

**2020 AAPA COMMUNICATIONS AWARDS
COMMUNITY/EDUCATIONAL OUTREACH
ALL ABOARD! EXHIBITION**



SUMMARY

The Montreal Port Authority's (MPA) new *All Aboard!* exhibition is a free exhibition that offers an interactive, educational and fun way to learn about the Port of Montreal and the world of goods transportation and maritime shipping. It is located in the Port Centre on the Port of Montreal's Grand Quay, in the heart of Old Montreal.

Guests are invited on a physical and digital mission to discover the shipping cycle of goods from their point of departure to their final destination. Along the way, they learn more about the Port of Montreal and the benefits it brings to the community.

The exhibition, designed for everyone age 7 or older, is part of the MPA's continuing communications effort to reach out to the community to raise awareness and educate people – the general public, port neighbours, families, teachers and students, tourists, etc. – about the port and the shipping industry.

All Aboard! represents another step forward in the port's relationship with community, neighbourhood and educational stakeholders and opens a door on an often-misunderstood world.



Website

www.port-montreal.com/en/all-aboard.html

Videos

Exhibition overview:

www.youtube.com/watch?v=Cp0515_fpUQ

Exhibition inauguration (in French):

www.youtube.com/watch?v=2ypl5rpm0so

Television news report:

www.globalnews.ca/video/6602897/the-new-interactive-exhibition-taking-families-on-a-journey-to-discover-how-shipping-works

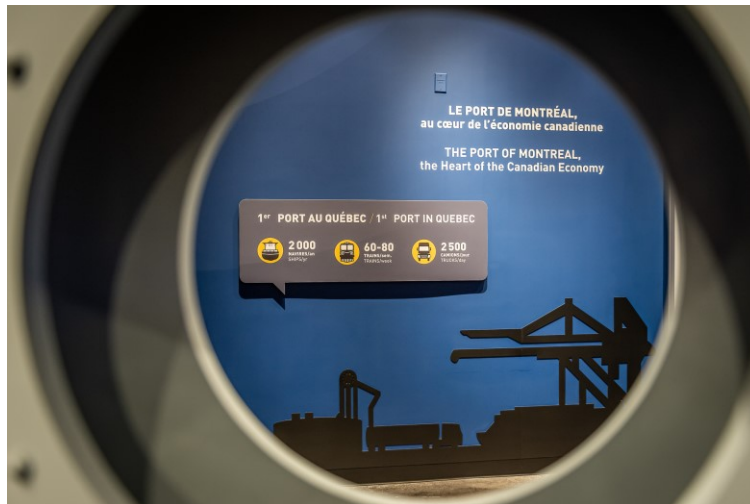


1. CHALLENGES/OPPORTUNITIES

Challenges

The Port of Montreal is a major international port that handles each year more than 2,000 ships carrying some 40.6 million tonnes of all types of cargo to and from all parts of the world. It also welcomes international cruise vessels and their guests. Stretching along 16 miles of waterfront, the port's cargo-handling operations are, for the most part, hidden from public view, and its closed-off and restricted spaces are cut off from urban life. The port is also often confused with the Old Port of Montreal recreation and tourism site. Although omnipresent in the city, the Port of Montreal is generally unknown, misunderstood and anonymous in the eyes of the public.

Our challenge was to develop a creative and fun way to engage the community, including port neighbours, families, teachers and students, port businesses and their employees, as well as local and international tourists, in order to provide them with a better understanding of how the port and the maritime world operate and at the same time deliver key messages about the impact of port operations on the economy and the role that the port plays in people's daily lives. We also wanted to develop an original concept that would distinguish our Port Centre exhibition from other Port Centres around the world.

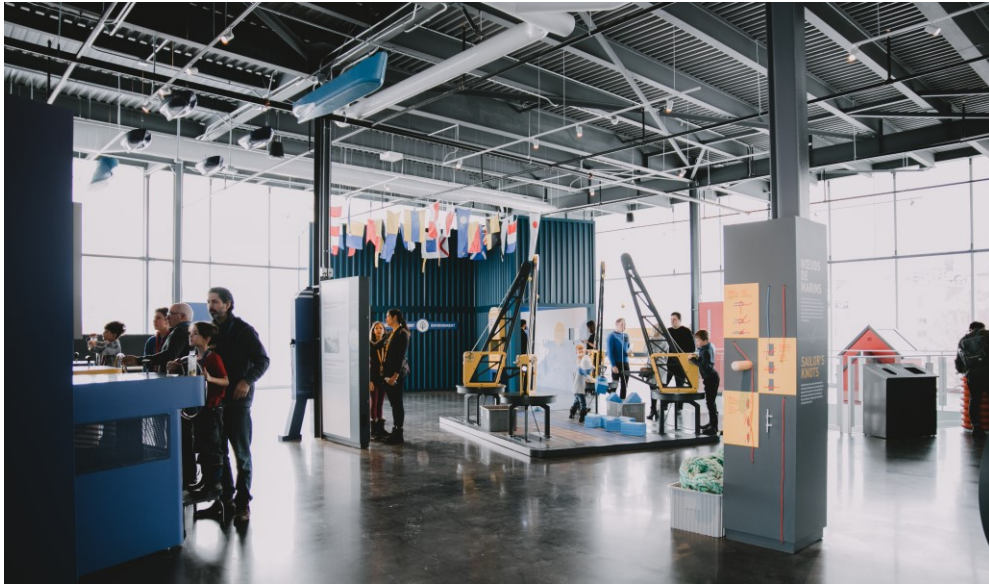


Opportunities

The MPA inaugurated its Port Centre, the first interpretation centre in the province of Quebec dedicated to port activity, in 2017 as part of its Grand Quay and cruise terminal redevelopment. It is located in the heart of Old Montreal, a bustling recreation and tourism district that attracts some 6 million people alone from May to October.

The Port Centre hosted a temporary exhibition, *History of Ships*, for two years as part of the MPA's special contribution in 2017 to celebrations that marked the 375th anniversary of Montreal and the 150th anniversary of the Confederation of Canada. Our intention, however, was always to develop a permanent exhibition for the Port Centre.

Located on the second floor of the cruise terminal, the Port Centre is a large, open, bright and unique space that provides the perfect opportunity for the MPA to engage the general public and passersby, explain the port and project its image, deliver key messages about the importance of port and shipping activities, promote port-related trades and professions, and allow people to experience the real port and learn through "Edutainment." These are some of the essential objectives of a port centre as defined in the Missions Charter of a Port Centre, published by the Worldwide Network of Port Cities, known internationally by its French acronym AIVP (Association Internationale des Villes Portuaires). Its mission is to improve cohabitation between ports and cities. The MPA ratified the Missions Charter in 2014.



2. MAPPING BACK TO THE PORT'S OVERALL MISSION

The Port of Montreal is a North American ocean port at the heart of the continent and a hub for international trade. Our mission is to contribute to the well-being of our clients and partners and to the economic development of Greater Montreal, Quebec and Canada while respecting the environment. Our vision is to be a diversified, highly efficient and innovative port that exerts mobilizing leadership and offers competitive value-added services, making it a partner of choice in the supply chain.

Within our mission, *All Aboard!* communicates our values of:

- Responsibility. The exhibition demonstrates our willingness and desire to fulfil our role as a responsible corporate citizen, and that we are a sustainable organization that values our neighbouring communities, the environment and our contribution to the economy.
- Commitment. The exhibition confirms our commitment to get closer to the community and create the best possible experience for citizens, our commitment to promote our clients and our partners, and our desire to help Montrealers make the port their own and be proud to define themselves as citizens of a port city.
- Innovation. *All Aboard!* shows how we constantly reinvent the way in which we do business and encourage agility in order to demonstrate our leadership in the industry.

The exhibition is part of the MPA's continuing communications efforts to raise awareness about the port and demonstrate that it is:

- A vital international cargo logistics hub that plays a major role in global trade, handling each year some 2,000 ships carrying 40.6 million tonnes of all types of cargo and connecting five continents and more than 140 countries to a North American market of 110 million consumers;

- A tourism hub that welcomes more than 100,000 cruise passengers and crew members annually;
- A strategic tool for economic development and a catalyst for economic growth for Montreal, Quebec and Canada: port activity in Montreal is responsible for \$2.6 billion annually in added value to the Canadian economy; and
- A creator of jobs: port activity in Montreal supports 19,000 direct and indirect jobs.



3. PLANNING AND PROGRAMMING COMPONENTS

Goal

Our goal was to raise awareness about the port within the community and have the general public, port neighbours, families, teachers and students, local and international tourists, employees of port-related businesses and passersby gain a greater appreciation of and better understand port and maritime activities, their impact on the economy and the role that they play in their daily lives, all in an entertaining and informative fashion.

Objectives

- Attract as many people as possible to the exhibition;
- Reach out and get closer to the community;
- Meet Montrealers and port neighbours, teachers and students, and other audiences face-to-face and interact with them directly;
- Deliver pertinent, clear and concise messages about the importance of the port and maritime shipping in a fun and interactive setting;
- Create a positive experience for our guests;
- Promote the exhibition through various means, including Facebook, targeted invitations and media releases.

Target Audiences

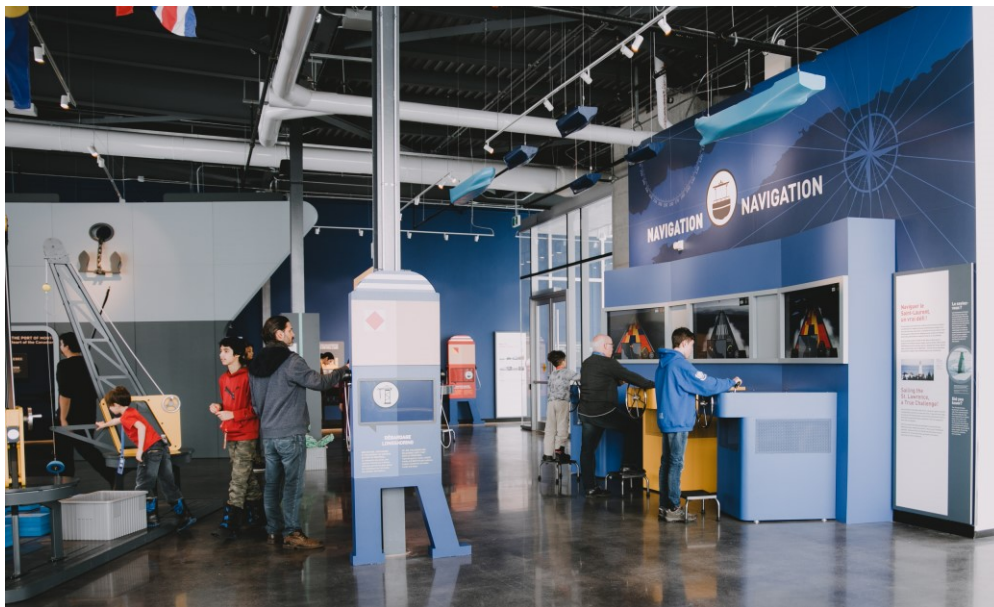
Primary audience:

The exhibition specifically targets the local community, families, port neighbours, including the 16,000 households within 1,000 feet of the port that we have identified are most concerned by port activity, teachers and students at the elementary school level from Cycles 2 and 3 (Grades 3 to 6), local and international tourists and cruise ship guests, port businesses and their employees, and passersby.

Maintaining and strengthening communications with community stakeholders is a priority for the MPA, which is involved in numerous projects led by organizations that are working to improve the community's quality of life, ensure its economic development and protect its environment.

Secondary audience:

The media, including the general news media in Montreal. We are targeting this audience in order to raise general awareness about the port and, in particular, highlight its economic benefits and demonstrate its impact on everyday life.



4. ACTIONS AND OUTPUTS

The MPA's Public Affairs Department was responsible for developing a livelier and more elaborate concept for the Port Centre ... something that would be more interactive and get visitors involved. Our strategy was to develop a dynamic, educational, fun and entertaining way for visitors to learn a bit more about port and shipping activities.

Planning of the project was conducted over a period of two years. The key steps were:

- Developing a business plan;
- Choosing specialized firms to support the development of the project;
- Mobilizing members of the maritime community;
- Consulting targeted audiences in order to understand their interests;
- Creating the exhibition.

MCI, a company that specializes in events services, carried out in-depth research to determine the best tools and strategies to meet our objective. It conducted a benchmark study of four other port centres around the world, examining their development, objectives, mission and management.

We surveyed people visiting the Grand Quay prior to developing the concept to understand what they knew about the history of the port and port activity, and what interested them most about port activity (maritime industry professions, logistical processes, videos about the port, historical information, etc.).

These results, combined with the Missions Charter of a Port Centre published by the AIVP listing the 10 principles to follow for establishing a port centre, allowed us to analyze our needs, determine the information themes to prioritize, and establish the main mission of the exhibition: to promote and have people discover the port and the maritime world in order to foster community pride in the Port of Montreal and its activities.

The four guiding principles were to:

1. Explain the port
2. Promote port professions
3. Experience the port from the inside
4. Engage the port community.

In addition to MCI, the project was developed with the following collaborators: Groupe DES (oversaw the project and exhibition design), BLVD (technologies), CREO (digital productions), CULTURA (co-producers) and ACMÉ Décors (set fabrication).

The project involved:

- 4 project managers (1 for the entire project and 1 each for exhibition design, digital productions and technologies)
- 9 designers
- 2 scriptwriters for the digital productions
- 1 scriptwriter for the audio-visual productions
- 5 copywriters
- 1 director for the digital productions
- 2 directors for the audio-visual productions

- 2 artistic directors
- 2 graphic designers for the digital productions
- 1 graphic designer for the interpretative panels
- 2 facilitators
- 1 reviser
- 2 translators.

Twelve MPA employees from various departments also contributed to the project.



The interactive exhibition invites visitors on a physical and digital adventure to discover and understand the many steps involved in the process of moving goods from their point of departure to their final destination. Upon arrival, the visitor is given a mission: to import or export a cargo shipment (containers, dry bulk or liquid bulk) through the hub of the intermodal chain – the Port of Montreal – within a time limit. Visitors are given a digital game card to track their progress. Moving through eight different stations, you have to plan your voyage, evaluate costs, sail at sea and on the St. Lawrence River, load and unload your cargo, move it inland by truck or rail, assess the environmental impact, etc.



A variety of communicative tools – interactive digital, multimedia and mechanical, interpretative panels, models, objects, guided visits, observation, manipulation, demonstration, etc. – are used to enhance the visitor experience. The sets are durable and easy to use and maintain. Uniform graphics were developed in order to give the exhibition a distinct visual identity.

To promote various port professions, we produced videos featuring longshoremen, pilots, truck drivers, locomotive operators and environmental specialists.

To better understand the port territory, to which the public does not have access, we created a huge interactive map where you can tour the port in augmented reality. The map was made possible thanks to thousands of photos of the port taken by a drone that were then used to create a 3D model of port territory. The map was then enhanced with textual information.



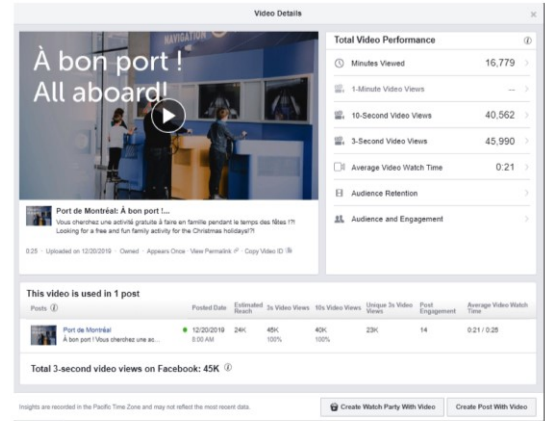
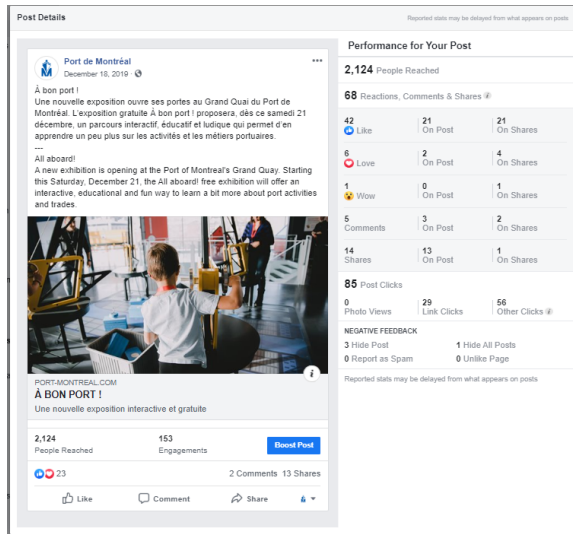
To explain the importance of the maritime pilot profession, we installed a navigation simulator where visitors must pilot a ship while dealing with various navigation challenges on the St. Lawrence River (i.e. wind, variations in water depth, reefs, speed limits).



The fabrication of the stations took place over a period of seven months (February to September 2019). They were installed in October and November 2019. The exhibition officially opened on December 21, 2019, just prior to the Christmas Holiday break.

To announce the opening, we produced a press release and sent it to targeted Montreal media: www.port-montreal.com/en/the-port-of-montreal/news/news/press-release/press-release-all-aboard-en

On the port's Facebook page (13,000 subscribers), we posted items on December 18 and 20, 2019, and again on February 24, 2020, just before the March school break, when the exhibition was open daily.



A targeted newsletter was sent to our “Friends of the Port” and “Neighbours of the Port” subscribers at the end of February 2020 to announce that the exhibition’s opening hours would be extended during the March school break (mailing list comprising some 6,000 people).

We also produced a Port Centre Teaching Guide for elementary school teachers and students in Cycles 2 and 3 (Grades 3 to 6). The guide provides an overview of the exhibition’s themes and areas to help teachers plan their visit to the exhibition, along with a targeted learning activity book (pre-visit activities).

www.port-montreal.com/images/pdf/grand-quai-cip-guide-pedagogique-ang.pdf

Under the supervision of the Director of the Grand Quay, exhibition staff members are on site during opening hours to greet visitors, guide them through their mission and answer questions.

All Aboard! is expected to have a lifespan of approximately seven years.

The total budget for the project was \$1.45 million.



5. OUTCOMES AND EVALUATION

The *All Aboard!* exhibition fulfils its mission to make the port world better known to the general public. It is completely free and suitable for anyone age 7 or older. The fact that it is free and so very accessible makes it an important and sustainable part of our legacy to Montreal's urban community.

The exhibition's effective and clear interactive stations make a complex and unknown world accessible and fun. Upon arrival, visitors are thrust into a port universe with immersive scenography including ships, cranes, local and foreign goods, flags on the ceiling and port sounds.

Visitors are given a mission. They must transport goods as quickly as possible from one end of the earth to the other. During the mission, they discover the port by having fun. In each of the exhibition's eight zones, visitors live different experiences through a variety of digital, multimedia and mechanical devices.

The ergonomically friendly stations and games captivate and engage the visitors. Without even realizing it, through an active and stimulating experience they learn about the economy, engineering, environmental protection, navigation and transportation logistics.

We wanted to attract as many people as possible to the exhibition. Attendance has well exceeded expectations. During the Christmas Holiday break, when the Port Centre was open every day (with the exception of Christmas Day and New Year's Day), we welcomed 2,258 visitors, with more than 450 people visiting on some days. We welcomed a total of 37,660 visitors from the opening on December 21, 2019, to March 13, 2020, when, unfortunately, we had to temporarily close the exhibition due to the Covid-19 pandemic.

The Facebook publication preceding the Christmas Holiday break had more than 45,000 views, while the announcement of the exhibition's opening generated 153 engagements.

Reaction to *All Aboard!* has been extremely positive. Port Centre staff members who greet visitors upon their arrival, guide them through their mission and answer questions say that guests young and old alike leave the exhibition with a smile on their face.

In informal discussions, visitors have told us that they appreciate the interactive elements of the exhibition and that messages about the port, its benefits and value are delivered in a clear, concise and fun manner. Many added that prior to visiting the exhibition they had little or no idea of the role that the port plays in their everyday lives and that it is responsible for delivering many of the items that they consume and use on a daily basis, from food products and fresh produce such as fruits and vegetables to electronic devices and paper products.

All Aboard! clearly raises general awareness about the port. It allows the general public to better understand the vital role that the port plays in the economic and social fabric of Montreal and in people's daily lives, and it demonstrates the port's desire to get closer to its community and fulfil its role as a responsible corporate citizen.

All Aboard! responds to the Port Centre's mission to promote exchanges and communication between the Port of Montreal and visitors so that they better understand the importance of port activity and the benefits it brings to the community.

