The Port of Montreal

Presentation to the participants in the Marine Infrastructure National Workshop - 2014

Real Property Institute of Canada

January 28, 2014
The Port of Montreal: organization and vision

**Organization:**

- Montreal Port Authority
- Autonomous federal agency
- Board of Directors composed of 7 members (federal and provincial governments, Ville de Montréal and others)
- Jurisdiction over the river from the Victoria Bridge to the limit of the Port of Sorel (58 km)

**Our mission:**

- We are an ocean port at the heart of the continent, a global trade hub contributing to the prosperity of our customers and partners, and to the economic development of Greater Montreal, Quebec and Canada in respect for our environment.

**Our vision:**

- An efficient and innovative port, exercising mobilizing leadership and offering value-added services that make it a partners of choice in the logistics chain.
The Port of Montreal: our facilities

Island of Montreal:
- 26 kilometres of wharves between the Victoria Bridge and Pointe-aux-Trembles
- Area: 6,353,686 m²

Contrecoeur:
- 4 kilometres of shoreline
- Area: 4,671,200 m²
The Port of Montreal: our facilities

- 4 container terminals
- 3 solid bulk terminals
- 6 liquid bulk terminals
- 3 non-containerized cargo terminals
- 1 grain terminal
- 1 cruise ship terminal
The Port of Montreal: our facilities

Intermodal platform: Montreal model
100 km railway network directly on the wharves
The Port of Montreal: our facilities

The port’s railway network is linked directly to the CN and CP networks.
The Port of Montreal: Security

- Over 350 cameras in the port’s territory.
- Control centre in operation 24/7.
- Close collaboration with the Royal Canadian Mounted Police, the Sûreté du Québec, the Service de police de la Ville de Montréal (Police Department), the Service des incendies de Montréal (Fire Department), the Canada Border Services Agency, and Environment Canada.
- Empowerment of Montreal Port Authority employees by Transport Canada.
The Port of Montreal: our CONTAINER activities

42% Container traffic

12,033,000 tonnes in 2012
The Port of Montreal: our CONTAINER activities

Sustained growth since 1967

Container traffic
1966 to 2011 – Thousands of TEU

- '73-'75 oil crisis
- '82-'83 recession
- Gulf War and 90-92 recession
- 2001 recession
- 2008-'09 recession
The Port of Montreal: our CONTAINER activities

Market diversification

2012

- Northern Europe: 46.8%
- Mediterranean: 19.0%
- Asia: 13.7%
- Latin America: 5.9%
- Canada: 3.2%
- Africa/Oceania: 4.0%
- Middle East: 7.4%

Cumulative for 2012
Total traffic of 12,032,966 tonnes of containerized cargo (1,375,327 TEU)
The Port of Montreal: our LIQUID BULK activities

9,721,000 tonnes in 2012
The Port of Montreal: our SOLID BULK activities

- Solid bulk traffic: 13%

3,598,000 tonnes in 2012
The Port of Montreal: our GRAIN activities

- 11% Grain traffic
- 3,070,000 tonnes in 2012
The Port of Montreal: at the heart of the logistics chain

MARINE: The biggest marine container shipping lines are present in the Port of Montreal: Hapag-Lloyd, OOCL, MSC, Maersk and CMA CGM
The Port of Montreal: at the heart of the logistics chain

Containers stay at the terminals less than 3 days

58%

42%
The Port of Montreal: engine of the economy

Canada's 2nd biggest container port and the only container port on the Quebec-Ontario corridor, the transit point for 2/3 of Canadian international trade
The Port of Montreal: engine of the economy

Marine and port operations in Montreal support more than 18,000 jobs and generate $1.5 billion of spinoffs per year.
The Port of Montreal: engine of the economy

- 2,000 to 3,000 workers each day
- 2,500 trucks per day in the port
- Over 80 trains per week
- 2,200 vessels per year
- Open to navigation 365 days a year since 1964
The Port of Montreal: engine of the economy

- In 2012, the cruise market in Quebec brought in $140 million dollars in direct revenues.
- A passenger in Montreal spends an average of $172
The Port of Montreal: our advantages

Nerve centre to reach the North American industrial markets

- Consumers 110 million in the Midwest
- Consumers 40 million in New York
The Port of Montreal: our advantages

Port of destination
The ships are loaded and unloaded completely
The Port of Montreal: our advantages

Transshipment ports connected to the Port of Montreal

Transshipment ports in the Caribbean

Transshipment ports in the Mediterranean
The Port of Montreal: our advantages

RELIABILITY
• Weekly services of the biggest Canadian and global carriers

DIVERSIFICATION
• Containers, liquid bulk, solid bulk grain, non-containerized, passengers

CONNECTION
• To all continents
• By all modes: rail, road, pipeline
The Port of Montreal: focused on the future

Optimization of container areas

Viau Sector
The Port of Montreal: focused on the future

New accesses to the port
The Port of Montreal: focused on the future

Potential expansion of the Port of Montreal
The Port of Montreal: focused on the future

100% electronic navigation on the St. Lawrence
The Port of Montreal: strategic issues

- Space
- Access
- Financing
- Competition
- Cohabitation
The Port of Montreal: strategic issues

SPACE: accommodate growth

- Capacity in the container sector
  - Adapt and reinvent itself in the same square footage on the Island of Montreal
  - Develop our Contrecoeur facilities
The Port of Montreal: strategic issues

SPACE: accommodate growth

- Capacity in the oil sector
  - Accommodate the projected growth within short periods
The Port of Montreal: strategic issues

ACCESS: maintain fluid trade corridors

- River access
  - Electronic navigation project
  - Draft problem for passenger vessels

- Rail access
  - Urban plan allowing maintenance of rail corridors
The Port of Montreal: strategic issues

FINANCING: self-manage sufficient funds to develop infrastructure and support growth

- Obligation to self-finance to support the regional, provincial and Canadian economies
- Maintain the existing infrastructure and support the development of new infrastructure
  - Cruise ship terminal
  - Container terminal at Contrecoeur
The Port of Montreal: strategic issues

COMPETITION: stay competitive with American and local ports

- Containers
  - American East Coast ports are bigger and financed differently

- Bulk
  - Regional ports are more competitive in terms of labour
The Port of Montreal: strategic issues

COHABITATION: a relationship with governments, communities and business partners based on partnership

- Recognition of Montreal as a major port city
  - Support by the different levels of government

- Performance of many partners in the logistics chain
  - Cargo Montreal cluster

- Urban pressures
  - New projects to demystify the Port
Support port activities at all times, by offering excellent service to internal and external customers, and direct our efforts to satisfy our customers’ needs. Value added for customers by optimizing the life cycle of our infrastructure at a lower cost.

Maintain the infrastructure in excellent operating condition in order to meet our performance and quality objectives and contribute to the Port’s growth, while ensuring employee safety and compliance with environmental standards.

Improve our processes and our work methods continuously to guarantee employee safety, reduce our costs and improve our efficiency and our financial management.
INFRASTRUCTURE MANAGEMENT
Director
R. Sauvé

Chief Engineer
C. Beaubien

Secretary
C. Piché

Secretary
D. Girard

Clerk 4
A. Létourneau
D. Robert

Electrical Network
Y. Cyr
N. Fleury
R. Vigneault
To be defined

Team Leader, Electrical Network
Y. Cusson

Railway
S. Bélanger
D. Cattiaux
M. Dufresne
F. Laforest

Team Leader, Railway
S. Allard

Specialized Operators,
Road and Railway

Wharfs
D. Dionne
N. Menasria
A définir

Buildings
J.-C. Hébert
D. Labrèche
M. Thibault

Team Leader, Civil Engineering
C. Jobin

Technicians, Mechanical & Building Maintenance
(9)

(*) Road, pavement, aqueduct and sewers
Infrastructure Management

Principle of accountability and responsibility based on a comprehensive infrastructure management approach

Life cycles

Construction → Inspection → Preventive maintenance → Corrective maintenance → Major repairs → Reconstruction

Analysis of the results and Master Data update

Long-term infrastructure planning for precise financial management
Links Between Strategy and Policy

1. Optimize our infrastructures and access
2. Diversify our activities
3. Exercise responsible leadership
4. Develop Contrecœur
5. Increase our agility

1. Optimize the life cycle
2. Base infrastructure replacement and maintenance on a structured evaluation
3. Comply with laws, regulations, standards, market best practices and the policies adopted
4. Implement an IMS
Over $51 million in investments for a total of 64 different projects
Infrastructure Management Systems (IMS)

ISO 55000, PAS 55 Asset Management System

1. Infrastructure knowledge
2. Infrastructure management policy
3. Procedures and directives
4. Infrastructure conformity verification
5. Improvement targets
6. Key performance indicators (KPI)
7. Accountability
8. Audit
9. Process review