



# 2023

## Annual Report

**THE PORT AT THE HEART OF THE ACTION**

**LOCAL, REGIONAL AND NATIONAL**



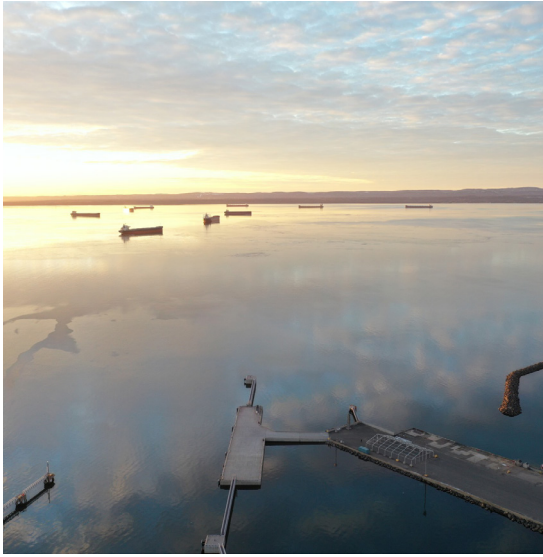


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## Mission

With its state-of-the-art facilities and services, the Port of Sept-Îles is a major player in the national economy thanks to the synergy of our socio-economic, environmental, and community partnerships based on the responsible development of its operations.

## Vision

Ensuring the growth of the Port and the sustainability of the Bay of Sept-Îles through innovation.

## Values

### Partnership

Our partnerships are the foundation of our commitment. They are at the heart of our communities' development and growth.

### Boldness

We are innovative in how we work, and we always seek to go above and beyond to meet the expectations of our partners.

### Professionalism

Our dedicated team works to provide reliable services and facilities that meet the highest industry standards.

### Transparency

We value respect and aim to build lasting relationships based on trust. We are committed to keeping our community partners up to date on our operations and projects.

### Responsibility

We manage resources responsibly to ensure they will be there for future generations.

# 2023

## At a Glance



**\$32 million**

in gross  
revenue



**36.6 Mt**

of goods  
handled



**542**

ships  
received



**\$340,000**

in donations  
to the community





# Favourite Moments



A LOVELY VISIT



ASHINEUN - PRIDE, MADAME MINISTER



MAJOR ACHIEVEMENT



CELEBRATING CULTURE—WHY NOT?



SHARING



A FUNDRAISING RECORD

5 À HUITRES MARITIME



# Message from the Board Chair and President & CEO



**BERNARD LYNCH**

Chair of the Board of Directors



**PIERRE D. GAGNON**

President & CEO

## **At the heart of the action—with you!**

We are delighted with this period of exciting growth, full of opportunities, a time in which we can take pride! We are aware of the role we play in our economy and our community. We have been working hard towards the strategic goals set forth during the new momentum announced last year.

We marshaled all the resources we needed. Now, we are enjoying outstanding results that will have a significant impact on the future.

## **A new peak**

It took more than 40 years to surpass 1979's record volume of 35 million tonnes. This year's pinnacle of 37 million tonnes of cargo is of national significance—it makes the Port of Sept-Îles one of the country's leading ports. We proudly reclaimed second place among Canadian ports in terms of annual volume of activity, ahead of the Port of Montreal and behind Vancouver. We have also reaffirmed our status as the largest mineral port in North America.

And what about the 50 million tonnes handled at the Multi-user Dock since it was commissioned in 2018! Thanks to this strategic asset serving the iron industry, the Port of Sept-Îles has experienced sustained growth, supported by onsite teams who have maintained an enviable reliability rate of more than 97% since start-up. We want to recognize the success of our clients, Quebec Iron Ore, Tacora Resources, as well as LOGISTEC and the Société Ferroviaire et Portuaire de Pointe-Noire, who help keep the supply chain turning and iron ore exports growing.



## Dialogue

To guide future development and with the intention of opening a dialogue with the community the Port of Sept-Îles also launched an online public consultation in October 2023 entitled “Ré-imaginez le cœur de Sept-Îles” (Reimagine the Heart of Sept-Îles). This innovative approach to collecting development ideas for the harmonization of riverfront spaces in the downtown area was a great success: 6,819 participants, 55 projects submitted, and 748 votes on the specially designed platform.

We would like to thank all citizens for their participation in such large numbers and tell them how vital their suggestions are in shaping the Port's future development. 2024 marks the 25th anniversary of the Port Authority's autonomy! We can get the next quarter-century off to a strong start thanks to a transparent and sustainable connection with our communities, a start that will incorporate ideas gathered during consultation.

## Stronger together

In 2023 and with the support of the Government of Quebec, economic players in the region, namely the Port of Sept-Îles and the economic development corporations of Sept-Îles and Port-Cartier, were able to proceed with the consolidation of Port-Cartier-Sept-Îles industrial port zones. The creation of this new large territory will help make certain sectors with strong industrial potential more attractive to developers worldwide, especially in the global context of energy transition and opportunities related to decarbonization.

Given that the maritime activity of the industrial port zone of Port-Cartier-Sept-Îles represents 50% of total operations on the St. Lawrence River as well as 15% of the commercial value of Quebec's annual exports, it goes without saying that we have a world-class industrial ecosystem that we must promote on a large scale.

## At the heart of economic activity

We have all the right assets to process our iron products locally and to shift towards the production of green steel here in the region. The Port intends to support international developers who are eager to make the region a home for their green projects while vigilantly protecting the environment and precious ecosystem of the Bay of Sept-Îles.

The current interest of major steel companies in high-purity iron from the Labrador Trough to accelerate the industry's decarbonization efforts is also a unique opportunity. Now, more than ever, it's the perfect time for all socio-economic players in the region to support everything that needs to be done to make the most of these unmissable opportunities!

## An organization with heart!

We renewed our commitment throughout the year to many community organizations, projects, and the hosting of several events. We eagerly invest to support families and individuals with special needs to help with the necessary development of a dynamic and respectful living environment. In all, more than \$340,000 in contributions and support has been allocated to various causes and made a difference for many. We must recognize the contribution of many members of our team who actively promote our commitment to the community; helping to improve quality of life and well-being for our communities and those around us.



### The team at the heart of our achievements

Our team is at the heart of all our accomplishments, so we want to sincerely thank them. We commend the day-to-day effort and hard work all our staff put into achieving exceptional results in 2023. These people, driven by dynamism and professionalism, make it possible for us to tackle challenges and achieve great things.

All board members also deserve our recognition for this historic year, for their unwavering support and continued commitment to the governance that the Port requires to achieve its potential.

This year, we also wanted to recognize the commitment of our employees, some of whom have been with us for ten, twenty, even nearly 30 years, by setting up a program to celebrate their years of service.

Our organizational structure has been enhanced by new leadership. We're investing in recruitment and succession planning so we can stay the course with dynamism and respect for the vision of local governance that, 25 years ago, took the helm of our economic and community future!

We have ambitious goals. We are committed to expanding dialogue with our community. We believe that it is through open and collaborative governance that we will strengthen ties, especially the sense of belonging and pride of our community members, in THEIR Port.







# Announcements

## DECEMBER 13

The Sept-Îles Port Authority is pleased to announce today that the Government of Quebec will contribute \$10 million towards the modernization of the Monseigneur-Blanche Terminal at the Port of Sept-Îles.

The upcoming completion of this \$30-million modernization project will, among other things, make supply chains that go through the largest mineral port in North America more reliable. It will also sustain the activities of the only cruise ship stopover on the St. Lawrence, whose appeal centers on discovery of Innu culture.





FIRST SHIP OF THE YEAR • CANE AWARD CEREMONY • JANUARY 4, 2023



SEPT-ÎLES AND PORT-CARTIER IP AREA CONSOLIDATION • MAY 24, 2023



QUEBEC MARINE DAY • OCTOBER 25, 2023





## Public Consultation


To guide future development and with the intention of opening a dialogue with the community, in October 2023 the Port of Sept-Îles also launched an online public consultation entitled “Ré-imaginez le cœur de Sept-Îles” (Reimagine the Heart of Sept-Îles). This innovative approach to collecting development ideas for the harmonization of riverfront spaces in the downtown area was a great success.

The platform consisted of two modules: a question-and-answer module people could use to ask the Port team questions, and an idea box module to share project ideas for development or improvement in the Port region. The platform let people vote on ideas that were submitted.



For those who prefer an in-person experience, we hosted a day of support and information on November 1, 2023, at the Sept-Îles Marina to gather comments and project ideas that were later added to the platform.

**KEY DATA  
GATHERED  
FROM  
CONSULTATIONS :**

  
•  
**6,819**  
VISITORS

  
•  
**55**  
PROPOSALS  
TABLED

  
•  
**748**  
VOTES



**50 MILLION**

TONNES HANDLED IN 5 YEARS AT THE  
SEPT-ÎLES MULTI-USER DOCK







## SECOND PLACE

AMONG CANADIAN PORTS  
WITH RECORD VOLUME IN 2023

HISTORIC PEAK :  
**36.6 MILLION**





# At the Heart of our Communities

**CAB Le Virage**

**L'Âtre de Sept-Îles**

**Comptoir Alimentaire Nishk**

**Station récréotouristique Gallix**

**Fondation Institut Maritime du Québec inc**

**Jardin du Ruisseau Bois-Joli**

**Théâtre du Masque d'or**

**Centraide Duplessis**

**Festival du film de Sept-Îles**

**Coopérative de solidarité d'aide à domicile  
de la MRC des Sept Rivières (CSAD)**

**Greffe-toi à nous**

**Club de golf Ste-Marguerite**

**Club de Curling de Sept-Îles**

**L'Envol - Maison de la Famille**

**Hommes Sept-Iles**

**Table de concertation des aînés  
de la MRC des Sept-Rivières**

**Corporation touristique de Sept-Îles**

**L'Élyme des sables,  
maison de soins palliatifs de Sept-Îles**

**Groupe Scout Sept-Îles**

**Salon du livre de la Côte-Nord**

**Ordre du mérite Nord-Côtier**

**Spike Sept-Îles**

**Fondation Hôpital de Sept-Îles**

**Ligue de basketball d'été de Sept-Îles**

**Musée Shaputuan**

**Coopérative solidarité Gallix**

**Les Demoiselles de Sept-Îles**

**Vieux-Quai en Fête**

**École de Hockey Jourdain-Andrée-Pinette**

**Habitations communautaires de l'Âtre inc.**

**Association Épilepsie Côte-Nord**

**Société d'horticulture de Sept-Îles**

**Fondation CHU de Québec**

**Office municipal d'habitation de Sept-Îles**

**ALL In Sept-Îles**

**Fondation Loisir Côte-Nord**

**Club des petits déjeuners**

**Club Optimiste de Sept-Îles**

**Comptoir Alimentaire de Sept-Îles**

**Marée Motrice**

**Tournoi Hockey Fred Chiasson**

**Fondation du Cégep de Sept-Îles**

**Festival Innu Nikamu**

**Musée régional de la Côte-Nord**

**À la Source**



# \$340,470

# Fundraising Record



NEW PARTNER

ARCELOR MITTAL



ROCKEFELLER LOGISTEC

DINNER

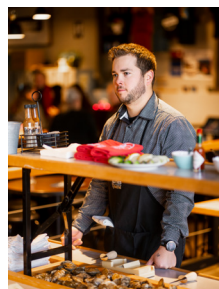


RIO TINTO IOC

AT HOME EVENT



GROUPE NORDIQUE 5@8



OUR TEAM MEMBERS ARE AT THE HEART OF THE EVENT



Thanks to the Port for hosting and to our founding partners for their valuable contributions :

**CLUB RICHELIEU DE SEPT-ÎLES**  
**HMCS JOLLIET NAVAL RESERVE**





**AUGUST 16, 2023**

Unveiling new facilities in  
Aylmer-Whittom Park



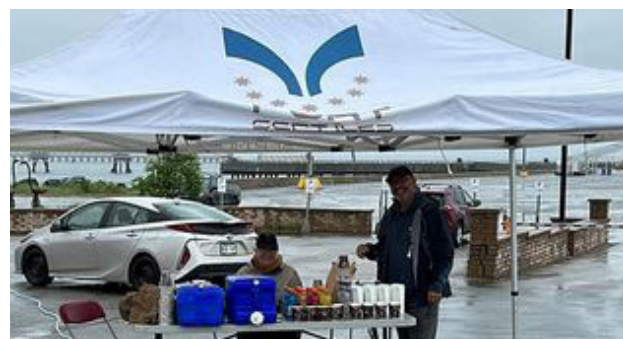
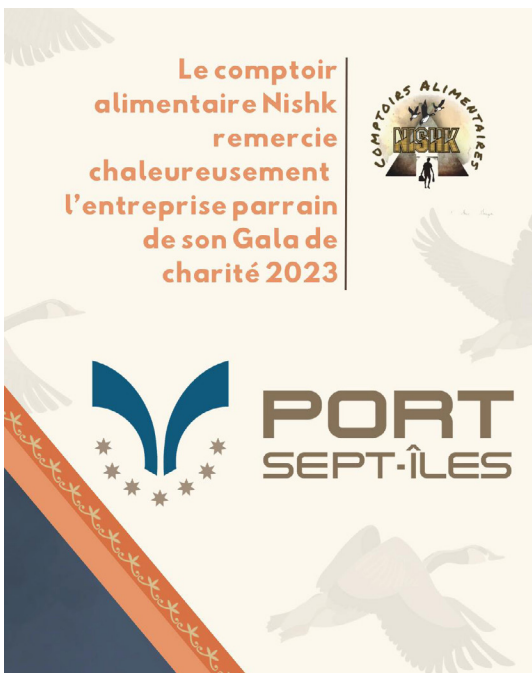
## An Organization with Heart!

### **Financial contributions and a maritime theme**

The City received \$260,000 from the Port of Sept-Îles to revamp Aylmer-Whittom Park. This partnership inspired the maritime theme for this family-friendly playground—a ten (10) metre-long ship takes pride of place so young explorers and budding pirates alike can sail away to adventure!

*"It's on the edge of the bay and young and old alike love it, which makes Aylmer-Whittom park a real treasure of our region's natural heritage. When the idea of a maritime theme for this new family playground was suggested to us, we immediately wanted to contribute to the project,"* said Pierre D. Gagnon, President & CEO of the Port of Sept-Îles.

# At the Heart of Major Events





# Environment

In 2023, the Port made further progress in the Green Marine certification program, which guides the maritime industry towards environmental excellence and leadership. The Port has, in particular, improved upon indicators of underwater noise and community relations.

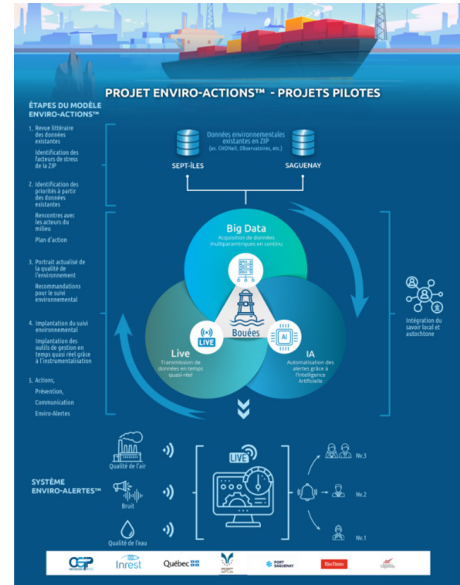
The Port has completed its inventory of emissions from port activities and achieved a Level 3 ranking as part of the "Cohorte Carbone Côte-Nord," initiated by Environnement Côte-Nord and the Écoleader Fund. These emissions, which are caused by Port activities, were offset by the Carbone Boréal program. Also, more than 50% of the administration's fleet of service vehicles have been converted to green technologies.

The Port stood out for improvements in the underwater noise indicator. We developed a subsea noise management plan that aims to limit aquatic noise to acceptable levels for marine wildlife and raise awareness about this issue among all users in the Bay of Sept-Îles, especially commercial navigation.

Also, the Port continued to roll out the 5-year, \$5-million "Enviro-Actions" project in partnership with MTQ. The project, led by INREST, includes permanent acoustic monitoring in the waters of the Bay of Sept-Îles, in addition to near-real-time monitoring of water and air quality. In fact, the first water quality monitoring equipment was tested at the Cruise Ship Dock, which enabled us to start collecting data and set Enviro-Alertes thresholds.







Through this important project, the Port can showcase its environmental leadership, providing considerable financial support for scientific research into environmental impacts in industrial port areas, and also in its support of the Université Laval Research Chair in Coastal Ecosystems and Port, Industrial and Maritime Activities.

In 2023, the Port made community relations a priority by launching the “Reimagine the heart of Sept-Îles” public consultation (“Ré-imaginez le cœur de Sept-Îles”). This innovative approach sought to identify what the population wants when it comes to developing its urban territory and to participate in the revitalization of the downtown area, especially in solidifying riverbank access for all citizens and greening various areas to enhance their ecological value.

Finally, the Port continues to support local environmental organizations. This year, the Port contributed to the restoration of crossing sites located on the trails of the Nord-Côtiers de Sept-Îles quad ATV club. This project is led by the Organisme de bassins versants Duplessis whose mission is to promote learning about, as well as protection and enhancement of, the region’s catchment areas, including the effluents that flow into the bay and are home to fish that live part of their lives in salt water.





At the Heart  
of Economic  
Activity



# Port Operations

## A HISTORIC PEAK

Due to a 9.5% increase in handled volume, the Port of Sept-Îles achieved its best year ever with 36.6 million tonnes, eclipsing its record of 34.9 million tonnes in 1979.

This new milestone makes Sept-Îles one of the country's leading ports. This historic peak places it second among Canadian ports (after Vancouver) in terms of annual tonnage and first on the St. Lawrence River, ahead of the Port of Montreal.

A 10% increase in iron ore exports led to a record 33.8 million tonnes. More than half (51%) was shipped to Asia, while a quarter was shipped to Europe.

A total of 542 ships docked in the Bay of Sept-Îles, 29 more than the previous year. Cruise ship volume in 2023 was similar to last year with 10 ships (one less than last year). Unfortunately, bad weather prevented both the mooring of the Queen Mary 2 and celebrations for the 10th anniversary of the date when the prestigious liner met Mylène Paquette in the middle of the Atlantic Ocean in September 2013. Mme Paquette and the Port are keen to get back on track in 2024.

	2023	2022	TOP CARGO TYPES			
Ships	542	513			2023	2022
Total tonnage	36,622,809	33,435,392	1	Iron ore	33,838,185	30,642,183
Inbound tonnage	2,212,295	2,211,073	2	Alumina	1,222,867	1,188,962
Outbound tonnage	34,410,514	31,224,319	3	Aluminum	566,375	574,214
Canadian tonnage	439,140	489,806	4	Fuel oil/diesel/gasoline	315,023	319,942
Canadian inbound	433,189	471,900	5	Petroleum coke	225,000	206,000
Canadian outbound	5,951	17,906	6	Coke Breeze	114,883	141,745
Foreign tonnage	36,183,669	32,945,586	7	Bentonite	105,594	103,304
Foreign inbound	1,779,106	1,739,173	8	Limestone	101,237	139,553
Foreign outbound	34,404,563	31,206,413	9	Other cargo	78,752	60,552
Cruise ships	10	11	10	Other liquid bulk	42,351	46,089
Passengers (Including crew)	9,625	14,401	11	Other dry bulk	12,542	12,848



# Financial Results

Due mainly to shipping volume growth at the multi-user terminal, gross revenue increased by 15.4% to \$32.1 million.

Operating expenses rose 7% to \$19.1 million, mainly due to higher volume-related costs and service purchases.

As a result, our operating income closed the year at \$13.0 million, which is \$3.0 million higher than last year.

Other items were significantly impacted by contractual obligations from the Multi-user Dock and changes in the fair market value of interest rate swaps.

Overall, comprehensive income fell by \$4.3 million to \$13.5 million (compared to \$17.8 million last year) mainly due to the large change in fair market value of interest rate swaps.

The main investments made by the Port during the year were for projects to improve cathodic protection at the Multi-user Dock (\$0.7 million), repairs to the access deck at the Pétroliers Dock (\$1.0 million) and the hangars of La Relance Terminal, as well as the new cruise ship pavilion project (\$0.3 million).



**STATEMENT OF COMPREHENSIVE INCOME**  
Fiscal year ended at December 31, 2023 (in \$'000s)

	2023	2022
<b>GROSS REVENUE</b>	<b>32,093</b>	<b>27,799</b>
<b>OPERATING EXPENSES</b>		
Operating expenses	13,992	13,390
Administrative expenses	5,116	4,446
	<b>19,108</b>	<b>17,836</b>
<b>INCOME BEFORE OTHER ITEMS</b>	<b>12,985</b>	<b>9,963</b>
<b>OTHER ITEMS</b>		
Other revenue	1,411	651
Change in the fair value of interest rate swaps	(701)	3,277
Financial expenses	(921)	(1,065)
Contract obligations - Multi-user Dock	693	5,268
<b>OTHER COMPREHENSIVE INCOME ITEMS</b>	29	(301)
<b>COMPREHENSIVE INCOME</b>	<b>13,496</b>	<b>17,793</b>
<b>CAPITAL EXPENDITURES</b>	<b>3,701</b>	<b>2,244</b>





**STATEMENT OF FINANCIAL POSITION**  
as at December 31, 2023 (in \$'000s)

	2023	2022
<b>ASSETS</b>		
CURRENT ASSETS		
Cash and cash equivalents	10,180	7,957
Accounts receivable	4,209	3,899
Inventories	3,244	2,852
Prepaid expenses	372	258
Land held for sale	57	57
Current portion of investments	11,500	10,500
Grants receivable	285	279
	<b>29,847</b>	<b>25,802</b>
INVESTMENTS	15,000	11,500
GRANTS RECEIVABLE	5,829	6,114
PROPERTY, PLANT & EQUIPMENT	295,300	302,082
DEFINED BENEFIT ASSETS - PENSION PLAN	4	0
DERIVATIVE INSTRUMENTS	1,571	2,272
	<b>347,551</b>	<b>347,770</b>
<b>LIABILITIES AND EQUITY</b>		
CURRENT LIABILITIES		
Accounts payable	5,166	6,092
Deferred revenues	4,671	4,979
Current portion of long-term debt	5,340	5,340
	<b>15,177</b>	<b>16,411</b>
DEFERRED REVENUES	32,113	36,296
LONG-TERM DEBT	26,651	31,991
DEFERRED CONTRIBUTIONS	94,820	97,917
DEFINED BENEFIT LIABILITIES - SEVERANCE PAYMENTS	1,175	1,036
	<b>169 936</b>	<b>183,651</b>
<b>EQUITY</b>		
Contributed capital	11,707	11,707
Retained earnings	167,683	154,216
Accumulated other comprehensive income	(1,775)	(1,804)
	<b>177,615</b>	<b>164,119</b>
	<b>347,551</b>	<b>347,770</b>



# The Team at the Heart of our Success





# Board of Directors



**1 BERNARD LYNCH**

**Chair | Director**

Appointed by the Minister of Transport of Canada based on Port user recommendations

**2 NANCY JOURDAIN**

**Vice President | Director Government of Canada representative**

Appointed by the Minister of Transport of Canada

**3 JEAN-FRANÇOIS BONNEAU**

**Director**

Appointed by the City of Sept-Îles

**4 MIRKA BOUDREAU**

**Director**

Appointed by the Minister of Transport of Canada based on Port user recommendations

**5 GILLES COUTURE**

**Director**

Government of Quebec representative

**6 SERGE LÉVESQUE**

**Director**

Appointed by the Minister of Transport of Canada based on Port user recommendations



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# Team

- 1 CARL ALLARD, ENG.**  
Director - Mechanical & Electrical Maintenance
- 2 DOMINIC BLOUIN**  
CEP- Project Manager
- 3 VÉRONIQUE BOUDREAU**  
Director - Finance and Administration
- 4 MICHELLE BOURGEOIS, PTECH**  
Manager - Infrastructure Maintenance
- 5 PIERRE D. GAGNON, ENG.**  
President & CEO
- 6 CHARLIE DESJARDINS**  
Administrative Assistant
- 7 AURÉLIEN DESPLANQUES**  
Reliability Technician
- 8 SHAWN GRANT**  
Harbour Master & Port Security Officer
- 9 MARIE-EVE GUÉRIN**  
Director - Human Resources
- 10 FRÉDÉRIK J. TÉTREAU**  
Director - Communications and Public Relations
- 11 PATSY KEAYS**  
Director, Corporate Affairs  
& Corporate Secretary
- 12 PAUL LEBLANC, ENG.**  
Director - Infrastructure Engineering  
and Maintenance
- 13 RAYNALD OUELLET, ENG.**  
Vice President - Operations  
& Business Development
- 14 JULIAN POTVIN**  
Operations & Maintenance Planner Supervisor
- 15 JOËL RICHARD**  
Accounting Technician
- 16 YANNICK RODGERS**  
Project Manager, CEP
- 17 MÉLISSA SANIKOPOULOS**  
Director - Environment and Sustainability







## Recognition of Years of Service

An extraordinary team is at the heart of our organization's development, achievements and success. It's important for us to highlight and celebrate their contributions. That's why we hosted our first awards ceremony.



**Manon D'Auteuil** was employed by the Port for 24 years. She retired in 2023. She was instrumental to the success of several major projects at the Port, including construction of the Multi-user Dock and the Cruise Ship Dock, reconstruction of the Pointe-aux-Basques dock and several other civil engineering and sustainable development projects.





"WE HAVE ALL THE RIGHT ASSETS TO PROCESS OUR IRON PRODUCTS LOCALLY AND TO SHIFT TOWARDS THE PRODUCTION OF GREEN STEEL HERE IN THE REGION. NOW MORE THAN EVER IS THE PERFECT TIME FOR ALL SOCIO-ECONOMIC PLAYERS IN THE REGION TO SUPPORT EVERYTHING THAT NEEDS TO BE DONE TO MAKE THE MOST OF THESE UNMISSABLE OPPORTUNITIES!"

**PIERRE D. GAGNON AND BERNARD LYNCH**







**PORTSI.COM**



**Canada**