

# [sustainability]



## [The St. Lawrence Seaway Management Corporation]

The St. Lawrence Seaway Management Corporation (SLSMC), the successor to the St. Lawrence Seaway Authority, was established in 1998 as a not-for-profit corporation by Seaway users and other interested parties. In accordance with provisions of the Canada Marine Act, the SLSMC manages and operates the assets of the St. Lawrence Seaway for the federal government under a long-term agreement with Transport Canada.

► **Our Mission:** We pass ships through a safe and reliable waterway system in a cost-effective, efficient and environmentally responsible manner for the benefit of all our stakeholders today and in the future.

► **Our Vision:** The SLSMC and its partners: the transportation system of choice.

- Based on its ship transit services, the Corporation has grown its business by diversifying into related marine services and by leveraging other business opportunities.
- Highly skilled people, supported by state-of-the-art technology enabling a seamless navigation system, provide outstanding customer service.
- Within an efficient, responsive organization, our versatile and motivated employees are empowered to succeed in an environment of continuous improvement and development.

► **Our Values:** Respect, Openness, Integrity and Innovation

The Seaway is an essential part of the North American transportation infrastructure and a lifeline to business with the rest of the world. It moves raw materials and finished cargoes from a vast network of inland ports to worldwide markets in an environmentally and socially responsible manner.

The St. Lawrence Seaway serves cargo vessels, cruise ships and a multitude of other vessels through a series of locks and channels connecting Montreal to Lake Erie and providing access to 3,700 km of navigable waters. SLSMC has:

1. A dedicated professional workforce that prides itself on providing excellent customer service;
2. A reliable operation consistently above 99 per cent availability;
3. Joint Canadian and U.S. government inspections at entry, eliminating duplication;
4. The ability to handle large vessels measuring up to 225.5 metres in overall length, 23.8 metres in beam and 8.08 metres in draft;
5. ISO 9001:2000 certification for ship inspections, traffic control and lock operation services;
6. High quality traffic management, using automatic vessel identification and real-time tracking;
7. An excellent safety record; and
8. A bi-national website, the most comprehensive single source of Seaway/ Great Lakes information, with real-time navigation data, and links to government and commercial marine transportation sites.

Your comments are always appreciated and can be forwarded to:

**Head Office**  
202 Pitt Street  
Cornwall, Ontario  
K6J 3P7  
(613) 932-5170

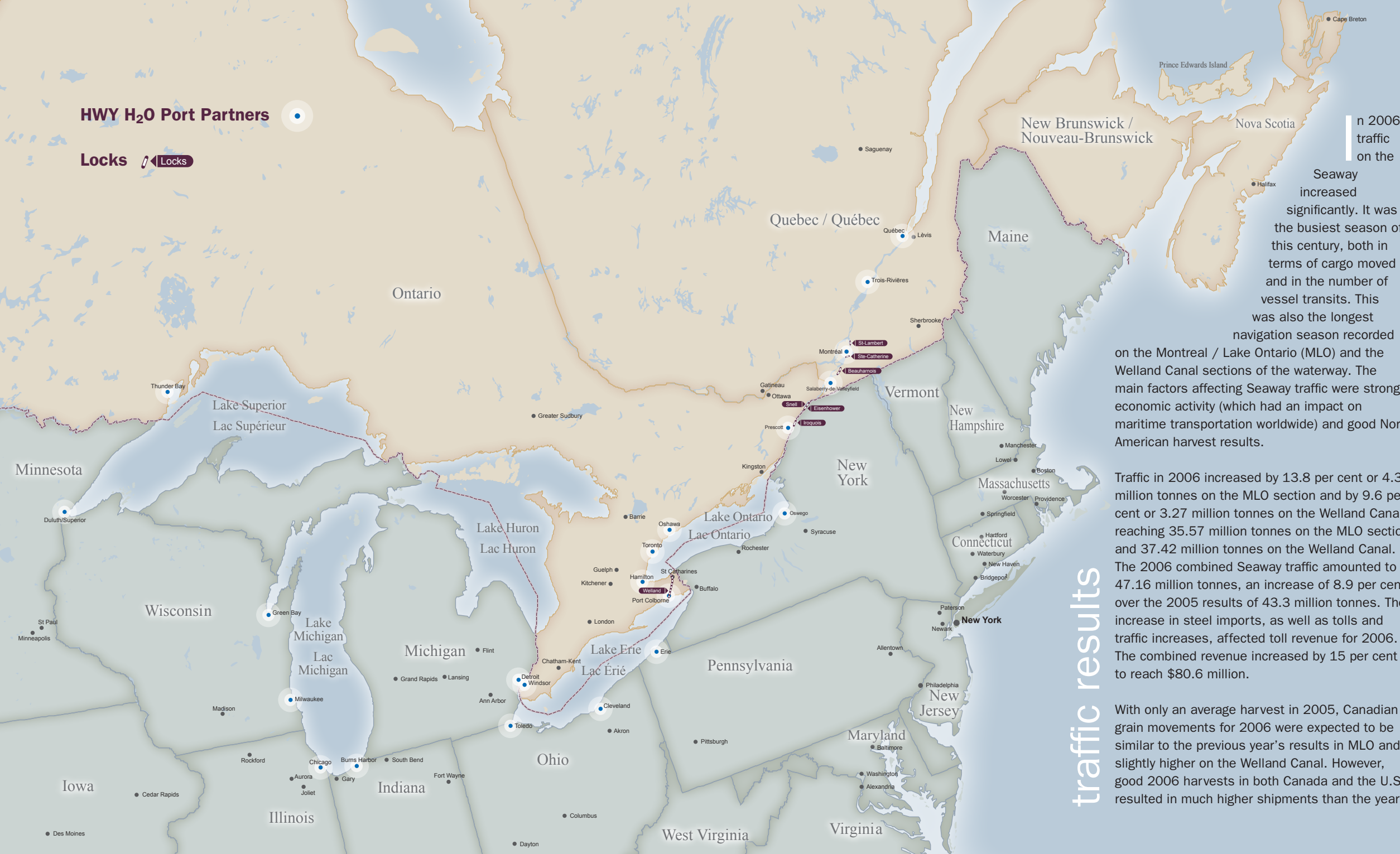
**Région Maisonneuve**  
151, rue de l'Écluse  
St. Lambert, Québec  
J4R 2V6  
(450) 672-4110

**Niagara Region**  
508 Glendale Avenue  
St. Catharines, Ontario  
L2R 6V8  
(905) 688-6462

**Marketing@seaway.ca**  
[www.greatlakes-seaway.com](http://www.greatlakes-seaway.com)  
[www.hwyh2o.com](http://www.hwyh2o.com)

feedback





**HWY H<sub>2</sub>O Port Partners**

**Locks** Locks

In 2006, traffic on the

Seaway increased significantly. It was the busiest season of this century, both in terms of cargo moved and in the number of vessel transits. This was also the longest navigation season recorded on the Montreal / Lake Ontario (MLO) and the Welland Canal sections of the waterway. The main factors affecting Seaway traffic were strong economic activity (which had an impact on maritime transportation worldwide) and good North American harvest results.

There was an average harvest in the U.S. last year and poor conditions in many parts of the country resulted in some crop deterioration this year. Even so, U.S. grain traffic in 2006 was excellent, with an increase of 8.5 per cent or 328,000 tonnes in MLO and 6.8 per cent or 278,000 tonnes on the Welland Canal.

Iron ore shipments in 2006 increased by 6.6 per cent or 596,000 tonnes in MLO and decreased by 2.7 per cent or 200,000 tonnes on the Welland Canal. Factors contributing to these results were the higher demand for steel products, rising iron ore prices and lower inventory levels.

Coal shipments were expected to decrease in 2006 on both the MLO section and the Welland Canal, but results were slightly better than anticipated. Shipments decreased by 5.9 per cent or 43,000 tonnes in MLO, but increased by 0.6 per cent or 21,000 tonnes on the Welland Canal. Movements to the Belledune facility continued on the MLO section and demand for steel sustained traffic levels to Hamilton.

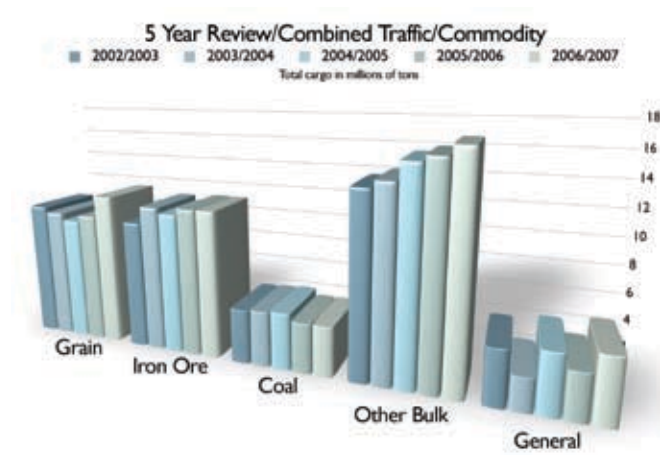
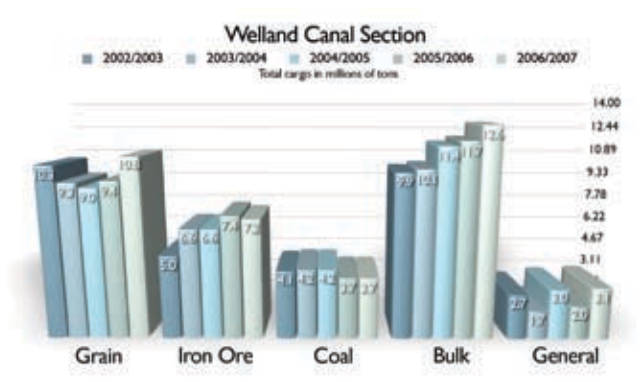
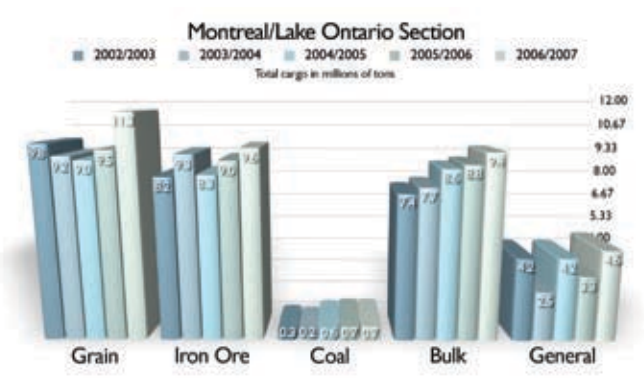
Other bulk commodities increased on both the MLO and the Welland Canal sections. Because of greater demand in the steel and construction industries, 2006 movements increased by 7.2 per cent or 632,000 tonnes in MLO and by 7.7 per cent or 901,000 tonnes on the Welland Canal. Many other bulk commodities registered increases including coke, petroleum, while some bulk commodities registered a decrease, including cement and stone.

Traffic in 2006 increased by 13.8 per cent or 4.3 million tonnes on the MLO section and by 9.6 per cent or 3.27 million tonnes on the Welland Canal, reaching 35.57 million tonnes on the MLO section and 37.42 million tonnes on the Welland Canal. The 2006 combined Seaway traffic amounted to 47.16 million tonnes, an increase of 8.9 per cent over the 2005 results of 43.3 million tonnes. The increase in steel imports, as well as tolls and traffic increases, affected toll revenue for 2006. The combined revenue increased by 15 per cent to reach \$80.6 million.

With only an average harvest in 2005, Canadian grain movements for 2006 were expected to be similar to the previous year's results in MLO and slightly higher on the Welland Canal. However, good 2006 harvests in both Canada and the U.S. resulted in much higher shipments than the year

traffic results

[2006 traffic results]



## [preparing for a sustainable future today]

The major challenge today for the SLSMC is being ready for the future. To achieve a sustainable future, we must continue to work with our stakeholders and our employees to improve our services and raise general awareness of the benefits of marine transportation.

The SLSMC is preparing for that challenge and has focused on five key elements over the last year.

### Growing the business

**Preparing for a sustainable future today** means striving to attract new cargoes and customers, while working to retain our current cargo base. It is about staying not only competitive, but also offering a green alternative to other modes of transportation. The SLSMC, under the banner of its Hwy H<sub>2</sub>O initiatives, has established an international presence by forming key alliances over the last several years.

### Innovation to improve service across the system

**Preparing for a sustainable future today** means maximizing the potential of the current system. The Seaway is testing new technologies to improve system efficiency, as well as the safety and security of its employees. Some of these technologies include:

- The conversion of the operating equipment on the Welland Canal from mechanical to hydraulics;
- Testing a new self-spotting device that uses laser technology to position the ship in the lock at the Côte-Ste-Catherine Lock;
- Installing a new mooring device at Lock 8 over the winter months that will secure the vessels in the lock chamber without the use of cable, thereby reducing the risk to our employees; and
- Working with the industry to produce new electronic navigation charts that permitted trial runs at a new deeper draft of 8.15 metres for vessels equipped with this technology.

### Setting the stage for employees to succeed

**Preparing for a sustainable future today** means having a diversified workforce that is qualified and available for customer service, and can also deal with maintenance tasks. The blending of operational and maintenance skills will create a more versatile workforce. The SLSMC has developed a new training program for current employees who wish to become Canal Service Technicians, as well as all new operations employees. The establishment of a highly technical workforce on the locks will ensure a faster response time for the users of the system.

### Hwy H<sub>2</sub>O initiatives

**Preparing for a sustainable future** means expanding our Hwy H<sub>2</sub>O membership and being active worldwide. The SLSMC has organized or participated in numerous international events in order to sustain our future, including:

- A trade mission to China, where our delegation met with port authorities, carriers and shippers/logistics providers to discuss the opportunities the Great Lakes/St. Lawrence Seaway offer as an alternative route into North America;
- Two workshops in Calgary that targeted project cargo destined for Western Canada's oil and gas industry;
- A marketing alliance between Hwy H<sub>2</sub>O and the Seaports of Niedersachsen, a group of German ports. This agreement establishes an important partnership to promote increased trade between Northern Europe and the Great Lakes St. Lawrence Seaway System;
- Our second annual Hwy H<sub>2</sub>O Conference took place in the fall of 2006. The topics discussed included port infrastructure, the role of the inland terminal, vessel design and financing, as well as the strengths of the marine mode; and
- Attendance at a number of transportation exhibitions and conferences with the Hwy H<sub>2</sub>O exhibit booth along with Hwy H<sub>2</sub>O Port Partners to promote the overall system to potential customers.

### Corporate Social Responsibility

**Preparing for a sustainable future today** means focusing our internal and external efforts on aligning the three elements of sustainability: ecology, economy and equity. Achievements in 2006 included:

- Updating our mission statement and Corporate Social Responsibility (CSR) charter to create a CSR policy that provides direction and guidance;
- Conducting a CSR risk assessment study to help our CSR committee to prepare an action plan;
- Evaluating the greenhouse gas footprint of our power generation facility. We will help reduce greenhouse gas emissions by more than 93,000 tonnes of carbon dioxide over the next 10 years; and
- Establishing an energy and Greenhouse Gas emission inventory.



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“It was a successful year for the Corporation, for the Seaway system and for those who benefit from marine-related transportation activities. Traffic levels were good with increases across the board.”



## [president's message]



This annual report completes another key step in the integration of Corporate Social Responsibility into the business of the Corporation. As outlined last year, we are moving towards full reporting of the economic, environmental and social aspects of our operations to provide an overall picture of corporate sustainability. Throughout this report, you will read about the impact of our activities on a wide range of stakeholders. You will also see the significant progress that the Corporation has made on all fronts as we strive to be world class.

Reporting happens after the planning and execution of activities, and there was no shortage of activities to report on in 2006–2007.

It was a successful year for the Corporation, for the Seaway system and for those who benefit from marine-related transportation activities. Traffic levels were good with increases across the board. System performance was exceptional, with minimal delays, and we set records by opening the system earlier than ever and staying open longer as well.

We were also working towards our vision. Sustainability comes from being there in the future to provide the services essential to our direct and indirect customers, as they develop economic activity in and around our communities. It goes beyond that to the value we bring to those communities and to society at large,

by providing a way to move freight with as small an environmental footprint as possible.

In our context, being there in the future means maintaining and rehabilitating an asset, the youngest part of which is approaching its fiftieth year, with the older part, the Welland Canal, in its seventy-fifth year! Over the last decade, we have implemented infrastructure management systems, which ensure we are doing just that. They ensure inspections, assessments and condition monitoring, providing the base data to determine rehabilitation requirements and define priorities, enabling us to keep ahead of critical failures, and maintain high system reliability.

With a reliable infrastructure and dependable equipment operation as a cornerstone, we are very aware that future improvements come from the people who work for the Corporation and the leverage we obtain by applying technology - these are the key factors essential to our operational success, both today and in the future.

Internal to the organization, we have made a major effort to define the 'jobs of the future' and then start to determine ways to meet these requirements. We, like many organizations, have a significant challenge as a result of our demographics and have taken a very proactive approach to this challenge; turning it into an opportunity as we see technology providing a very real possibility to re-engineering our core process.

During 2006, we integrated this into our road map for the future. By blending the best of available and future technology with our commitment to improved customer service, we outlined the steps we need to go through to remove the manual tasks from the work as we develop and hire a workforce with increasing technical skill levels.

Our hydraulic conversion projects set the stage for this by removing much of the labour intensive maintenance and upkeep of old-fashioned heavy mechanical equipment. This particular initiative has already started to pay dividends in ease of operation and reduced maintenance requirements. Our application of technology to the core process of locking vessels, with self spotting and hands-free mooring of vessels, will now remove the need for the manual exertion associated with the current process and eliminate the safety concerns inherent in this work.

This year has also reinforced the rationale behind Hwy H<sub>2</sub>O, in that it is the benefits that come from the overall increase in the use of the Great Lakes Seaway System that are important and that joint promotion and marketing bring significant results. Our contribution to this comes from the leadership we provide and from the direct impact we have in making it more attractive to ship via the Seaway. An excellent example of this came in the form of the 530,000 tonnes of new cargo attracted to the system, in part by our toll incentives.

Overall traffic in 2006 was significantly better than the last number of years, with 47.2 million tonnes of cargo transported, an increase of almost four million tonnes over 2005. This improvement was across the board in bulk, break-bulk and general cargo.

It may well be a cliché that 'it's a small world', but it is true and getting truer all the time in the world of transportation. With consolidation on a global scale in resource companies and major freight movers, it is essential for us to be proactive in promoting our abilities to be part of the solution. In 2006, we led a trade mission to China to forge relationships with the manufacturing centre of the world and reinforced our commitment to Europe by

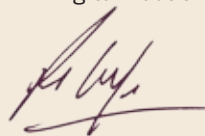
strengthening our presence and impact in this important market.

During 2006 we saw a change in leadership at our partner organization, the SLSDC with a new administrator being appointed. This provides an opportunity to realign and reinforce the bi-national nature of our system and work towards increased usage and the benefits that will then flow to both our countries. In this context we have seen advances on the Great Lakes / Seaway study being carried out on a bi-national basis and expect this to lead to funding and other decisions in the months ahead. This will be of particular importance as the discussions regarding gateways and trade corridors advance.

We also became far more involved in the communities we serve, both in supporting those with whom we share our waterway and addressing concerns of those we impact while serving our customers. We have been far more active on the environmental front, with the First Nations, in generating green power and in reducing our overall environmental footprint.

As we look to the future, our activities in 2006/07 have shown us the value of blending the best of the old with the new. Our task is to preserve what we have developed over the almost fifty years of Seaway operation as we strive to ensure relevance and enhanced contribution in today's world: to balance 'new skills with gained experience'; to integrate 'new technology with a solidly engineered infrastructure'; and to do so in today's world of fast paced responses, while respecting the need for well researched fact based decision-making.

I hope you enjoy reading about our corporation in this annual report. As we regard the future, our employees, management and Board, stand ready, able and more than willing to meet the challenges that it will bring.



Richard Corfe



# [commitment to our customers]

The SLSMC recognizes that our customers depend on our safe and reliable system as a cost-effective way to transport their goods. As we look towards a sustainable future, in which the St. Lawrence Seaway will play a key role in the North American transportation network, we must ready ourselves for the challenges ahead. We will do this by optimizing our current system and introducing new technologies that will change our traditional work methods. The focus is on enhancing the Seaway’s strong reliability and productivity, and making Hwy H<sub>2</sub>O more competitive for current and future cargoes.

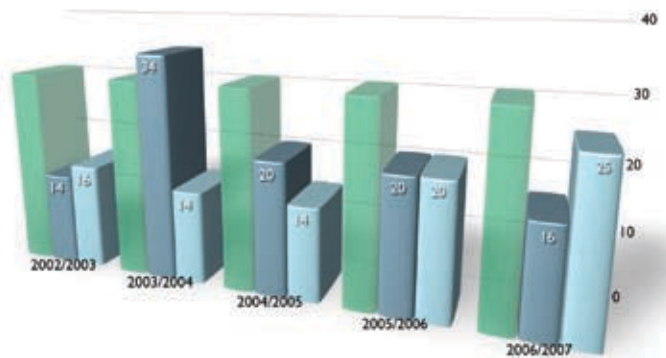
## Optimizing the System

### System reliability and availability

Having a reliable and dependable system is key to a sustainable future. This can happen only if we have rigorous maintenance schedules and investigate any breakdowns carefully. We pride ourselves on the excellence of our personnel. Their high standards in maintaining our structures make it possible to provide a consistent and safe vessel transit, with minimal delays.

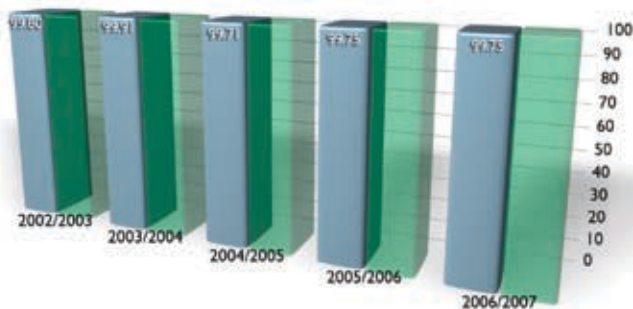
During the season, we saw a decrease in the overall maintenance delay hours, thereby increasing the uptime. The system was available 99.63 per cent of the time, exceeding the target level of 99 per cent, and achieving the highest level in the last three years.

**Seaway Delays per Transit, per Section**  
 (target less than 30 minutes per transit)



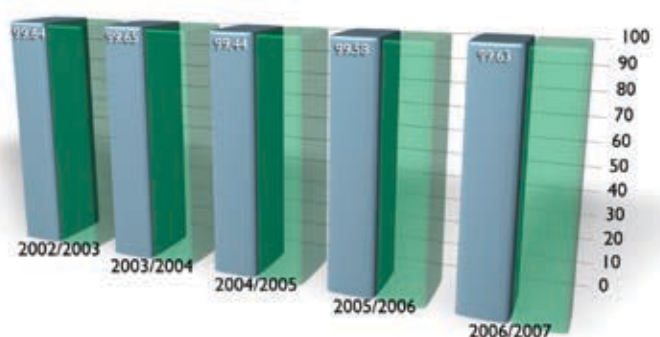
**System reliability**

■ Actual ■ Target 99.75%



**System Availability**

■ Actual ■ Target 99%





“The focus is on enhancing the Seaway’s strong reliability and productivity, and making Hwy H<sub>2</sub>O more competitive for current and future cargoes.”



### Optimizing draft and deep draft testing

During the 2006 season, 27% of inland vessels and 11% of ocean vessels took advantage of drafts greater than 8.0 metres in the upbound direction of the MLO section. For downbound traffic, 17 per cent and 19 per cent of inland and ocean transits, respectively, were at drafts greater than eight metres. Upbound on the Welland canal, it was 10% in both inland and ocean vessels. In the downbound direction, the numbers were higher at 21% and 27% for inland and ocean vessels respectively. By July of the 2006 navigation season, the Seaway announced that, given favourable water levels, the maximum permissible draft was now increased to 8.08 meters for all vessels. This maximum draft was maintained to the end of the navigation season. By pushing the limits of our system this way, our customers can make substantial savings by transporting more goods for the same cost. This also continues to underscore that the marine mode of transportation is an environmentally sustainable mode of transportation by limiting the amount of greenhouse gas emissions per tonne of freight moved.

Also in 2006, the Seaway supported customer initiatives and discussed the conditions and requirements necessary for a further increase in draft, with industry presenting its 3-D navigation model. Following strict testing parameters, we conducted four tests in the South Shore Canal, Lac St. Louis, to the upper Beauharnois Lock with vessels at a draft of 8.15 metres. The results of tests under controlled conditions were encouraging. The Seaway has prepared an action plan to pursue this initiative, under the same conditions, in the 2007 navigation season.



### New Operations centre

After a busy construction winter, the 2007 season opened with a new addition in the Maisonneuve Region. The region now has a new, technology oriented, Operations centre built with the space for development and growth opportunities for tomorrow's needs. More square footage means more room to take advantage of new technologies that we plan to introduce in the future. The traffic controller consoles have become new workstations and now share a 5 by 28-foot screen which projects Seaway traffic as well as numerous surveillance cameras. With the future in mind, 3 additional workstations were added. One is presently used for the remote operation of a bridge and the two others were prepared for remote bridge and/or remote lock operations. These also share another projected view screen of the canal and video camera images.





### **New self-mooring system**

The SLSMC is continuing its efforts to implement tomorrow's technology today and is working hand in hand with employees and a specialized external team to carry out the greatest innovation in vessel-mooring technology at the Seaway since its inception in 1959. A prototype of a hands free mooring system was installed at Lock 8 in the Niagara region this winter. It comprises a large vacuum pad that secures the ship, rather than traditional wire or cables. This is proven technology that has been adapted for use in our locks. Once fully automated, the system could reduce mooring time considerably, as well as provide a safer working environment for the lock personnel and vessel crews.

“The new vacuum mooring system we have installed has the potential to revolutionize how easily and quickly a ship can be secured and released in a lock.”

*Michel Drolet, Vice-President  
Niagara Region*

The prototype unit will be in operation soon after the start of the 2007 navigation season and, should the pilot phase move ahead as planned, we anticipate introducing hands-free mooring across our system.

### **Self-spotting technology**

In 2005, a prototype of the vessel self-spotting system was developed and tested at our Côte-St-Catherine facility. This year, the vessel self-spotting system was developed further with the trial of an improved version of the laser scanner. The system will be completed next year and the first two production versions will be installed, one in each region.

The self-spotting system will reduce the lockage time for the customers by having all lock personnel available for mooring operations sooner in the process. Ultimately, in conjunction with the self-mooring system, it also sets the stage for potential automation of the lockage process in the not so distant future.



### Saint-Louis-de-Gonzague Bridge remoting

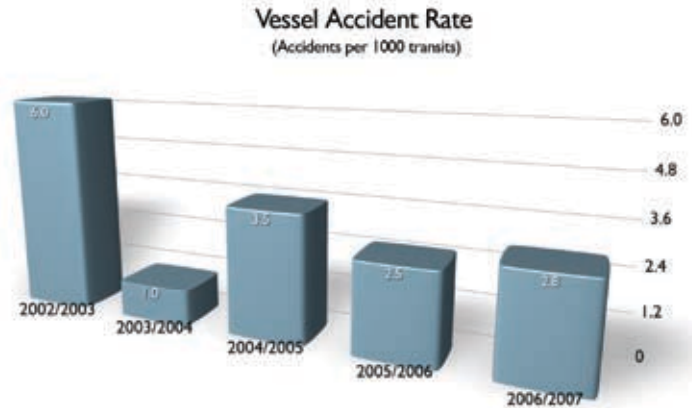
Since 1999, the Seaway has been implementing remote bridge operation to improve the safety and efficiency of the canal. After the successful completion of the bridges in the Niagara Region, we began work on the Maisonneuve Region. The most challenging aspect of remote control of the Saint-Louis-de-Gonzague bridge was the distances between traffic control and the area of the Saint-Louis-de-Gonzague Bridge over 80 km away. This 920-metre bridge is made up of 32 sections with a lift section in the middle to allow ships to pass through. Traffic controllers have eight cameras, including one that uses a new heat-sensing technology to see ships or pleasure crafts in fog or bad weather. Plans are underway for remote operation of another bridge in the same area of the Beauharnois Canal.

### Walk-through procedure in Iroquois

Optimizing our system takes on different forms. During the 2006 navigation season, over 280 lockages were processed at Iroquois Lock, using the walk-through procedure which is possible at the Iroquois lock in the Maisonneuve region because there is a very low water differential between the two ends of the lock. A “Walk through” means that ships are not tied-up during lockages, but enter the lock slowly while the lock gate is opened at the opposite end. Information was collected for each lockage and used to refine the procedures and identify situations needing further attention, particularly when the water-level differential between the upper and lower ends is greater than 18 to 20 centimetres. Operating procedures will be amended to deal with this. Further testing will be required in the 2007 navigation season, as conditions warrant, validating the practicality of the proposed new procedures.

## Safety and Security on the Waterway

Very few accidents occur on the Seaway. In the last year, there were 2.8 ship accidents per 1,000 transits, confirming that shipping on the Seaway remains a very safe means of transport. The 17 accidents registered ranged from groundings to contacting structures. None resulted in spills or other issues of environmental concern.



### Accident at Saint-Louis-de-Gonzague Bridge

On June 13, 2006, an upbound vessel veered off course and struck the Saint-Louis-de-Gonzague Bridge near Valleyfield, Québec. A malfunction in the vessel’s steering system, resulting in loss of rudder control, is thought to have been the cause. No one was hurt during the incident and the vessel was able to continue on its way after a series of inspections. However, three of the bridge’s fixed spans suffered structural damage.

The Seaway took charge of the repairs on behalf of Hydro Québec and Transport Canada, who own the bridge. Automobile traffic over the bridge resumed in early-December after it had been repaired. This bridge is part of a major road across the Beauharnois Canal and is used daily by local people and merchants. To lessen the impact over the summer months, the Seaway helped finance a “culture bus,” to transport local residents from both sides of the canal to various community events in the municipality via an alternate route.



### Gate removal at Lock 3 in Beauharnois

On June 13 and 14, with the help of the VM/S Hercules, Gate 4 at Lock 3 (Beauharnois) was removed from its recess.

Removing, transporting and laying down a lock gate of this size (40 feet wide by 82 feet long and weighing around 280 imperial tons) will always be a delicate operation which requires lots of planning and precision and must be executed without error for it to be a success.

This was done without incident and with minimal impact to navigation.

It became necessary to remove the gate to carry out repairs when personnel realized during an inspection that steel blocs (called contact blocs) on each side of the gate, had become detached.

The Maisonneuve staff used this opportunity to carry out a practice drill with the VM/S Hercules. The last time a gate was removed in Maisonneuve region dates back to 1989 in South Shore and to 1983 in Beauharnois.

### Emergency preparedness exercises and drills

Preparing to meet the unexpected is the best way to be ready for an emergency. In 2006, the St. Lawrence Seaway conducted a series of simulated emergencies.

- In August, a bomb-threat drill, involving Seaway personnel only, was held at Lock 4 on the Welland Canal. The objective was to validate and evaluate our ability to follow existing protocols.
- In September, a full-scale security exercise was held involving local fire, police and ambulance, as well as personnel from Transport Canada and a shipping company. This complex exercise put our emergency plan and our emergency operations centre through its paces and further strengthened our ability to coordinate a timely and effective response with other agencies.
- In late October, a desktop exercise simulated an oil spill in the Port Colborne harbour and provided the opportunity to improve understanding of the lead agency responsibilities in such a crisis.

These simulated emergencies ensure that the Seaway uncovers and corrects potential weaknesses in its emergency plans before a real disaster. These drills were conducted in the Niagara Region. Similar exercises took place at Maisonneuve. They included a simulated bomb threat and terrorist attack in Beauharnois, in which local authorities participated, and a raised security level alert (MARSEC) in all of the canal structures.

### Pandemic response plan

Emergencies come in many forms. It is possible that, in the case of a pandemic, only half our staff would be available for work. Therefore, the Seaway prepared a response plan this year, so that operations would not be interrupted in the event of a pandemic.



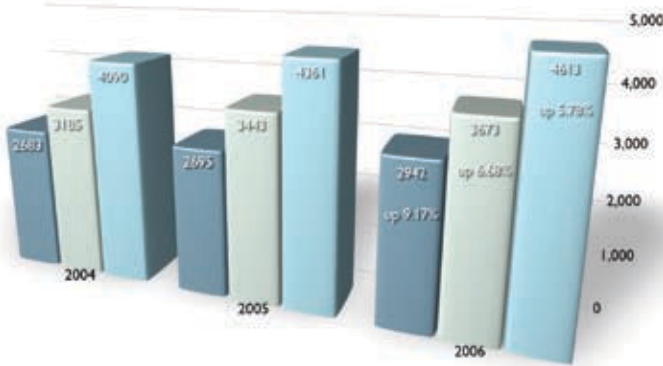
## Growing the Business

### Busiest season of the century

The results are in; 2006 was the busiest season we have since the advent of the 21st century, both in terms of cargo moved and the number of vessel transits. We also recorded the longest season on record on both sections of the waterway (285 days in Niagara and 283 days in Maisonneuve.) Revenue increased in accordance with the increased traffic and season length.

**Vessel transits in the 2006 season**

■ Montreal/Lake Ontario ■ Welland Canal ■ Total Combined



### Toll incentive program for new cargo

The new cargo toll incentive program introduced in 2005 continued and was expanded this year to include new traffic movements on the MLO section. The incentive program continued to increase in new cargoes of more than 125 per cent for a total of 539,963 tonnes of new cargo in 2006.

The incentive program continued to increase in new cargoes of more than 125 per cent for a total of 539,963 tonnes of new cargo that transited the system in 2006. It also generated additional revenue of \$1.26 million. Aluminium, sugar, toluene, fluorspar, windmill parts, b-scrap, cocoa beans, synthetic gypsum and sulphuric acid were the main commodities benefiting from the program.

### Trade mission to China

If we are to be sustainable, we must ensure that new cargoes transit our System. It is for this reason that, during the week of April 21 to 29, 2006, the SLSMC and the St. Lawrence Seaway Development Corporation (SLSDC) led a 20-member delegation of trade and maritime representatives from the Great Lakes St. Lawrence Seaway System to Beijing, Shanghai, Hong Kong and Shenzhen, China. The aim was to raise awareness of the Great Lakes St. Lawrence Seaway System; to educate ship owners, operators, builders and financiers about the benefits of using the system; and to persuade these maritime industry professionals to take advantage of business opportunities available throughout the Great Lakes Seaway System. Throughout the week, the delegation briefed senior Chinese maritime executives about our outstanding record of safety, efficiency and reliability, our most recent operational and technical enhancements, new cargo incentives, and the Highway H<sub>2</sub>O marketing campaign.

While in China, the SLSMC signed a Friendship Agreement with the Port of Shanghai and a Memorandum of Cooperation with the Ministry of Communications in Beijing. Since the trade mission, the SLSMC has hosted several Chinese delegations in both the Niagara and Maisonneuve regions. The delegates were interested in learning about the management, mechanics and maintenance of our system.



**Hwy H<sub>2</sub>O conferences and workshops**

Under the Hwy H<sub>2</sub>O banner, the SLSMC organized a number of workshops and conferences throughout the year, bringing stakeholders together to discuss the opportunities and challenges of moving cargo on the Great Lakes St. Lawrence Seaway System. Sessions included a one-stop-shop workshop on making the system more efficient and user-friendly and a workshop on project cargo destined for Alberta’s oil and gas industry.

The Hwy H<sub>2</sub>O conference is a highly visible event, which encourages industry stakeholders to take a fresh look at the issues they are facing and become familiar with the possibilities of the system. While building on the success of the 2005 conference, the 2006 conference took a more practical and technical look at the areas key to the success of short sea shipping in the Great Lakes / St. Lawrence Seaway. The conference was divided into four sections: port infrastructure, the role of the Inland Terminal, ship finance and design; and the Value Added by Marine. Speakers ranged from a representative of a modern, all-weather terminal in the Netherlands to a tug and barge operator on the Great Lakes / Seaway System.

**Promotion and Awareness**

Over the course of the last year, the Hwy H<sub>2</sub>O brand welcomed 16 new members to the program from across a broad spectrum of Great Lakes / St. Lawrence Seaway System stakeholders. Companies and organizations, from terminal operators to local municipalities wishing to take advantage of transportation opportunities, have recognized the benefits of being associated with Hwy H<sub>2</sub>O . Membership expansion is a key component in the development and growth of the Hwy H<sub>2</sub>O program and the SLSMC looks forward to continued membership growth through 2007.

The SLSMC has continued to maintain awareness and interest in Hwy H<sub>2</sub>O through innovative advertising campaigns. The “water wings” advertisement presents the Hwy H<sub>2</sub>O message of reliability, efficiency, and availability to shippers. A mini-advertising campaign, which included print ads and radio spots, increased awareness among shippers and logistics professionals just before the opening of the Seaway in March.

Throughout the year, the SLSMC undertakes a number of initiatives to promote the Great Lakes St. Lawrence Seaway System to both shippers and the public. In 2006, a Hwy H<sub>2</sub>O themed ‘travelling container’ initiative was launched to promote container shipping on the Great Lakes / St. Lawrence Seaway System. The travelling container moved throughout System aboard various vessels and generated positive media attention for the Hwy H<sub>2</sub>O brand. It demonstrated the timeliness of moving containers via the Seaway, as well as underlining the efficiency and reliability of the system.



# [commitment to our employees]

**At the Seaway, employees matter. One of our strategic objectives is to set the stage for employees to succeed. Our goal is for every employee in the Corporation to have the skills and knowledge to contribute positively to fulfilling our mission and achieving our vision.**

**We provide our employees with a motivating work environment and the right tools to grow within the organization. We are committed to providing a safe and healthy working environment for our employees.**

## Career development and training

### Preparing for the Jobs of the Future

It has certainly been a busy year since our Jobs of the Future committee established the future skill requirements and developed a formal Technical Training program for the new *Canal Service Technicians* (CST). This “skilled operator” position blends traditional operations and trade maintenance responsibilities. Working hand and hand with our employees to facilitate these changes, we:

- provided opportunities for our current workforce to enter a full internship program and undertake technical and operational training to acquire the necessary skills and licences to assume the CST mechanical or electrical position, for our longer-term requirements; and
- hired new employees, already qualified as industrial electricians or industrial mechanics, to be trained to secure vessels, operate our structures/bridges and become familiar with our technologies and infrastructure, to meet our short-term requirements.

Across the organization, we have hired eight CST mechanical employees and six CST electrical employees. To date, all interns have been exposed to both the operational and technical aspects of the position through in-class and on-the-job training activities, which will continue until the completion of their internship program through 2008.

Internal CST electrical and mechanical opportunities for current employees are underway in the Niagara region. Training will start at various dates through 2007 and continue for five to six years for each intern, as required.

We are investing heavily in training/development to establish our future workforce. To ensure success, dedicated training resources have been established to take the lead in:

- developing and applying corporation-wide training programs such as the CST internship program, Structures/Operations Controller training, related technical training and upgrading activities;
- assisting the region in hiring/selecting the right people to meet job profiles;
- working with employees to be ready for future requirements and opportunities; and
- developing and implementing effective training solutions.

As we move forward with the Jobs of the Future strategy, we are developing the workforce of tomorrow. This diverse workforce is highly technical and will be able to solve the problems where they occur most frequently: on the locks.

### New orientation brochure and package

We have developed an orientation program to help new employees familiarize themselves with the SLSMC. The material covers our mission, vision, values, as well as the new employee’s role, responsibilities and working conditions. The program consists of appointing a “buddy” to mentor the individual through his or her integration and a trainer to help the individual build a thorough understanding of the job.

We developed a new recruitment brochure to help attract candidates to the many future employment opportunities and to promote the Seaway to the public.

The services of a local community group which assists in the employment of developmentally challenged individuals were used to collate the approximately 1,000 copies of the brochure.





“ We are investing heavily in training and development to establish our future workforce. ”

### **Revised scholarship program for children of employees**

Preparing the future generation is everyone's responsibility. For its part, the Seaway offers a scholarship program comprised of two university scholarships for general undergraduate studies, one for Maisonneuve/Head Office and the other for the Niagara Region. The scholarships are worth \$2,000 for each year of a four year program. A third scholarship is awarded to a student in marine navigation, marine engineering technology or environmental studies, tenable for up to four consecutive years or completion of the first diploma.

## Safe and Healthy Workplace

### Safety in the Workplace

Every year, the corporate Health and Safety policy is reviewed and approved by our Executive Committee. This policy sets the foundation for the Seaway’s strong health and safety focus throughout the organization. In 2006, a total of 50 joint Health and Safety Committee meetings were held, demonstrating the commitment of the Corporation and its employees to safety in the workplace. The Iroquois Lock facility has now gone 13 consecutive years without any lost-time injuries. The number of accidents was relatively low - our “frequency rate” is 1.26 accidents per 100 person year worked. Time lost to injury improved significantly from 30.83 lost days of work per 100 person years in 2005 to 4.21 in 2006, the lowest in the last 4 years.

### Workplace hazard prevention program

Following changes to the Canadian Labour code dealing with workplace hazards, the Seaway has assessed its work hazards and compiled lists for each region to advise employees about dangerous work areas and explain how to prepare for working in those areas. A meeting was held with each group of employees that may have to work in a hazardous area. Employees may also access all information on this topic on the intranet at any time.

### Gold and bronze awards for healthy workplace

In recognition of the importance of wellness in the workplace, the SLSMC has incorporated a wellness program in the work environment. In 2006, Niagara’s Wellness Committee received the Healthy Living Niagara Workplace Gold Award, sponsored by the Niagara Region Public Health Department and Cornwall head office received a bronze award from the Eastern Ontario Health Unit. These programs recognize efforts made by organizations in encouraging their employees to develop and maintain a healthy lifestyle.

### Wellness snacks with Niagara College

In the fall of 2006, the Niagara Region Wellness Committee responded to an identified need to educate employees on healthy alternatives and cooking methods. Under the direction of Jorge Dominquez, the head chef of Niagara College Culinary Arts, employees watched monthly cooking demonstrations and prepared lunches. The fee for the course took the form of the Corporation granting a scholarship to a culinary student. This initiative, which involved employees from all departments in the region, was highly successful.

### New cafeteria for employees in Brossard

Ensuring that our employees have adequate facilities in which to eat and rest during the workday is important to the Seaway. While redoing the workshop area in Brossard, a women’s changing room was added and a makeover of the cafeteria was done. The area now has a modern kitchen in restaurant style design.

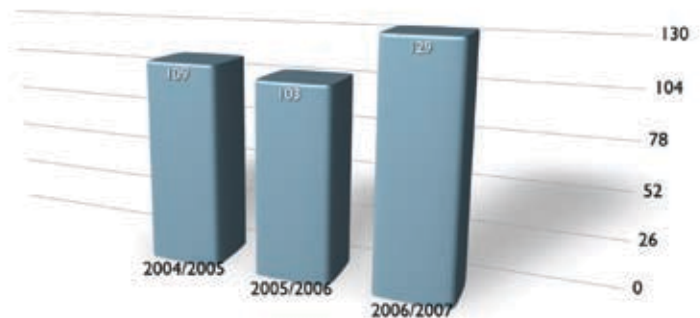
### Vaccination program for employees

Our wellness committees are helping employees to improve their health. For the second consecutive year, at the request of the Maisonneuve and Head Office Wellness committees, a ‘flu vaccination program was offered to its employees. In 2006, 111 employees—more than twice as many as last year—took advantage of the program.

### A healthy work environment

For the second consecutive year, the Seaway offered a fee refund to employees registered in physical activity programs. Last year, 169 employees or 29 per cent of the workforce were reimbursed, for a total of \$27,785 towards physical fitness activities. This is a slight increase over the previous year. The Seaway also offers employees and their families an assistance program for specific and/or confidential services.

**Employee Assistance Program Usage**  
(number of requests for assistance per year)





## Open Communication

### Change management

A sustainable future cannot be achieved without engaging a most important stakeholder: our employees. As the Seaway embarks on a period of significant change with the introduction of new technologies, change-management strategies and effective internal communication can help set the stage for our people to succeed.

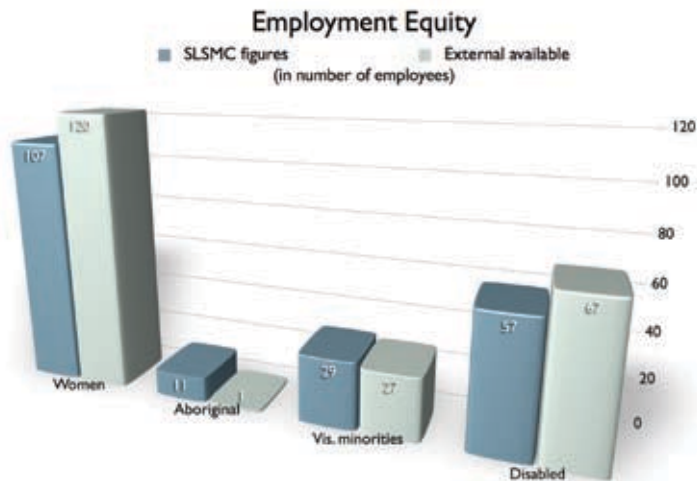
In 2006, the Corporation trained its managers and line supervisors in practical change-management techniques to support the transition to hands-free mooring and jobs/skills of the future. A new intranet site explaining the two initiatives also supported the change process.

Technology plays an important role in internal communication. With this in mind, the intranet was upgraded to facilitate internal communications. In addition to a new home page that provides employees with up-to-date information on company news and events, and the modernization of the Health, Safety and Wellness site, several new intranet sections, including information centres directed at new employees or employees considering retirement, were launched. Employees can send feedback to or ask questions directly to the

President via the President’s Corner. Good News Flowing, a communiqué issued to employees each month, highlights information and celebrates recent SLSMC success stories.

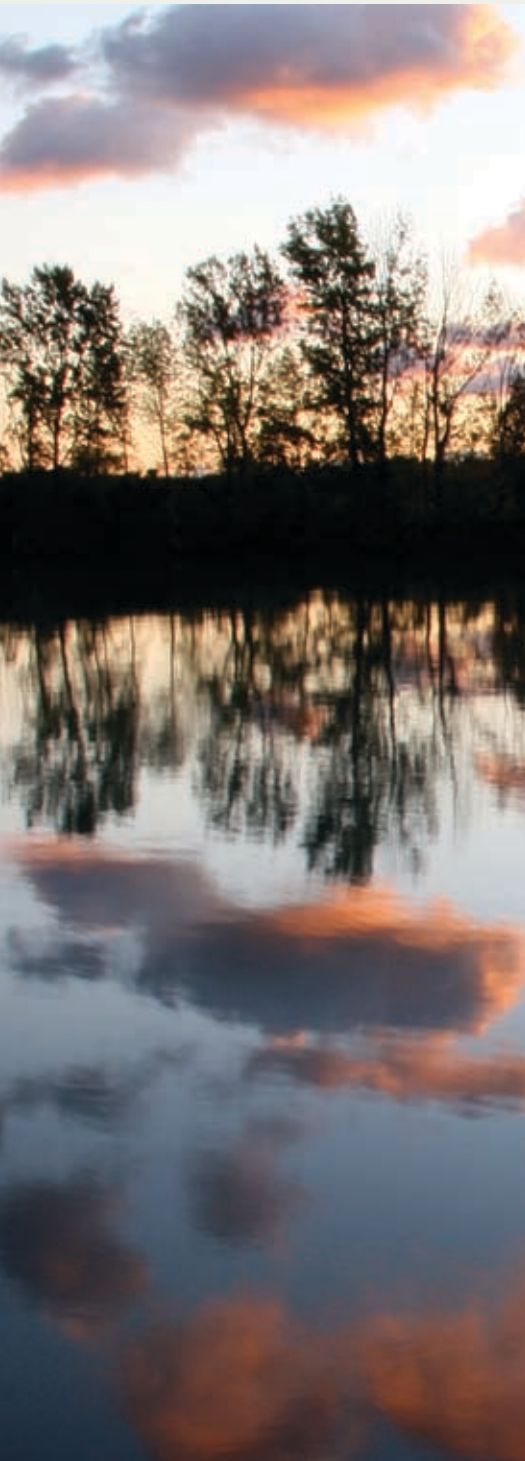
### Employment equity

We continue to make progress in meeting our hiring goals under the employment equity program in place at the Seaway. In 2006 we surpassed our goal in terms of the number of women now working on the operational structures and will continue to work towards achieving equitable representation with the job market.



# [commitment to the environment]

**The SLSMC recognizes that, as stewards of the St. Lawrence Seaway, we operate within a shared resource. Understanding and minimizing the impact of marine transportation on the environment is very important to us. Since we hold the key to the door of the Great Lakes, we are responsible for ensuring that our efforts set the standards in this field. From hybrid and electric vehicles and reducing greenhouse gas emissions to protecting the peregrine falcons that nest on our structures, we aim to be a model for the industry.**



## CSR Becoming an Everyday Word

Over the last year, the SLSMC has devoted much of its energy to a new way of doing business. Corporate Social Responsibility (CSR) is a more socially conscious, responsible and greener model that is becoming part of our daily routine. We are incorporating CSR into our way of life, by:

- Updating our mission statement and our CSR charter. We now have a CSR policy that provides direction and guidance to our staff and strengthens the commitment of senior management in this area. A CSR officer is directly responsible for implementing and monitoring the progress of this initiative.
- Conducting the study of our CSR risks assessments and proposing recommendations related to CSR risk management and integration. The CSR committee has just accepted the report and is preparing an action plan, focused on mitigation of risk, establishing better measurement indicators and integrating CSR factors in our work practices and decision making.
- Building stakeholder engagement. It is not enough to say we are being socially responsible if we are not consulting our stakeholders. We must understand and consider their needs more consistently in our business decisions. The CSR committee will identify and prioritize our stakeholders and provide our managers with the appropriate tools to solicit stakeholder engagement.
- Evaluating the greenhouse-gas footprint of our power generation facility. Our contribution to the Ontario power grid will help reduce over 93,000 tonnes of carbon dioxide of greenhouse gas emissions over the next 10 years. We will set yearly targets to ensure that we meet this objective and report on our success.

Our CSR committee is moving into its next phase. To date, the committee has set the framework and established the policies and strategies required to introduce CSR into the workplace. Over the next few years, the challenge will be to integrate CSR into work practices at all levels. The committee assists in providing support to help our managers and supervisors communicate the importance of CSR to our front lines in integrating its principles in their work.

As we move ahead, CSR initiatives need to be addressed locally. We will examine the most effective way to establish grassroots CSR working groups in the regions. This approach has worked well with our wellness initiative and we believe that our employees' passion in this area will ensure success.

“A successful organization cannot impose corporate social responsibility on itself; it must come from its employee’s willingness to want to make a difference.”

*Alain Godard  
Transitional Manager*





“Commercial ships are the most fuel efficient vehicles for moving goods. Increasing their share of the traffic would help Canada reduce its greenhouse gas emissions to fight global climate change. It would also reduce traffic congestion around big urban areas for further savings.”

*Pierre Pesant  
Standards and Services Engineer*

## Environmental Awareness

### Participation in Green Marine, Great Ships

The Seaway Corporation is taking a proactive approach to environmental issues confronting marine commerce such as aquatic invasive species entering the Great Lakes via ballast water. We recognize the absolute necessity of finding safe, affordable and reliable ballast water treatment solutions and are involved in initiatives such as the Great Ships and Green Marine programs that support the search for, and testing of, effective technology. The Great Ships initiative is an industry-led cooperative effort to resolve problems with ship-mediated invasive species. The Green Marine program is a voluntary, bi-national program (Canada and the U.S.) designed to strengthen the marine sector's environmental performance, build stronger relations with Great Lakes / St. Lawrence waterway stakeholders and improve the awareness of the marine industry's activities and environmental benefits.)

### Participation in the first ballast water conference

The St. Lawrence Seaway is a member of the Great Lakes Regional Waterways Management Forum and was a partner in the first Great Lakes Ballast Water Conference, held in Cleveland, Ohio. The purpose of the forum was to address ballast water management in the Great Lakes and the St. Lawrence Seaway. Topics included new ballast water regulations, the review of ship practices, the management of examination forms, improved training for

ship's crews during inspections and the development of a bi-national database for the collection of ballast water testing and inspection results.

### Ballast water regulations/inspections

The SLSMC, with partner organizations, the SLSDC, Transport Canada and the U.S. Coast Guard inspect ocean ships during their initial and subsequent transits of the Seaway to confirm that they are meeting Seaway, local and international regulations regarding the management of ballast water. During annual inspections of ocean ships, the Seaway has also raised awareness and educated mariners about new Canadian regulations.

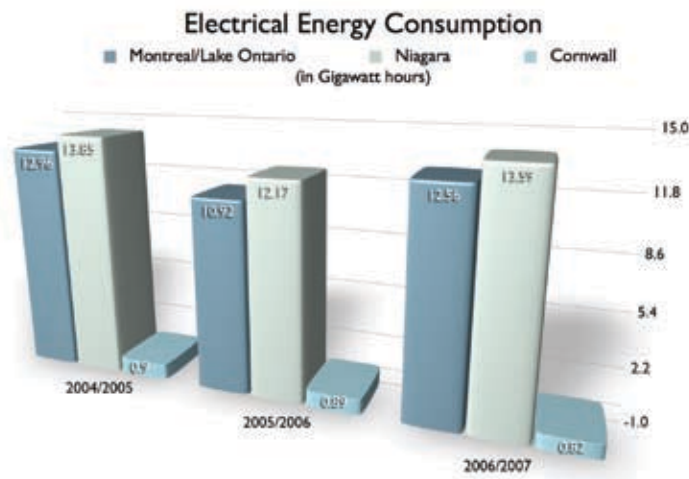
The Seaway has developed a one-stop shop on our bi-national website for the collection of ballast water information, regulations and emerging technology on how to reduce the risk of introducing invasive species into the Great Lakes system. Our inspections have resulted in a significant increase in ocean ship compliance with existing ballast water management, thus meeting the Seaway's CSR commitment with regard to a safe and clean environment.

The Seaway is also hosting an inter-agency ballast water database that will capture compliance information and give us a better understanding of the risks involved with the introduction of invasive species via ballast water. More information on ballast water management can be accessed on our website.

## Energy conservation and greenhouse gas emissions

As we strive to lessen our environmental footprint, we must make every effort to improve our own environmental performance. To do this, we have:

- formed an energy efficiency committee to review opportunities for improving the energy performance of SLSMC managed installations;
- conducted an energy efficiency audit for the head office building and will conduct similar audits for all other major buildings;
- completed a greenhouse gas emission inventory;
- issued a draft greenhouse gas emission reduction plan. The Corporation is also developing reduction targets and indicators; and
- purchased a hybrid vehicle. The vehicle fleet replacement budget was increased for 2007 to allow the purchase of hybrids as a key element of the proposed greenhouse gas reduction plan.



## Weirs and power generation

Producing power from a hydroelectric source is harnessing renewable energy. The Niagara powerhouse produced 42.9 Gigawatt hours of electricity, compared to 36.6 Gigawatt hours last year. The additional power was a result of the completion of the rehabilitation project and the upsurge in water available for power generation because of the increase in ship transits in the Welland Canal.

The powerhouse has been fully automated eliminating the need for powerhouse operators. The loading of the generators will be operated by computers, which can be controlled either locally or remotely. The Powerline Maintainers team will provide periodic powerhouse maintenance.

Rankin Renewable Power Inc. has been selected to develop weir generation at three weirs. It has received the lease and will develop and operate the weir powerhouses, with construction to begin next year. The SLSMC is simultaneously developing a water management program

to control the water levels in the reaches. This will minimize waste and control the amount of water that the weir generators use.

## Environment a priority in land management

Based on best practices for managing environmental risks associated with industrial lessees, the SLSMC has developed a new land management strategy. When fully implemented, it will require industrial lessees whose activities raise significant potential environmental issues to hire external consultants approved by the Corporation to perform site condition assessments and environmental conformance verifications for compliance and action plans. Lessees most likely to have significant environmental issues have also been identified to ensure that the SLSMC lands are managed to the highest industry standards. A first implementation step will consist of initial environmental audits to confirm the list of lessees who will have to conform to the new land management strategy when leases are renewed.

## Recycling grease program on the locks

Recycling used commercial grease is a very good example of greening our business. During the 2006 season, a test was conducted at the Côte-Ste-Catherine lock in the Maisonneuve Region to recuperate all waste lubricants into a recycling reservoir that was installed near the ship arrester area of the lock. Old greases were stored there during the season, instead of transporting them to a second location several times a year, thereby limiting the risk of a spill. The used greases were collected and sent to a recycling plant at the end of the season. This practice will continue and will be expanded to other locks.

## Energy efficiency program

As well as producing energy, the Corporation must use energy efficiently. With this in mind, an energy efficiency sub-committee was formed late in the 2006 season to review opportunities to improve the energy efficiency of SLSMC-managed installations. Energy audits are underway. The results will be used to pinpoint ways to improve our consumption levels.

## Seaway Corporation funds scholarship for social and environmental studies

Last fall, the Seaway Corporation agreed to fund a postgraduate scholarship for studies in social and environmental responsibility, over a three-year period, through the Faculty of Administrative Sciences at the Québec campus of Laval University.

At ceremonies held this spring, a student currently enrolled in the PhD program for Environmental Management, was awarded the Seaway scholarship. This scholarship is one more sign of our commitment to environmental issues and long-term sustainability.

## [commitment to our communities]

**As stewards of the St. Lawrence Seaway, we interact with numerous stakeholders. We recognize the interests of the municipalities that border the Seaway and the thousands of local residents and recreational boaters who enjoy the beauty and nature of our waters. We value open communication with the communities along our waterway in contributing to the understanding of what we do and how we do it.**

### Building relationships

#### Working with First Nations

Our relationship with the First Nations whose lands border the Seaway is very important to us. In the Montreal / Lake Ontario Region, the St Lawrence Seaway flows through First Nation communities. Therefore, our structures and operations have a direct effect on their lands and waters. Over the past few years, we have established a mutually beneficial and cooperative working relationship with the First Nation communities along the shores of the Seaway. In 2006, a Memorandum of Understanding was signed with the Akwesasne First Nations to conduct a three-year joint observation study on the physical impact of ice breaking on the shoreline. Before finalizing the opening date of the Maisonneuve Region, we also met with First Nation representatives to discuss the factors used to establish the opening date and to address any concerns that may affect their community.

#### Growing cooperation

Last fall, the SLSMC signed a Memorandum of Understanding with the Regional Municipality of Niagara and the Niagara Economic Development Corporation. The purpose of the agreement is to ensure that the Great Lakes St. Lawrence Seaway system is fully and effectively used as an economic engine to create jobs and bring growth and prosperity to Niagara residents. This will be accomplished through increased cooperation and joint marketing initiatives.

#### Boat show involvement

In February 2007, a group of employees from Maisonneuve Region participated in the Montreal boat show. This was the first time that the Seaway had taken part in the boat show in almost a decade. This event brought together employees from seven different departments in the region. Throughout the show, SLSMC employees provided information about Seaway regulations to the general public and pleasure craft users and promoted safety throughout our waterway.

#### Reaching out to children with handicaps

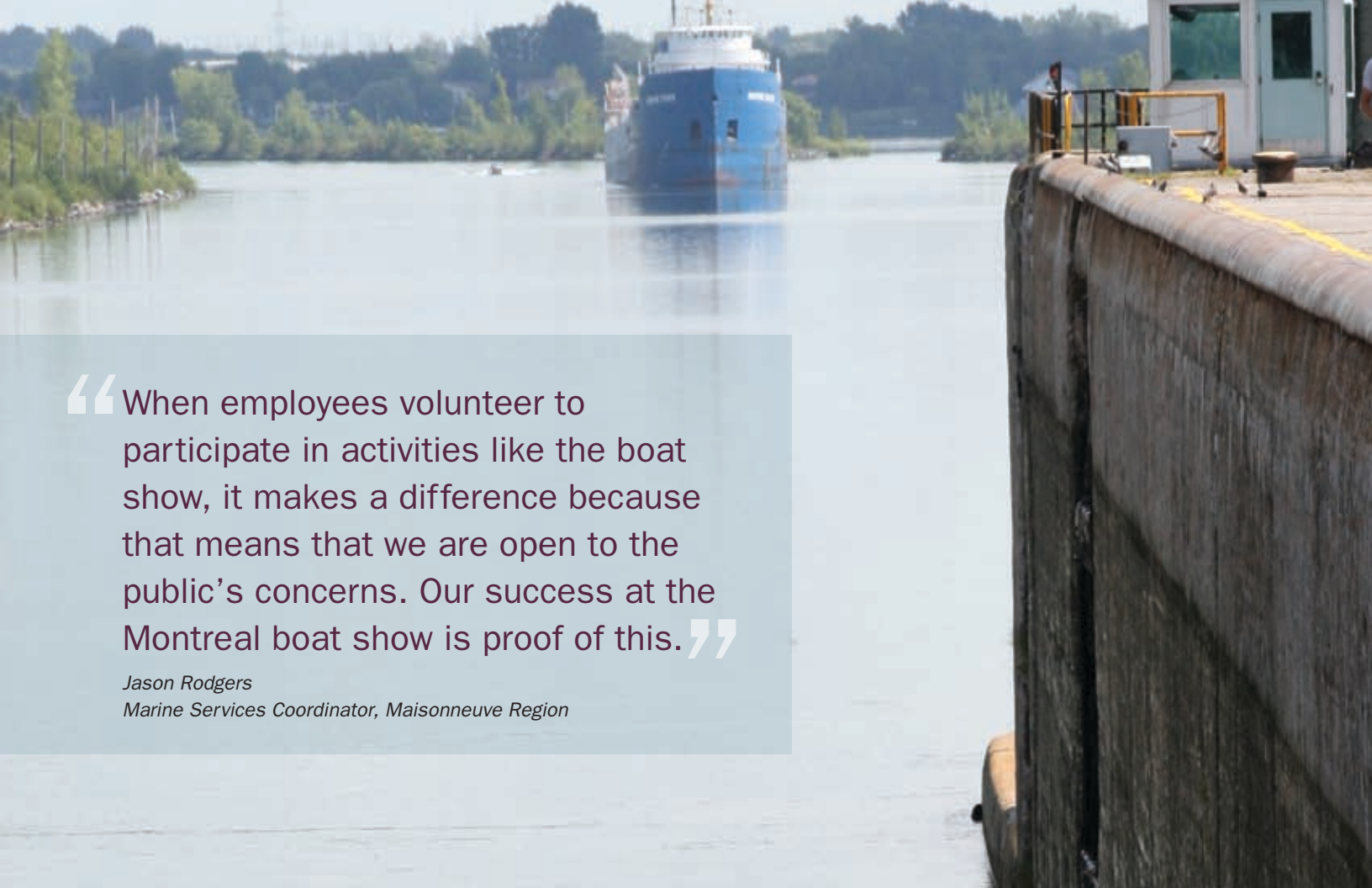
In the St. Lambert Region, a school for children with special needs, "Reach", tries to involve the students in daily activities that provide positive social experiences. We invited them to plant flowers on the front lawn of the administrative building in St. Lambert. This activity will be repeated in the coming year.

#### Movies at the Seaway

The Seaway will be part of three major television screenings in the next few months.

- During the afternoon of September 6, 2006, a television crew based on Bridge 3 shot footage for the documentary *Achever l'inachevable*. For close to two hours, the crew filmed various images of the St.Lambert Lock, Montreal and the surrounding area. The film, to be aired by Radio Canada in the fall of 2007, is a documentary about Exposition d'estampe, a drawing by Maurits Cornelis Escher (1898-1972), which is linked to the Seaway structures.





“When employees volunteer to participate in activities like the boat show, it makes a difference because that means that we are open to the public’s concerns. Our success at the Montreal boat show is proof of this.”

*Jason Rodgers  
Marine Services Coordinator, Maisonneuve Region*



- In preparation for the Seaway's six-minute segment on *Business and Beyond* for the Discovery Channel, a film crew shot five hours of footage in Niagara and the Welland Canal on October 16, 2006, a very busy day. On-camera interviews were conducted with our President Richard Corfe, and our Senior Coordinator, Operations Support Services, John Chalmers. A number of staff members were filmed while performing their regular tasks. The segment on *Business and Beyond* will highlight the Seaway's potential for continuing as a vital transportation artery in the 21st century, and the many benefits that marine transportation provide to our nation's economy, environment and quality of life.
- On December 14, 2006, a film crew was at the St. Lambert locks filming a segment for the youth TV series *La Quête*, which will be broadcast next spring on TFO (TV Ontario French). This segment, which will feature the explorer Pierre Lemoyne d'Iberville, aims to have two young girls discover commercial navigation as it was in the past and is today.

### Children-at-work day

The Seaway does its best to promote family values in the everyday work environment. It is important for our children to see what we do and how our work affects the daily life of an industry. For the third consecutive year, employees' children participated in this event with great enthusiasm and learned about the Seaway and what their parents do by visiting different departments.

### Grade 12 tour

Youth is our future. We show youngsters that the Seaway could be their future through tours of our facilities. Many students approaching graduation are still searching for a well-paying career that they would enjoy. Twenty-two Grade 12 students from the Niagara Region visited a SLSMC lock. The tour held special interest for these students because they had built a working model of a lock and could compare their creation with the real thing.



## Supporting Community Programs and Well-being

### United Way/Centraide

As part of its commitment to CSR, the Corporation, for the first time, matched employee contributions across the organization during the 2006 United Way campaign. The total amount donated by the Corporation and its employees was \$54,629.

Over the past year, a number of our employees donated time and funds to various local charities and causes, including a walk for Women's Place of St. Catharines and North Niagara, a 150-kilometre bike-a-thon to support the Multiple Sclerosis Society, and a 'Challenge onco vélo' campaign by the Charles LeMoyné Hospital Foundation to raise money for a new integrated cancer centre.

### Trans Canada bike path

On June 3, 2006, the South Shore dike became part of the Trans Canada Trail. The Seaway carried out the improvements. In addition, 14 families from St. Lambert planted a tree each to welcome users.

In our effort to promote the use of our lands for safe recreational activities for the local population, this project required financial support from some 15 partners to improve the dike's surface. The conseil Québécois du sentier Transcanadien constructed a rest area for users at the north side of Bridge 3.

## Community involvement

### Niagara Region

In the fall of 2006, the SLSMC took part in the annual Grape and Wine Parade in St. Catharines. Some 20 Niagara Region employees and family members walked in the festival parade alongside the float that was designed by Niagara region employees.

The Seaway also participated in Port Colborne Canal Days on August 5 and 6, 2006. From a large tent by the canal, Seaway employees and retirees shared information about shipping on the St. Lawrence Seaway with visitors.

### Maisonneuve Region

Last August 27, the third edition of BeauVENTois took place on Seaway and Hydro-Québec lands in Beauharnois.

BeauVENTois, organized by the recreational services department for the city of Beauharnois, is a day dedicated to kites and, above all, to family activities. This year, the participation of SLSMC was highly visible. The Corporation provided the grounds, financial support and some technical support (electricity and staff), all in the spirit of CSR and community involvement. Our participation accorded us gold partner status.



## [corporate governance]

(as of March 31, 2007)

The St. Lawrence Seaway Management Corporation is governed by a nine-member board that is responsible for ensuring the long-term viability of the Corporation and of the Seaway as an integral part of Canada's transportation infrastructure. The Board oversees many aspects of the SLSMC's mandate, including strategic planning, risk management, succession planning, communications policy and the integrity of the Corporation's internal control. It also reviews SLSMC's financial results and future direction and sets limits on management authority, accountability and unforeseen expenditures. Individual Board committees oversee governance, human resources, audit, and asset renewal.

### Board of Directors

- Peter G. Cathcart <sup>1\*</sup>  
*Ontario Provincial Government Representative*
- Richard J. Corfe  
*President & Chief Executive Officer  
 The St. Lawrence Seaway Management Corporation*
- W. N. (Nick) Fox <sup>2, 4\*, 5</sup>  
*Grain Members' Representative*
- Richard Gaudreau <sup>1, 3</sup>  
*Federal Government Representative*
- Paul A. Gourdeau <sup>4, 5</sup>  
*International Carrier Members' Representative*
- William Keays <sup>3\*, 4</sup>  
*Québec Provincial Government Representative*
- Ian MacGregor <sup>3, 5</sup>  
*Domestic Carrier Members' Representative*
- David F. Mothersill <sup>2\*, 5</sup>  
*Steel and Iron Ore Members' Representative*
- Guy C. Véronneau <sup>1, 2, 5</sup>  
*Other Members' Representative*

#### Board of Directors

From left to right (top): Paul A. Gourdeau, Peter G. Cathcart, William Keays, Richard Gaudreau  
 From left to right (bottom): David F. Mothersill, Guy C. Véronneau, Richard J. Corfe, W. N. (Nick) Fox  
 Absent: Ian MacGregor

#### Members of:

1. Governance Committee
  2. Human Resources Committee
  3. Audit Committee
  4. Asset Renewal Committee
  5. Ad hoc Tolls Committee
- \* Committee Chair

## Officers

Richard J. Corfe  
*President and Chief Executive Officer*

Michel Drolet  
*Vice-President, Niagara Region  
Corporate Safety Officer*

Adina Juster  
*Vice-President, Maisonneuve Region  
Corporate Environmental Officer*

Serge Bergeron  
*Chief Financial Officer &  
Director of Support Services*

Yvette Hoffman  
*Counsel and Secretary*

## Industry Members 2006/2007

### Domestic Carriers

Algoma Central Corporation  
*St. Catharines, Ontario*

Canada Steamship Lines Inc.  
*Montréal, Québec*

Groupe Desgagnés Inc.  
*Québec, Québec*

Lower Lakes Towing Ltd.  
*Port Dover, Ontario*

McKeil Marine Limited  
*Hamilton, Ontario*

St. Marys Cement Co.  
*Toronto, Ontario*

Upper Lakes Group Inc.  
*Toronto, Ontario*

### Grain

ADM Agri-Industries Company  
*Windsor, Ontario*

Agricore United  
*Winnipeg, Manitoba*

Alfred C. Toepfer (Canada) Ltd.  
*Winnipeg, Manitoba*

Bunge du Canada Ltd.  
*Québec, Québec*

Cargill Limited  
*Winnipeg, Manitoba*

James Richardson International Limited  
*Winnipeg, Manitoba*

Louis Dreyfus Canada Ltd.  
*Calgary, Alberta*

Saskatchewan Wheat Pool Inc.  
*Regina, Saskatchewan*

The Canadian Wheat Board  
*Winnipeg, Manitoba*

### International Carriers

Colley Motorships Ltd.  
*Montréal, Québec*

Fednav International Ltd.  
*Montréal, Québec*

Gibson Canadian & Global Agency Inc.  
*Montréal, Québec*

Gresco Ltée.  
*Montréal, Québec*

Inchcape Shipping Services  
*Montréal, Québec*

Montréal Marine Services Inc.  
*Longueuil, Québec*

Montship Inc.  
*Montréal, Québec*

Robert Reford, A Division of MRRM  
(Canada) Inc.  
*Montréal, Québec*

### Steel and Iron Ore

Dofasco Inc.  
*Hamilton, Ontario*

Iron Ore Company of Canada  
*Montréal, Québec*

Québec Cartier Mining Company  
*Montréal, Québec*

Stelco Inc.  
*Hamilton, Ontario*

### Other Members

AGP Grain Ltd.  
*Minneapolis, Minnesota*

Essroc Italcementi Group  
*Mississauga, Ontario*

Keystone Canada Inc.  
*Montréal, Québec*

Lafarge Canada Inc.  
*Concord, Ontario*

OmniSource Corporation  
*Burlington, Ontario*

Ontario Power Generation Inc.  
*Toronto, Ontario*

Petro-Canada  
*Oakville, Ontario*

Tate & Lyle Canada Ltd.  
*Toronto, Ontario*

The Canadian Salt Company Ltd.  
*Pointe-Claire, Québec*

The Mosaic Company  
*Regina, Saskatchewan*

