

INDIVIDUAL SUBMISSION ENTRY FORM

Please copy and complete this form for each entry.
Create a separate document for answering the five questions below.

Check only ONE entry classification below:

- | | |
|---|---|
| 1. AAPA Awareness Initiative Messaging _____ | 8. Overall Campaign _____ |
| 2. Advertisements – Single _____ | 9. Periodicals _____ |
| 3. Advertisements – Series _____ | 10. Promotional/Advocacy Material _____ |
| 4. Annual Reports <input checked="" type="checkbox"/> _____ | 11. Social/Web-Based Media _____ |
| 5. Audio-Only Presentations _____ | 12. Special Events _____ |
| 6. Directories/Handbooks _____ | 13. Videos _____ |
| 7. Miscellaneous _____ | 14. Visual-Only Presentations _____ |
| | 15. Websites _____ |

Please check the appropriate box:

CATEGORY 1
 CATEGORY 2
 CATEGORY 3

Entry Title PORT OF MONTREAL ANNUAL REPORT - THE PORT AT THE HEART OF DAILY LIFE
 Name of Port PORT OF MONTREAL
 Port Address 2100 PIERRE-DUPUY AVE, WING 1, MONTREAL, QUEBEC H3C3R5
 Contact Name/Title SOPHIE ROUX, VICE-PRESIDENT, PUBLIC AFFAIRS CANADA
 Telephone 514-283-1489 Email Address roux.s@port-montreal.com

On separate paper, **FIRST** write a short, descriptive summary of your entry, **THEN**, in as much detail as needed, specifically address each of the following five questions and number your answers. Your answers equal 50% of your score.

- 1. What are/were the entry's specific communications challenges or opportunities?**

 - Describe in specific & measurable terms the situation leading up to creation of this entry.
 - Analyze the major internal and external factors needing to be addressed.
- 2. How does the communication used in this entry complement the organization's overall mission?**

 - Explain the organization's overall mission and how it influenced creation of this entry.
- 3. What were the communications planning and programming components for this entry?**

 - Describe your overall goals or desired results.
 - Describe your objectives and list specific, measurable milestones needed to reach your goals.
 - Identify your primary and secondary audiences in order of importance.
- 4. What actions were taken and what communication outputs were used in this entry?**

 - Explain what strategies were developed to achieve success and why these strategies were chosen.
 - Specify the tactics used (i.e., actions used to carry out your strategies).
 - Detail the implementation plan by including timeline, staffing and outsourcing used.
- 5. What were the communications outcomes from this entry and what evaluation methods were used to assess them?**

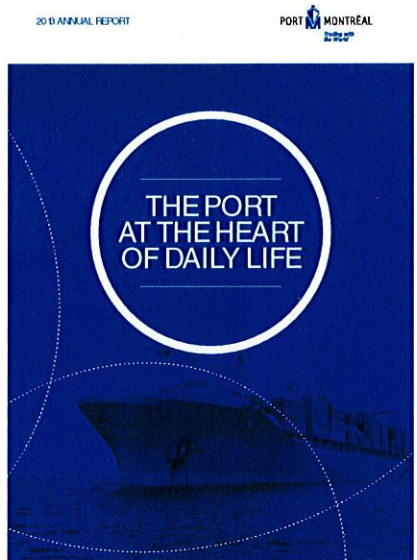
 - Describe any formal/ informal surveys used, or anecdotal audience feedback received, that helped in evaluating the success of this entry.
 - If possible, explain how this entry influenced target audience opinions, behaviors, attitudes or actions.

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2015 AAPA COMMUNICATIONS AWARDS PROGRAM

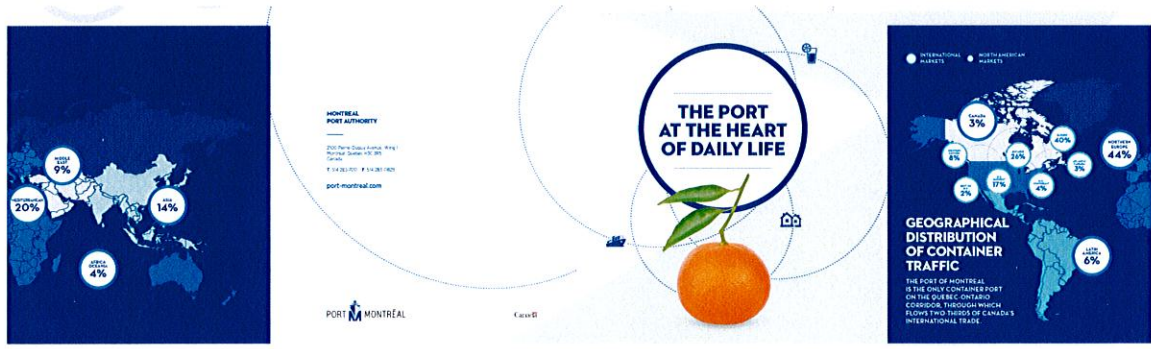
Port of Montreal Annual Report Entry Statement

Summary Statement



The Port of Montreal’s 2013 Annual Report summarizes its major messages, developments and management decisions, as well as its financial performance, in a unique, dynamic and visually appealing format under the theme ‘The Port at the Heart of Daily Life.’

The jacket to the Annual Report is a strategic add-on that also serves as a stand-alone document the port can use as a communications tool to raise awareness about the port with its various audiences.



Communications Challenges/Opportunities

Situation Analysis:

The Port of Montreal is a major international port that welcomes each year more than 2,000 ships carrying some 30 million tonnes of highly diversified cargo to and from all parts of the world. Located 1,000 miles inland, Montreal is the closest international container port to North America’s industrial heartland. It is among the top 100 container ports in the world.

At the time of the Annual Report’s publication, port activity in Montreal was responsible for \$1.5 billion annually in added value to the Canadian economy and supported more than 18,200 direct and indirect jobs.

The Port of Montreal uses every opportunity possible to deliver its key messages. The Annual Report serves as a reminder to the port's various audiences that it is a strategic tool for economic development and a catalyst for economic growth for the Montreal region and all of Canada, a creator of jobs, and an international port that trades with the world.

Problem Statement:

Having government officials, stakeholders and the general public better understand the importance of the port, its impact on the economy, what it means to the city and the entire country, its environmental consciousness and its financial performance, and increasing awareness about the port and its advantages for clients, potential clients and partners are among our main communications challenges.

Our Annual Report is a communications tool that we use to reach out to all of our publics. However, an annual report is fairly time consuming and costly to produce. It also has a limited shelf life. We wanted a solution that would add value to our Annual Report, thereby maximizing our investment.

Complementing Overall Mission

Montreal is a North American ocean port at the heart of the continent and a hub for international trade. It contributes to the well-being of its clients and partners and to the economic development of Greater Montreal, Quebec and Canada while respecting the environment. It is an efficient and innovative port that provides leadership and offers competitive value-added services, making it a partner of choice in the logistics chain.

Within our mission, our 2013 Annual Report allows us to communicate our values of commitment, innovation and responsibility. It showcases how we strive for and value passion and employee excellence. It highlights how we constantly reinvent the way in which we do business and encourage agility in order to demonstrate our leadership in the industry. As a sustainable organization, it shows the great importance we place on the environment, on our neighbouring communities and on our contribution to the economy, while acting in accordance with rules of conduct dictated by honesty, transparency and accountability.

Planning and Programming Components

Goals:

The goal of our Annual Report is to share with our various publics our major messages, developments and management decisions as well as a summary of our financial performance.

Objectives:

The objective of our Annual Report is to provide pertinent messages and content in a unique, dynamic and visually appealing manner.

Target Audiences:

The Annual Report is written for federal, provincial and government officials, clients and potential clients, partners, professionals in the maritime, transportation and logistics industries, business leaders, port employees, visitors to the port and those attending Port of Montreal events, students and the general public.

Actions Taken and Communication Outputs

Strategies/Tactics:

Our Communications Team met to discuss and develop a theme for the Annual Report. We wanted to show our readers that a substantial amount of the products that they use in everyday life, just like many products manufactured in North America for overseas markets, move through the Port of Montreal. We decided on the theme 'The Port at the Heart of Daily Life.'

We wanted a clean, straight-to-the-point look with bold graphics. We wanted to be part of the trend towards slimmed-down annual reports that are less costly to produce than traditional annual reports.

The Communications Team met with consulting company Dyade to discuss the look and content of the Annual Report. But we also wanted to find a greater raison d'être for the publication and stretch its utility. The Communications Team and the consulting company came up with the idea of a strategic add-on in the form of a jacket for the Annual Report that could also act as a stand-alone document and a key communications tool to raise awareness about the port with its various audiences.



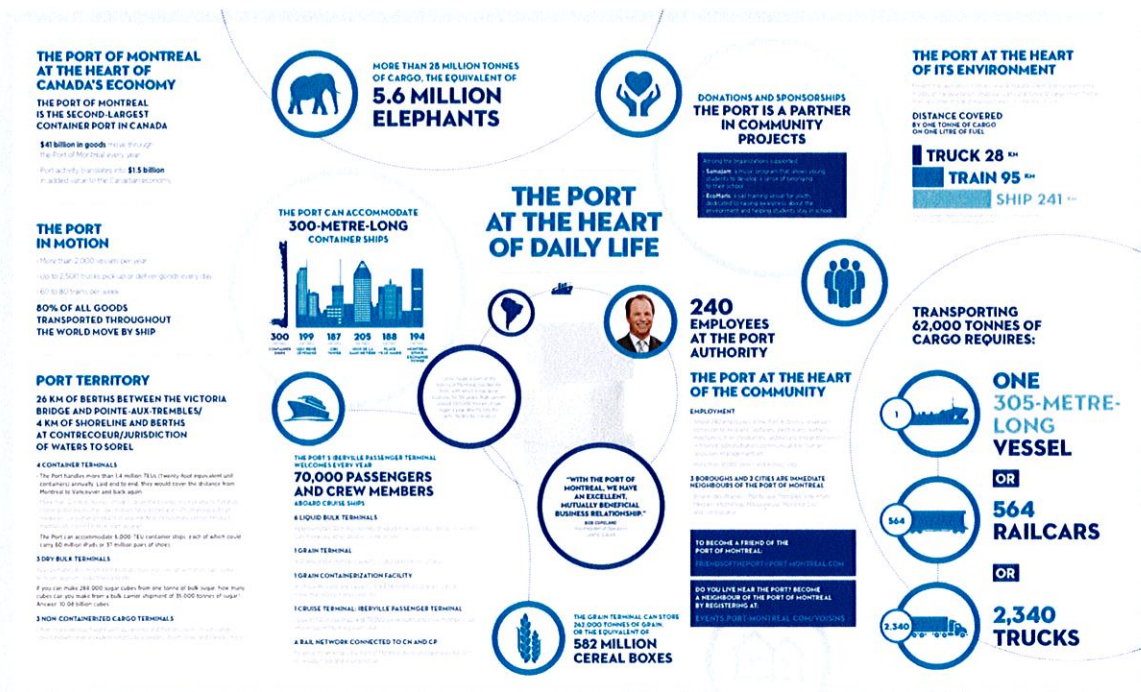
Implementation Plan:

Dyade produced the layout and managed the creative design of the Annual Report, suggesting an attractive and smaller 7-inch by 10-inch format. The port's Communications Team researched and wrote all of the material for the publication, crafting key messages for each section for approval by the port CEO and department Vice-Presidents. The Communications Team and the consulting company worked together to create a production schedule that would deliver the Annual Report well in advance of the Port of Montreal Annual Meeting on May 13, 2014.

The Communications Team worked with the port's Growth and Development Department to identify and approach real port users who would be willing to be photographed for the Annual Report and provide brief testimonials about why they use the port to move their goods. We

selected a vast array of importers and exporters who move cargo in containers or in bulk to and from various locations around the world: importers of educational notebooks, clementines, raw sugar, and furniture and home and garden accessories; a representative of the Quebec Liquor Board; and exporters of newsprint and kitty litter. We arranged a professional photo session at the port with these users and, as needed, helped them craft their messages. This strategy puts a face, or, in this case, many faces on the port.

We wanted the jacket to have something of a surprise or curiosity effect. We decided it should also have the same 'The Port at the Heart of Daily Life' theme, with sub-themes that include 'The Port at the Heart of Canada's Economy,' 'The Port at the Heart of the Community' and 'The Port at the Heart of its Environment.' The jacket unfolds into a 17-inch by 28-inch two-sided document. An overview of the port is presented in the form of easy-to-understand highlights and bold graphic information.



The Annual Report and jacket was unveiled at the Port of Montreal Annual Meeting held on May 13, 2014.

Evaluation Methods and Communications Outcomes

The Port of Montreal's 'The Port at the Heart of Daily Life' Annual Report received a Mention of Honour, Non-Traditional Report, at the 2014 International ARC Awards Competition.

The Annual Report and jacket were distributed at the Port of Montreal Annual Meeting held on May 13, 2014, followed by a mailing to a targeted group of government officials, industry and business leaders, clients, partners and other stakeholders. Some 500 copies of the Annual Report and jacket were distributed in both Official Languages in this fashion.

Reaction to the Annual Report has been very positive. In informal discussions, readers have told us that the Annual Report is dynamic, visually appealing and easy to read, and provides key messages and information on port developments, management decisions and financial performance in a clear and concise fashion. They appreciated the photographs and testimonials of real port users.

Meanwhile, we have handed out some 5,000 copies of the jacket at receptions for port clients, our annual Port in the City Day, open houses to present to the public two of our major development projects, as well as to visitors and student groups. Readers have told us they appreciate the bold, easy-to-read graphics and the fact that we have related information to everyday life.

The 'Port at the Heart of the City' Annual Report and jacket most definitely 'hit two birds with one stone!'

LINKS:

<http://www.port-montreal.com/files/PDF/publications/rapport-annuel-2013-en.pdf>