



2016 PERFOR MANCE REPORT

CHAIRMAN'S ADDRESS



As Green Marine celebrates its 10th anniversary, I am delighted to present the progress report by ship owners, port authorities, terminal and shipyard operators, and Seaway corporations participating in the organization's environmental certification program. In the following pages, you will see the results that participants reported on their 2016 environmental performance.

Continuous improvement is the trend that emerges the longer participants are involved in the program—a real testimony to Green Marine's strength. For example, participants reporting for the years 2008 through 2016 saw their global environmental performance average rise to 3.4 from an initial 2.0 average level. It is also worth mentioning that each participant's results are reviewed and confirmed by independent verifiers on a regular basis. The verification process was recently subject to a complete review by Green Marine and has been improved to ensure consistency.

Green Marine's clear tracking of environmental progress on specified fronts helps the industry convey its ongoing sustainability efforts in a straightforward manner. It facilitates proper measurement and comparisons that encourage all to do better by sharing knowledge, experience, and best practices.

One of Green Marine's challenges going forward will be for the program to remain a catalyst for ongoing environmental improvement. The more sustainable the overall maritime sector becomes, the more demanding it may be to implement new ways to exceed the industry's advancing standards.

Green Marine's participants are striving to perform beyond existing and forthcoming regulations. The program must be kept current in terms of regulations, with criteria revised or adapted as required to maintain ambitious but feasible goals at each of the higher performance levels.

The annual review of all of the program's criteria is a major undertaking. It is led by Green Marine's relatively small team in consultation with several regional advisory committees whose members represent the industry, NGOs, regulators, and scientific experts. The success of this yearly comprehensive review is only possible because of the involvement and long hours of work that the organization's members and supporters voluntarily dedicate to the program.

Green Marine also continues to be proactive in addressing environmental issues that emerge as new challenges for its participants—the new underwater noise performance indicators, for instance. Within a two-year period, Green Marine recognized underwater noise as an emerging issue, thoroughly examined the existing research on the subject, and developed two new performance indicators.

As chair, as well as the president of a company that has been involved with Green Marine since the program's outset, I am tremendously proud of the progress to date by this voluntary initiative. I also look forward to see what Green Marine will accomplish over the next decade as it continues to expand its membership, support base, and potential resources.

I also wish to underline the excellent work done by Green Marine's management and staff. It is amazing what this small team manages to accomplish every year.

Finally, I want to thank my fellow board members for their extremely valuable participation and insights, which are so pivotal to our success.

A handwritten signature in black ink, appearing to read "Paul Gourdeau". The signature is fluid and cursive.

Paul Gourdeau

EXPANDING MEMBERSHIP

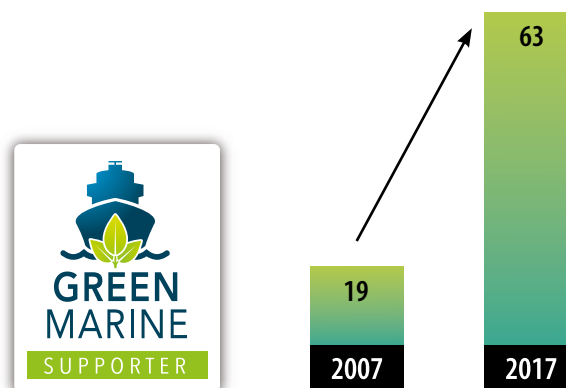
Green Marine has significantly enlarged its North American reach over the past decade, more than tripling its original participation and overall membership. The program achieved a 10% increase in participants last year alone, and is further building on its binational character with a steadily increasing U.S. membership.

Ports in particular have been joining the program in significant numbers as their administrators become aware of the benefits of Green Marine's framework to benchmark their environmental improvements. Attendance at various North American events, as well as the organization of a seminar in New Orleans, Louisiana, raised awareness about Green Marine among potential members.

One of the program's core strengths comes from being responsive to regional concerns related to the maritime industry's environmental footprint. Industry representatives and Green Marine supporters (representing government, the academic/scientific community, NGOs, and environmental groups) serve on three regional advisory committees. Each committee assesses local concerns and discusses feasible solutions. These recommendations often lead to the program's evolution. Other regional committees may be formed as soon as a region's membership numbers warrant one.

Green Marine is strengthening its key pillars of support as the industry, various levels of government, the academic/scientific community, and environmental organizations become increasingly aware of the program's merits. We're honoured to have the Chamber of Shipping of America join Green Marine as an association member this past year, along with several new supporters that include The Washington State Department of Ecology, as well as Clean Foundation, and Nova Scotia Environment.

	2007	2017*	
PARTICIPANTS	34	110	Participants are ship owners, ports, terminals, shipyards and the Seaway corporations that have officially committed to continually work towards reducing their environmental footprint.
PARTNERS	23	81	Green Marine's partners assist participants in constantly improving their environmental performance through maritime-related expertise, technology, equipment and services.
ASSOCIATIONS	7	21	Associations play a pivotal role as ambassadors for Green Marine, recommending it to their respective memberships and making governments and other relevant stakeholders better aware of the program and its progress.
Total	64	212	* As of May 1, 2017.



Green Marine supporters play a key role by endorsing the program and contributing to its evolution with their participation on regional advisory committees.

HOLDING STEADY

The overall average of the participants for all performance indicators has remained steady over the last few years at approximately 3.1 (on a scale where 1 demonstrates monitoring of regulations and 5 stands for excellence and leadership). This overall average has been maintained in 2016, even as Green Marine:

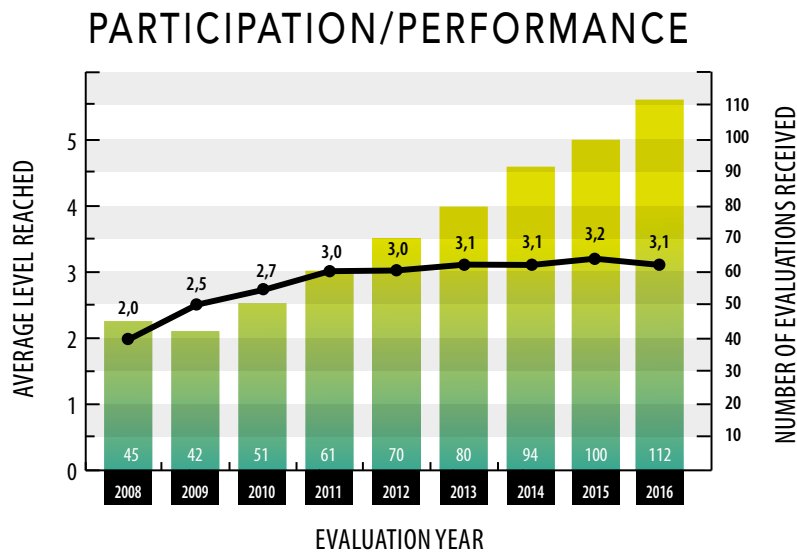
- added a new performance indicator on waste management for landside participants
- raised the bar for criteria on air emissions and aquatic invasive species for ship owners
- retired the high-scoring performance indicator on dry bulk cargo residues
- welcomed new participants whose initial results tend to be lower.

The fact that the overall average has remained fairly constant despite all of these demanding changes is testament to the serious and successful pursuit of continual improvement by Green Marine’s participants. The very few participants that have achieved and retained Level 5 across the board over the past decade are a clear indication of the program’s stringent demands and continual evolution. The program is reviewed annually to ensure that each tier beyond Level 1 is sufficiently challenging vis-à-vis new or imminent regulations, improved best practices, or the emergence of new technologies that facilitate better environmental performance.

Committed to genuinely challenging its membership, Green Marine retired the performance indicator for cargo residues in 2016 as one of the program’s success stories. Green Marine initially developed the indicator in 2007 to raise awareness about the issue and to spur participants to improve their performance. The participants rose to the challenge.

The seven member companies transporting dry bulk in the Great Lakes-St. Lawrence Region that reported on this indicator collectively obtained an overall Level 4 average by 2015 – the highest average recorded for any performance indicator. This advanced performance, along with the fact that both Canada and the U.S. have implemented legislation to regulate cargo residues, prompted the decision to retire this indicator.

However, a zero discharge policy has been maintained by Green Marine for all international ship owners operating within the Great Lakes-St. Lawrence Region, and this policy is a prerequisite for any new international ship owner joining the program. The program update allows Green Marine to turn more of its attention to new environmental issues, such as waste management and underwater noise.



Note: Green Marine received a total of 112 self-evaluations for 2016. A few participants submitted more than one evaluation to report on varying operations (e.g. ferries and terminals, or tugs and shipyards), while others chose not to submit an evaluation in their first year of joining Green Marine, as is permitted to give new participants a year to become acquainted with the program.

NEW THREE-YEAR ROLLING ACTION PLAN

Green Marine has launched its second three-year action plan following a year of consultation with all of the corporation's advisory committees. The new plan is ambitious in its goals to further improving and expanding the program.

Enhancing the quantitative metrics for the air emissions performance indicators is one of the priorities. The board has already voted in favor of a change that would require ports to conduct a port-wide emissions inventory to qualify for Level 4 in the greenhouse gas and air pollutants performance indicator. The new requirement will be optional for 2017 reporting but mandatory thereafter.

ADDITIONAL INDICATORS PLANNED

New issues are being discussed, such as handling ship-generated waste at Canadian ports. An indicator to assess and recognize how ports and terminals manage aquatic ecosystems within their vicinity is also envisioned.

The action plan calls for developing a stand-alone performance indicator on social responsibility for ports and will encompass the existing criteria on community engagement. This will leave the existing performance indicator to focus on reducing community impacts such as dust, noise, light and other possible nuisances.

Consultative processes to develop new criteria for ship owners regarding ship recycling and a vessel's end-of-life management are likewise on the agenda.

NEW CRITERIA ENACTED

This past year also saw new waste management performance indicators become mandatory for all participating landside facilities. Ports, terminals and shipyards evaluated their efforts to minimize, recycle and properly dispose of waste generated by their 2016 operations.

New indicators for minimizing underwater noise and its impacts on marine life will be optional for 2017 reporting and compulsory thereafter. The new criteria will apply to ship owners and ports operating in salt water. The indicators are the result of two years of intensive research, discussions and awareness-building about underwater noise. These performance indicators aim to improve the industry's understanding of the issue and to promote a better coexistence between maritime activities and marine mammals. Green Marine is preparing a list of the vulnerable areas in Canadian and American waters so that participants can determine whether they operate within these areas and, if so, consider implementing mitigation measures to the extent possible.

All of the environmental issues and performance criteria in the Green Marine program are detailed on the Program page of Green Marine's website.

2017 ENVIRONMENTAL PROGRAM

PERFORMANCE INDICATORS	SHIP OWNERS	PORTS & SEAWAY	TERMINALS & SHIPYARDS
Aquatic invasive species			
Community impacts			
Dry bulk handling and storage			
Environmental leadership			
Garbage management			
Greenhouse gas emissions			
Oily water			
Pollutant air emissions NOx			
Pollutant air emissions SOx & PM			
Prevention of spills and leakages			
Underwater noise			
Waste management			

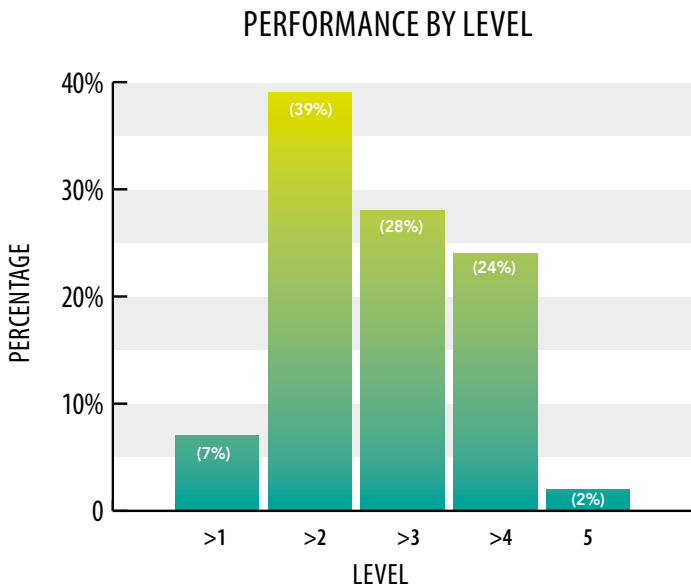
SETTING HIGHER SIGHTS

Staying the course within a context of more comprehensive and stringent criteria, as well as a steadily increasing membership, demonstrates that Green Marine's participants are continually improving their performance to meet a bar that keeps being set higher and wider.

For example, all of the indicators related to air emissions – sulfur oxides (SOx), greenhouse gases (GHG), as well as particulate matter (PM) – were made tougher with the introduction of a new criteria at Level 2 for ship owners. The criteria require specific actions to optimize speed and fuel efficiency.

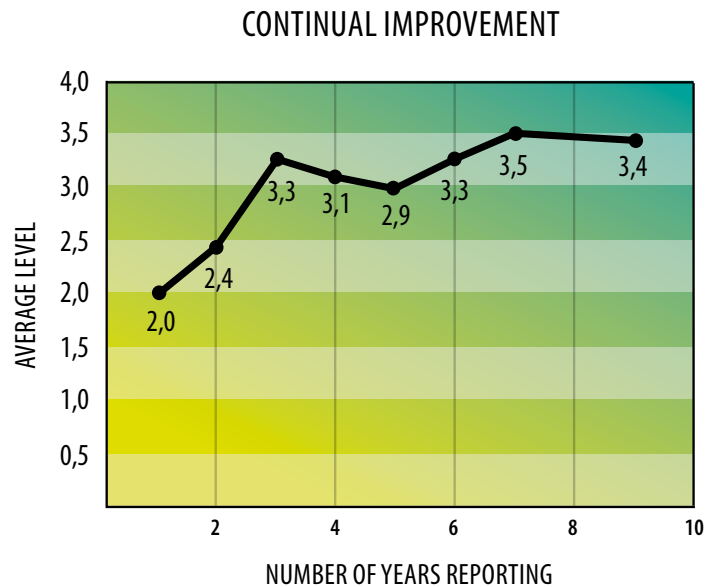
The performance indicator for preventing aquatic invasive species is now more robust as well. It calls for more actions to address biofouling. The bar is also raised for both domestic and international ship owners regarding ballast water management to reflect the increasing availability of new technology for effective onboard treatment as well as imminent new global regulations.

Participating in Green Marine over the long run generates lasting overall improvement, as this graph indicates with its generally upward trend over time despite broader and more challenging performance criteria.



Performance by level:

Percentage of all reporting participants with an average at or above levels 1, 2, 3, 4, and 5



All the graphs and statistics are based on the results submitted by participants as of May 5, 2017. Minor updates due to late verification confirmations will be made in the online version of the report after the GreenTech 2017 conference.

VERIFICATION TRAINING AND OVERVIEW

The demand for verifiers to review the submitted results has increased significantly with the growing membership. The geographic expanse of the larger membership also necessitates having verifiers in more regions so they are available within reasonable proximity and, thereby, cost. To meet these needs, Green Marine launched a recruiting and training program for verifiers this past year. Only applicants who are certified auditors in Compliance, Environmental Management Systems or the International Safety Management (ISM) Code were considered for Green Marine's verification training.

Green Marine hired an external consultant to review one report from each accredited verifier last year to assess the consistency in the content and quality of the reports. Additional training will take place annually in the future to update verifiers on key changes in the Green Marine program.

PROVIDING NEW TOOLS AND RESOURCES

Green Marine signed a license agreement with Transport Canada so that all its member ports in both Canada and the United States will be able to use the Port Emissions Inventory Tool (PEIT) for free. The PEIT facilitates input data collection and calculates emissions within the user-defined port and terminal boundaries.

Another new resource developed this past year makes Green Marine's partners and their innovative products and expert services just a click away. The new online directory on Green Marine's website profiles every partner with a brief company description, logo, contact information and website link. Participants can search for what they need to advance their environmental performance by the key words provided in English and French.

ADDRESSING EMERGING ISSUES

Green Marine's actions regarding underwater noise are an example of how the environmental program uniquely responds to emerging issues. After the issue was first raised by a supporter three years ago, Green Marine convened a working group. A few months later, Green Marine entered into partnership with Transport Canada to survey existing worldwide research. The partnership afforded Green Marine the resources to study the subject thoroughly, while Transport Canada benefitted from Green Marine's broad network of knowledgeable resources, as well as the expertise of the marine biologist on Green Marine's staff.

Canada's Minister of Transport Marc Garneau praised Green Marine for entering into the innovative partnership with Transport Canada to improve the overall understanding of underwater noise as an issue. He commended Green Marine for its first-of-its-kind leadership globally in working with industry, governments, environmental organizations and scientific experts to establish criteria to reduce underwater noise and its impacts on marine mammals.

WWF-Canada, a Green Marine supporter, also commended Green Marine for its stewardship in addressing underwater noise and its impacts from vessel and port activities.



OVERALL PERFORMANCE BY PARTICIPANT TYPE

This year's results indicate more than half (54%) of the reporting participants achieved Level 3 or higher for all the applicable performance indicators combined.

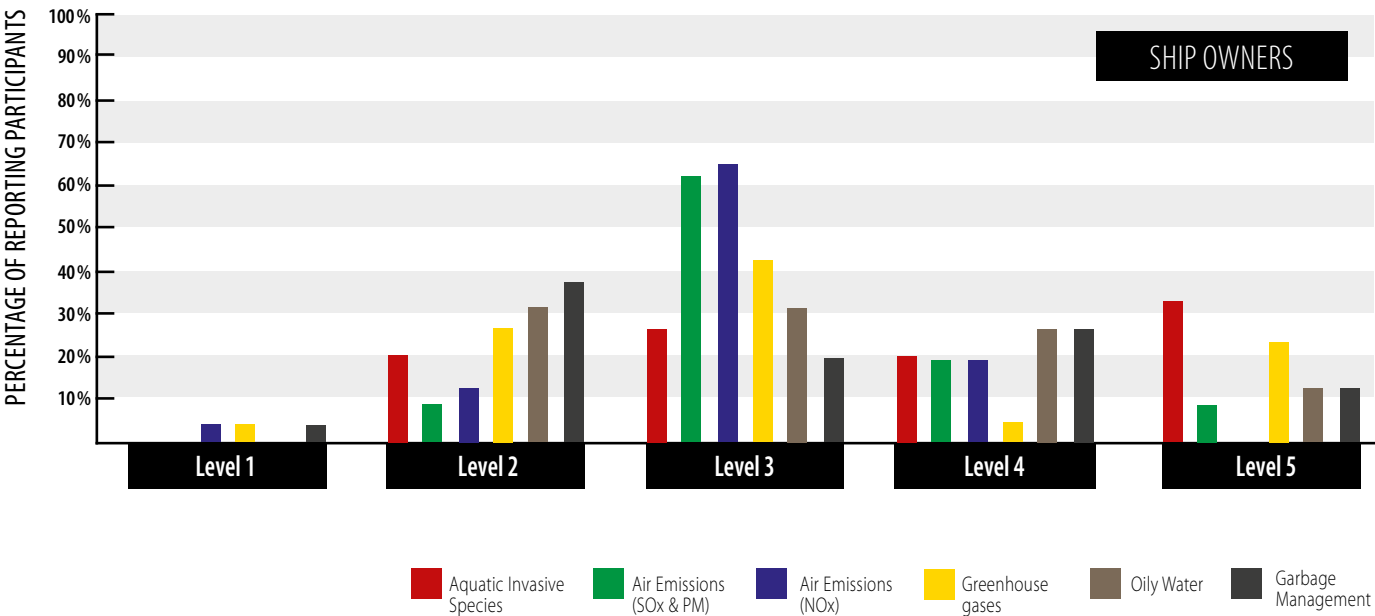
Despite more stringent criteria, almost two-thirds (65%) of the 26 **ship owners** that submitted evaluations for 2016 obtained an overall average of Level 3 or higher, including 23% that achieved Level 4 or higher in 2016.

Ports, terminals and shipyards had to benchmark their performance against the new criteria for the waste management performance indicator that became obligatory for reporting on their 2016 operations. Having new mandatory performance indicators usually lowers the overall average slightly because the criteria are new to participants and it can take some time, effort and resources to implement actions and reach higher levels.

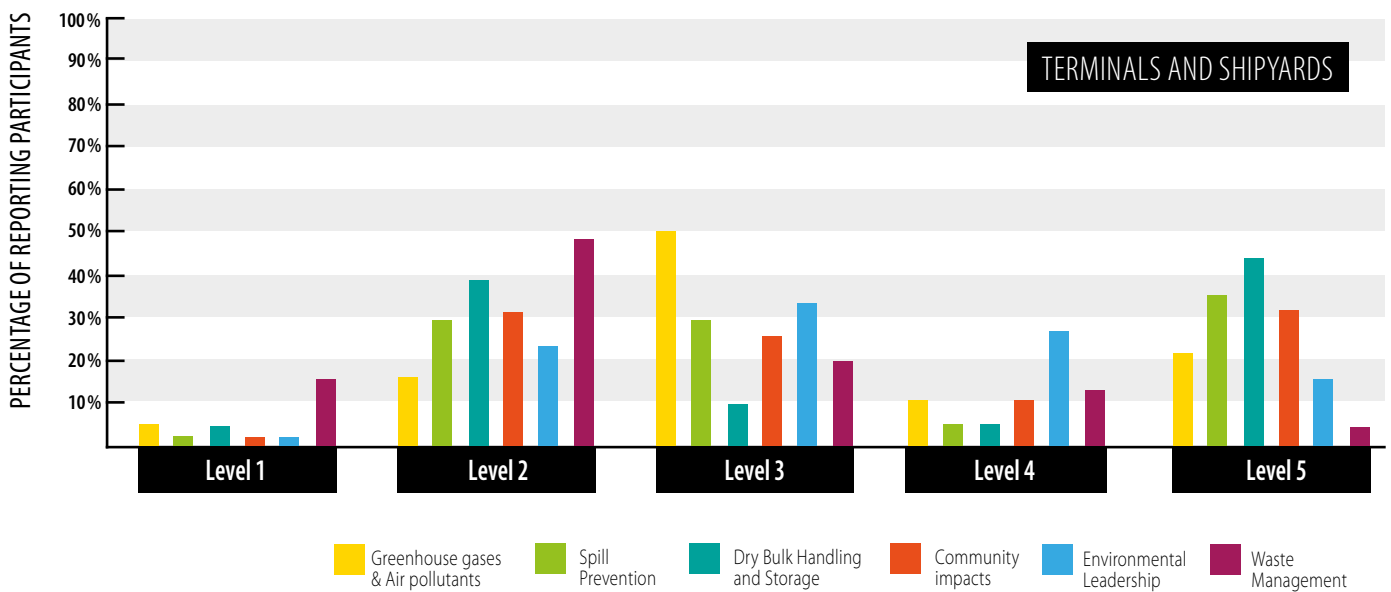
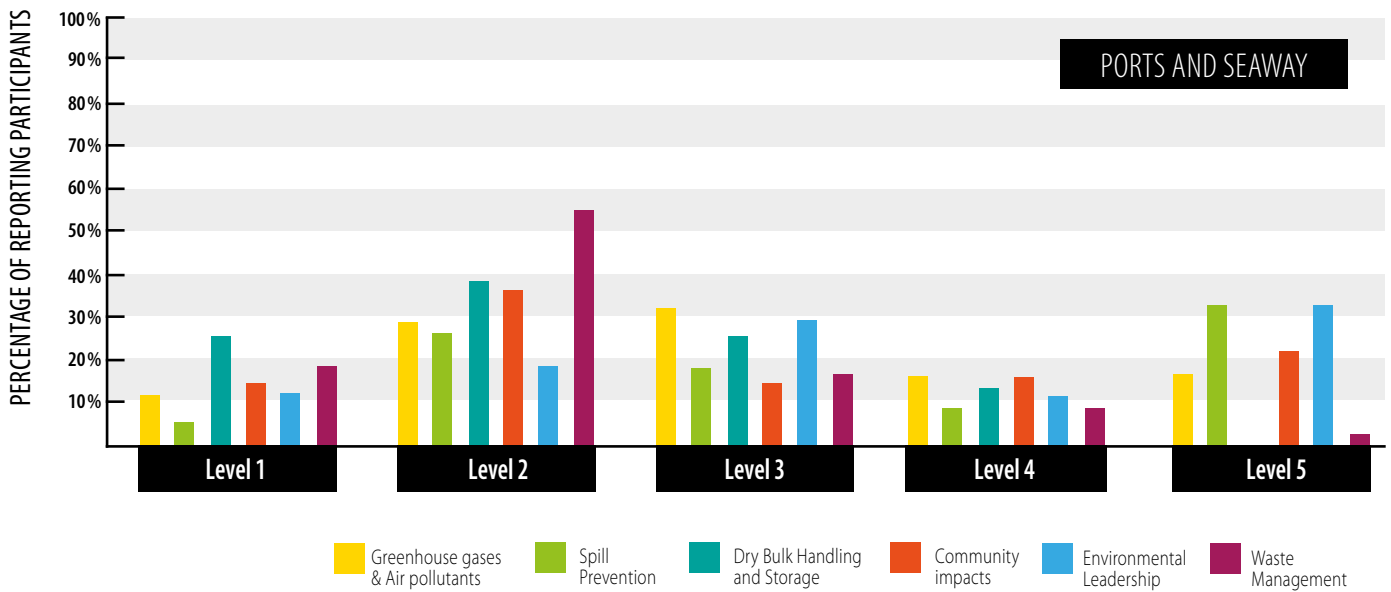
Even with the new waste management performance indicator, however, the 36 reporting **ports** went up a combined total of 34 levels in their 2016 reporting, with 44% of them attaining Level 3 or higher. Almost one-quarter (23%) reached Level 4 or higher.

The participating **terminals** succeeded in advancing their overall average performance by a total of 41 levels. More than half (52%) attained Level 3 or higher, including more than one-quarter (28%) at Level 4 or higher.

The following graphs illustrate the percentage of reporting participants at each of the program's five achievement levels for each of the 11 performance indicators based on the 2016 self-evaluations.




All the graphs and statistics are based on the results submitted by participants as of May 5, 2017. Minor updates due to late verification confirmations will be made in the online version of the report after the GreenTech 2017 conference.



2016 RESULTS




SHIP OWNERS 	AQUATIC INVASIVE SPECIES	AIR EMISSIONS (SO _x & PM)	AIR EMISSIONS (NO _x)	GREENHOUSE GASES	OILY WATER	GARBAGE MANAGEMENT
Algoma Central Corporation	4	4	4	5	5	4
Atlantic Towing Limited	5	5	3	5	3	4
British Columbia Ferry Services Inc.	n.a.	3	3	3	4	2
Canada Steamship Lines	4	5	4	5	4	5
Canfornav Inc.	5	3	3	5	5	5
COGEMA	n.a.	3	3	2	3	4
Croisières AML	n.a.	3	3	3	3	2
CSL International	5	3	3	3	3	4
Fednav Limited	5	3	4	5	4	3
Groupe CTMA	2	3	2	2	2	2
Groupe Desgagnés Inc.	5	4	4	5	4	5
Ledcor Resources and Transportation LP*	n.a.	1	1	1	2	1
Lower Lakes Towing Ltd.	3	3	3	2	2	2
Marine Atlantic Inc.	n.a.	2	2	2	2	2
McAsphalt Marine Transportation Ltd.	4	3	3	3	3	3
McKeil Marine Limited	3	3	3	3	4	4
North Arm Transportation Ltd.	n.a.	3	3	2	4	3
Ocean	n.a.	4	3	4	4	2
Oceanex Inc.	3	3	3	3	5	4
Owen Sound Transportation Company	2	2	2	2	2	2
Reformar	2	3	3	3	2	3
Saam Smit Canada	n.a.	3	3	3	2	2
Seaspan ULC	n.a.	4	3	3	3	4
Société des traversiers du Québec	n.a.	3	3	3	2	2
Svitzer Canada Ltd.	n.a.	3	3	2	3	2
TBS Ship Management Inc.	3	3	3	3	3	3

n.a.: not applicable

* New participant whose results have not yet been verified.


INTERPRETATION NOTES

The term n.a. (not applicable) appears several times in the report's tables because the environmental issues addressed by the program do not necessarily apply to all participants. For example, most tugs and ferries do not discharge ballast water. An n.a. denotation could also refer to a situation in which a participant does not have full control over the operations on its premises. For example, a port cannot apply the Green Marine criteria where a terminal operator is in charge of facilities. Most port authorities oversee the leasing of port property and do not themselves operate terminals. The published results indicate each participant's self-reported and verified performance within the Green Marine program's indicators. While the program's self-evaluation is comprehensive, it is not an exhaustive assessment of all environmental matters related to a participant's maritime operations. Green Marine has not itself evaluated the environmental performance of the participating enterprises. Each participant is required to submit all of the documentation for the performance level claimed for each indicator to an external verifier every two years for verification.


PORT AUTHORITIES 	GREENHOUSE GASES & AIR POLLUTANTS	SPILL PREVENTION	DRY BULK HANDLING AND STORAGE	COMMUNITY IMPACTS	ENVIRONMENTAL LEADERSHIP	WASTE MANAGEMENT
Alabama State Port Authority*	1	2	2	1	2	2
Bécancour Waterfront Industrial Park	4	2	n.a.	2	4	2
Canaveral Port Authority	2	5	n.a.	2	1	2
Cleveland-Cuyahoga County Port Authority	3	5	3	2	4	2
Duluth Seaway Port Authority	5	5	4	2	5	2
Greater Victoria Harbour Authority	3	5	n.a.	5	3	3
Halifax Port Authority	3	5	n.a.	4	5	4
Hamilton Port Authority	3	3	n.a.	3	3	2
Illinois International Port District	3	2	n.a.	3	3	1
Montreal Port Authority	5	5	n.a.	5	5	3
Nanaimo Port Authority	2	2	n.a.	2	3	2
Northwest Seaport Alliance*	2	2	n.a.	2	3	2
Oshawa Port Authority	2	3	n.a.	3	2	2
Port Alberni Port Authority	1	2	n.a.	1	1	1
Port Everglades	5	2	3	2	5	2
Port of Albany	2	1	n.a.	1	2	1
Port of Corpus Christi	1	2	1	1	1	1
Port of Gulfport	2	3	2	2	2	2
Port of Hueneme	3	5	n.a.	5	5	4
Port of Indiana - Burns Harbor	2	3	n.a.	3	2	2
Port of Milwaukee	3	2	n.a.	2	3	2
Port of New Orleans	3	3	n.a.	2	5	2
Port of Olympia*	1	2	1	1	1	1
Port of Seattle	4	4	n.a.	5	5	4
Port of Valleyfield	3	2	n.a.	2	3	2
Prince Rupert Port Authority	4	4	n.a.	5	5	3
Quebec Port Authority	5	5	n.a.	5	5	3
Saguenay Port Authority	3	5	n.a.	4	2	2
Saint John Port Authority, NB	2	2	n.a.	2	2	2
Sept-Îles Port Authority	3	3	n.a.	3	4	2
St. John's Port Authority, NL	3	3	n.a.	4	3	2
Thunder Bay Port Authority	4	2	n.a.	2	3	1
Toronto Port Authority	4	2	2	2	4	1
Trois-Rivières Port Authority	2	5	n.a.	4	3	2
Vancouver Fraser Port Authority	5	4	n.a.	5	5	3
Windsor Port Authority	2	2	n.a.	4	3	2

n.a.: not applicable

* New participant whose results have not yet been verified.


SAINT LAWRENCE SEAWAY 	GREENHOUSE GASES & AIR POLLUTANTS	SPILL PREVENTION	COMMUNITY IMPACTS	ENVIRONMENTAL LEADERSHIP	WASTE MANAGEMENT
Saint Lawrence Seaway Development Corporation / St. Lawrence Seaway Management Corporation †	4,1	5	4,1	5	3,3

† Each Seaway corporation filed an individual self-evaluation report to Green Marine and had its results separately verified, but they both opted to publish their results jointly to reflect their allied efforts in achieving environmental excellence. The published results are the weighted average of the individual results based on the number of locks managed by each Seaway corporation..

TERMINALS AND STEVEDORING COMPANIES 	GHG AND AIR POLLUANTS	SPILL PREVENTION	DRY BULK HANDLING AND STORAGE	COMMUNITY IMPACTS	ENVIRONMENTAL LEADERSHIP	WASTE MANAGEMENT
British Columbia Ferry Services Inc.	2	3	n.a.	2	3	2
Ceres Terminals Inc. (Baltimore, Charleston, Halifax, Houston, and Savannah)	3	5	n.a.	3	4	3
DP World Prince Rupert Inc.	3	2	n.a.	2	2	2
Empire Stevedoring Co. Ltd. (Montreal)	3	3	n.a.	3	2	2
Federal Marine Terminals Inc. (Burns Harbor, Cleveland, Hamilton, Milwaukee, Thorold, Albany, Eastport, Port Manatee, Tampa, Lake Charles)	5	5	5	5	4	2
Fraser Surrey Docks	5	5	5	5	4	2
G3 Canada Limited (Trois-Rivières)	3	2	2	2	3	2
G3 Canada Limited (Quebec)	4	3	3	3	3	1
GCT Global Container Terminals Inc. (GCT Bayonne)	5	5	n.a.	5	5	4
GCT Global Container Terminals Inc. (GCT Deltaport)	5	5	n.a.	5	5	4
GCT Global Container Terminals Inc. (GCT New York)	4	5	n.a.	5	5	4
GCT Global Container Terminals Inc. (GCT Vanterm)	4	5	n.a.	5	5	4
Glencore (Quebec)	3	3	5	4	4	2
Groupe Desgagnés Inc. (Relais Nordik, Sept-Îles)	3	3	n.a.	2	3	3
Iron Ore Company of Canada	3	5	5	5	4	3
Kinder Morgan Canada (Westridge Terminal)	3	3	3	3	4	3
Logistec Corporation (Montreal, Contrecoeur, Halifax, Saint John, Sydney, Trois-Rivières, Rideau Bulk, Sept-Îles, Thunder Bay, Toronto)	5	3	5	3	3	2
Marine Atlantic Inc.	2	2	n.a.	4	3	2
McAsphalt Industries Ltd. (Eastern Passage, Valleyfield, Oshawa, Hamilton, Port Stanley)	2	3	n.a.	4	3	3
Montreal Gateway Terminals Partnership	5	3	n.a.	5	5	2
Neptune Bulk Terminals (Canada) Ltd.	5	5	5	5	5	4
New Orleans Terminal LLC	2	5	n.a.	2	3	2
Norcan Petroleum Group Inc.	3	3	n.a.	2	3	2
Northern Stevedoring Company Inc. (Sept-Îles)	3	3	4	3	3	2
Pacific Coast Terminals Co. Ltd.	3	3	5	5	4	3
Pinnacle Renewable Energy Inc.	3	2	2	3	2	1
Porlier Express	3	3	n.a.	3	3	3
QSL (Anse au Foulon)	2	2	2	2	3	2
QSL (Beauport)	3	2	2	2	3	2
QSL (Bécancour)*	3	1	2	2	3	1
Richardson International (Hamilton)	5	5	5	4	4	3
Ridley Terminals Inc.	5	5	5	5	4	2
Rio Tinto (Port Alfred)	5	5	5	5	5	5
Squamish Terminals Ltd.	3	3	n.a.	5	4	2
Sterling Fuels Limited	3	5	n.a.	3	4	3
Termont Montréal Inc.	2	2	n.a.	2	2	n.a.
Tidal Coast Terminals Ltd.	3	2	2	2	2	2
Tymac Launch Service Ltd.	2	2	2	3	2	2
Valero Energy Inc. (Jean-Gaulin Refinery)	5	5	n.a.	5	3	5
Valleytank Inc.	3	4	n.a.	2	2	1
Valport Maritime Services Inc.	3	2	2	2	2	2
Waterfront Petroleum Terminal Company	1	2	1	1	1	1
West Coast Reduction Ltd.	3	5	n.a.	3	2	2
Westshore Terminals Ltd.	3	2	2	3	2	2
Yellowline Asphalt Products Limited	3	5	n.a.	5	4	2

n.a.: not applicable

* New participant whose results have not yet been verified.

SHIPYARDS 	GHG AND AIR POLLUANTS	SPILL PREVENTION	COMMUNITY IMPACTS	ENVIRONMENTAL LEADERSHIP	WASTE MANAGEMENT
British Columbia Ferry Services Inc.	1	2	2	2	2
Ocean Industries Inc.	3	2	2	3	1
Seaspan Shipyards and Terminals	4	4	4	4	4

EMBRACING THE FUTURE...

As Green Marine celebrates its 10th anniversary, its members and supporters are already looking ahead to what the environmental certification program might achieve over the next decade.

“Green Marine will continue to gain in size and credibility as a sustainability leader as its members demonstrate that the program’s framework clearly identifies and measures accomplishments and opportunities.”

– Brandy D. Christian, president and CEO, Port of New Orleans.

“Goods travel the world, ships ecologically linking the continents. There is great logic to Green Marine following cargo routes, while retaining the program’s rigor. Since the beginning, we have ensured the program’s credibility in the face of expansion, but we must consolidate this rigor in the program, criteria and evaluation.”

– Sylvie Vachon, Montreal Port Authority’s president and CEO.

“The pace of Green Marine’s expansion has permitted us to evolve and consolidate our concepts of growth and continuous improvement in a meritorious way.”

– Nicole Trépanier, St. Lawrence Economic Development Council (SODES) president and CEO.

“Underwater noise is an example of a scientific concern that is becoming more widely known and addressed because Green Marine has created new performance indicators for it.”

– Allister Paterson, Canada Steamship Lines’ executive vice-president and CEO.

“Working with Green Marine shows that a company is environmentally forward-looking, willing to learn new ways. We also appreciate that all relevant stakeholders are invited to the discussion table.”

– Kathy J. Metcalf, Chamber of Shipping of America’s president and CEO.

TEAMING WITH ENTHUSIASM

The Green Marine secretariat now consists of a full-time staff of five members to:

- **coordinate the program and respond to the membership’s requirements**
- **communicate the program’s developments, achievements, resources and activities**
- **pursue strategic partnerships**
- **recruit new participants, partners and supporters.**

David Bolduc has led the secretariat as Green Marine’s executive director since the program’s inception a decade ago. **Manon Lanthier** continues in her role as the communications manager. The large responsibility of the program’s coordination is now divided among three program managers: **Eleanor Kirtley** (West Coast and U.S.), **Thomas Grégoire** (East Coast and Great Lakes), and **Véronique Nolet** (St. Lawrence). The recent addition of a third program manager to the staff will make it more feasible for each of them to handle the increasing demands of the program’s criteria and expanding membership.

Visit our website:
GREEN-MARINE.ORG

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