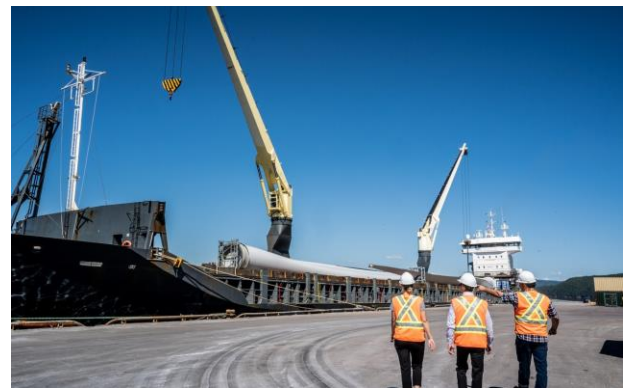


ENTRY AAPA -AWARD 2022



PORT SAGUENAY



ENTRY AAPA - COMMUNITY/EDUCATIONAL OUTREACH
CATEGORY 1

Overview

Unlike the vast majority of North American ports, Port of Saguenay is not located in the midst of a city. At the turn of the 1980's, it was relocated to its current site to replace Port of Chicoutimi. Indeed, Saguenay-Lac-Saint-Jean's historical port had become too crowded and was served by a very shallow access channel poorly adapted to modern ships. Port of Saguenay benefits from unrivalled advantages enabling it to thrive and play its key role in the Saguenay-Saint-Lawrence Seaway and Great Lakes supply chain, i.e., it is situated in naturally deep waters and is accessible year-round. Most importantly, however, it is located away from densely populated residential areas, right in the middle of an immense industrial port zone in full development.

However, these advantages do come with a challenge. Indeed, as the saying goes, "out of sight, out of mind!" Thus, opinion polls have shown that the population knows little about the role played by Port of Saguenay and the nature of its operations. In the same way, the substantial positive economic, social, and environmental benefits yielded by commercial marine transportation on the Saguenay River, a waterway connected directly to the Saint-Lawrence River by a deep, large, and safe seaway, are significantly underestimated as well. However, other than the direct spinoffs generated by Port of Saguenay and the marine industry, navigation on the Saguenay River is at the very heart of the everyday operations of our forest and aluminium industries, the region's main economic drivers. In addition to being efficient and safe, shipping goods by carrier stands as the means of transport which generates the least GHGs emissions per tonne, in comparison with train and truck shipping.



Aerial view of Port of Saguenay's marine terminal

Consequently, Port of Saguenay launched, in close collaboration with regional partners striving to grow the area's economy, an information campaign entitled "*La navigation sur le Saguenay, colonne vertébrale de l'économie régionale*" (Navigation on the Saguenay, the backbone of the region's economy). Aimed at regional partners, stakeholders and the general population, the objective of the campaign is to raise awareness to the Port's role and the nature of its operations, the extent to which commercial marine transport is important for the region's economy and its future, and the wide array of environmental advantages it presents.

On one hand, the campaign stems from an internal survey which has enabled to use key indicators to measure the general population's perception of the Port. On the other hand, the campaign is founded on the achievement and dissemination of a study pertaining to the economic spinoffs generated by independent navigation, and on the collaboration that led to the publishing of a book tracing the history of regional navigation, coupled with an exhibition produced by *La Pulperie de Chicoutimi Regional Museum* professionals. The campaign was also supported by Port of Saguenay, which played an active role in the work conducted by numerous organisations in the transportation and economic growth sectors and strengthens the Port's mission as a public organisation.



Port of Chicoutimi overview in the 70s

Challenges and opportunities

Bulding bridges... Over and beyond COVID

The simple fact that Port of Saguenay is located far away from densely populated areas presents a clear advantage for its daily operations and the sustainable development of its industrial port zone. The remoteness of the Port is, nevertheless, a challenge in terms of communications and maintaining a sense of belonging within the community. Indeed, despite the fact that the marine and commercial transport activities support regional economic drivers such as aluminium production (Saguenay-Lac-Saint-Jean is the largest North American primary metal production hub) and the forest industry, and even though Port of Saguenay is a key link in the



Loading of aluminium on a carrier

Saguenay-Saint-Lawrence-Great Lakes supply chain, the industry remains little known and far from the citizens' concerns and hearts. This assessment was in fact confirmed thanks to a perception survey conducted in 2021. Likewise, as it was the case for virtually every other sector, the opportunities to be in direct contact and network with the population, and the Port's partners, were dimmed by COVID-19 restrictions. Furthermore, the pandemic changed the practices of the press and monopolised much media space to the disadvantage of other topics.

According to the survey, only **21%** of Saguenay-Lac-Saint-Jean citizens stated they were well-informed about Port of Saguenay's operations and those of its industrial port zone.

50% of Saguenay-Lac-Saint-Jean's population recognises the true economic, environmental, and social worth of commercial navigation on the Saguenay River for the region.

Only **56%** of respondents confirm they have heard about Port of Saguenay's industrial port zone.



Night view of downtown Saguenay City



Numerous approaches tuned to a unique context

Due to this singular context, Port of Saguenay turned to different communications strategies to better adapt to the public health context and optimise its outreach to targeted audiences, attain its key communication objectives, and strengthen the population's interest through the media. More particularly, emphasis was put on tools enabling to reach out, in a more playful and informative manner, to citizens directly in their homes, to put forth media events with less conventional coverage strategies, and support communication and educational initiatives aimed at more long-term perspectives liable of setting a base for further targeted and ad hoc actions, as the effects of the pandemic gradually fade away.



Press conference by the Prime Minister of Quebec at Port of Saguenay regarding a \$66M investment for an electric-powered conveyor in August 2021

Port of Saguenay's mission

Soundly integrated into the Saguenay-Saint-Lawrence-Great-Lakes Seaway, Port of Saguenay is the only public port in Saguenay-Lac-Saint-Jean with a



strong industrial dimension. It is one of the 17 port authorities officially recognised by the Government of Canada, thus proving its importance in the North American supply chain. Hence, Port of Saguenay represents a leading intermodal transportation hub that connects marine, railroad, and road transport all at once. Its industrial port zone includes a supply of available industrial lots the size of 2,500 football fields. This industrial port zone has been officially recognised by the Government of Quebec as a strategic site for the development of projects in promising sectors, such as: critical metals, renewable energy, and batteries. Its development has equally been pinpointed as a regional priority.

Within the framework of its operations, Port of Saguenay is particularly renowned for its degree of efficiency and flexibility in terms of solid and liquid bulk material handling, as well as a leading forest biomass storage and expedition hub to Europe, where the matter is used to produce energy. Port of Saguenay is also in charge of the terminal's marine operations involving international cruise ships dropping anchor in Saguenay City, the region's metropolis.

View of the Saguenay River from wood pellet dome warehouse

Due to its public nature and vocation, and within its *Sustainable development policy*, Port of Saguenay equally seeks, within the framework of its activities, to promote sustainable development, support accountable economic growth, help technological innovation and scientific research in its area, and disseminate educational knowledge within its community. Over the years, Port of Saguenay has been supporting, for example, free public conferences, on the topic of the Saguenay Fjord and its particularities, presented by the *Musée du Fjord*, a well-reputed museum located in the La Baie District of Saguenay City.

A singular fjord in a unique region

Port of Saguenay is nestled in a one-of-a-kind setting. Indeed, the ships it welcomes need to cross the majestic Saguenay Fjord, one of the longest fjords in the world to be inhabited from end-to-end, and the only one of its kind in North America. Moreover, Saguenay-Lac-Saint-Jean is an immense area that is sparsely populated. Highly industrialised in the vicinity of Saguenay City, due to the presence of various smelters, the region is also prized for its endless tourist venues and four-season outdoor activities, especially those in the Fjord area. Such assets are reflected in the Port's mission, values, educational activities, and communications initiatives, especially since various localities far from the marine corridor seem to know less about them.



View of the Saguenay River from the Port Saguenay Terminal

Planning and Programming

“The Saguenay River, the backbone of the region's economy”

Mainly focussed on 5 key axes, the “*La rivière Saguenay, colonne vertébrale de l'économie régionale*” campaign was launched at Port of Saguenay in the summer of 2021. Credible and renowned partners, recognised amidst their professional communities, were invited to work hand-in-hand to put forth actions liable of increasing the outreach and maximising its impact.

The main objectives of the campaign were to:

Increase the awareness and knowledge of the regional population and key socioeconomic stakeholders of Port of Saguenay's operations and its industrial port zone and their broad potential for development.

Increase awareness of the regional population and key socioeconomic stakeholders of the positive economic, environmental, and social benefits of commercial navigation on the Saguenay River.



Unloading of anodes for Rio Tinto's regional smelters

Use fun and non-perishable tools, fully adapted to the public health situation, to spark interest and foster a feeling of belonging and support towards Port of Saguenay, its industrial port zone, and commercial navigation on the Saguenay River.

To attain these objectives, Port of Saguenay implemented concrete actions backed by quantified and measurable targets.

1	Conduct an awareness and perception survey about Port of Saguenay, its industrial port zone, and navigation in Saguenay-Lac-Saint-Jean.
2	Perform a study of the economic spinoffs generated by Saguenay-Lac-Saint-Jean's marine industry, hold a public presentation, and nurture a strong media strategy to disseminate results.
3	Publish a book written by a Saguenay-Lac-Saint-Jean historian to traces the history of commercial navigation on the Saguenay River.
4	Work with the Saguenay-based regional museum <i>Musée de la Pulperie</i> professionals to set up an exhibition pertaining to commercial navigation on the Saguenay River.
5	Ensure Port of Saguenay's active collaboration in Club Trafic 02, an organisation which addresses Quebec's and Saguenay-Lac-Saint-Jean's transportation concerns.

Continuity and coherence as steppingstones

Coherence and repetition are critical success factors in communication strategies. In 2019, Port of Saguenay had already launched a first series of communication initiatives on social media and with key Saguenay-Lac-Saint-Jean socioeconomic and industrial partners and stakeholders. The "*La rivière Saguenay, colonne vertébrale de l'économie régionale*" campaign uses parts of the messages and themes put forth in 2019 and first months of 2020, before various events were stricken by the COVID-19 pandemic, as steppingstones to reach the objectives pursued with target audiences.

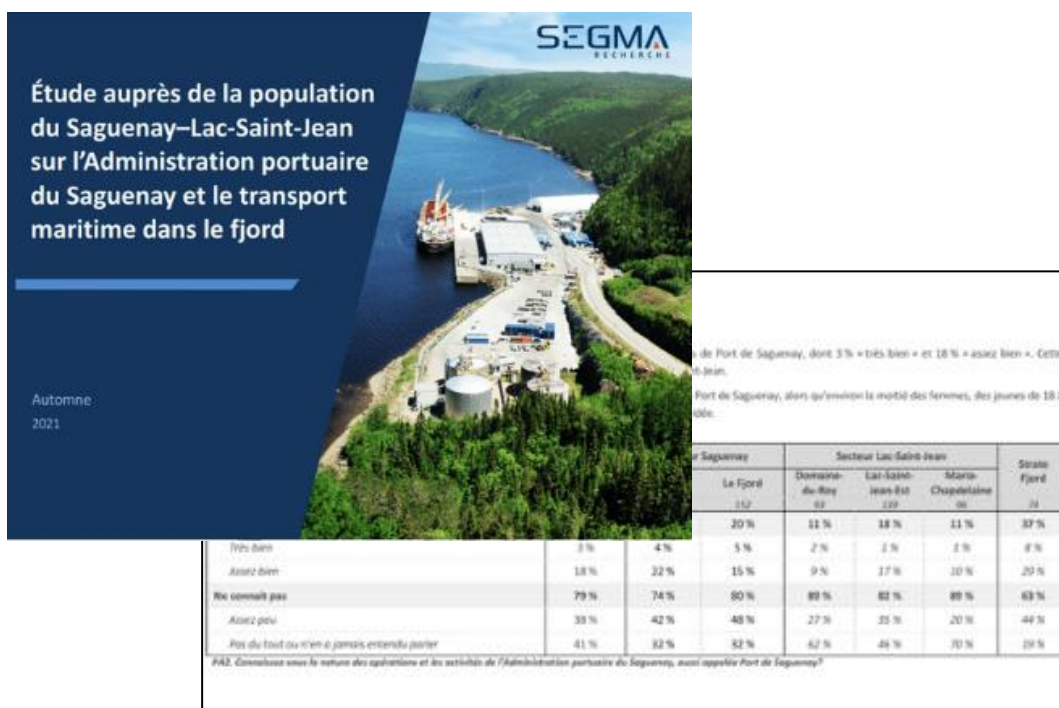


The Federal Dee carrier

Diversified actions... With sound results!

1 – Gauge the pulse to head in the right direction

To guide communication initiatives and measure their results, Port of Saguenay first mandated a renowned survey firm to assess the population's level of awareness to the Port, its industrial port zone, and the extent of the knowledge Saguenay-Lac-Saint-Jean's population has about its operations and activities. The survey also validated the public's perception of the importance of the economic and social role played by the marine industry and the regional concerns it gives rise to. Survey results revealed that the population knows little about the operations taking place at Port of Saguenay's and its industrial port zone. Moreover, the survey also revealed the public was insufficiently informed of the spinoffs generated and the importance of the role played by commercial navigation in the regional fabric.



Results: Though somewhat difficult to put in numbers, the aim of this axis is to compile statistically significant increases in the main indicators surveyed. The survey will be repeated at the same period in 2023. Doing so will allow to measure the extent to which perceptions have evolved and make necessary realignments based on the outreach activities lead by the Port. The information obtained has brought Port of Saguenay to rapidly revise and finetune its 2022-2023 communications plan, the aim of its messages, and the contents broadcasted over social media.

2– Economic study: beneficial spinoffs for the entire region... and for the environment

As for the second sphere of action, Port of Saguenay contacted two of the region's leading economic partners, Rio Tinto and Promotion Saguenay with whom it nurtures close ties, in order to mandate the renowned firm Raymond Chabot Grant Thornton to conduct a study to measure the economic, social and environmental spinoffs generated by the marine industry and commercial navigation in Saguenay-Lac-Saint-Jean. In addition to confirming the net benefits yielded by marine transport in terms of GHG emission reduction, in comparison with road and railway transportation, the study shows that this sphere of activity generates spinoffs worth \$2.7 G directly in our region and 7,100 direct and indirect jobs. This is due to the fact that marine transport is essential to our aluminium and forest industries.

To reach out to a greater portion of the population, socioeconomic partners and stakeholders have produced a fact sheet specifically for traditional and social media. The latter were invited to a conference dinner organised in collaboration with the Saguenay Chamber of Commerce. Moreover, to reach out to as many partners as possible during COVID, the event was also broadcasted live on social media. In addition to the presentation of the study given by two economists, a discussion panel, to which Port of Saguenay's CEO took part, was held to put into perspective the concerns and results.



Presentation of the economic study to the members of the Saguenay-Le Fjord Chamber of Commerce and Industry by Carl Laberge, Port CEO (left). Above, overview of the conference room

Étude sur les retombées économiques de l'industrie maritime au Saguenay-Lac-Saint-Jean

Principaux constats

- Le transport maritime est un avantage concurrentiel pour les entreprises de la région et leur permet de réduire leur empreinte environnementale.
- Le transport maritime permet de soutenir plusieurs chaînes de valeur et de diversifier l'économie régionale.
- La zone industrialo-portuaire de Saguenay, la plus grande au Québec, représente un outil de développement économique important pour la région.

Opportunités à saisir

- Protéger le transport maritime.
- Promouvoir une croissance des infrastructures de transport maritime.
- Se positionner comme un corridor de commerce incontournable.



Factsheet from the study by Raymond Chabot Grant Thornton

Results: The objective of the event consisted in bringing together at least 100 individuals under a single roof, all the while ensuring full compliance with the sanitary constraints in effect in October 2021. Over 125 economic and political stakeholders, including the six candidates running for Mayor of Saguenay, were present at the dinner conference. Moreover, ten or so reporters from broadcasting and traditional media generated positive coverage in the public sphere. An internal survey conducted by the Saguenay-Le Fjord Chamber of Commerce revealed a very high level of satisfaction with the quality of the presentations and sharing activities. It was the Chamber of Commerce's best-attended event in 2021-2022.



Overview from the presentation



3 – A book to mark the past, highlight the present, and firmly anchor the future

With the aim of developing long-lasting communication tools fully adapted to the health situation, Port of Saguenay provided support, by means of funding



Le Saguenay, sujet du nouveau livre de Dany Côté

DANY CÔTÉ
Le Quotidien

Que serions-nous sans la rivière Saguenay ? C'est la question à laquelle répond le nouveau livre de Dany Côté, un ouvrage de 88 pages intitulé *La rivière Saguenay : cœur éternel du commerce maritime*. Sorti il y a quelques jours, il montre à quel point ce cours d'eau constitue un lien vital avec les marchés extérieurs.

« Le Saguenay est la colonne vertébrale de notre économie. Sans lui, Alcan ne serait pas venue ici, ou ça aurait été compliqué de transporter la bauxite près de ses installations. On peut dire la même chose de l'industrie forestière. William Price a ouvert sa première scierie en 1842 parce qu'il était facile d'amener le bois en Angleterre », a souligné l'historien à l'occasion d'une entrevue accordée au *Progrès*.

Article in *Le Quotidien du Saguenay-Lac-Saint-Jean* newspaper

and access to its archives and artefacts, to help prepare and publish a book on the history of commercial navigation and the marine industry on the Saguenay River, from the first strokes of our Native people to the industrial revival of the 1980's, when the Port of Chicoutimi gave way to the current Port of Saguenay. Written by a renowned regional historian, "*Le Saguenay: Cœur éternel du commerce*" is an abundantly illustrated book aiming to inform, in a clear and accessible manner, the public, one-and-all, seeking to better understand the past and present concerns of the Saguenay-Lac-Saint-Jean marine industry. The book is distributed by Port of Saguenay and its partners, who took part in its success by way of targeted mail-outs to key elected officials and stakeholders and by offering it as a gift at strategic meetings. The book was also made available to the public through regional bookstores and the *Musée de la Pulperie de Chicoutimi*. It was equally distributed by the port in the region's written and broadcasting media desks, which led to interviews with the author on the radio and main newspaper of the area.



Excerpt from the book

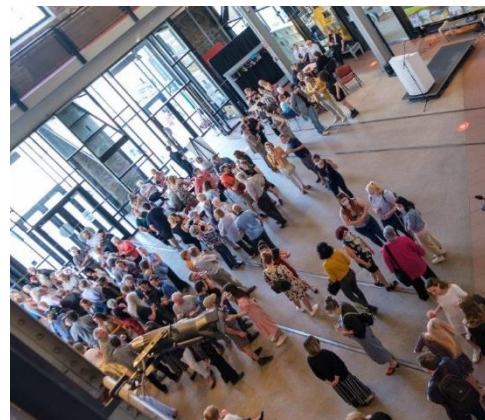
Results: The first objective Port of Saguenay and its partners set out for themselves was 500 books, including the sales in the region's few independent bookstores, a steep objective per se. Single-handedly, the Port personally handed out copies to over fifty socioeconomic stakeholders and elected officials, including the Premier of Quebec and the Minister of Economy and Innovation. The publishing was equally featured in various press coverages in regional media, which has contributed to its success. Indeed, the first edition of the book was sold out only six months following its release. The production of a new edition is currently underway, and several hundreds of copies will be printed, for instance, to support a major exhibition covering the history of navigation on the Saguenay River (see Point 4).



4 – Navigate all the way up to the museum

Always with a view to developing long-lasting communication and information tools to reach out to different target audiences with a fresh approach, Port of Saguenay worked in close collaboration with *Musée de La Pulperie de Chicoutimi* management, a credible and renowned museum (<https://www.pulperie.com/>), to prepare a temporary exhibition on commercial navigation on the Saguenay River. The multimedia experience includes numerous period-correct photos and artefacts and brings to light the rich history of Saguenay-Lac-Saint-Jean's commercial navigation. Viewers will also discover how the latter led to the arrival of the region's first settlers, in the middle of the 1840's, and how this mode of transportation sparked the expansion of the pulp and paper and forest industries and then that of aluminium, two economic drivers still running strong today.

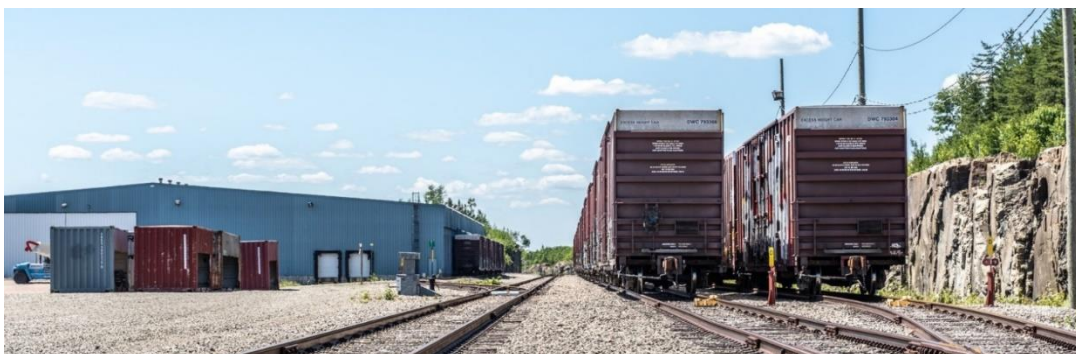
The exhibition also outlines the history of international pleasure cruises on the Saguenay Fjord. Pleasure cruises, which began as early as the end of the 1880's, remains an important activity since the port of call for cruise ships in Saguenay City's La Baie District is the busiest on the Saguenay-Saint-Lawrence seaway, right behind Quebec's and Montreal's destination ports. To showcase the exhibition and history book all at once, the *Musée de la Pulperie* organised its first live video conference on social media, which featured historian and author Dany Côté and Port of Saguenay's CEO. The event was recorded for future broadcasting on Saguenay-Lac-Saint-Jean's public television networks.





(and previous) – Photograph of the opening of the commercial navigation exhibition organised by *La Pulperie Musée régional* (regional museum)

Results: Held in the *Musée de la Pulperie's* Great Hall of Honor, in full compliance with the public health measures in place, the exhibition's opening attracted over 100 players from the local cultural, economic, and political communities. The opening received wide coverage in the regional media. Running from April 23rd till the end of September, it is the star exhibition of the museum for its peak tourist season in 2022. Moreover, the first live broadcasting of the conference attracted close to 70 people and has been viewed over and over again on social networks. The exhibition presented at *Musée régional de la Pulperie* will lay the groundwork for a permanent exhibition to be organised by the City of Saguenay in downtown Chicoutimi. It will be set up in a restored warehouse bearing witness of the original marine terminal which was replaced by Port of Saguenay.



Railroad track in the industrial port zone

5 – Getting involved in the community... Where it counts the most!

To enhance the level of knowledge and awareness of its operations within the community, Port of Saguenay decided to play a more active role in Club Trafic 02. This Saguenay-Lac-Saint-Jean-based organisation has been on-going for over 30 years and fosters networking and information sharing relative to transport matters at the regional level. The organisation brings together some 125 active members. Port of Saguenay gave a thematic conference on the importance of commercial navigation on the Saguenay River, the key role it holds as an economic growth driver, and the environmental and social benefits generated by marine transportation in terms of GHG reduction and the fight against climate change. To optimise conference spinoffs, and the Port's renewed implication in Club Trafic 02, the latter's members were invited to take a tour of Port of Saguenay.

Result: In line with its communications and educational objectives, the conference given by Port of Saguenay helped to reach out to over 100 Club Trafic 02 members, including a particularly relevant and important audience. A tour of lots at the sea terminal and industrial port zone enabled key stakeholders, who were concerned about transport-related matters, to discover Port of Saguenay. Over the next months, Port of Saguenay aims to pursue its close collaboration with this issue table, in order to keep abreast of the regional transport stakes and maintain its targeted communication initiatives.



Presentation of Port of Saguenay's CEO, Carl Laberge, to the members of Club Trafic 02

Conclusion

Keep going strong

The “*La rivière Saguenay, colonne vertébrale de l'économie régionale*” campaign is not an end in itself, but the beginning of a new vision in terms of communications, partnerships and collaboration with the community and its *milieu*. Hence, other than renewing the *Awareness and perception of Port of Saguenay survey*, additional long- term actions are in the works to ensure the sustainable development of its activities. Over and above calling fact-based campaigns on social media, including the publishing of historical content about commercial navigation on the Saguenay River on every Thursday, Port of Saguenay aims to collaborate with the City of Saguenay to present a permanent exhibition tracing the city's rich marine history right in the middle of downtown Chicoutimi. Moreover, Port of Saguenay has committed, in 2021, to financially support a 3-year sponsorship program enabling underprivileged individuals to assist to the local short film festival, a well-renowned Canadian cultural event. Furthermore, the Port donated a part of a former gangway to a local ski resort, where the structure will take on a whole new life by granting access to part of the mountain reserved for four season outdoor activities. And since the health situation is improving, open-door activities for the public are planned in 2022, as well as Port of Saguenay's annual golf tournament held to raise funds for a regional curative cause. Thus, by pursuing information dissemination and collaboration with the population, media and partners, Port of Saguenay strives to raise awareness to its activities and those of its industrial port zone. It also aims to inform about the key role played by commercial navigation on the Saguenay River and Saint-Lawrence-Great-Lakes seaway in the regional, Canadian and North American economies, as well as to highlight the significant environmental benefits it offers. All of which are likely to raise awareness to the Port, enable it to become deeply rooted in its community, and be reflected in measurable survey indicators.



Summer aerial view of a sector of the marine terminal