



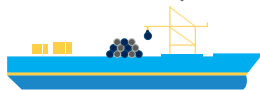
ADAPTING FOR THE FUTURE

2019 Annual Report



MISSION

To be the driver of sustainable economic growth in our region through innovation and collaboration.



VISION

To connect with the world through trade and tourism.

BOARD OF DIRECTORS



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Vice-Chair



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Executive Assistant & Corporate Secretary

Adapting for the Future

Adaptation and innovation have been fundamental values at Port Saint John over the last decade, and those values were truly demonstrated in action throughout 2019. Over the past number of years, as new players entered and markets fluctuated, we adapted our business for the changing world.

Keeping pace with global changes in information technology infrastructure and systems, environmental stewardship, and corporate citizenship are vital. We understand these needs and are responding in real time to maintain a sustainable marine transportation sector.

As the needs of our stakeholders and customers shifted, we adjusted accordingly to serve them efficiently and effectively. Being flexible, responsive and strategic in 2019 allowed Port Saint John to flourish and pave the way for future successes and growth.

Collaboration is the key to our Port's prosperity and growth trajectory. Through strategic external partnerships and effective internal teamwork, we saw the accomplishment of many milestones at our Port in 2019:

- **Our long-term growth strategy in the container sector, based on partnership with DP World resulted in a 17% increase in container tonnage through our Port last year.**
- **Our strong relationships with cruise lines, the natural attraction of our destination, and our extensive network of innovative tourism operators, brought a 24% increase in passenger volumes.**
- **Our leadership in emergency management saw the establishment of a multi-industry and cross-jurisdictional crisis communications network. These developments were made possible by understanding the needs of our stakeholders, our business partners and our community.**
- **Our focus on a robust technology strategy and systems implementation is enabling our skillful workforce to expand into new markets with new tools.**

Perhaps no better example of our innovative and adaptive foundation was the continuation of our West Side Modernization Project. With the site preparation completed and major contracts awarded, the project is changing the face of the Port's infrastructure. The updates will accommodate the needs of bigger ships, bringing with them more cargo and expanded business. With major construction underway, partners, customers and the community will begin to see the fruits of the project's labour sooner rather than later.

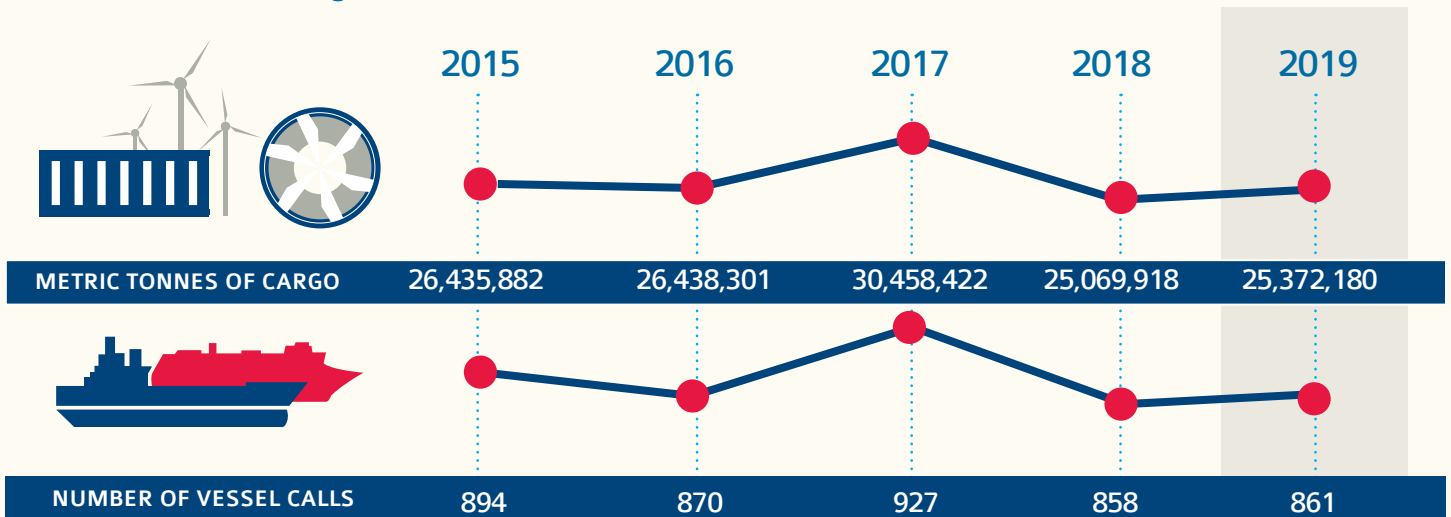
2019 was a successful year but, as we prepare this report, we are dealing with COVID-19 and its associated challenges. Port Saint John will stay true to our foundational values and engage with our partners. Together we will overcome turbulent times and remain stronger.

Lisa Keenan, Chair of the Board of Directors
Jim Quinn, President & CEO



Total Port

Overall cargo tonnage at Port Saint John for 2019 was more than 25 million metric tonnes, representing a 1% increase from the previous year. This growth was achieved as a result of a diversified cargo base.



In their third year of operations, DP World Saint John saw solid container growth at the west side multi-purpose cargo terminal. Container TEUs increased by 17% with container tonnage increasing by 16% by year end.

The cruise sector celebrated a 14% increase in the number of cruise vessels calling and a 24% increase in the number of passengers. These numbers represent the fifth consecutive year of growth at Port Saint John. In 2020 we were predicting a record-breaking year for cruise, however, at the time of preparing this report, we now know that COVID-19 will have a significant impact on the season.

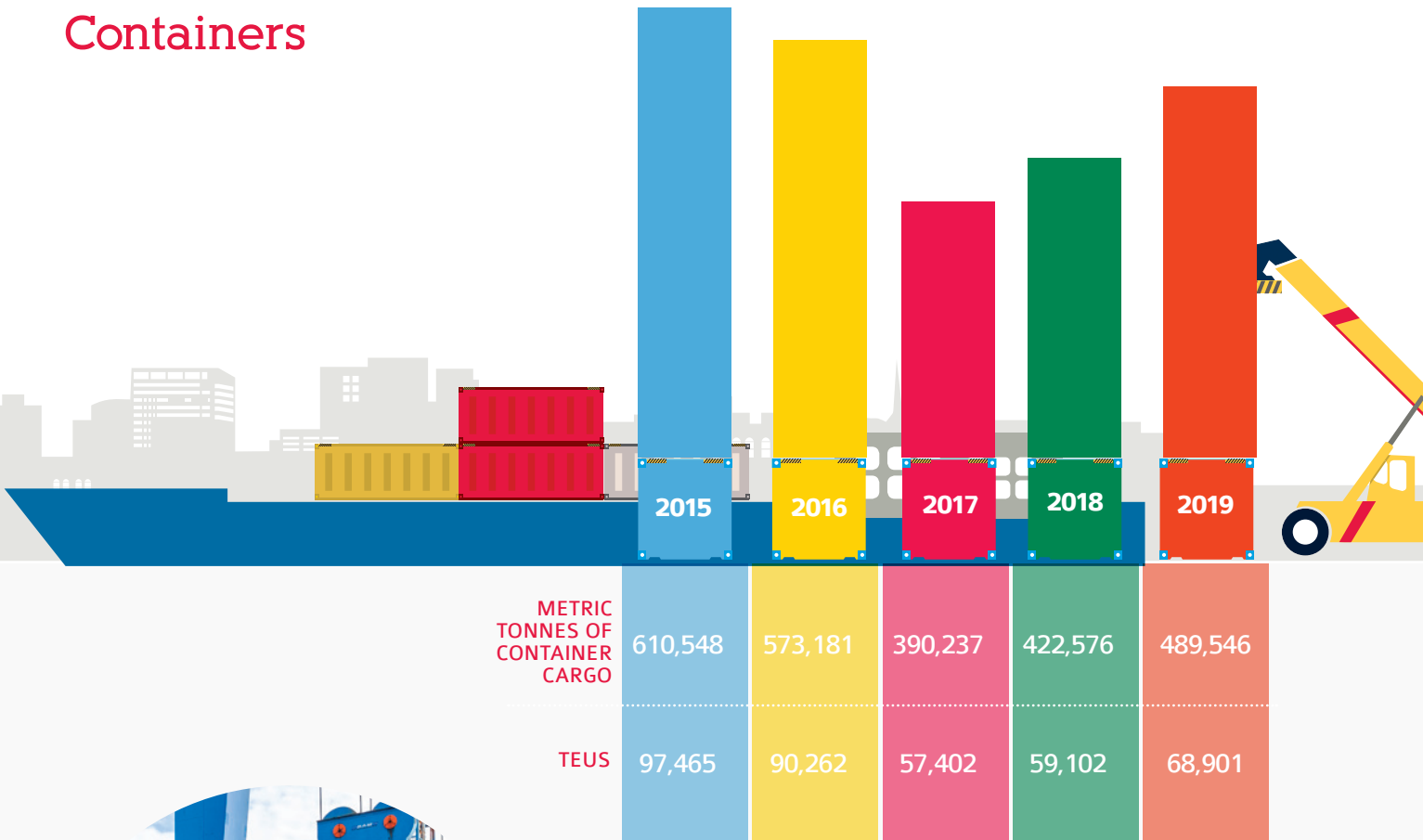
Thanks to a diversified cargo base, Port Saint John enjoyed overall growth despite a drop in the dry bulk sector due to shifting potash and salt markets.

Pursuing Renewable Energy Opportunities

In 2019, a significant focus was placed on the growing renewable energy industry. Through strategic partnerships, events and webinars, Port Saint John is positioned well to attract project cargo growth. With the West Side Modernization dream now becoming reality, our piers are the premier location for wind and tidal energy cargos bound for New Brunswick, New England and beyond.



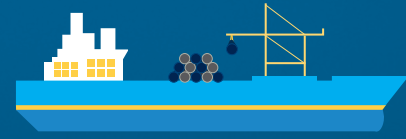
Containers



DP World’s third year at Port Saint John was their best yet, staying true to their vision of long-term growth for container operations at Port Saint John.

This growth is being accomplished by working closely with two of the world’s leading container carriers, MSC and CMA CGM. The Bahri Logistics CONRO service also enhanced the global reach of this Port to over 500 ports worldwide. DP World and Port Saint John continue to focus on strategically promoting our Port for its natural benefits of geographic proximity to inland markets and diversified rail options.

As we work toward completion of a modernized multi-purpose cargo terminal facility in 2022-23, promoting the project’s many benefits to shippers is key. The new modernized terminal will provide deeper, longer, stronger, and more efficient infrastructure for importers and exporters and supply chain partners.



West Side Modernization Project in Progress

Under the engineering design leadership of Hatch Dillon JV, the West Side Modernization project continues to make steady strides toward completion. Initial site prep continued through 2019 and contracts were awarded for the project’s major components. All necessary approvals and regulatory requirements are in place and the Project continues to move forward.

In 2019, Port Saint John held multiple town halls across the city to update the public on the project’s progress. Consultation was and continues to be strong with First Nations, environmental organizations, and government agencies on our project to ensure construction is in alignment with our community’s environment.

This initial site prep work continued through 2019 and into 2020, to ensure the terminal continues to operate fully as a cargo handling facility throughout the period of demolition and new construction at the adjacent pier. Maintaining continuous and efficient operations is a crucial part of the entire project as the infrastructure at Port Saint John provides a link to the global marketplace, contributes to local economies across our region, and is part of Canada’s national supply chain.

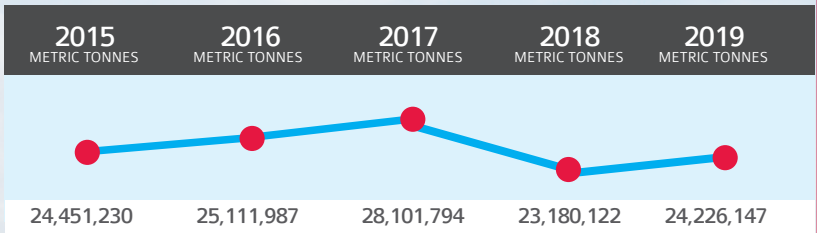
Three major contracts were awarded for the project’s most substantial and complex portions such as construction and placement of the caisson wharf. The caissons will be 27m in height to accommodate deeper draft vessels and the tide range.

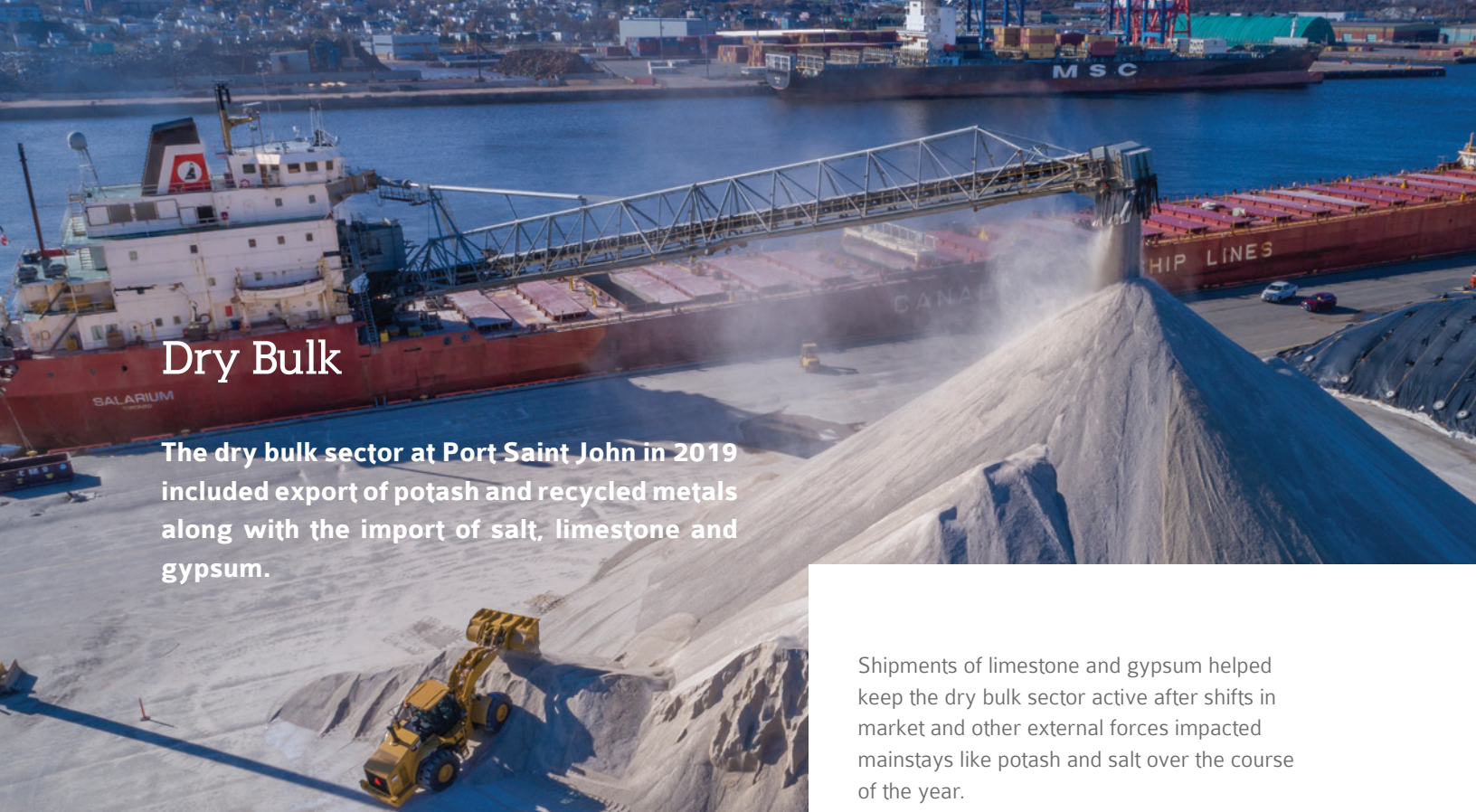
The project was slated to be completed by 2022-2023 but uncertainty surrounding trade and manufacturing as it relates to COVID-19 in early 2020 could pose challenges to the timeline.

This Project is a three-way \$205 million infrastructure development project between the Government of Canada, the Province of New Brunswick, and Port Saint John. This project was the culmination of work by the Port with its stakeholders to achieve a vision for continued growth.

Liquid Bulk

Crude oil, petroleum, liquefied natural gas, fishoil, molasses, caustic soda, calcium chloride, and magnesium chloride





Dry Bulk

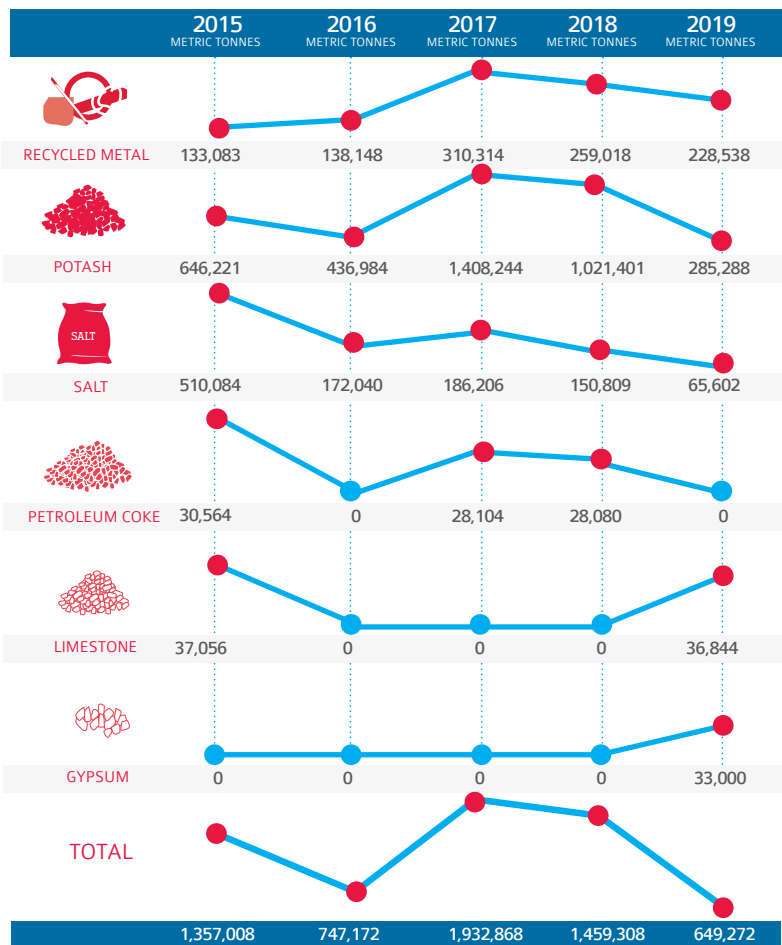
The dry bulk sector at Port Saint John in 2019 included export of potash and recycled metals along with the import of salt, limestone and gypsum.

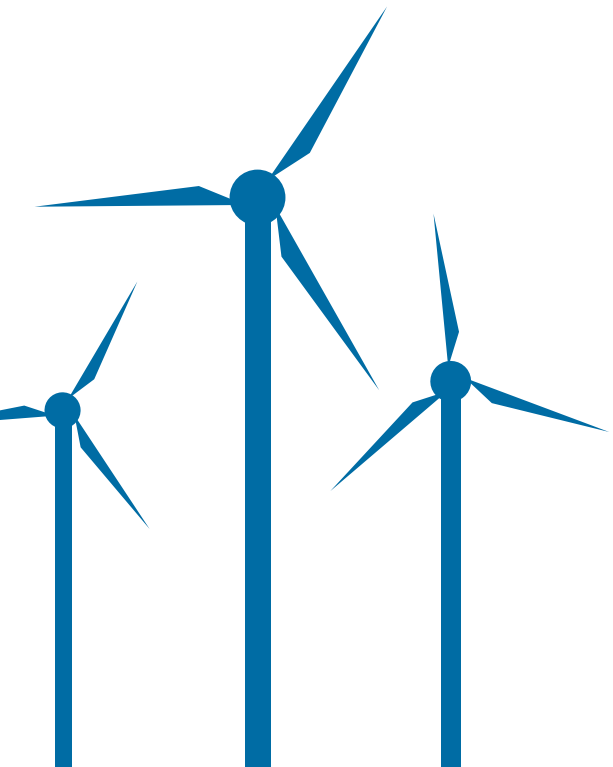
Shipments of limestone and gypsum helped keep the dry bulk sector active after shifts in market and other external forces impacted mainstays like potash and salt over the course of the year.

The reopening of the potash mine in Sussex saw imported salt quantities decrease significantly in 2019. The salt formerly imported to Lower Cove will no longer be the primary source of road salt in our region. The important laydown area at this terminal is now being used for other bulk shipments and acts as the home for rockfill for the west side modernization project.

With declining demand for potash in some markets, Port Saint John saw a decline in exports of the commodity. Due to its location, Saint John is positioned well for distribution of Saskatchewan-produced potash to South America and future potential for Western Africa.

Finally, the recycled metals operations at Port Saint John saw challenges at the beginning of 2019 as they refined their processes with respect to operations, environment and communications. After much collaboration with community stakeholders and government, the operation experienced a strong year in 2019.





Breakbulk & Project Cargo

The Port offers a complete breakbulk/project cargo program, customizable to meet the business objectives of shippers & receivers.

In 2019, Port Saint John and its stakeholders received wind energy components destined for a wind farm in South Eastern New Brunswick. Port Saint John continues to be located as the ideal staging point for Bay of Fundy tidal energy sector marine asset deployment and servicing. The renewable energy sector, and its related project cargo, continue to be a strong area of focus for Port Saint John.

We continue to provide support to local shipping companies using our Port for maintenance, repairs, bunkering and routine administrative matters.



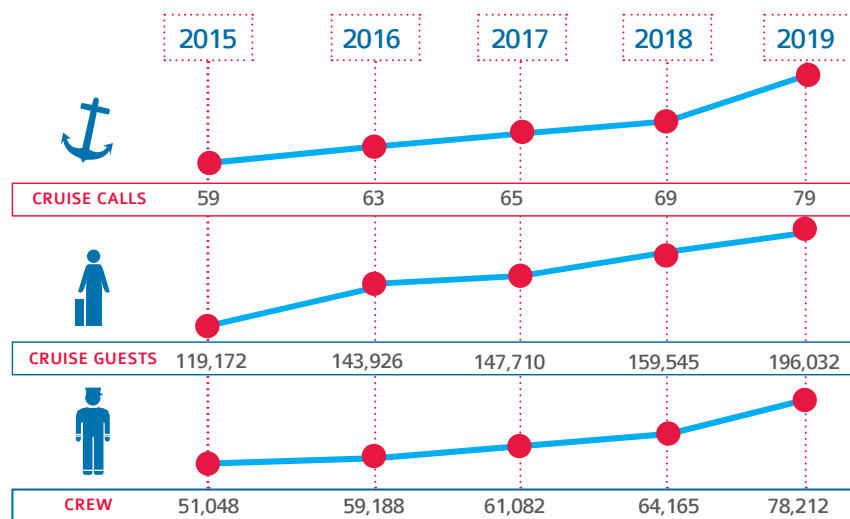
The cruise sector saw exceptional growth in its 2019 season.

The season represented the fifth year of continuous growth with a 14% increase in the number of cruise ship calls and a 24% increase in the number of cruise passengers. A total of 79 cruise ship calls were made bringing cruise guests and crew exceeding 274,000 visitors.

Highlights of the 2019 cruise season included: inaugural calls from Holland America's Zuiderdam, Oceania's Riviera, Princess' Sapphire Princess, Windstar's Star Pride, TUI's Mein Schiff 1, and Carnival's Sunrise.

The MSC Meraviglia made her North American inaugural call to Port Saint John, bringing with her 4500 guests. Though 2020 was slated to be a record cruise year at Port Saint John, it will feel the effects of the COVID-19 global pandemic.

Port Saint John strives to consistently deliver an exceptional experience to visiting cruise guests. A significant focus was placed on terminal enhancements including two giant video walls, construction of a Diamond Jubilee welcome counter, and the branding and beautification of Long Wharf. Favourable ratings received from guests and cruise lines reflect the renewed experience focus.



Venues



Our two purpose-built cruise terminals continue to have a second calling as event venues. Over the past seven years, the Marco Polo and Diamond Jubilee terminals have hosted hundreds of events on the waterfront for our community and local businesses.

While venue rentals are a source of revenue for Port Saint John, helping to offset the annual operating cost of the cruise terminals, they are also part of our corporate social responsibility by way of connecting select non-profits and charities with unique fundraiser locations.

2019 welcomed a new catering partner, East Coast Bistro, to Port Saint John's roster of premium food & beverage services available for client events. Rental clients have a choice of four exclusive providers including: Thandi, Saint John Ale House, Grannan Group and East Coast Bistro.

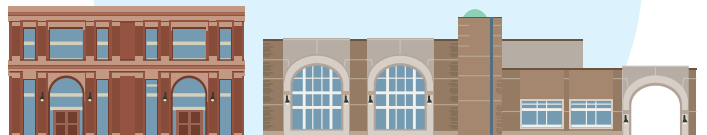
Terminal availability for rentals is impacted by the increased use for cruise during the primary tourism season May through October. For this reason, rentals are focused on holiday parties, community events, weddings and corporate functions through the off-season. As in other facets of Port Saint John business, venues will be impacted by COVID-19 as it relates to events in 2020.



Since 2013, 89 couples started their lives as newlyweds with Port Saint John.

74

EVENTS WERE
HOSTED IN 2019



Safety, Security, and Environment



One of Canada's Safest Employers

Port Saint John was recognized as one of the country's safest employers in 2019. Organizations from coast to coast to coast were evaluated on criteria such as leadership commitment, employee training, OHS management systems and innovative health and safety initiatives by Canadian Occupational Safety. The Port was recognized as a silver recipient in the Public Sector category. This is a testament to the organization's continuous improvement in safety.



Strengthening Security in our Business

Annual investments in security include regular upgrades to security infrastructure, reviews of safety/security processes and plans, as well as executing a robust table-top security exercise with port stakeholders and government agencies each year.

Port Saint John entered a contract with a new security provider in 2019 to enhance and expand security operations.

Elements of the Port's multi-stakeholder security strategy were actioned through various exercises and initiatives, and this strategy continues to drive continuous improvement in the Port's security and emergency management systems.

Emergency Management

In 2019, Port Saint John's Emergency Response Plan was updated to align with CSA standard Z-1601 and uses the incident command system to ensure interoperability with other Federal, Provincial and Municipal agencies. Members of Port Saint John staff with primary and secondary roles in the emergency response plan received corresponding Incident Command System (ICS) training that enables efficient, effective emergency incident management.

The planning and training were put into practice in 2019 through a cruise ship evacuation tabletop exercise. Participants included Royal Caribbean Cruise Line and Transport Canada, along with many other marine and community stakeholders.

Further to this, the business continuity plan was first activated in early 2020 during the COVID-19 crisis.



Collaborating on Environmental Stewardship

Once again, Port Saint John received environmental certification from Green Marine in 2019. A voluntary, transparent and inclusive initiative, Green Marine addresses environmental issues in the North American maritime industry. The certification process is extensive and based upon 12 key performance indicators.

Through our ever-strengthening network of community and government organizations, we were able to undertake several environmental initiatives. This includes the implementation of a rope recycling program for marine stakeholders within the harbour in partnership with the Huntsman Marine Institute.



We continue to partner with many organizations like the **Huntsman, ACAP Saint John and the University of New Brunswick, Eastern Charlotte Waterways and Fisheries and Oceans Canada** by providing access for monitoring and data collection as well as financial and in-kind support.



Stakeholders & Community



Stakeholder Inclusion

The Inclusion Model was created and implemented in 2011 and has evolved into a primary tool by which the Port Saint John management team maintains a cycle of engagement with stakeholders in an inclusive manner. Semi-annual forums encourage presentations from both the Port Saint John team and from our stakeholders for the benefit of sharing priorities amongst members of the Port community. Working committees encourage project and issue-specific engagement in intervals between the semi-annual forums. Feedback gathered from engagement through these activities is fed into the strategic planning process with the Board of Directors for the Business Plan annual update.





Community Investment

Throughout the year, Port Saint John supports dozens of charities and non-profits through donations and employee volunteer hours.

A strong focus is given to charities providing basic needs to children and families in neighbourhoods surrounding the harbour. Child poverty and its immediate and generational impacts have been recognized by the business community in Saint John as a significant issue and accordingly, businesses in Saint John have taken a collective approach to ameliorate the effects of poverty.

For Port Saint John, more than two-thirds of funds expended in donations and sponsorships were directed at charities supporting children and youth living in priority neighbourhoods surrounding the Port. Beneficiaries have been food banks, schools, as well as recreational and arts programs to support at risk children/youth.

In addition to these charities, the seafaring community, who are working on every vessel in the inner and outer harbour, are a focus of Port Saint John charitable giving in both time and resources through the Saint John Seafarers' Mission.



In 2019, District 4's cold storage unit officially opened in our Harbour Bridge Building, housing many refrigerated and frozen goods for food banks across the region. This project was funded and supported by Port Saint John, the Enterprise Foundation, Food Banks Canada and other local partners.



Education and Outreach

Port education outreach programming continued for its sixth year in 2019. The port education program now reaches learners at three specific intervals in their educational journey.

For younger learners, “Port City Champ,” is our story book about an inquisitive seal in our harbour. Port City Champ is now our community outreach mascot.

Students from grades 3 through 10 are engaged with port learning opportunities through both in-class presentation materials and the opportunity to pair these with a weekly port tours. Our port tours are led by a trained educator and are carried out in co-operation with stakeholders at Barrack Point Potash Terminal, the container terminal (operated by DP World) and American Iron and Metal. Hundreds of students were provided up-close-and-personal experiences on these tours each year.

In 2017, the program was further developed with the addition of a high school/careers module. This module was designed to highlight types of work in the port/marine transportation sector with the goal of engaging students who may be making decisions about their future career path.

In addition to these efforts, Port Saint John regularly partners with educational entities such as Enroute to Success, New Brunswick Community College, UNB Saint John, Eastern College, and Saint John High School to provide intern and co-op opportunities for secondary and post-secondary students.



Community Day

Our 9th Annual Community Day occurred as part of Port Days in June with over 3,000 people in attendance.

Community Day brings our Port stakeholders and community together for an afternoon of fun. As part of an annual fundraising partnership, the 2019 event raised \$10,000 for PALS (Partners Assisting Local Schools), providing children in need with the tools to learn. Over its 9-year history, Community Day contributed more than \$100,000 to charity.

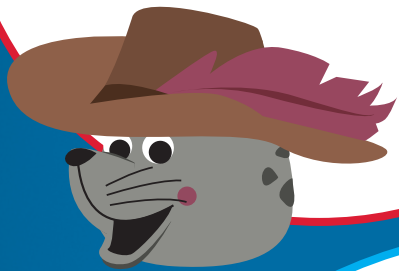


FAST FACTS

OUR EDUCATIONAL
OUTREACH
PROGRAMMING
REACHES

800-1000

students per year



Port Saint John provides
more than

\$100,000

IN CONTRIBUTIONS
TO LOCAL CHARITIES
AND EVENTS
ANNUALLY.

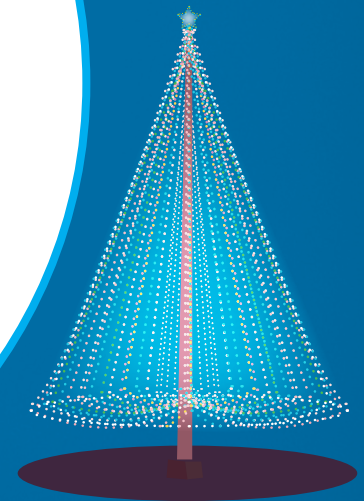
Each year Port Saint John partners
with CBC and Saint John Energy on the
HARBOUR LIGHTS CAMPAIGN
to raise funds for

15 food banks

from St. Stephen to Sussex.

Over 23 years, the cumulative total
amount raised from our generous
communities in Southern New Brunswick

**surpasses
\$2.9 million.**





Port Saint John

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