

Good Community Relations = Good Business



Paula Copeland

Manager of Communications & Governance

Presented at AAPA Communications & Economic Development Seminar 2017



Ports of Significance

CANADA



Prince Rupert
Nanaimo
Vancouver
Port Alberni

Thunder Bay

Windsor

Oshawa
Toronto
Hamilton

Sept-Îles
Saguenay
Quebec
Trois-Rivières
Montreal

Belledune

Saint John

Halifax

St. John's



26.4

Million
Metric
Tonnes
Annually

**4th Busiest
Cruise Port
in Canada**

29 Years in Cruise &
2.5 M cruise guests
over 1000 cruise calls

Canada's 3rd Largest Port by Volume

Surrounded by 127,000 residents
Relationships with 100+ Stakeholders

More than
800 Ships
Each year

\$205 M

Infrastructure Project Underway

Terminals



Long Wharf

Cruise & Open Area for
Light Development
Break Bulk/Project Cargo

Pugsley A

Open Area for
Development

Marco Polo

Cruise

Diamond Jubilee Cruise Terminal

Cruise

Lower Cove

Open Area Available for
Development
Break Bulk/Project Cargo

Irving Oil & Canaport

Liquid Bulk

DP World Cargo Terminal

Containers, Dry Bulk, Break Bulk,
& Project Cargo

Modular
Fabrication
Building

American Iron & Metal (AIM)

Dry Bulk

Lower West

Crosby's Molasses
Atlantic Towing
Land available for
development

Potash Corp -
Barrack Point
Dry Bulk

2004 - 2010

2017

FRIDAY, FEBRUARY 27, 2004

Saint John

WATERFRONT DEVELOPMENT

New security rules give port 'no choice' but to bar path from water

Large tent will serve as cruise ship terminal for visitors this summer

BY MAC TREUMAN
Telegraph-Journal

When Harbour Passage extends into the city's South End several years from now, it will look different from the meandering, waterside garden trail that runs along Portland Point.

When the city's first cruise ship terminal is built, the only space left for the waterfront walking trail will be a straight strip 5.5 metres wide between the back of the terminal and the western curb of Water Street, says Capt. Alwyn Soppitt, Saint John Port Authority president.

Confined to this area at the back of the cruise-ship building, "our engineers tell us we would be putting a sidewalk with traditional sidewalk standards," said Ross Jefferson,

manager of the Waterfront Development Partnership. New international security standards for ports will likely give the port no choice but to bar the scenic trail from running along the actual piers near the cruise terminal, Capt. Soppitt said.

The original proposal for Harbour Passage would have placed it at the water's edge along the cruise ship area, and back to Water Street at the south of the Pugsey area.

"I'm not sure that that can go ahead," he said Thursday. Although the cruise facility will likely be off-limits to the public during the cruise season, Capt. Soppitt said the port is looking for ways that citizens can use it off season.

"Personally, I think the Harbour Passage, if it's straight, it will be attractive with shrubbery. This whole area's going to be totally different. It's going to be quite attractive." Exactly what restrictions will be

placed on this section of Harbour Passage can't be known for certain until March, when Transport Canada is expected to pass new security regulations for seaports, in response to new requirements of the International Maritime Organization, he said.

"We have to comply with whatever comes out." The port already has a consultant drawing up a security plan for the Port of Saint John compliant with the new International Ship and Port Facility Security Code.

Before it can be determined how southern Harbour Passage will be affected by the future cruise terminal, expected to open in 2005, the port must finish designing the building.

But with the old Pugsey A-B shed torn down, the port must first turn its attention first to preparing the site as a makeshift cruise facility for next year, Capt. Soppitt said.

A large tent will serve as the terminal this summer, and another tent

will house the mall of souvenir vendors.

Port staff are still figuring out the logistics of moving passengers, buses and taxis through the tarmac when the big ships are here.

"This is a big season for us. It's got to go smoothly."

The first step will be in driving piles to reinforce the pier for a giant gangway large enough to accommodate the Voyager of the Seas, the largest cruise ship in the world, which is scheduled to make several visits here next year. The port must also design and build all underground services to the new facility before paving the wharf for use, even though it hasn't completed the designs.

The terminal must be built near Water Street, to make room for a gangway system large enough for the Voyager, he said.

Reach our reporter
trueman.mac@npub.com



WHERE THE SEA MEETS THE CITY



The scene on a busy October morning in Saint John's inner harbour on Tuesday.

For one sunny day in its history, Telegraph-Journal reporters set out to capture the revival of the port of Saint John on its busiest week of the year.

NEW FACILITY
The port authority is set to launch a new terminal building in 2017, which is expected to be the largest in the world. The new facility will be built on the site of the old Pugsey A-B shed, which was torn down last year. The new facility will be built on the site of the old Pugsey A-B shed, which was torn down last year. The new facility will be built on the site of the old Pugsey A-B shed, which was torn down last year.

Ties that bind: The family legacy of longshoremen



Longshoremen are the backbone of the port industry, and their work is often passed down from father to son.

The port authority is set to launch a new terminal building in 2017, which is expected to be the largest in the world.

Reports from the gateway to Saint John

Microbusiness reported to bring 300 jobs to the city.

The port for the numbers.

Shipping agents to be the backbone of the port.

Stability on the water: Working conditions getting up and running.

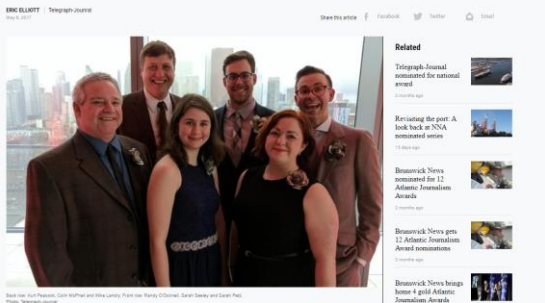
Logistics of a different kind.

Shipments to be the backbone of the port.

Industry's public confidence in the port.

The port authority is set to launch a new terminal building in 2017, which is expected to be the largest in the world.

Telegraph-Journal a runner-up for National Newspaper Award



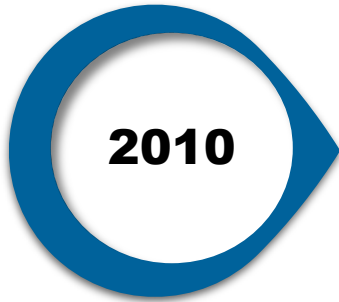
The news team from the Telegraph-Journal accepts their Gold Atlantic Journalism Award for their series on the Port of Saint John.



The news team from the Telegraph-Journal accepts their Gold Atlantic Journalism Award for their series on the Port of Saint John.

Brunswick News nabs awards

Evolution of Relationship Building



3 Guiding Themes

Inclusion



"Stakeholders want, expect, and are entitled to be included in the strategic direction of the Port."

Port as an Asset

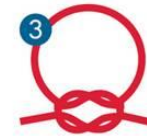


"The Port is an asset that facilitates economic activity for a wide range of direct and indirect users."

- Arrival of new CEO (Sept)
- One-on-one meetings with stakeholders

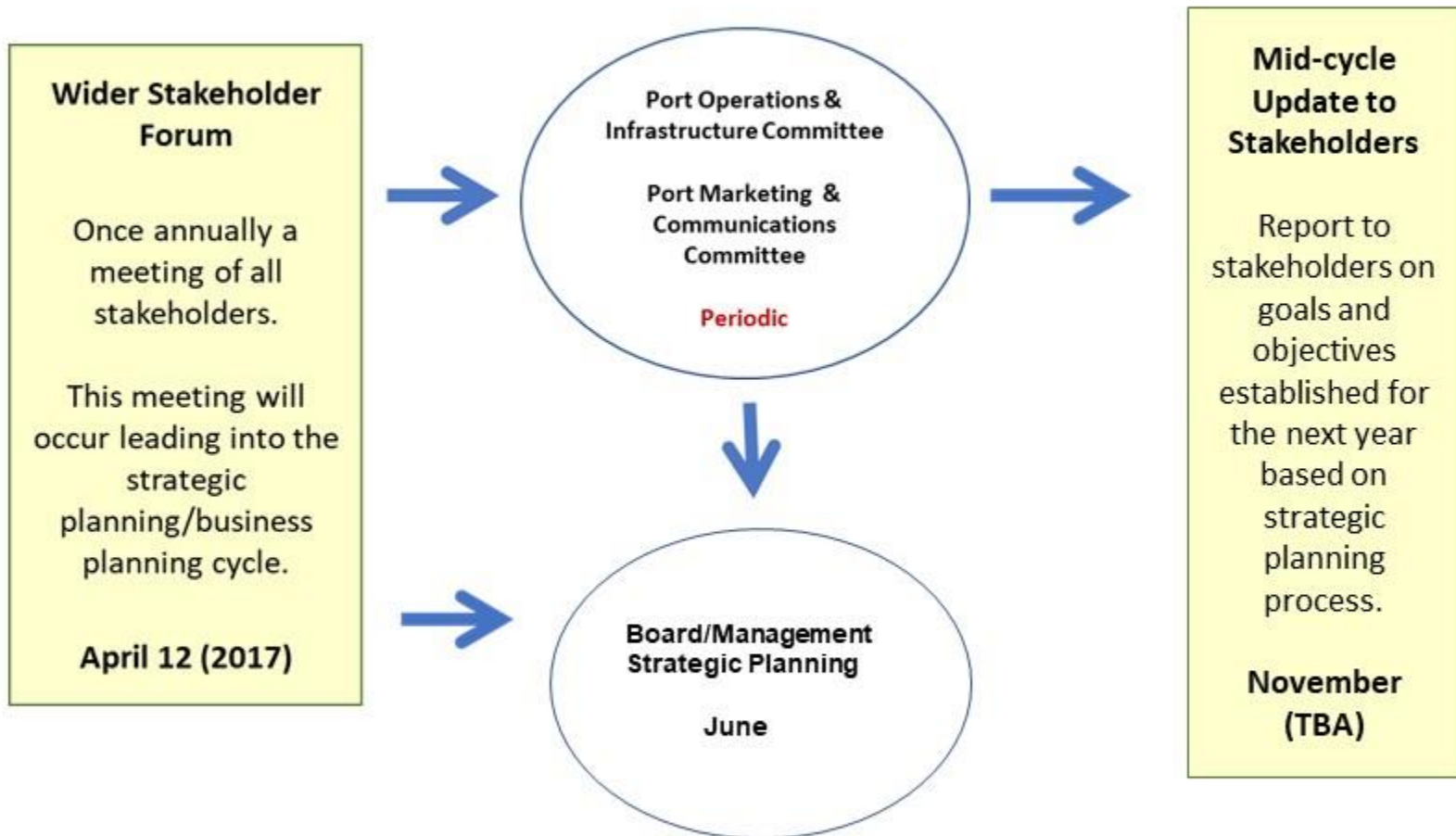
- Inclusion Model Developed (Stakeholders)
- Community Outreach program started (Community Day)

Renewal



"The Port and those affected by it need to move forward in a manner that presents a more focused and unified community voice for renewal"

Port Stakeholder Inclusion Model 2017



Evolution of Relationship Building

2010

- Arrival of new CEO (Sept)
- One-on-one meetings with stakeholders

2011

- Inclusion Model Developed (Stakeholders)
- Community Outreach program started (Community Day)

2012

- Rebrand
- Strategic plan review
- Roll out of capital asset management plan
- Engage team & Board in Inclusion



GUIDING PRINCIPLES FROM THE CANADA MARINE ACT:

REMAIN FINANCIALLY
SELF-SUFFICIENT

STRATEGICALLY SIGNIFICANT
TO CANADA'S TRADE

PROVIDE A LINK TO RAIL &
HIGHWAY INFRASTRUCTURE

HAVE A DIVERSE
CARGO BASE

STRATEGIES

PRIORITY INITIATIVES

STRATEGIC OUTCOMES

Leverage land use & infrastructure.
Maximize financial return on assets.
Sustainability through a diverse cargo base.
Identify & access new trade & markets.
Optimize our waterway through technology.
Engage our Port Stakeholders on a regular basis.
Position the port as a community leader.

FINANCIAL

- Yearly goals set by the Board of Directors to ensure a strong financial position
- #### SUSTAINABILITY
- Improve the safety, security and environmental stewardship of our lands and waterways
 - Enhance our operational and financial efficiency through technology
 - Continue to engage our stakeholders through the Inclusion Model
 - Continue to promote our social responsibility through community and government engagement

INFRASTRUCTURE DELIVERY

- Management of the proposed West Side Modernization Project
- Management of the annual Capital Projects Budget
- Maintain and update our Capital Asset Management Plan
- Enhancements to cruise/tourism experience

TRADE & BUSINESS DEVELOPMENT

Cargo

- Facilitate trade opportunities with respect to container / bulk / break bulk / project cargo opportunities
- Perform activities to promote and facilitate rail competitiveness
- Promote and monitor private sector oil and gas developments within port boundaries

Cruise

- Perform activities to facilitate cruise development opportunities

Venues and Property Development

- Increase revenue from our facilities through rental, leasing and business partnership opportunities

Modernize and enhance our multi-purpose infrastructure on the West Side.

Business Development:

- To achieve 150,000 TEUs
- Cruise: To return to 200,000 passengers
- Other cargo: To attract three new bulk / break bulk shippers
- Venues: To have the venues rented 200 times / year

Maximize revenue streams to reinvest in port infrastructure.

Become a national distribution point through our connections to rail and highway infrastructure.

Invest in technologies that enhance operational efficiency, safety and protection of the environment, consistent with user requirements and public expectations.

Continue to build the profile of the port in our region, province and the world to demonstrate the key role we play in Canada's transportation system.

Capital Asset Mgmt Plan
Business Development Plan
Operational Plan
Land Use Plan
Marketing & Communications Plan
Human Resources Plan

Evolution of Relationship Building

2010

- Arrival of new CEO (Sept)
- One-on-one meetings with stakeholders

2011

- Inclusion Model Developed (Stakeholders)
- Community Outreach program started (Community Day)

2012

- Rebrand
- Strategic plan review
- Roll out of capital asset management plan
- Engage team & Board in Inclusion

2013

- Social media thrust
- Initial conversations with government on infrastructure priorities
- Re-aligned donations/ sponsorship

Evolution of Relationship Building



- Government, stakeholder, community relations in full activity mode
- Introduced gr 3-8 education program

Community Engagement & Investment

Sponsorship/ Donations

More than 2/3
of contributions
focus on
children and
youth in priority
neighbourhoods

Paired with
venues in-kind
contributions to
charities and
not-for-profits
events

Community Day

Connecting port
stakeholders &
surrounding
community

Event has raised
more than
\$85,000 for a
target charity
from our focus
area

Harbour Lights

20 years

13 food banks

More than
\$2.5 M raised

Education

Students
reached since
2014

Approx 800-
1000/year

Evolution of Relationship Building

2014

- Government, stakeholder, community relations in full activity mode
- Introduced gr 3-8 education program

2015

- Public launch of plan for \$205 Modernization Project (Jan)
- Jan-July strong push for awareness
- July (initial public government commitment)

2016

- July 12: (full government commitment)
- July 28: Public signing of 35-year lease with terminal lessee, DP World



July 28, 2016



October 29, 2016

Key take aways

- **It will not happen overnight—it's the 'long game'**
- **Requires a team**
- **Requires buy in at Board/Commission & Executive level**
- **There will be hiccups—stay focused on your goal**
- **It is perpetual—there is no end game**



Get Social With Us!



PortSaintJohn



CruiseSaintJohn

PortSaintJohn



PortSaintJohn



@PortSaintJohn

sjport.com