

# 2010 ANNUAL REPORT



DRY BULK

LIQUID BULK

CONTAINER

BREAK BULK

CRUISE



SAINT JOHN PORT AUTHORITY

**PORT**  
SAINT JOHN

ADMINISTRATION PORTUAIRE DE SAINT JOHN

## BOARD OF DIRECTORS



STEPHEN CAMPBELL | CHAIR

HUGH J. (TED) FLEMMING | VICE CHAIR

PETER GAULTON

**T**he Port of Saint John, New Brunswick's largest and most diverse marine gateway, is a bulk and break bulk port with the capacity to handle containers and is the second largest Atlantic Canadian port of call for cruise ships.

The Port is a commercially viable, self-sufficient business enterprise and a cornerstone of the local economy. It is a critical component of the region's transportation infrastructure, essential to many of New Brunswick's major industries engaged in international trade, and provides deep-water, ice-free access to shipping year round.

Saint John is one of seventeen Canada Port Authorities established under the Canada Marine Act. These ports handle over 280 million tonnes of goods valued at \$140 billion, creating in excess of 250,000 direct and indirect jobs.

The City of Saint John has grown and flourished around its port since this community was established in 1783. The community is steeped in maritime history and has a legacy of seafarers, maritime traders and shipbuilding expertise that have made Saint John what it is today – an internationally recognized seaport of strategic importance to our nation.



## VISION

To be the Atlantic Canadian centre of marine activity linking North America to the world.

## MANDATE

In accordance with the Canada Marine Act, the mandate of the Saint John Port Authority is to oversee the operation of the Port of Saint John, provide the required port infrastructure to support maritime trade and to promote the port in the best interests of Canada's domestic and international waterborne trade.

## MISSION

To facilitate maritime trade and maximize the use of port assets by providing facilities, services and business development expertise for customers and stakeholders in order to ensure a thriving long-term port.



ANNE GILBRIDE



DONALD HALL



WENDY MCGEE



EDWARD MCLEAN

## CHAIRMAN'S MESSAGE

**T**wo thousand and ten was a year of accomplishment for the Saint John Port Authority. Increases in liquid and dry bulk exports, a record cruise season, and vigorous cost controls, made 2010 one of our most profitable since becoming a Port Authority.

The Board of Directors continued to pursue initiatives begun in 2009. The successful implementation of a user pay dredging maintenance fee helped restore the financial viability of the organization. Dredging of the Saint John Harbour was a cost downloaded by the federal government Department of Fisheries and Oceans in 1996; ever since the Saint John Port Authority has been forced to assume the legacy challenge of dredging. This issue peaked in 2008 when dredging costs reached a record level, making this cost item almost a third of our annual budget. With the implementation of the user pay system, the Port Authority can now begin building reserves for future infrastructure investment, a key mandate of the organization.

As a result of this necessary measure, the Port Authority was able to successfully negotiate a cost sharing agreement with the federal and provincial governments for expansion of berthing capacity at Pugsley C and Long Wharf. Without this, the cruise sector was in serious risk of decline due to limitations on infrastructure capacity. Cruise now represents 20 percent of the Port Authority's earnings, and is a vital economic generator for the region, spinning off over \$30 million to the economy.

In addition, in 2010 the Port entered into negotiations with American Iron and Metal for a renewed recycling facility on the lower West Side. This, by early 2011, cumulated in a \$30 million investment and in a 40-year lease for the Authority.

Extensive marketing efforts were also made in 2010, with continued participation and leadership in the New Brunswick Gateway Council, soliciting funding support for a series of trade missions, and enhancing our North-South trade relationships.

A key focus for 2010, was managing the transition to a new CEO. After a long and distinguished career, Captain Al Soppitt was due to retire, and the Board embarked on an extensive recruitment campaign to find a replacement. After much deliberation, we were extremely pleased to announce the appointment of Jim Quinn. A Saint John native, Jim brings an extensive resume of accomplishment. These include senior positions with the Canadian Coast Guard and the federal government, including serving as Chief Financial Officer with several major departments. Jim has already devoted significant time to enhancing our communications with key stakeholders, and promoting the Port as a key regional asset.

In 2010, I was also pleased to announce the Port Authority's commitment to a long-term sustaining sponsorship of The Joshua Group. The Joshua Group is a community-based organization dedicated to improving the lives of children and families in need in the Greater Saint John area. In addition to funding, the Port Authority has taken an active interest in the operational needs of this worthy project, and provides one of our directors as an ongoing advisor and director to the organization.

The Port of Saint John is one of New Brunswick's most important transportation assets, and contributes significantly to the economic health of the region. In this regard, I would like to thank our Board of Directors for their commitment to good governance and focus on strategic planning. We have a cohesive group that is very community minded, engage in the issues, and contributes at both the Board and Committee levels. In closing, on behalf of the Board, I would also like to thank the management and staff of the Port Authority, as well as our customers, for their commitment and support throughout the year.

Stephen D. Campbell  
Chair



## EXECUTIVE TEAM

**JIM QUINN**  
PRESIDENT & CEO

**ANDREW DIXON**  
SENIOR VICE PRESIDENT,  
PLANNING & DEVELOPMENT

**STEPHEN MCCAVOUR**  
VICE PRESIDENT,  
ENGINEERING SERVICES

**JOHN MCCANN**  
VICE PRESIDENT,  
OPERATIONS, INFRASTRUCTURE  
& HARBOUR MASTER

**PAULA SMALL**  
MANAGER PUBLIC RELATIONS &  
CORPORATE SECRETARY

**KRISTA FOSTER**  
MANAGER OF FINANCE

## MESSAGE FROM THE PRESIDENT & CEO

**T**wo thousand and ten was a year of transition for the Saint John Port Authority with a change in leadership, a realignment of our organization and a new focus for our team on inclusion and outreach.

Last autumn, in the beginning of my tenure at the Port Authority, considerable time was devoted to reach out to the stakeholders of the Port of Saint John. From these one-on-one discussions and through a stakeholder forum held in late November, four themes emerged which will guide the Port Authority in its direction moving forward: inclusion; the port as a regional asset; the need to 'raise our game' as a community; and renewal of infrastructure based on business cases.

The Port of Saint John is a critical component of this region's transportation infrastructure and provides a tremendous opportunity for economic development in the region. The position of strength we have reached in the cruise sector is possible in cargo sectors as long as we, as a community, can work together to build the business from which infrastructure renewal will flow.

In reviewing the activities and financial position of the Saint John Port Authority for 2010, our cargo mainstays at the Port of Saint John continue to be in the liquid and dry bulk sectors with petroleum products and potash leading this category. In 2010 these cargo sectors returned to, or surpassed, traditional levels of activity experienced before the economic downturn.

The cruise sector again broke records of all previous years with more than 205,000 guests and 77,000 crew visiting this community during 76 cruise ship calls. While this sector is now 20% of revenue for the Port Authority, it must be stated there is a wider benefit to the region in the form of over \$30 million in economic impact annually. For this reason the Port Authority was pleased, after much discussion through 2010, to reach a funding agreement with the federal and provincial governments early in 2011 for the expansion of berthing capacity at Pugsley C and Long Wharf.

The year was filled with a variety of achievements across all lines of our business such as:

- Welcoming the Prime Minister of Canada, the Right Honourable Stephen Harper to the Marco Polo Cruise Terminal in November
- Announcing \$700,000 in matched funding from the Province of New Brunswick for infrastructure improvements at Rodney Container Terminal

- Signing a Port Partner Agreement with the Port of Santos, Brazil
- Hosting the Canada New England Cruise Symposium in June
- Breaking the 200,000 passenger mark in cruise and welcoming our 1.5 millionth cumulative cruise guest
- Announcing the \$30 million planned expansion of American Iron and Metal at the West Side of the Port of Saint John
- Conducting our first stakeholder forum day in November at which more than 80 participants shared ideas on how to improve business at the Port of Saint John

Revenue from port operations reached \$15.6 million with expenses from port operations for the year coming in at \$12.5 million providing a net income of \$3.38 million which includes \$233,000 in investment income.

While these figures provide an overview of our position, I encourage you to review the activities, achievements and challenges in our various sectors of business outlined in this annual report. The Saint John Port Authority's Board, management and staff continue to work diligently to provide safe and reliable transportation facilities and services to our customers thereby fulfilling our role as an economic generator for the Province of New Brunswick. In this role, the Port Authority will continue to be a driving force for economic growth and prosperity throughout Atlantic Canada.



In closing I 'tip my hat' to my predecessor, Captain Alwyn G. Soppitt, who served in the position of President and Chief Executive Officer for 15 years prior to my arrival and held positions in the Harbour Master's Office for an additional 15 years prior to 1996. On behalf of the Saint John Port Authority we wish Al and his family all the best as he begins his much deserved retirement!

  
Jim Quinn  
President & Chief Executive Officer



**PORT TRAFFIC**

**POTASH AND SALT**

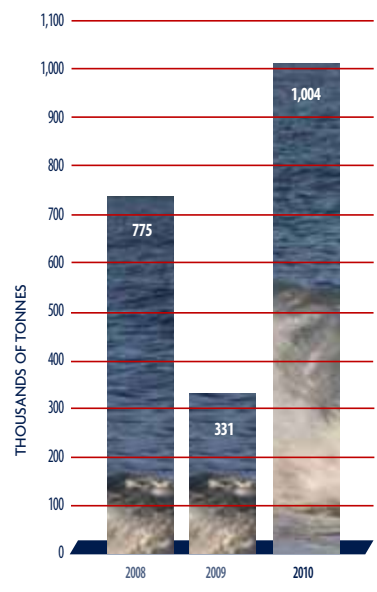
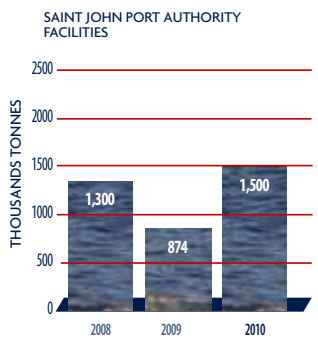
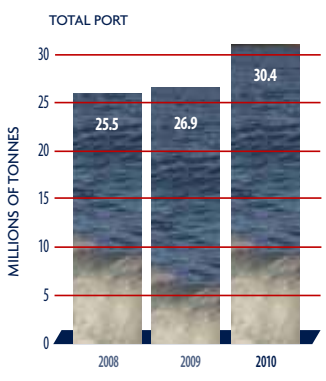
**I**n 2010, total cargo tonnage through the Port of Saint John increased by 13% over 2009 bringing this annual figure to 30 million metric tonnes for the first time on record.

More than 30.4 million metric tonnes of cargo were handled at both private and Saint John Port Authority facilities. The majority of this is attributable to significant increases of close to 3 million metric tonnes in petroleum products and close to 650,000 metric tonnes largely in dry bulk.

At Saint John Port Authority facilities, a significant increase of 73% over 2009 was experienced, however, it must be noted that 2009 was an atypical year for shipping worldwide due to the economic downturn which began in late 2008. In 2010, potash and salt shipments combined returned to just over 1 million metric tonnes, recycled metal more than doubled and container cargo increased by 5%. Breakbulk and project cargoes accounted for 140,100 metric tonnes, with project cargoes providing a bright spot against continued decreases in forest products.

**B**arrack Point Potash Terminal, leased (long-term) by Potash Corporation of Saskatchewan Inc. (PotashCorp) and operated by Furncan Marine, returned to traditional cargo levels in 2010 with a combined total of over 1 million metric tonnes of potash and salt handled at the facility.

Potash and salt will continue to be a mainstay of cargo handled at the Port of Saint John as the new PotashCorp mine at Piccadilly comes online. By 2015 when the Piccadilly mine reaches full production, total annual potash and salt shipments through the port will increase from 1 million tonnes per year to roughly 2.5 million tonnes per year.





## CONTAINERS



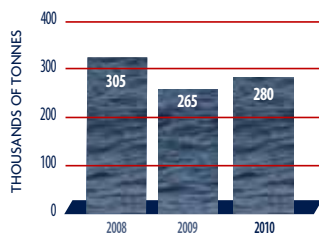
## BREAKBULK & PROJECT CARGO

**T**he Port of Saint John is a niche container port well situated geographically to take advantage of North-South trading patterns. Tropical Shipping provides a dedicated weekly service to Florida and the Caribbean from Saint John and was responsible for the majority of container traffic through the Port last year with National Shipping Company of Saudi Arabia also calling. In 2010, container traffic increased slightly from 265,000 metric tonnes (2009) to 278,900 metric tonnes (2010).

The 2009 loss of Swire Shipping due to rationalization of its North American ports of call contributed to overall loss of container traffic in 2009 and continues to have an effect in 2010.

Rodney Container Terminal is leased to Logistec Stevedoring Atlantic Inc. who operate the terminal under an agreement until December 31, 2013. While the capacity of this terminal is 100,000-150,000 TEUS, the current traffic handled annually averages 50,000 TEUS.

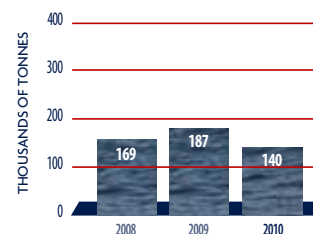
The Port Authority recognizes there is significant room for growth and development of container services which align with niche markets and is actively seeking to opportunities to grow cargo in these sectors.



**S**aint John is the largest breakbulk handling port in the region, with a dedicated terminal, ample open areas, and warehouse space. The Port Authority has developed business partnerships with local stevedores, terminal operators, equipment suppliers, and service providers to ensure a complete breakbulk / project cargo program exists in the Port of Saint John. In 2010 the Port launched a microsite [www.sjbreakbulk.com](http://www.sjbreakbulk.com) as a one-stop electronic brochure for those business interested in doing breakbulk business at the Port of Saint John.

In 2010 project cargoes included large pieces of wind turbines destined for a wind farm in Eastern New Brunswick, handled by Logistec Stevedoring at Lower Cove throughout the summer.

Forest products are a breakbulk cargo and in 2010 consisted of woodpulp and paperboard which dropped from 155,000 metric tonnes in 2009 to 81,700 metric tonnes in 2010. This commodity continues to be challenged by changes in the industry worldwide. The loss of Swire Shipping in 2009 and the shift of AV Nackawic cargo to rail and then to the Ports of Montreal, New York and Halifax had significant impact on this commodity sector. The Port Authority continues to work with stakeholders to attract a shipping line to Saint John to bring the AV Nackawic cargo back to the Port.





## OTHER CARGO AND TRAFFIC

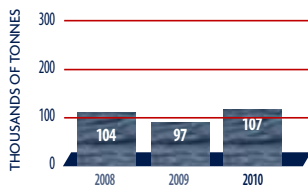
## CRUISE

In 2010, this category included fishoil, molasses, recycled metals and petroleum coke with the first two of these remaining relatively static over 2009 figures and the latter two experiencing an increase and decrease in that order.

Slightly over 20,000 metric tonnes of fishoil was received at Crosby's Molasses tank farm on the West Side of the Port of Saint John. Molasses, the other commodity handled at this facility, was slightly increased in 2010 with 8,800 metric tonnes received compared to 6,000 in 2009.

American Iron & Metal's facility, which has operated at the Port of Saint John since 2002, exports scrap metal to markets in Turkey, India and the Far East. In 2010, more than 53,400 metric tonnes of recycled metal were exported over the 18,300 metric tonnes handled in 2009. This commodity sector is expected to increase over the next few years as the \$30 million expansion announced at the Port of Saint John in October of 2010 unfolds.

Petroleum coke continues to be imported at the Port of Saint John but at levels far less than originally anticipated due to changes in use of the plant at Coleson Cove. In 2010, 25,750 metric tonnes were imported at the West Side of the Port of Saint John, a decrease of 51% over the previous year.



Two thousand and ten marked the third record-breaking year in a row for the Port of Saint John. Breaking the 200,000 passenger mark, reaching 205,900 passengers on 76 ships in a single year and celebrating the 1.5 millionth cumulative cruise guest since 1989 were highlights of 2010.

While cruise is the second largest revenue generator for the Port Authority, it also has significant impact on the local economy with \$30 million in economic impact estimated from last year.

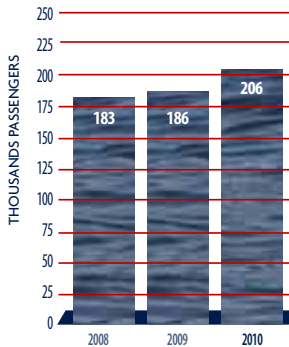
With growth anticipated to continue in this sector of port activity, the Port Authority and its partners advocated throughout 2010 for government investment to carry out infrastructure improvements to allow 2 cruise vessels in excess of 300 metres length overall to berth in Saint John on any given day. Success was achieved in this area in February 2011 when the federal and provincial governments announced \$4.5 million each with the Port Authority to invest the remaining \$9 million for expansion of Pugsley C and Long Wharf to accommodate larger vessels.

Finally, near the close of 2010, recognition was given to cruise industry partners in both the volunteer and private sector as follows: the Cruise Saint John "Meet and Greet" Committee were finalists in the volunteer category of the Tourism Industry Association of Canada's Awards of Excellence; and Ambassatours was a finalist in the Seatrader Insider Awards for Innovation in Shore Excursions for the "Big Pink Bus Tour" which was introduced at the Port of Saint John in 2010.

Other highlights this season included:

- Inaugural visits from Carnival Glory, Celebrity Summit and P & O's Arcadia.
- The inauguration of a tourism industry-led destination marketing organization for Saint John, Saint John Destination Marketing Inc.

- Saint John was the host of the Canada New England Cruise Symposium in June at which more than 20 cruise executives from the leading cruise lines in the world met with industry representatives from ports and destinations throughout the region.



Number of Cruise Ships:  
2008 – 79  
2009 – 73  
2010 – 76



## DIVERSIFIED OPERATIONS

### **A**merican Iron and Metal Expansion

In October of 2010, American Iron and Metal (AIM) announced plans for a \$30 million expansion of their operations at the Port of Saint John. The new facility will be one of the most efficient recycling facilities of its kind in the world, capable of processing over 250,000 MT (metric tonnes) of recyclable metals per year. The expansion will add 23 direct jobs and 20 spin-off jobs that translate to over \$1.8 million in annual salaries and wages. The project will also contribute \$44 million per year to the local economy in both direct and indirect benefits, as well as \$1.1 million per year in property and income tax revenue for various levels of government.

AIM has operated a metal transfer facility at the Port of Saint John since 2002. The purpose of the expansion is to construct a facility for receiving, shredding and shipping scrap metal and heavy-steel. The main source of raw material will be cars crushed off site and delivered to the terminal. Ferrous metals will also be received from local scrap merchants. The scrap metal and non-ferrous metal will be loaded aboard ships and sold around the world to help make products like car parts, aircrafts, pipes, electronic wires and more.

AIM underwent both provincial and federal environmental appraisal processes through the end of 2010, receiving the necessary permits to move forward with the project in early 2011.

### **A**utoterm

Logistec Stevedoring continues to operate the Autoterm distribution centre located on the west side. There, they receive new Daimler-Chrysler automobiles by rail for distribution throughout Atlantic Canada by road. The location of the Autoterm leased area has recently changed with the AIM expansion, with operations now off-loading from rail within Rodney Container Terminal and storing the automobiles at a compound within Navy Island Terminal.

### **D**ockside Market

As in previous years the Dockside Market enhanced the Port's cruise program at Marco Polo Cruise Terminal and at Long Wharf, providing further diversity to the Port Authority's revenue stream. The operation is a popular attraction for visiting cruise guests, the management of which was tendered out by the Authority at the end of 2010 for a two-year term, with Hayward and Warwick as the successful bidder.

### **F**loating Pipeline Company

The Floating Pipeline Company maintained the fabrication of gas transportation modules throughout the year, operating out of Shed D at the Navy Island Forest Products Terminal. The shed, owned by Logistec Stevedoring, was leased to FPC, who adapted the warehouse into the present fabrication plant for the purposes of manufacturing gas transportation modules.

### **M**arco Polo Cruise Terminal

While the Marco Polo Cruise Terminal is primarily used during cruise season as a premier cruise ship facility, it is also made available through rental to select groups for the purpose of hosting marquee events. In 2010, the Great Hall of the new building was utilized for major events including a November press conference held by the Right Honourable Stephen Harper, Prime Minister of Canada, Mindcare's World 3 on 3 Street Hockey Championship, Saint John Board of Trade's 'Big Splash', the Fundy Food Festival, Canada-New England Cruise Symposium, Ambassadors "Big Pink Bus" Launch, Port Days, Saint John Seafarer's Mission Celebrity Roast, and Ovation (Greater Saint John Community Foundation Fundraiser), as well as a variety of other corporate and public events.



## CAPITAL INVESTMENTS

## ATLANTIC GATEWAY

**I**nvestment in port infrastructure is vital to the competitive position of the Port of Saint John in the marine transportation industry.

In July of 2010, the Saint John Port Authority and the Province of New Brunswick announced a \$1.4 million joint infrastructure improvement project at Rodney Container Terminal on the West Side; including improvements to concrete piles and pile caps which underpin the wharf structure. The construction projects associated with this announcement were initiated in 2010 and will be completed in 2011.

The other major project completed in 2010 was restoration and improvements at Long Wharf which included paving, electrical enhancements and water main upgrades.

Moving forward, the Port Authority will initiate a Life-cycle Asset Management Plan in order to prioritize infrastructure improvements based on business cases for each terminal.

**R**egional ports and economic development agencies continued in 2010 to conduct joint marketing activities and Atlantic Gateway trade missions. With this group the Port

Authority took part in a number of events to showcase breakbulk specialization at the Port of Saint John including Breakbulk Houston and Breakbulk Europe. The Port Authority also participated in an Atlantic Gateway event in New York-New Jersey with regional partners and potential clients.

North-South cargo growth opportunities for the Port were further fostered when the Authority continued to strengthen its relations with Brazil during an Atlantic Gateway mission to this country early in the year. This mission was the third to Brazil for the Port in the past few years and culminated in the signing of a Port Partner Agreement with the Port of Santos, establishing a mutual desire to grow business between Brazil and Canada. Similarly, relations were also strengthened between Buenos Aires, Argentina and Saint John when a twinning agreement was signed between the two cities.



## MAJOR PORT EVENTS



## OUR COMMITMENT TO THE COMMUNITY

### **C**anada New England Cruise Symposium

Anchor in the Bay of Fundy: Come for the Show, Stay for the Wonders, was the theme when Saint John hosted the annual Canada New England Cruise Symposium from June 8 – 10, 2010. This is the only event exclusive to the Canada New England region, and has come full circle since its establishment in Saint John 12 years ago. The Symposium drew 200 delegates and over 20 cruise line executives to hear industry experts talking about the latest trends and recent developments in the trade. The Saint John Port Authority and the Grand Manan Whale & Seabird Research Station partnered in adopting North Atlantic Right Whales in the names of 96 cruise line executives, in addition to donating all of the proceeds from the Silent Auction to the Research Station.

### **P**ort Days

In recognition of the financial climate in the shipping industry through 2009 and 2010, and the efforts put forth for the Canada New England Cruise Symposium, Port Days was scaled back in size last year and included only the traditional Seafood Fiesta dinner and Golf Tournament. Port Days will be re-instated as a full-scale three day event in 2011.

Canaport LNG was presented with the 2010 Port Award of the Year in recognition of the completion of its plant and terminal in Saint John. Each year, the Port Authority selects a worthy recipient, in recognition of their contribution to the success of the Port. Canaport LNG has been a significant addition to the Port of Saint John and with its first full year of operation now complete, contributed close to 1.6 million metric tonnes of import cargo to overall Port traffic statistics. Canaport LNG also makes significant contributions to the community of Greater Saint John through sponsorship of various charities and events.

### **H**arbour Lights Campaign

In 2010, the Saint John Port Authority partnered for the 14th straight year with CBC Radio One's Information Morning to conduct our largest fundraising event. This year's Harbour Lights Campaign was a great success, raising over \$167,000. Money raised was distributed in the form of cheques to food banks from St. Stephen to Sussex during our annual thank you reception at the Marco Polo Cruise Terminal. Since its inception this annual campaign has raised more than \$1.3 million for food banks.

### **T**he Joshua Group

In January of 2010, the Board of Directors of the Port Authority determined to focus the charitable contributions of the Authority on a single community charity via a significant annual donation. The first charity chosen to receive this donation was The Joshua Group whose mission is to improve the lives of children in need in the Greater Saint John area. The Joshua Group was given \$12,000 from the Saint John Port Authority throughout 2010 and a commitment has been extended to the charity for a further two years. As part of this three-year commitment, one director from the Port Authority Board also sits on the Board of Directors of The Joshua Group further lending assistance to this worthwhile charity. To learn more about this charity visit [www.thejoshuagroup.ca](http://www.thejoshuagroup.ca).

### **S**eafarer's Mission

Located just outside the West Side Port entrance, the Saint John Seafarer's Mission is dedicated to serving a multi-faith maritime community by attending to the spiritual, temporal and recreational needs of the seafarer. This is provided by the Port Chaplain Rev. Theodore Efthimiadis and a group of dedicated volunteers. Governed by a volunteer Board of Directors under the Chairmanship of Mike Griffin and managed by Bev Sullivan, the Mission welcomes over 2,500 seafarers each year. Services provided include transportation between ship and Mission, private telephone facilities and access to the Internet. Like similar organizations, the Mission relies on financial contributions and its volunteers for its continued operations. Saint John Port Authority continues to support this invaluable aspect of the Port through serving on the Board, and providing financial and in-kind support each year. The Port Authority provided the venue for the Seafarer's Mission Celebrity Roast of Captain Al Soppitt in November, an event which raised \$8,000 for the efforts of the Mission.

### **O**ther Local Festivals and Events

In addition to significant support to the Joshua Group and the Seafarer's Mission, the Port Authority also assisted several local organizations and events with varying degrees of sponsorship and in-kind services in 2010. These included, but were not limited to Saint John Board of Trade's Big Splash, Saint John Theatre Company, Imperial Theatre and the Crohn's and Colitis Foundation of Canada Saint John Chapter.



Audited financial statements are available upon request  
at the offices of the Saint John Port Authority.

## BALANCE SHEET

(in thousands of dollars)

	2010	2009
	\$	\$
<b>Current Assets</b>		
Cash and investments	6,844	2,689
Other current assets	3,635	3,745
Long-term investments	7,997	6,032
Fixed assets	66,879	69,236
Other long-term assets	819	590
<b>Total assets</b>	<b>86,174</b>	<b>82,292</b>
<b>Liabilities and Equity</b>		
Current liabilities	2,058	1,563
Long-term liabilities	470	469
<b>Total liabilities</b>	<b>2,528</b>	<b>2,032</b>
<b>Equity of Canada</b>		
Contributed capital	61,659	61,659
Retained earnings	20,973	18,601
Infrastructure reserve	1,014	-
	83,646	80,260
<b>Total liabilities and equity</b>	<b>86,174</b>	<b>82,292</b>

## INCOME STATEMENT

(in thousands of dollars)

	2010	2009
	\$	\$
<b>Revenue from port operations</b>	<b>15,637</b>	<b>13,683</b>
<b>Expenses from port operations</b>		
Amortization	3,193	3,133
Salaries, fees and benefits	2,930	2,834
Dredging	2,583	2,584
Operating and administrative	1,635	1,769
Professional fees	623	1,203
Maintenance and repair costs	604	597
Grants in lieu of municipal taxes	479	453
Gross revenue charge	429	348
	12,476	12,921
<b>Income from port operations</b>	<b>3,161</b>	<b>762</b>
Investment income	233	122
Loss on disposal of property and equipment	(8)	(111)
<b>Net income</b>	<b>3,386</b>	<b>773</b>
Retained earnings, beginning of year	18,601	17,828
<b>Retained earnings, end of year</b>	<b>21,987</b>	<b>18,601</b>

## STATEMENT OF CASH FLOWS

(in thousands of dollars)

	2010	2009
	\$	\$
<b>Cash provided by (used in) Operating activities</b>		
Net income for the year	3,386	773
Charges to income not involving cash		
Amortization of property and equipment	3,193	3,133
Loss on disposal of property and equipment	8	111
Amortization of bond premium	122	(243)
Gain on sale of investments	(34)	-
	6,675	3,774
Net change in accrued benefit asset liability	(228)	(262)
Net change in non-cash working capital items related to operations	605	(1793)
<b>Cash provided by operating activities</b>	<b>7,052</b>	<b>1,719</b>
<b>Investing activities</b>		
Additions to property and equipment	(844)	(261)
Proceeds from disposal of property and equipment	-	37
Additions to investments	(4,170)	(6,772)
Proceeds on sale of investments	434	-
Proceeds on maturity of investments	973	-
	(3,607)	(6,996)
<b>Cash used in investing activities</b>	<b>(3,607)</b>	<b>(6,996)</b>
<b>Net increase (decrease) in cash during the year</b>	<b>3,445</b>	<b>(5,277)</b>
<b>Cash - Beginning of year</b>	<b>1,706</b>	<b>6,983</b>
<b>Cash - End of year</b>	<b>5,151</b>	<b>1,706</b>

**Executive Office**

Jim Quinn  
President & Chief Executive Officer

Paula Small  
Manager of Public Relations / Corporate Secretary

Captain Alwyn G. Soppitt  
Special Advisor (Retiring President & CEO)

Erin McLaughlin  
Administrative Assistant

**Planning & Development**

Andrew Dixon  
Senior Vice President Planning & Development

Stephen McCavour  
Vice-President, Engineering Services

Betty MacMillan  
Manager, Cruise Development

Pam Flemming  
Manager of Real Property

Shannon Blanchard  
Cargo Development & Marketing Specialist

Brittany Kitchen  
Cruise Development Co-ordinator

Mark Monahan  
Engineering Technologist

Annie Simon  
Administrative Assistant

**Infrastructure, Operations and Harbour Master**

Captain John McCann  
Vice President of Operations, Infrastructure and Harbour Master

Andrew Somerville  
Manager, Operations & Logistics

Darryl McGrath  
Manager, Port Security & Emergency Services

Jody Potter  
Manager Infrastructure & Maintenance

Tanya Laskey – Administrative Assistant

Bruce Duguay – Lead Hand, Outside Services

Mike Hellingwerf – Outside Services

Rodney Knox – Outside Services

Nick Lambert – Outside Services

Josh Campbell – Outside Services

Mike Somerville – Outside Services

**Finance**

Krista Foster – Manager of Finance

Tanya Black – Financial Analyst/Systems Support

Allen Fraser – Employee & Business Services

Angela Piers – Accounting Clerk

Susan Keeley – Receptionist/Clerk

