

ANNUAL REVIEW

2019



INTRODUCTION



ECONOMIC AFFAIRS



WE'RE COMMITTED





ANNUAL REVIEW 2019

INTRODUCTION

MESSAGE FROM THE CHAIRWOMAN OF THE BOARD

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MARIE- FRANCE POULIN

Chair of the board of
directors

MESSAGE FROM THE CHAIR OF THE BOARD OF DIRECTORS

The maritime sector is a major driver of economic growth, both at home and around the world. We need look no further than the amount of global trade conducted by ship, the growth of the cruise industry, and increased investment in commercial maritime projects. Québec's maritime industry is one of the most globally oriented in the world as the province maintains commercial relations with dozens of countries involved in the maritime industry. In 2019, the Port of Québec recorded its second-best year ever for tonnage handled, which grew for the fourth consecutive year.



At the Québec Port Authority (QPA), we are now in the best financial position we've ever been in and it is continuing to improve, thanks to renewed partnerships that are suited the current trade environment. We've used sound and responsible management to renovate our infrastructure, plan our development projects, and conduct our day-to-day operations.

We've demonstrated that we are a key player in Canada's socioeconomic development. Our current and planned activities offer significant competitive advantages to Québec businesses while also stimulating a wide range of economic sectors across the country.

The maritime sector is facing two fundamental challenges: the quality and attractiveness of port infrastructure. The past year was full of developments for us in this arena, and we will share all of them with you in the following pages.

Among the highlights, we'd like to spotlight the first phase of the renovations to our port infrastructure, which we launched in large part thanks to a financial contribution from the National Trade Corridors Fund (NTCF). This initial renovation of our wharves, intermodal transport areas, and certain utilities will strengthen our foundation for commercial activity and open up the port to new markets.

Another thing I'd like to mention is the beginning of two major projects: the building of a second cruise ship terminal and the building of an export terminal for grain primarily grown in Québec. As of December 2019, the new cruise ship terminal was nearly 60% complete. It will help make the work already being done there better by offering a higher level of quality while making sure the industry continues to grow without conflicting with the community. The grain export terminal will be the first Québec-owned port facility that directly meets the needs of local farmers.

Lastly, we are excited that the Laurentia Deep-Water Container Terminal project is moving forward. We reached a major milestone for this strategic project in 2019 when we signed an agreement with Hutchison Ports, the world's largest network of container terminals, and Canadian National (CN), North America's main transportation and product distribution logistics services provider. As part of this agreement, the Port of Québec joins the worldwide Hutchison Ports network, which consists of 52 ports in 27 countries.



Among our achievements related in the areas of the environment and sustainable development, we took concrete steps last year to continue to develop our 2017–2022 Sustainable Development Action Plan. These steps included distributing trees, a first phase of planting in one area of the port, underwater and shoreline cleanup in the Louise Basin, and the purchase of electric vehicles, to name just a few. Our deep commitment is without a doubt an important factor in successfully operating our port facilities to their fullest potential, growing our business, and extending our reach regionally, nationally, and internationally. 2019 was also marked by the addition of talented new individuals to our Board of Directors. Two new directors, Edwin Bourget and Denis Desbiens, joined the board last year.

My work with each member of the Board of Directors has been defined by collaboration and involvement during my nearly nine years as a member of the board, almost five of which have been as chairwoman. It has truly been a privilege to serve the Port of Québec. I'd like to take this opportunity to acknowledge and thank the members of the board I've worked with for their professionalism, as well as their commitment to ensuring the Port's success and growth through sound management. I'd like to applaud the work of all QPA employees, whose constant dedication and expertise are truly amazing. Additionally, I would like to commend the day-to-day collaboration and important work of the users and partners in and around the Port of Québec.

I'd also like to thank President and CEO Mario Girard for his trust, his can-do attitude, and his responsible management of the Québec Port Authority.

Lastly, as chairwoman of the Board of Directors, it has been an honour to see how enthusiastic, innovative, willing, and exceptionally smart all of the port's stakeholders in Québec City are and how firmly they are anchored in the community.



Marie-France Poulin



**MARIO
GIRARD**

President and CEO



MESSAGE FROM THE PRESIDENT AND CEO

I'm proud to share our positive outcomes for 2019, which are a testament to our team's resourcefulness, engagement, meticulousness, and efficiency in undertaking numerous new projects and initiatives, even with the massive amount of work that they added to their plate. Our agility has allowed us to successfully stand out from the crowd in an extremely competitive economic landscape. 2019 was a year of growth for the Port of Québec in more ways than one.

Our port operations grew for the fourth year running and we handled 29 million tonnes of goods. In terms of volume, it was our second-best year in history. The volumes that are increasing include goods for various economically strategic industries, including energy, iron and steel, transport, construction, and mining and metals.

We also reached a new milestone in our international cruise business. During the 2019 cruise season, the Port of Québec received 236,715 visitors, compared to 230,940 in 2018. In addition to being named the best cruise destination in the US and Canada for the third year in a row by Cruise Critic, Québec City also won the Best Canada/New England Cruise Destination award from Porthole Cruise Magazine. We are proud to play a part in growing tourism in the Québec City region by generating this highly beneficial business.

HISTORIC LAURENTIA PARTNERSHIP

In spring 2019, we reached a milestone in our Laurentia Deep-Water Container Terminal project by announcing the signing of our commercial agreement with Hutchison Ports, the largest network of container terminals in the world, and Canadian National (CN), North America's main transportation and product distribution supply chain service provider, to build and operate the new intermodal deep-water container terminal. The project has generated a total investment of \$775 million.



This new deep-water container terminal will boost maritime transport on the St. Lawrence thanks to singular advantages that complement the other port infrastructure along the St. Lawrence maritime corridor. This will help promote the St. Lawrence as an important trade and communication route and benefit both Québec and Canada as a whole. Our deep-water container terminal will feature the most environmentally friendly and technologically advanced port handling facilities in North America. The Laurentia project will therefore do far more than just benefit the Canadian economy and create jobs through the construction and operation of the container terminal and the resulting supply chain. It will have a major impact on Québec City's research and innovation community and add an international perspective, in large part thanks to Hutchison Ports' international network.

Building a container terminal will expand the port services on offer in Québec City and complement the dry and liquid bulk business that is already a well-established part of the port's activities. Laurentia will also allow us to capture a segment of the maritime industry with the highest growth rate.

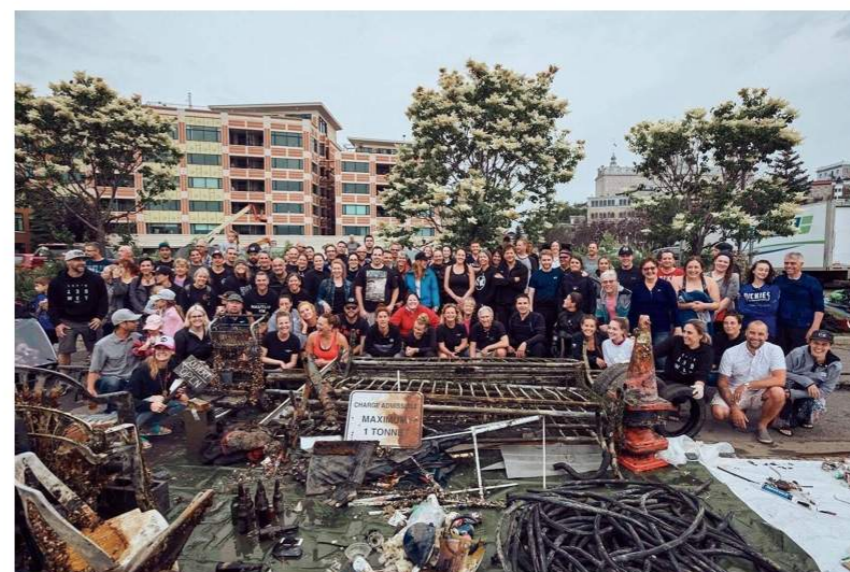
Last year, members from several eastern Québec chambers of commerce and economic development stakeholders, including Thetford Mines and the municipalities of Sainte-Marie-de-Beauce, Rivière-du-Loup, Lévis and Trois-Rivières, visited and met with us at the port. In total, we met with more than 500 people who expressed strong support for developing port activities in Québec City and the Laurentia project, which will offer many of them tremendous business opportunities.

In the works

In 2019, we had our best year on record for infrastructure investment. These investments totalled more than \$33.8 million. Thanks in large part to contributions from municipal, provincial, and federal programs, we began the first phase of wharf renovations in the Anse au Foulon and Beauport sectors. We then broke ground on the new Sollio Agriculture grain terminal and its related infrastructure as well as a new cruise ship terminal at wharf 30 in the Estuary sector. The money we've invested is on top of the several million dollars terminal operators already invest on an annual basis in their facilities, which include handling equipment and various warehousing structures.

MEANINGFUL ACTION AND STRONG RELATIONSHIPS

The 2017–2022 Sustainable Development Action Plan is in full swing. Among the concrete action we took in 2019, I would like to point out the QPA and QSL employees who worked to clean up the shoreline in Beauport Bay. Plongée Nautilus worked to do the same in the Louise Basin. On a different but related note, we're glad to have been able to contribute to the distribution of more than 1,000 free trees to Québec City residents in collaboration with the Association Forestière des Deux Rives and the Québec Ministère des Forêts, de la Faune et des Parcs. Through the initiative, we helped distribute saplings of a variety of different species in order to increase the amount of green space in the community. We also took the opportunity to purchase hybrid electric vehicles to replace a number of vehicles at the end of their useful life.



Social responsibility

In addition, we led numerous meaningful meetings and discussions in 2019 with partners involved in maritime and port activities in Québec City.

At the QPA, we are involved in our community. The many initiatives we contribute to and participate in include the Port of Québec Port Activity Oversight Committee (Comité de vigilance des activités portuaires du Port de Québec), the Intersectorial Committee on Environmental Contamination in the La Cité-Limoilou Borough (Comité intersectoriel sur la contamination environnementale dans l'arrondissement La Cité-Limoilou), the Jardins Mérici Residents Consortium Permanent Committee (Table de travail permanent avec le consortium des Jardins Mérici), and the Old Québec Roundtable (Table de concertation du Vieux-Québec).

Our Community Relations Committee (CCPC) also continued its work in 2019. CCPC members met seven times so they could stay informed about the activities and projects that had taken place or were planned at the port. The meaningful and constructive conversations at these meetings have made it possible for us to continuously improve and enrich our activities, projects, and various environmental and social innovations.

In summary

We are proud to have continued our incredible port tradition for the 184th year this year. On January 2, 2019, Nikolaos Seiakakis, captain of the CAP QUÉBEC, a crude oil tanker arriving from Galveston, Texas, received the 184th Gold-Headed Cane.

We are proud of many of the things that happened in 2019. Among them, we would like to point out that we were recognized as a great place to work as part of the Great Place to Work awards given by Morneau Shepell and The Globe and Mail newspaper.

Finally, I would like to sincerely thank all the members of the Board of Directors for their dedication and commitment to making the Port of Québec a source of international pride. I would especially like to thank Marie-France Poulin, who has truly helped chart the port's course and with whom I've "navigated the waters" since my very beginnings here. I'd also like to thank our employees, who have fully devoted themselves to ensuring that port activities in Québec City run smoothly and continue to grow. Let me also take this opportunity to acknowledge all our operators, partners, and their teams, who do excellent work to strengthen Canada's supply chain.



Mario Girard



Nikolaos Steiakakis, M/T CAP QUEBEC

BOARD OF DIRECTORS

The Québec Port Authority is managed by a seven-member Board of Directors. The Board of Directors has a fiduciary responsibility to exercise due care and diligence in the best interests of the QPA and, in conjunction with the management team, to approve the strategic plan and ensure it is implemented. Four committees comprising at least three directors advise the Board of Directors to frame what it does. The board determines each committee's mandate and grants them the power to oversee various areas. The Board of Directors and its committees met a total of 21 times in 2019.

Executive Committee

The Executive Committee meets under certain circumstances or when the Board of Directors gives it a specific mandate.

As permitted by its letters patent, the Board of Directors has delegated certain Executive Committee oversight and control functions to the Governance and Human Resources Committee.

Audit Committee

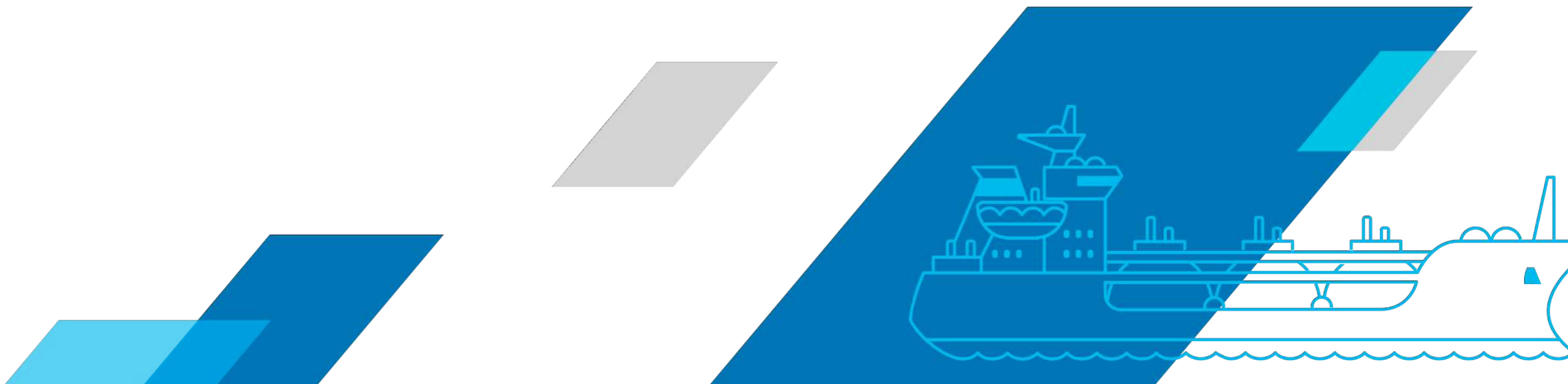
The Audit Committee's mandate is to support the Board of Directors in its financial reporting responsibilities and to ensure that internal control procedures are in line with established standards. The Audit Committee oversees external verification processes, reviews the budget and annual financial statements, and recommends that the Board of Directors approve them. The Audit Committee also monitors the effectiveness of the QPA's risk management activities and management of the QPA pension plan.

Governance and Human Resources Committee

The Governance and Human Resources Committee's mandate is to provide governance and ethics support to the Board of Directors. The committee is also responsible for overseeing the director appointment process as well as QPA director and executive compensation. It also reviews QPA policies on an annual basis.

Environment, Health, Safety and Prevention Committee

The Environment, Health, Safety and Prevention Committee's mandate is to support the Board of Directors in monitoring policies, programs, and management practices related to the environment, security, and workplace health and safety. The committee implements environmental and health and safety best practices, and ensures compliance with these practices. It also regularly monitors the operations of the QPA and our tenants from an environmental standpoint and monitors our community relations strategy.



THE BOARD OF ADMINISTRATION



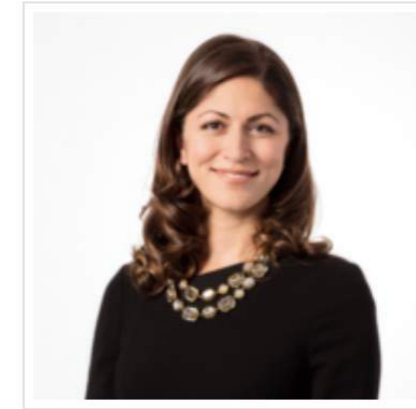
Acting Chair of the Board
Chairman of the Governance, Human Resources and Public Communications Committee
Marie-Huguette Cormier



Member of the Board of Directors
Member of the environment and social responsibility committee
Edwin Bourget



Member of the Board of Directors
Member of the audit committee
Denis Desbiens



Vice-Chairman of the Board of Directors
Chairman of the Governance, Human Resources and Public Communications Committee
Olga Farman



Member of the Board of Directors
Member of the Audit Committee
Member of the Environment and social responsibility committee
Esther Gaulin



Member of the Board of Directors
Chairman of Environment and social responsibility committee
Richard Savard



Member of the Board of Directors
President of the Audit Committee
Member of the Governance, Human Resources and Public Communications Committee
Marie-Soleil Tremblay

BOARD OF DIRECTION



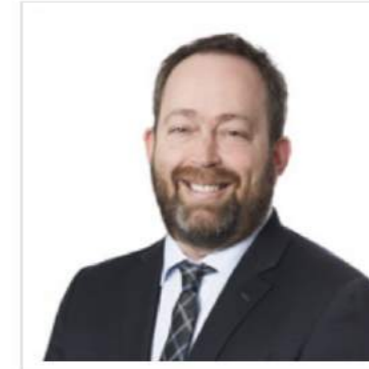
President and Chief Executive Officer
Mario Girard



Director of Legal Affairs and Compliance and Corporate Secretary
Karine Hébert



Vice-President, Public Affairs and Strategic Partnerships
Alain SansCartier



Vice President Business Development
Patrick Robitaille



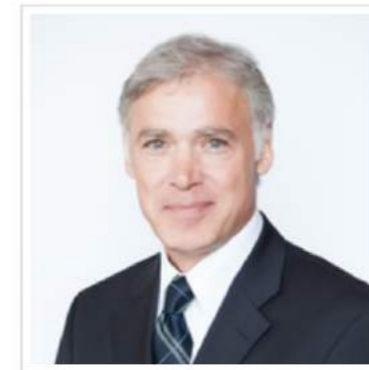
Vice President Infrastructure Development
Réjean Picard



Vice President Organizational Development and Human Resources
Manon Bélanger



Vice President Operations
Pascal Raby



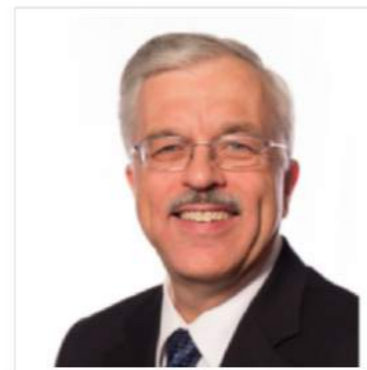
Director IT and Telecommunications
Marc Drouin



Vice President Head of Finance
Geneviève Lemaire



Senior Project Manager, Laurentia
Hugues Paris



Executive Director of Laurentia
Don Krusel

MANAGEMENT TEAM



Director Community Relations

Anick Métivier



Director, Accounting, Property and Purchasing

Cathy Ménard



Cruise development Director

Nancy Houley



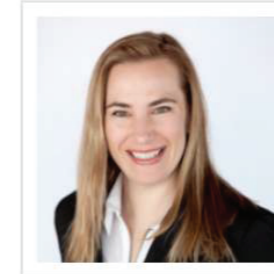
Director Maintenance

Dominique Tanguay



Director Environment

Marie-Ève Lemieux



Director Marina

Kathleen Paré



Director Cruise Operations and Events

Patrick Turcotte



Director, Health and Safety

Geneviève Dupont



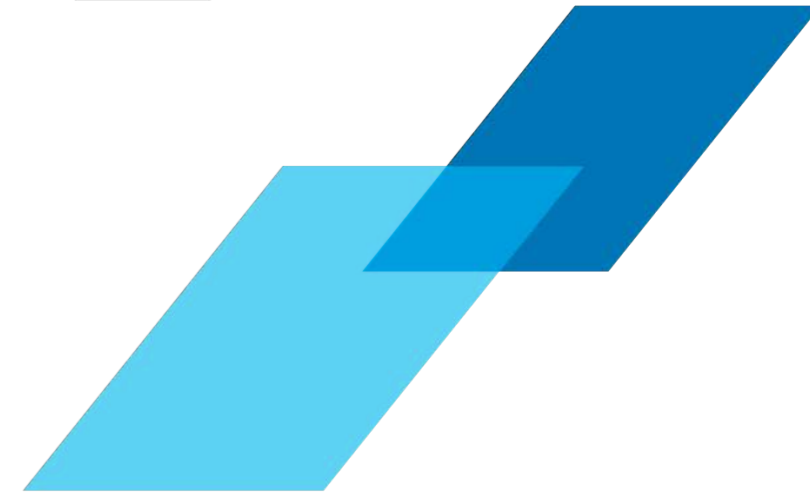
Harbour Master and Port Services Director

Michel Petit

FINANCIAL STATEMENTS

[Consult the document](https://www.portquebec.ca/pdf/bilans/etats-financiers-en.pdf)

<https://www.portquebec.ca/pdf/bilans/etats-financiers-en.pdf>





ANNUAL REVIEW 2019

ECONOMIC AFFAIRS

BUSINESS DEVELOPMENT

LAURENTIA

CRUISES

INFRASTRUCTURE

TERMINAL

MARINA

BUSINESS DEVELOPMENT



29 M

MILLION TONNES HANDLED

29 million tonnes handled in 2019, the Port of Québec's second-best year on record in terms of tonnage (after 2012).



2ND

EAR ON RECORD IN
TERMS OF TONNAGE

Highlights and cargo volume records:

Iron ore and iron ore derivatives are among the volumes that have been at their highest in recent years. QSL has enhanced its expertise in this segment by developing a sieving method that is sought out by customers with an eye on superior product quality.

QSL's terminal, with its highly versatile facilities, saw a significant increase in the transshipment volume of gypsum and salt being sent to the Great Lakes market.

- ▶ Gypsum: 41% increase compared to 2016, the last record year
- ▶ New transshipment traffic for salt

Valero, the largest refinery in Québec and the second largest in Canada, is a valued QPA partner. It operates the largest liquid product terminal on the St. Lawrence.

- ▶ Crude oil: 8% increase compared to 2007, the last record year

IMTT-Québec had its third-best cargo traffic year of the past 10 years. Refined petroleum product and chemical traffic played a major role in 2019's positive results.

New records for Sollio and fertilizer imports: these excellent results demonstrate the major role port traffic plays in Canada's agri-food industry. In this respect, the Port is ahead of the pack, in part thanks to our partner G3, which has managed our silos for more than 50 years, and soon thanks to a new Sollio Agriculture grain export terminal. This is the first investment of its kind on the St. Lawrence in more than 50 years.

2019 was also the first year that the Béton Provincial cement terminal, the largest of its kind in the world, was in operation in the Beauport sector. This development hinged on two important features: the terminal's strategic location and the port's water depth.

Glencore's activities continued in 2019, and 2020 is set to be a promising year thanks to new handling equipment they are planning on installing. It bears reminding that the port is a key link in Glencore's nickel supply chain, connecting Québec City and Deception Bay in Québec to Sudbury, Ontario, and Kristiansand, Norway.

Other activities and terminals at the port contributed significantly to the very successful year we had in terms of volume in 2019.

LAURENTIA



 **775 M\$**
TOTAL INVESTMENT

 GREENEST AND MOST
TECHNOLOGICALLY
ADVANCED PORT FACILITIES
IN NORTH AMERICA

 **15 METRES**
NATURAL LOW-TIDE DEPTH

In May 2019, we announced the signing of our biggest long-term commercial agreement with Hutchison Ports, the world’s largest network of container terminals, and Canadian National (CN), North America’s main transportation and product distribution logistics services provider, to build and operate a new container terminal called Laurentia.

We provide a mix of undeniable advantages that can't be found anywhere else on the St. Lawrence:

- ▶ A strategic geographic location to serve the Great Lakes and Eastern Québec markets
- ▶ A natural low-tide depth of 15 metres and full intermodality
- ▶ Ability to accommodate vessels with capacities of 13,000 TEUs and a draught of 16 metres, comparable to east coast American ports
- ▶ Ability to accommodate trains upwards of 3,600 metres long
- ▶ Rail and maritime logistics for 90% of containers passing through the Port

After we announced our commercial agreement with Hutchison Ports and CN, they were able to lay out a detailed plan for the project, which is focused on modern facilities comparable to the best found around the world.

The agreement itself generated a lot of interest among economic stakeholders in eastern Québec. The Laurentia Deep-Water Container Terminal project, which has garnered support from numerous economic and trade groups in these regions, provides excellent economic growth opportunities and will have the most environmentally friendly and technologically advanced port handling facilities in North America.

The completion of the Laurentia project will do far more than benefit the Canadian economy and create jobs through the construction and operation of the container terminal and the resulting supply chain. It will have a major impact on the vibrancy of Québec City's research and innovation community.



CRUISES



QUEBEC IS A WORLD
RENOWNED DESTINATION IN
THE CRUISE INDUSTRY



236 715

VISITORS



2ND FORUM

ON QUEBEC INTERNATIONAL
CRUISE

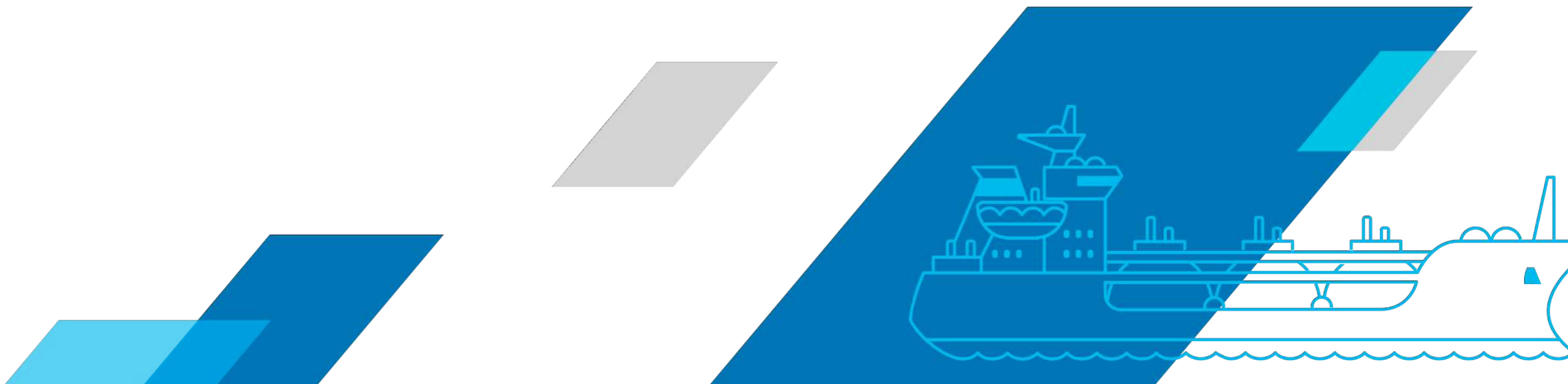
In addition to bringing in the largest cruise lines in the world, the Port of Québec and the Ville de Québec have continued pulling out all the stops to attract cruise ship passengers. These efforts are paying off and have positioned Québec City favourably as an internationally recognized destination in the cruise industry, increasing our visibility and helping to promote our destination in a positive way among cruise lines.

The 2019 cruise season started on May 2 and ended on November 1. 150 ships docked at the port, allowing us to welcome 236,715 visitors (including 176,580 passengers) to Québec City, a new record. This represents a 73% increase in the number of passengers disembarking at the Port of Québec since 2001. This past year, we saw as many as seven cruise ships docked at the same time.

Québec City won two international awards recognizing the quality of its welcome in 2019. Cruise Critic named it the best cruise destination in the US and Canada for the third year in a row and Porthole Cruise Magazine gave it the Best Canada/New England Cruise Destination award.



We also signed a five-year infrastructure management agreement with the Ville de Lévis to moor and welcome river cruise and international cruise ships in Lévis. This agreement provides Lévis with incredible international visibility and offers enormous potential for the cruise industry in the Capitale-Nationale and Chaudière-Appalaches regions.



INFRASTRUCTURE



1ST PHASE

OF OUR INFRASTRUCTURE
RENOVATION PROJECT



THE CONSTRUCTION OF A NEW
CRUISE SHIP TERMINAL AT
WHARF 30



BUILDING THE NEW
GRAIN TERMINAL

The port was a full-blown construction zone in 2019 as it entered the first phase of our infrastructure renovation project, which got underway thanks to the financial support of the federal government through the National Trade Corridors Fund. This support allowed us to have our best year yet in terms of infrastructure investment, with \$33.8 million invested, which doesn't include the amounts invested by terminal operators.

2019 infrastructure projects

The following projects are at or near completion:

- ▼ The construction of a new cruise ship terminal at wharf 30, which will allow us to service ships with up to 5,000 passengers. This project, with a total cost of \$30 million, received \$15 million in assistance from Tourisme Québec and \$5 million in assistance from the municipal government.
- ▼ Complete renovation of wharf 107 in Anse au Foulon, including the rebuilding of the top of the coping wall, the addition of tie rods to stabilize the wharf and increase its carrying capacity, and the reconstruction of the roadways, drainage, and lighting system in the area behind the wharf
- ▼ Redesign of the buried water, storm drain, and gas networks and the access roads in the western Anse au Foulon sector to allow for building the new Sollio Agriculture grain terminal, in which Sollio has invested more than \$100 million. This work also included the reconfiguration of the 25 kV power supply in the Anse of Foulon sector.
- ▼ Replacement of the drawbridge on Dalhousie Street in the Estuary sector, which will restore use of the bridge in 2020.
- ▼ Construction of the new warehouse 31 in the Estuary sector, which will fill some of the need gaps that we face along with ECRC.
- ▼ Repair of the caisson joints in the Anse au Foulon sector
- ▼ Repair of the top of the coping wall and the caisson joints in the Beauport sector
- ▼ Repair of the wharf ladders in the Beauport sector
- ▼ Paving of a new parking lot at Brown Basin
- ▼ Bringing the emergency exits in the Ross Gaudreau cruise ship terminal up to standard
- ▼ Masonry repair at the building at 150 Dalhousie Street
- ▼ Lighting improvement work on wharves 17, 18, and 27
 - The installation of new LED lighting systems that will provide safe and compliant light levels of 10 lux in traffic areas and 30 lux in operational areas

TERMINAL



221

EVENTS



145 864

GUESTS



266

DAYS OF EVENTS

Important events last year:

- ▶ Visit of the Meraviglia, the largest cruise ship ever to dock at the Port of Québec
- ▶ A record season with 23 embarkation/disembarkations
- ▶ Grands Feux Loto-Québec fireworks display
- ▶ Bordeaux Wine Festival

We also hosted many non-profits at the terminal last year:

- ▼ FONDATION DU CHU DE QUÉBEC
- ▼ LAURA LÉMERVEIL
- ▼ QUÉBEC BRANCH OF THE KIDNEY FOUNDATION OF CANADA
- ▼ DUCKS UNLIMITED CANADA
- ▼ CANADIAN CANCER SOCIETY
- ▼ ADAPTAVIE INC.
- ▼ FONDATION ÉLAN
- ▼ CARREFOUR JEUNESSE-EMPLOI CHARLESBOURG-CHAUVEAU
- ▼ HUMAN RESOURCES SECTORIAL COMMITTEE OF THE MARITIME INDUSTRY
- ▼ FONDATION SOURDINE
- ▼ FONDATION SIGNES D'ESPOIR
- ▼ REGROUPEMENT DES ORGANISMES DE BASSINS VERSANTS DU QUÉBEC
- ▼ LES JEUNES PHILANTHROPES DE QUÉBEC
- ▼ FONDATION DE LA MAISON MICHEL-SARRAZIN
- ▼ LES FEMMES EN AFFAIRES DE LA CAPITALE-NATIONALE
- ▼ FONDATION DE L'INSTITUT MARITIME DU QUÉBEC INC.
- ▼ LE GRAND DÉFI PIERRE LAVOIE
- ▼ CENTRE DE PRÉVENTION DU SUICIDE DE QUÉBEC
- ▼ CLUB LIONS SILLERY/STE-FOY/QUÉBEC
- ▼ RÉSIDENCE LE PORTAIL
- ▼ PATRO LAVAL

MARINA - A BOATERS' PARADISE



Between early May and late October, the Marina springs to life and transforms into a place where people can share their passion for boating.

We've launched several initiatives to encourage boaters to adopt safe and responsible practices:

- ▶ Participation in the Follow the Wave awareness campaign
- ▶ Pleasure Craft Courtesy Check Day with the Canadian Coast Guard Auxiliary
- ▶ Various presentations, including "Brushing Up on Marine Radio Best Practices" and "How to Properly Winterize Your Pleasure Craft"
- ▶ The Plongée Nautilus team's Louise Basin cleanup, which removed 836 kg of debris from the river bottom

We also hosted numerous notable events and prestigious boats:

- ▶ Québec City Boat Show
- ▶ Québec Regional Yachting Championship races
- ▶ Canadian Coast Guard search and rescue training
- ▶ The docking of historic and educational boats, such as Bluenose II and ÉcoMaris
- ▶ The docking of 19 superyachts, including the M/Y Grace, the longest private yacht to have ever docked in Québec City (82.3m).

THE MARINA IN FIGURES:

415

BOAT SLIP

265

MEMBERS

800
/YEAR

VISITING VESSELS

525
/YEAR

BOAT-HANDLING OPERATIONS

3000
/YEAR

LOCKAGES

270

VESSELS IN STORAGE

A photograph of three people sitting on a wooden pier, looking out at a harbor with several white boats. The scene is captured from behind them, creating a sense of shared observation and contemplation. The lighting is soft, suggesting an overcast day.

ANNUAL REVIEW 2019

WE'RE COMMITTED

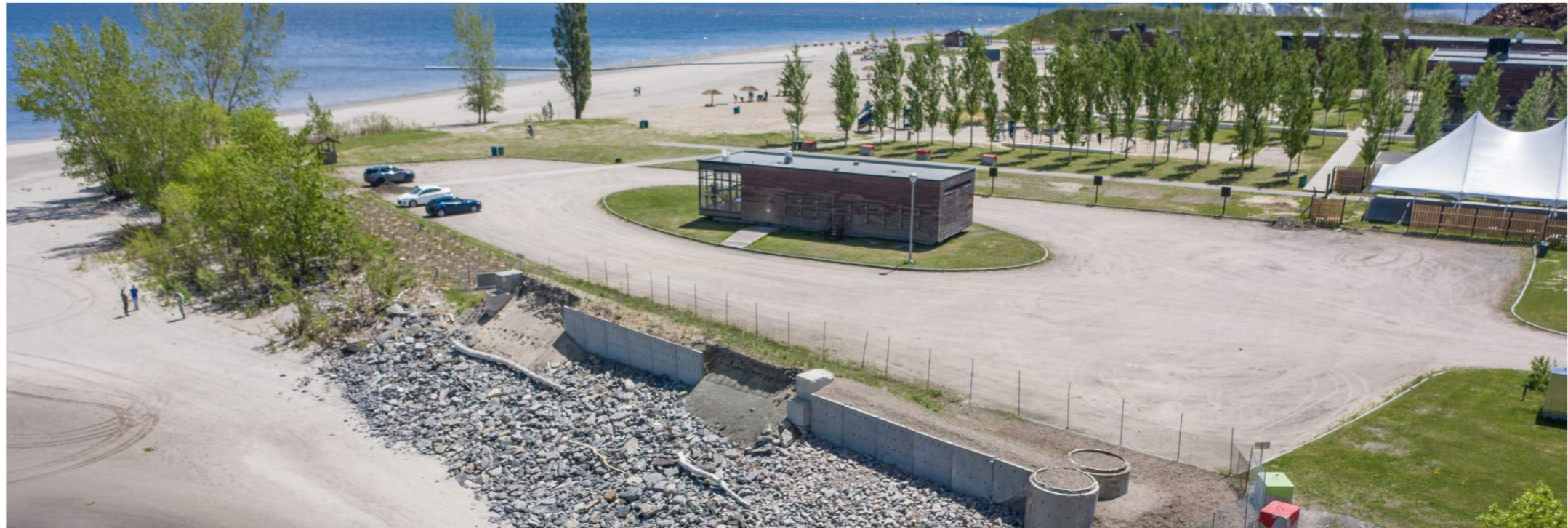
OUR OPERATIONS AND THE ENVIRONMENT

HEALTH AND SAFETY

COMMUNITY RELATIONS

The port has taken numerous steps and is set up in a way that demonstrates our commitment to the people who use our facilities and services, our partners, and nearby community members.

OUR OPERATIONS AND THE ENVIRONMENT



3 118

TREES, SHRUBS AND
HERBACEOUS PLANTS PLANTED
TO THIS DAY



1000

FREE TREES HANDED OUT TO
CITY RESIDENTS

Completion of the Anse Brown building's new green roof

We completely redid the green roof of the main building at the Anse Brown Basin. We were able to save certain plants while also planting new ones. We carefully selected species based on where they would be planted and their arrangement within the space. The curve-like layout of the plants represents rippling water. The tall, light species move with the wind. This new planting will brighten the visits of the walkers who wander through and provide an outstanding variety of plants for attracting insects, especially bees.



38

**PA AND QSL VOLUNTEERS
HELPED CLEAN UP THE
SHORELINE OF BEAUPORT BAY**

Planting of a border around the Strøm Nordic Spa parking lot

We created this plan in 2019 and the planting to beautify the area should take place in 2020. The area will be planted with native species that we selected specifically for their ability to grow in an urban setting in order to camouflage the parking lot and hide the light emitted by headlights and lampposts.



Planting Beauport Bay with the Association Forestière des Deux Rives

We launched the Trame Verte project to create a greenbelt and an educational program for the Beauport Bay sector.

The goal is to implement greening initiatives in Beauport Bay and promote a connection between the natural and built environments in the area, help protect biodiversity, anchor port activities in the community, increase environmental awareness, interpret environmental and social elements, and reduce our carbon footprint. The project creates areas of naturalized land by planting and densifying green spaces while respecting existing zones.

This project is a collaboration with the Association Forestière des Deux Rives and the Fonds d'Action Saint-Laurent.

So far, we've planted 422 trees, 1,181 shrubs, and 1,515 herbaceous plants with the help of 155 volunteers. We would like to thank Fonds d'Action Saint-Laurent (FASL), TD Friends of the Environment Foundation (TD FEF), and Earth Day Canada (Tomorrow's Forest) as well as employees from Siemens, Englobe, and the Association Forestière des Deux Rives (AF2R) for participating in this project.

BioBlitz

Groupe d'Éducation et d'Écosurveillance de l'Eau (G3E), in collaboration with the QPA, organized this initiative to foster respect for the wetlands in Beauport Bay. It gave participants an opportunity to inventory the plants and animals in the area with the help of experts specialized in identifying the species they were finding. It also included organized interpretive events, booths, and talks.

Sapling distribution day

A sapling distribution day was held at the Port of Québec on May 24, 2019 to celebrate Arbour Month. The day was a success, with 1,000 free trees handed out to city residents, Port users, and QPA employees.



Removal of ash trees sickened or killed by the emerald ash borer

This past year, we cut down and removed the stumps of a total of 50 ash trees that were sick or had died due to the emerald ash borer infestation. Fifty trees will be planted in 2020 to replace the ash trees we cut down. We selected native tree species according to their disease resistance and site conditions.

Protecting healthy ash trees

To help slow the emerald ash borer infestation, we brought on GDG Environnement, which is working on a research protocol to fight the spread of this destructive pest. This protocol involves setting traps to catch the borer and coat it with an organic fungus that kills the insect a few days later. These insects also become vectors that can spread the fungus to other adult borers. In 2019, GDG Environnement set 15 traps in Beauport Bay, which hosts a large number of healthy ash trees. The results have shown that this has had a positive effect in the sector.

Asian gypsy moth survey

The Canadian Food Inspection Agency (CFIA) set three traps in strategic spots at the Port of Québec to survey whether there are Asian gypsy moths in Québec City. The results were negative, and the agency found no traces of the insect.

Water management plan

We continued our efforts to outline and implement a detailed water management plan. We drilled nine new monitoring wells to monitor groundwater quality. These new wells bring the total number of permanent monitoring wells being used on QPA land to 16 in the Beauport, Estuary, and Anse au Foulon sectors. This network of permanent monitoring wells will help regularly monitor changes in groundwater quality when water levels peak in the spring and are at their lowest in the summer.

Beauport Bay shoreline cleanup

In May 2019, 38 QPA and QSL volunteers helped clean up the shoreline of Beauport Bay and collected dozens of bags of trash.

Louise Basin cleanup

In July 2019, we teamed up with Plongée Nautilus to clean up the Louise Basin and the basin's shoreline. We encouraged residents to use it as an opportunity to accompany a team of experienced divers. In all, 80 participants helped remove 836 kg of all kinds of debris, half of which was plastic.

Noise management

We hired a consulting firm to devise and implement a noise management plan for the port. This management plan will help ensure better control of port activity-related noise for the surrounding area. In fall 2019, we converted all the reversing alarms on our wheeled equipment to new white noise alarm systems, which create a more directed sound that dissipates quickly outside the hazard area. This change has helped reduce potential noise disturbances caused directly by our activities.



Soil management

Following a 2017 analysis to determine the best way to manage contaminated soil at the port, in 2018, we conducted toxicological and ecotoxicological assessments as part of our risk management approach, which is environmentally friendly and emphasizes employee health. This approach allows us to develop a unique soil management plan for each project to maximize the reuse of excavated soil and limit off-site transport and disposal as much as possible. Working this way helps reduce the emission of greenhouse gases and atmospheric pollutants from excavating equipment and transporting soil. The reduction in volume also helps keep contaminated soil from being stored long-term in landfills and thereby reduces its environmental impact. Using our risk management approach, we completed two project-specific soil management plans in 2019.

Wildlife – Artificial bank swallow nesting banks

We continued to monitor the artificial bank swallow nesting banks at the port in 2019. We used two artificial nesting banks of our own design and counted 84 clutches. Interestingly, the nesting rate this past year was higher in the newer nesting bank.



First year of Notice NQ-11 – Environmental Protection Fee implementation

Notice NQ-11 – Environmental Protection Fee applies to all goods handled within the Jurisdictional Boundaries of the Québec Port Authority and to all cruise lines (fee per passenger). These fees are applied to help improve operations as they relate to respecting and protecting the environment, including, but not limited to, the acquisition and maintenance of control and monitoring equipment, the management of contaminated soil and sediment, and spill response.

Green Marine

Respecting and preserving the environment are two of our top priorities, which is why we are a member of Green Marine, an ambitious environmental program for the Canadian and American maritime industries. To learn more about Green Marine and find out our ranking, please visit their website at green-marine.org.

Several other initiatives were undertaken in 2019 as part of the QPA's Sustainable Development Plan. You can read about them in the document: [Evolution of the Québec Port Authority's Sustainable Development Action Plan for 2019](#) (available only in French).



HEALTH AND SAFETY

Embodying the phrase “a great place to work”

- ▶ This year, we added an occupational health and safety (OHS) professional to our team, giving us a greater presence on the ground. This has resulted in more accurate hazard and risk identification and better employee support.



Harnessing new technologies

We took decisive steps towards making technology work for us:

- ▶ We launched an incident detection and locator tool for workers working alone or in isolation at the port.
- ▶ We implemented a skills management system using purpose-designed software in order to update the required OHS training for all positions and employees and we held approximately 100 training sessions in 2019.
- ▶ We transitioned from paper to digital lock out/tag out forms that can be pulled up on employees' cell phones, so they can access the latest form at all times and automatically update it after making changes. Our team continued to develop and roll out our occupational health and safety management system (OHSMS) and maintain our arc flash, zero energy, and confined space programs, which remain a priority.

Priority actions for raising awareness

- ▶ We announced several initiatives to ensure the use of electrical safety best practices and proactive prevention, including the creation of an electrical hazard prevention task force. The task force includes members of the OSH team's infrastructure development and maintenance departments. In certain sectors, we also started holding OHS sessions with our employees.
- ▶ The local OHS committee actively participates in promoting a culture of health and safety by kickstarting changes to improve the process for correcting instances of non-conformance that might be found during official inspections. Thanks to a concerted internal effort, we can correct these instances soon after employees have reported them.
- ▶ The team redeveloped the activities it offers as part of its Rendez-vous santé program to keep them current and better respond to employees' needs and current realities for both physical and mental health.

Achieving our goal for safer port access

You'll recall that in 2018, we set the goal of wrapping up the final implementation of our new port access procedure in 2019. This procedure includes requiring visitors to view a welcome video that details the hazards and risks at the port. We held several meetings with permanent committees and consulted with the members of the port's Environment, Health, Safety and Prevention Committee (CPESS) throughout the implementation of the procedure. We achieved our goal, and since November 1, anyone requesting access to the port, with or without a Port Pass, must follow the new access procedure. Anyone who has not watched the welcome video will be refused access. The video is short and can be accessed remotely from any computer, tablet, or smart phone. We would like to reconvey our thanks to the internal and external stakeholders who made this change possible.

COMMUNITY RELATIONS



7

COMMUNITY RELATIONS COMMITTEE (CCPC) ALSO CONTINUED ITS WORK IN 2019. CCPC MEMBERS MET SEVEN TIMES

What we're doing and our future plans

2019 was once again a busy year for the Civic Responsibility Department (DRC), which held many meetings and discussions with the various stakeholders involved in our maritime and port activities.

Community presence



COMMITTED TO **PLANTING MORE THAN 4 HECTARES** OF ITS TERRITORY

- ▶ Along with our contributions to and participation in numerous community initiatives (including our participation in committees, working sessions, and citizen groups), we would like to highlight our participation in the Port of Québec Port Activity Oversight Committee, the Intersectorial Committee on Environmental Contamination in the La Cité-Limoilou Borough, the Jardins Mérci Residents Consortium Permanent Committee, and the Old Québec Roundtable.



SUPPORTING **NUMEROUS ORGANIZATIONS AND ADVANCING CAUSES** RELATED TO OUR OWN VALUES

- ▶ Our Community Relations Committee (CCPC) also continued its work in 2019. CCPC members met seven times so they could stay informed about the activities and projects that had taken place at the port. The meaningful and constructive conversations at these meetings have made it possible for us to continuously improve and enrich our activities, projects, and various environmental and social innovations. You can read CCPC meeting minutes and various reference documents on our website in the “We Work Together” section (under the “We’re committed” tab).



Trame Verte project

- ▶ The creation of a greenbelt is one of our major undertakings that builds on our sustainable development plan. We have committed to greening more than four hectares of QPA land by 2022. A number of organizations and volunteers joined us in 2019 to help make this project a success.
- ▶ We would like to thank and recognize the contributions, participation, and valuable partnership of the Association Forestière des Deux Rives (AF2R), the Fonds d'Action Saint-Laurent (FASL), and Englobe.
- ▶ Special thanks are also in order for our employees and volunteer organizations for their work and their time, which allowed us to complete multiple planting phases. These volunteers and organizations include TD Friends of the Environment Foundation (TD FEF), Earth Day Canada and their Tomorrow's Forest program, and the Siemens team.
- ▶ A total of 155 volunteers and multiple organizations joined us to plant 3,118 trees, shrubs, and herbaceous plants in 2019.

Fonds d'Action Saint-Laurent

- ▶ We continued our work with the Fonds d'Action Saint-Laurent (FASL) for a second year in a row. Whether it is through funding or the promotion of our projects to preserve and protect the shoreline, we are proud to be working with the FASL, which is dedicated to funding projects that support efforts to conserve ecosystems and biodiversity along the St. Lawrence River and in the Gulf of St. Lawrence.
- ▶ Our work with FASL has resulted in projects that we've completed with help from the Zone d'Intervention Prioritaire de Québec et Chaudière-Appalaches (ZIP-QCA) and the Groupe d'Éducation et d'Écosurveillance de l'Eau (G3E) to make interpretive signs (by ZIP-QCA) and carry out a BioBlitz (G3E) to increase awareness of the rich aquatic and avian wildlife on the banks of the St. Lawrence, as well as the river's biodiversity and history.

Cruise Forum

- ▶ After the success of the first Cruise Forum held in February 2014, we worked in tandem with Québec City Tourism to hold it a second time in 2019. The first forum allowed direct and indirect stakeholders working on the commercial or operational side of the St. Lawrence cruise industry to meet and set shared priorities and goals for tackling future challenges, in addition to improving practices.
- ▶ The second forum, which was held last May, added an important voice to the conversation through the extension of an invitation to community stakeholders to participate in the discussions, making the Cruise Forum stand out from the entire international cruise industry. Nearly 20 organizations and citizens groups from the Québec City community attended.



Traffic plan for trucks travelling to or from Beauport

- ▶ The entire Québec City maritime and port community has expressed a desire to use best practices for maintaining positive relations with the surrounding urban area. To translate our words into action, we teamed up with QPA operators, partners, and Beauport sector users in 2019 to put various measures in place to change how trucks use Henri-Bourassa Boulevard and the route they take.
- ▶ This voluntary and collaborative effort made it so that trucks in transit to or from the Beauport sector now take the Félix-Leclerc or Dufferin-Montmorency highways instead of Henri-Bourassa Boulevard, which traverses La Cité-Limoilou. The goal of the initiative is for trucks to make local deliveries only on Henri-Bourassa Boulevard from now on.

Noise management plan

- ▶ The first action defined in our 2017–2022 Sustainable Development Action Plan was to draft and implement a continuous noise environment management policy. We continued our efforts in 2019, with the goal of instituting continuous monitoring of ambient noise to study how port activities affect noise levels at the port's boundaries.
- ▶ With the help of a consulting firm, we began a thorough analysis of the Anse au Foulon sector this past year. Through an invaluable collaboration with the Jardins Mérici Residents Consortium, we asked operators, community members from the surrounding area, as well as maritime and port users to participate in the various initiatives we undertook. This project will evolve and will remain one of our priorities for the coming year.

Community involvement

- ▶ We also found many ways to get involved in our community in 2019 by supporting numerous organizations and advancing causes related to our own values. Making a list of everything we've done would be a challenge, but those we'd like to highlight include our continued partnerships with Patro, the Fondation Patrimoniale Notre Dame de Kebec, the Fondation Élan, the Carnaval de Québec, the Club Lions de Sillery/Ste-Foy/Québec, Laura Lémerville, the Desgagnés Kayak Challenge to benefit Young Musicians of the World, and dozens of others that are all very important to us.



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