial position
Year ended December 31, 2021
(in thousands of Canadian dollars)

	2021	2020
Assets		
Current	143,142	92,907
Other receivables	2,891	-
Right-of-use assets	4,231	4,950
Grants receivable and deferred costs	42,106	38,023
Fixed assets	624,597	541,359
Defined benefit asset of pension plans	8,491	11,411
	825,458	688,650
Liabilities		
Current	43,690	44,716
Revolving lines of credit	-	40,000
Asset retirement obligations	1,230	1,230
Lease liabilities	3,640	4,305
Long-term debt	179,910	30,147
Defined benefit obligation of other plans	43,743	46,911
Deferred grants	108,725	97,891
	380,938	265,200
Equity of the Government of Canada		
Contributed capital	234,074	234,082
Retained earnings	210,446	189,368
	444,520	423,450
	825,458	688,650

Statement of cash flows
Year ended December 31, 2021
(in thousands of Canadian dollars)

	2021	2020
Operating activities		
Net earnings	19,752	16,752
Non-cash items	25,905	23,814
	45,657	40,566
Change in non-cash operating working capital items	(838)	(2,005)
Net cash from operating activities	44,819	38,561
Investing activities		
Acquisitions of fixed assets	(111,324)	(102,117)
Disposal of fixed assets	-	27
Acquisitions of investments	(50,000)	(116,500)
Disposal of investments	96,500	119,500
Interest received	1,251	1,326
Net cash used by investing activities	(63,573)	(97,764)
Financing activities		
Receipt of deferred grants	9,871	6,899
Repayment of lease liabilities	(735)	(656)
(Repayment) drawing under the revolving line of credit	(40,000)	40,000
Issuance of long-term debt	154,000	20,000
Repayment of long-term debt	(1,527)	(1,484)
Deferred financing costs	(1,409)	(638)
Interest paid	(4,038)	(1,027)
Net cash from financing activities	116,162	63,094
Net increase in cash	97,408	3,891
Cash, beginning of year	9,481	5,590
Cash, end of year	106,889	9,481

Benefits and traffic

After a year marked by several crises in 2021, globally with the impact of the pandemic on international trade as well as locally with the dockworkers' strike, cargo volumes handled at the Port of Montreal dipped 3% from 2020, putting the total volume of goods handled at 34 million tonnes.

It should be noted that import volumes rose 4%, while export volumes dropped 10.5%. The Port of Montreal's commercial relations with Asia grew to account for 27% of its cargo volumes handled, largely through transshipment in the Mediterranean. Changing consumer habits, including a significant increase in online orders for consumer products mainly produced in Asia, had an impact on these figures.

Containers

Despite the dockworkers' strike in the spring of 2021, which badly curbed business, the container sector recovered right from the start of summer on, growing 7.5% over the course of the year in terms of the number of TEUs (twenty-foot equivalent units). In total, 1.7 million containers were handled at our facilities. In terms of tonnage, volumes remained stable at 14.2 million tonnes.

Textile products, building materials, vehicles and accessories, and containerized metal products were among the commodities that posted the largest increases.

Non-containerized cargo

With 211,000 tonnes of non-containerized cargo were handled at the Port of Montreal in 2021, the upswing over 2020 was a whopping 229%, notably due to increases in steel products, ro-ro traffic and various metal products.

Dry bulk

The dry bulk sector fell 6.2% to 7.9 million tonnes, as droughts in Western Canada affected grain volumes.

However, it should be noted that the volumes handled of ores rose sharply, as did fertilizers for the agri-food sector.

Liquid bulk

Due to the pandemic that continued into 2021, the liquid bulk sector dropped 5.2% to 11.7 million tonnes.

Declines included fuel volumes for personal vehicles and air traffic.

Cruises

For a second consecutive year, there was no cruise season in 2021 at the Port of Montreal.

However, following the federal government's decision in November 2021 to allow cruises to resume, MPA teams remained ready to prepare for the return of cruises in a post-pandemic global context.

To this end, throughout the year, the MPA actively participated in many committees, including both the ACPA and AAPA cruise committees, while preparing its facilities for the safe return of ships and passengers in 2022.

International

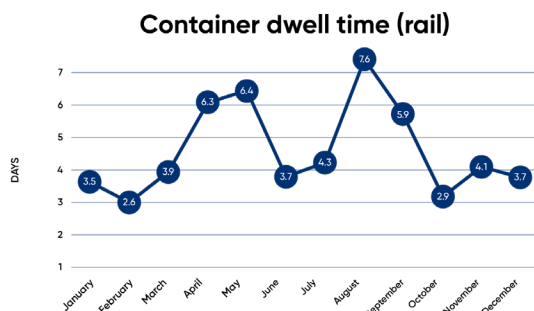
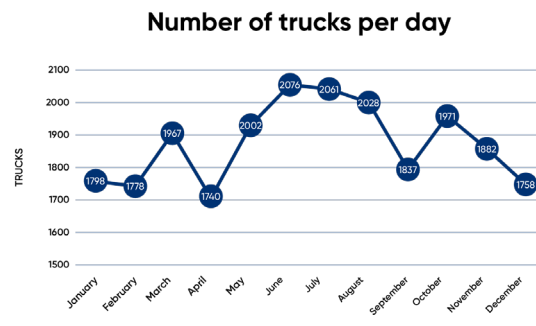
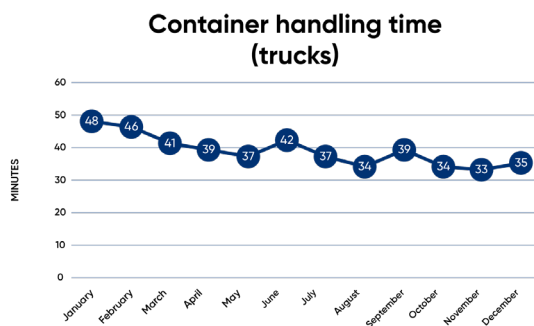
As a strategic asset whose primary role is to ensure optimal service to North American businesses and citizens, the Port of Montreal is always read to consolidate its international trade links and maintain sound operational performance.

Operational performance

Given the congestion in ports around the world, early last summer the Port of Montreal launched a *No Congestion* campaign in the form of banners and print ads that link to a dedicated page updated weekly on the website. This publicly available data showed that the Port of Montreal was spared the severe congestion episodes that affected many U.S. ports and that traffic flow stayed steady throughout the year.

Specifically:

- Of the 2034 vessels that called the Port of Montreal in 2021, averaging seven per week, time spent waiting at anchorage for container ships remained zero at all times.
- The total processing time for Port of Montreal trucks remained under 60 minutes from entry to exit of the terminals throughout the year. In 2021, the average daily truck count was 1910, a 15% increase over 2020. This trend continued throughout the year, peaking at 2817 in April following the dockworkers' strike.
- The average dwell time for import containers bound for rail was five days. Two events contributed to the temporary downturn: the dockworkers' strike in April and the forest fires in Western Canada in August that disrupted train traffic across the country.



Trading with the world

Connected worldwide to over 140 countries and at the core of the strategic and innovative St. Lawrence River trade corridor, the Port of Montreal continued to improve its service offering. During 2021, the MPA consolidated its trade ties with India and created a new direct link with China, in addition to participating in the expansion and dynamism of the St. Lawrence–Great Lakes axis.

Signature and renewal of international agreement

Trade relations between India and Canada have grown significantly in recent years. In 2021, the trade partnership between the Port of Montreal and the Adani Group, which operates the Port of Mundra, India's largest commercial port, was renewed for a period of five years.

This agreement further strengthens the Port of Montreal's strategic position as North America's gateway to Asia's container market. This new agreement focuses on business development, the optimization of logistics services and port facilities, the application of new technologies to marine and intermodal transportation, and industry best practices.

A record breaker on the St. Lawrence: the largest container ship ever to sail the river

As the backbone of a network of commercial waterways linking the Atlantic Ocean to the Great Lakes, the St. Lawrence River confirmed its position as a competitive and strategic shipping channel. The *MSC Melissa*, a 6,730 TEU (twenty-foot equivalent unit) container ship measuring 303.89 metres in length and 40 metres in width, called at Viau Terminal before returning to Europe, the new holder of the title of the largest container ship to sail the St. Lawrence.

First direct voyage between China and Montreal

For the first time in its history, the Port of Montreal welcomed a container ship directly from China, without cargo transshipment in the Mediterranean.

Chartered by Fracht FWO, the *Happy Rover* established the first direct shipping link without transshipment between Asia and the Port of Montreal. It was unloaded at MGTP–operated Racine Terminal. Such a service demonstrates the fluidity of trade and the availability of facilities in Montreal, along with the efficiency and strength of its key supply chain partners.

Shortsea shipping back in the Seaway

In a promising new collaboration between the ports of Hamilton, Ontario, and Montreal, the Port of Montreal welcomed the *Sedna Desgagnés* from Hamilton via the St. Lawrence Seaway – a feeder service both ports are working to implement on a regular basis. This inaugural voyage marked the resumption of cabotage on the Great Lakes between Quebec and Ontario, as the 300 or so containers unloaded in Montreal then headed for international markets.

“What I like most about my job is the contact with clients. Our relationship is special. We make sure we understand their needs, we listen, we’re present and we’re transparent. I think this our real strength and what sets us apart. We’re able to build strong relationships, but more importantly, we’re able to maintain and strengthen them despite the challenges.”

– Rosetta Lacono, Director, Growth and Commercial Relations

Major projects

Faced with increasing trade and cargo volumes, the Port of Montreal is adapting to the demands of its stakeholders and striving to continually improve its efficiency and performance, as well as its harmonious integration into the urban fabric. Several major projects continued throughout the year, with a focus on quality of service and sustainability within a long-term vision to ensure the future of trade for the entire region.

The Port of Montreal's Contrecoeur expansion

At the forefront of the Port of Montreal's projects for the future, the huge expansion project in Contrecoeur is taking shape more and more tangibly, and 2021 was a pivotal year.

A project supported by the governments of Quebec and Canada

One of the milestones reached last year was a favourable decision by Canada's Minister of the Environment and Climate Change, after five years of consultations and analysis by the Impact Assessment Agency of Canada. As a result, the MPA can continue to develop the future terminal in light of the terms and conditions adopted by the Minister. The Quebec government, for its part, expressed its support for the project by granting \$55 million in financial assistance.

An international Request for Proposals

The project's Design-Build-Finance-Operate-Maintain (DBFOM) Request for Qualifications (RFQ) was issued and opened to national and international industry players. Launching this RFQ signalled that the MPA aimed to find the best possible strategic partnership to meet the project's high standards of innovation, efficiency, social responsibility and sustainability. The goal remains to enter into a long-term agreement to design, build, finance, operate and maintain the Contrecoeur Terminal.

Increased rail capacity

Planned in phases through to November 2023, this major project involves installing an additional six kilometres of rail track to improve the flow of goods. Phase 1 was completed in 2021, and included sewer and water works, piling, installation of a retaining wall, electrical work, track construction and paving.

"It's a major challenge to work on a huge project like Contrecoeur, and it's a pleasure to do it as a team. We have to juggle technical challenges, an ambitious schedule, environmental issues and budgets, so we're combining innovation, efficiency, the environment and safety. We see the project come to life. We develop it from the preliminary phases to completion. And we see the usefulness it will have, the jobs it will create and the value it represents for the community, through everything we export and import."

- Arabia Koromakan, Manager, Construction Engineering Contrecoeur

Bickerdike

The year 2021 marked the successful completion of Bickerdike Terminal's redevelopment.

Originally built in 1896, Bickerdike Terminal is the main provisioning port for Newfoundland and the Magdalen Islands, supplied exclusively by local companies. It handles close to 600,000 tonnes of diversified cargo (containers, cars, tractor-trailers, etc.) annually in addition to serving cruise ships.

The project works, which began in 2019, included redeveloping truck access (traffic flow and security), increasing and upgrading electrical capacity, replacing buildings, redeveloping container and cargo storage areas, and redeveloping handling areas for cruise ships.

Overpass

The Port of Montreal overpass will directly connect Port facilities to the future road link to Souigny Avenue, removing port trucks from the local network and increasing the fluidity of freight transport. This project includes architectural integration, an artistic component from the Molinari Foundation and landscaping. The overpass will open at the end of 2022.

The first phase of work involved building the foundations of the overpass on the north and south sides of Notre-Dame Street, as well as installing the steel structure (box girders) over the street. To ensure transparency and harmonious cohabitation, a public meeting was held to explain the project to the neighbouring population.

Port of Montreal Tower

The last major step in the vast Alexandra Pier rehabilitation project that began in 2014, construction of the Port of Montreal Tower advanced at a rapid pace over the course of 2021. One of Montreal's future must-see attractions, catering to Montrealers and tourists alike, the 65-metre high tower should open to the public in 2022. The concept focuses on the link between the port, the river and the city, the panoramic view of the city and the value of showcasing the role of the Port of Montreal in the history and development of the metropolis.

Milestones achieved over the past year included finishing the tower's interior and partition glass glazing and exterior work that included the wooden deck with landscaping and tree planting.

"I really like the specificity of marine and river engineering. We build in water, so there are many parameters to factor in, such as the current, the environment, the operations that continue during the work, navigation and, above all, safety. There's no room for error! We have docks that date from the late 19th and early 20th centuries, which are very sturdy and still hold up, but which of course need to be reinforced, maintained in good condition and adapted to changing vessels and equipment."

— Nora Menasria, Engineer

Sustainable development

A core priority of the Port of Montreal is to align economic development with sustainable development through our policies and management systems. The MPA's efforts encompass many levels by creating national and international partnerships to develop lower-carbon fuels, by acting as a mobilizing force, and by rolling out promising projects to protect the natural ecosystem and the quality of the air and water.

Far-reaching partnerships

In a framework marked by the climate crisis and the need to accelerate the energy transition, the Port of Montreal took several steps to contribute to the future of a lower-carbon shipping industry. Here are a few examples:

Call to Action for Shipping Decarbonization

An initiative launched by the Getting to Zero Coalition in partnership with the Global Maritime Forum, World Economic Forum and Friends of Ocean Action. By joining the 200 signatories of the Call to Action for Shipping Decarbonization, the Port pledged to take effective measures to achieve the goal of carbon neutrality by 2050. This is a global movement full of solid actions to successfully decarbonize the shipping industry.

Development of new and innovative green energy solutions

The signing of a cooperation and development agreement with Greenfield Global, a Canadian company specialized in the production of biofuels. The signed cooperation and development agreement aims to identify, design and implement innovative green energy solutions, including green hydrogen, ethanol and methanol. A working committee was set up to oversee the development and implementation of these new energy solutions for current and future MPA activities as well as those of MPA partners and the marine industry.

Pioneers: an ambitious international partnership to cut GHG emissions

Participation in PIONEERS (PORTable Innovation Open Network for Efficiency and Emissions Reduction Solutions), a green innovation project led by the Port of Antwerp that channels the efforts of 46 partners to introduce practical solutions for lowering greenhouse gas emissions in ports.

A green shipping corridor with the Port of Antwerp

At COP26, an agreement was signed with the Port of Antwerp to create a green shipping corridor. It aims to facilitate trade in green fuels and supply ships with renewable fuels and clean technologies.

Energy and climate change resilience

In 2021, the MPA began implementing an energy management system and energy policy based on the ISO-50001 international standard, as well as the eleven recommendations of the Task Force on Climate-related Financial Disclosures. Both initiatives will be completed in 2022.

Promising projects

A number of projects were carried out to protect local biodiversity, including:

Actions to improve air and water quality

As one of the winds of change pushing the marine industry towards clean energies, the Port of Montreal had already taken such solid actions as installing shore power for cruise ships and wintering vessels and setting up an LNG bunkering system. In 2021, 18 vessels benefited from the electrical installations for a total of 25 connections, making it possible to reduce GHG emissions by close to 2600 tonnes (CO₂e).

All the measures deployed by the MPA are yielding results. Each year, the MPA conducts an inventory of its greenhouse gas emissions. In 2021, it accounted for 3082 tonnes of GHGs emitted by its activities, a 33% reduction since the 2007 reference year. Also since the control year in 2007, the intensity of GHG emissions produced by MPA activities per tonne of cargo handled dropped by 47%.

Projects with the St. Lawrence Action Fund (SLAF)

To enhance and protect the St. Lawrence River's ecosystems, the Port of Montreal renewed for a fourth year its partnership with the St. Lawrence Action Fund and its Maritime Biodiversity Program, which focuses on projects to preserve, enhance, restore and raise awareness of the St. Lawrence River. The MPA currently supports several projects in Greater Montreal and Contrecoeur, such as protecting bird habitats and preserving wetlands and shoreline areas with the Seigneuries and Jacques-Cartier priority intervention zone (ZIP) committees.

Bat condos

The MPA also installed three bat condominiums in the vicinity of its Contrecoeur expansion site to meet the resting and breeding needs of six at-risk species of bats likely to be present on MPA territory in Contrecoeur. Acoustic monitoring and yearly maintenance of the condominiums will be conducted annually to document their use.

Nesting boxes for bank swallows

The artificial nesting boxes for bank swallows installed in 2019 and 2020 in Contrecoeur continue to gain in popularity and attract more and more young swallow pairs. The follow-up campaign in 2021 confirmed a significant increase in activity, as five out of six nesting boxes were occupied. There were a total of 1208 available shelters, of which 867 were considered active, and 692 chicks were born during the year.

"Working on the environment is really motivating and rewarding. There's a lot of excitement, but major challenges as well. We're always on several fronts: environmental assessments prior to projects, energy transition, soil management, GHG reduction, ecosystem preservation... Good thing we have an incredible team that's so passionate and has such outstanding expertise."

– Claude Deschambault, P.Eng., Director of Environment

Greening campaign and tree planting

The Port of Montreal continued its tree planting campaign aimed to plant 2,000 trees in five years, as announced in 2018 through the Montreal Urban Forest Leaders Committee. This year, 339 trees were planted around port facilities, including over 300 in Mercier-Hochelaga-Maisonneuve. Four sites were planted: the Grand Quay (10 trees), the embankment at the entrance to the Pierre-Dupuy rental parking lot (17 trees), the Viau East and West embankments (162 trees) and Honoré-Mercier Park (150 trees). The Port of Montreal in collaboration with Soverdi also conducted an awareness campaign with businesses in the Mercier-Hochelaga-Maisonneuve borough to encourage them to green their own facilities. In 2021, three companies answered the call (UAP-Napa, SAQ and Scientific Games) resulting in a total of 298 new trees planted.

Boucherville Islands National Wildlife

The MPA and the Department of the Environment and Climate Change Canada continued the process of creating a National Wildlife Area covering nearly 200 hectares on the Boucherville Islands under MPA management.

“We get to be there for the construction and implementation of what we proposed. We’re in the thick of it! We work with experts and consultants who define measures. We improve and adapt them according to our knowledge of the site and the project. We’re a multidisciplinary team and we really have a comprehensive viewpoint that lets us consider all aspects of the ecosystem. We have to consider the long term and all the collateral impacts.”

– Julie Bastien, Environmental Advisor, Contrecoeur

Serving citizens

At the heart of the city since its foundation, the Port of Montreal is engaged in the community, committed to fostering harmonious cohabitation and to providing citizens with new high-quality public spaces.

Fighting the pandemic

Thanks to the collaboration of all partners in the supply chain, the Port of Montreal continued to fulfil its role as a public service to society, caring about public health and well-being.

Year 2 of CargO₂ai

A logistics tool developed out of humanitarian concerns, CargO₂ai was used throughout the year to expedite the delivery of essential goods to those in need during the COVID-19 pandemic, using artificial intelligence. The results of the CargO₂ai tool were felt throughout the supply chain. By the end of 2021, close to 7000 containers (13,200 TEUs) were identified by CargO₂ai and shipped to consumers. By assisting with critical cargo decisions, the wait time for critical containers between unloading and departure from the terminal was reduced by up to 50% compared to the average wait time for all containers.

By doing this project, the MPA returned to the primary mission of a port infrastructure, which is all the more important in a crisis: to deliver and distribute the goods people need in the most efficient way possible.

Vaccinating seafarers

The MPA team was pleased to take part in the collective effort to make it easier for seafarers who call at the Port of Montreal to receive the COVID-19 vaccination, an initiative led by Mariners' House of Montreal and the National Seafarers' Welfare Board. In total, more than 100 seafarers were vaccinated thanks to this collaborative effort.

Accueil Bonneau at the Grand Quay

Opened last November in collaboration with Accueil Bonneau and the CIUSS du Centre-Sud-de-l'Île-de-Montréal for people experiencing homelessness, the drop-in centre at the Grand Quay extended its services until May 30, 2021. Over that six-month period, the Grand Quay drop-in centre was able to host 53,779 visits, providing a safe space, a hot meal and a vaccination clinic against COVID-19.

Community investment - A united front at the Port of Montreal

Actively engaged at the heart of the community, the Port of Montreal annually supports some 60 projects through its community investment policy.

Each of the projects or organizations supported must have the potential to create an impact in one of the following sectors of the MPA's community investment policy: socio-economic development (Chic Resto Pop, Maison des enfants de l'île de Montréal); education related to the St. Lawrence River (Maritime Institute of Quebec Foundation, Blue Metropolis Foundation), and the environment (Sentier urbain, C-Vert).

In addition, Port of Montreal teams are involved in the community through fundraising events such as the MS Bike Tour for the Multiple Sclerosis Society of Canada, the Guignolée de Contrecoeur, the distribution of Christmas baskets for the Women's Centre of Montreal, and the Desgagnés Kayak Challenge for Young Musicians of the World.

In an effort to promote harmonious cohabitation with the people residing near its facilities, MPA teams actively participated in several round tables (Assomption Sud-Longue-Pointe, Bridge-Bonaventure and Old Montreal sectors) and cohabitation meetings.

What's new in public spaces

A new public space accessible to Montrealers and tourists, the Grand Quay of the Port of Montreal was enhanced in 2021 with several new features.

Commencement Square

Commencement Square became home to Yann Pocreau's public work of art *Leurs Effigies*, announced in 2017 as part of the Alexandra Pier development project. It is a sculptural tribute to three women who helped found Montreal: Jeanne Mance, Marguerite Bourgeoys and Marguerite d'Youville. Another installation was a fun new interactive experience, *Les Rames Lumineuses*, and a number of public events, including circus performances and the Montreal Triathlon, were held there.

Divina Dali

To broaden visitor experiences even further, the Port of Montreal hosted the temporary exhibition *Divina Dali* at the Grand Quay. Featuring 101 watercolours by Salvador Dali illustrating Dante's *Divine Comedy*, this exhibition was a world premiere in Montreal.

"I enjoy meeting citizens, understanding their concerns and being able to interact and exchange views. We draw inspiration from them to improve our activities. The care we take to live well together is deeply anchored in our corporate culture."

— Christine Beaulieu, Manager, Community Relations

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, Ontario and the rest of 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 supply 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 supply chain.

Responsibility

We are a sustainable organization that values the environment, our contribution to the economy and our neighbouring communities. 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

Marie-Claude Boisvert

(since December 11, 2014)

Chair of the Board

Chair of the Governance and Human Resources Committee

Chair of the Contrecœur Committee

Corporate Director

Oumar Diallo

(since March 6, 2020)

Member of the Audit Committee

Director, Fintech and innovation,
Autorité des marchés financiers

Hélène Lauzon

(since June 21, 2017)

Vice-Chair of the Board

Member of the Governance and Human Resources Committee

Chair of the Sustainable Development and Safety Committee

President and CEO, Quebec Business Council on the Environment

Johanne Lépine

(since June 21, 2017)

Member of the Governance and Human Resources Committee

Member of the Sustainable Development and Safety Committee

Corporate Director

John Parisella

(since August 15, 2017)

Member of the Sustainable Development and Safety Committee

Senior Advisor, Business Outreach NATIONAL

Nathalie Pilon

(since July 14, 2017)

Chair of the Audit Committee

Member of the Contrecœur Committee

Corporate Director

Anik Trudel

(since August 12, 2019)

Member of the Audit Committee

Member of the Contrecœur Committee

Chief Executive Officer, Lavery Avocats

Management Committee

Martin Imbleau

President and Chief Executive Officer

Serge Auclair

Vice-President, Talent and Culture,
Digital Transformation and Procurement

Paul Bird

Vice-President, Contrecœur

Guillaume Brossard

Vice-President, Development, Marketing and International Relations

Daniel Dagenais

Vice-President, Port Performance and Sustainable Development

Geneviève Deschamps

Vice-President, Finance

Marie-Claude Leroux

Vice-President, Legal Affairs and Real Estate Corporate Secretary

Mélanie Nadeau

Vice-President, Public Affairs and Community Relations

Awards and distinctions

Association des techniciens en prévention incendie du Québec – Red Triangle Award for the ICO project

American Association of Port Authorities (AAPA) 2021 Awards – Award of Excellence in the Communications, Social/Web-Based Media category for the Faces of the Port campaign

2021 AAPA Information Technology Awards – Award of Excellence for CargO2ai

CG/LA Infrastructure – Oracle Excellence Award, Project of the Year/Opportunity and Equity, for the Contrecoeur Terminal project

Quest for Quality Awards – Great Lakes category

Ordre national du Québec – Sylvie Vachon knighted with the title of Chevalière

Recognition from CN's 2021 EcoConnexions Partnership Program – for its sustainability practices

WAN (World Architecture News): Female Frontier Awards – Grand Quay team named finalist in the Team of the Year category

Acknowledgements

The MPA is proud to be able to count on the expertise, collaboration and professionalism of its whole team and every partner. Thanks to this incomparable team spirit, the Port of Montreal can maintain its focus on excellence at all times and in all circumstances.

Our warmest thanks,

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

Information

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Public Affairs
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