



2024

REPORT

January 23, 2025

HIGHLIGHTS



Total cargo processed: 1,464,193 MT



Total throughput of grain: 982,024 MT

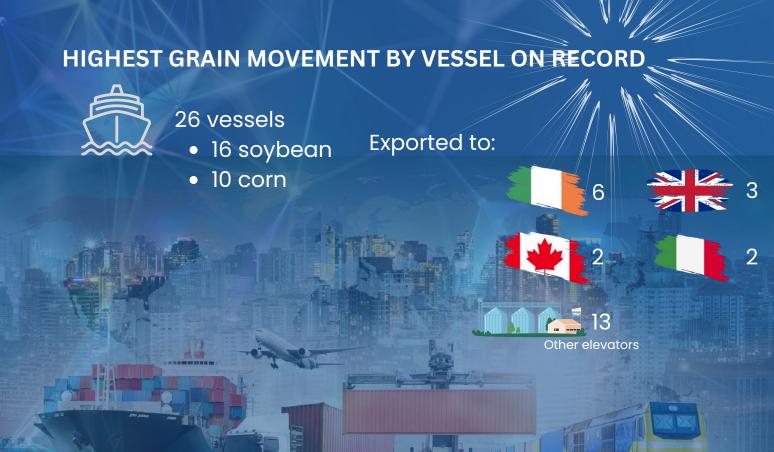
+ 45,788 MT from 2023!



Total capital spending: \$7,764,678



Total surplus (un-audited): \$5.38 million



CHAIR AND GENERAL MANAGER MESSAGE

We recognize, with gratitude and respect that the Township of Edwardsburgh Cardinal is situated on traditional territory of Indigenous peoples dating back countless generations, which is rich in history and home to many First Nations, Métis and Inuit people today.

As a Township and Port, we have a responsibility for the stewardship of the lands on which we live, work and play, and today, this meeting place is still home to Indigenous people, and we are grateful to have the opportunity to work on and call this land home.

The year 2024 was monumental for the Port of Johnstown, full of collaboration, solid achievements, record numbers, and completion of various multi-year capital projects. To our customers, brokers, stakeholders, partners, and community-at-large, it is with sincere gratitude that we thank you for entrusting us with your commodities.

None of this progress would have been possible if it were not for the skills and dedication of our people. Their efforts continue to solidify the Port of Johnstown as one of the most productive and customer-focused gateways in Eastern Ontario, and we thank them for the ongoing contributions. To Outgoing General Manager Robert Dalley and Operations Manager Kevin Saunders, thank you for your service and best wishes on your retirements!

With 2025 now upon us, the Port of Johnstown is embarking on a period of renewal as we focus our efforts on the development of a Strategic Plan 2025 - 2030. It is the intent that this framework will guide our actions and direct our achievements over the next five years. This ambitious plan will encompass every aspect of our operations, from the well-being of our employees to our impact on communities, sustainable asset management, environmental preservation, operational excellence, technological innovation, and business expansion.

We encourage you to read on for a more detailed review of our 2024 activities.

Stephen Dillabough

Chair, Port Management Committee

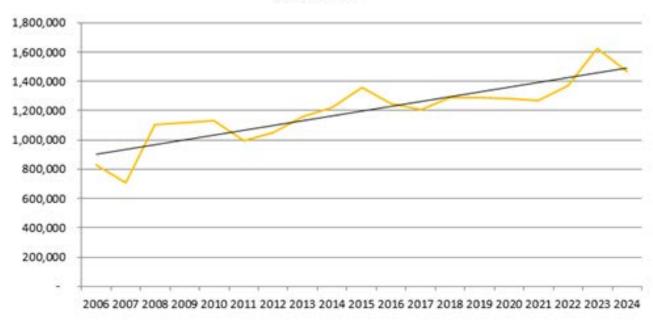
Leslie Drynan General Manager



2024 TOTAL CARGO

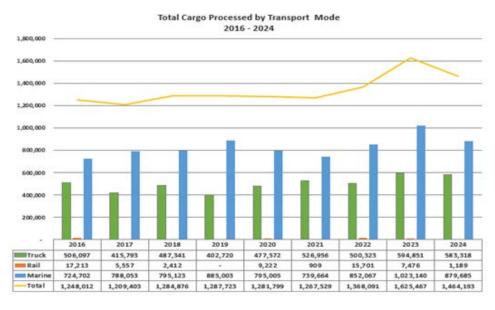
Total cargo processed at the Port in 2024 totaled **1,464,193 MT**; the second highest year on record. Compared to the first eleven years of operation, the Port's average cargo has increased by 32% and continues to move in a positive direction.





TRI-MODAL TRANSPORT

2001-2012 average cargo = 872,218 MT 2012-2024 average cargo = 1,153,259 MT

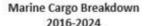


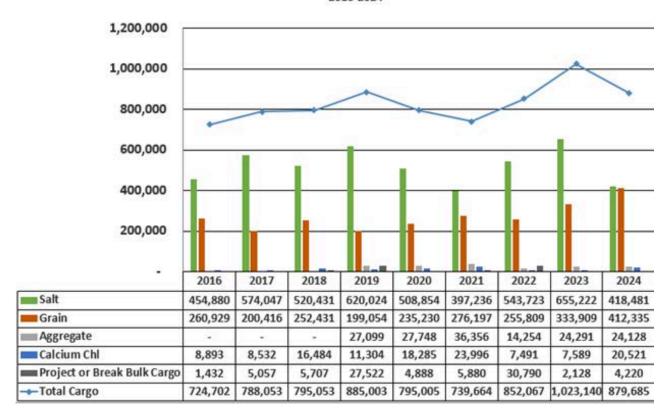
The Port's marine and grain terminals processed a variety of bulk cargos by vessel, truck, and rail.

Marine transport 63% Trucking 36.5% Rail 0.5%

MARINE BUSINESS REPORT

The Port processed a total of 879,685 MT of cargo over its docks in 2024, a decrease of 143,455 MT. Notably, salt movement by vessel was down significantly by 236,740 MT, however on a positive note **grain increased by 78,426 MT** which resulted in the **highest grain movement by vessel on record**.





VESSEL TRAFFIC SUMMARY

Number of vessels

Cargo	2016	2017	2018	2019	2020	2021	2022	2023	2024
Bulk Cargo - Salt	24	26	25	30	22	20	23	34	21
Bulk Cargo - Grain	16	13	18	13	15	15	16	19	26
Project Cargo - Wind Energy	1	1	0	13	0	2	0	0	0
Project Cargo	0	0	0	0	0	0	2	0	1
Cruise	0	4	1	10	0	0	4	0	0
Break Bulk Cargo - Steel	0	2	2	2	1	2	4	1	2
Liquid Bulk Cargo - Calcium Chl.	2	2	3	2	3	4	1	1	3
Bulk Cargo - Aggregate	0	0	0	1	1	2	1	1	1
Other	3	5	5	7	3	8	7	3	5
Total	46	53	54	78	45	53	58	59	59

BULK CARGO

Salt cargo saw a decrease in tonnage by 236,740 MT in 2024.

The Algoma Buffalo made 6 stops at the Port in total over the 2024 shipping season, their first being on April 29, unloading 21,807 MT of salt.



The Algoma Intrepid picked up 24,128 MT of stone on August 21, 2024.



BULK CARGO CONT'D

The Port saw an increase in calcium chloride in 2024.

3 trips were made for a total of 20,521 MT.





The CSL Laurentien made two stops at the Port's Grain Elevator in 2024 moving approximately 57,150 MT of soybean on October 30 and November 5.

The vessels arrived at a steady pace in 2024 resulting in very little interruption to grain receiving.

The Port had a total of **412,335 MT of grain** ship from the Grain Elevator in 2024. A total of **26 vessels** arrived at the Port, including 11 vessels destined for foreign markets.

BREAK BULK CARGO



The Heerengracht arrived on May 24 with 3 windmill blades destined for the Nation Rise Wind Farm.

The Federal Clyde arrived June 21 to unload 3,411 MT of steel beams.



VESSEL SCHEDULE & QUANTITY

SALT VESSELS RECEIVED

Date	Vessel	Commodity	Qty (MT)	
Apr 10	CSL Frontenac	Salt*	20,549	
Apr 20	CSL Frontenac	Salt*	20,632	
Apr 29	Algoma Buffalo	Road Salt	10,281	
		Chemical Salt	11,525	
May 6	Algoma Buffalo	Salt*	16,972	
May 13	CSL Frontenac	Salt*	20,749	
May 17	CSL Frontenac	Salt*	21,003	
May 30	Algoma Buffalo	Salt	16,849	
Jun 5	CSL Frontenac	Salt	20,628	
Jun 10	Algoma Buffalo	White Salt	4,505	
		Clearlane Salt	12,674	
Jul 5	Federal Ruhr	Salt*	20,359	
Jul 20	CSL Frontenac	Salt*	21,732	
Jul 24	Algoma Buffalo	Salt*	17,122	
Aug 1	CSL Frontenac	Salt*	21,776	
Aug 23	Algoma Buffalo	Salt*	16,742	
Aug 29	Algoma Innovator	Salt	15,782	
Sept 1	CSL Frontenac	Salt*	21,330	
Sept 17	CSL Frontenac	Salt*	22,450	
Oct 12	Algoma Innovator	Salt	17,380	
Oct 27	Algoma Compass	Salt	19,151	
Nov 28	Algoma Compass	Road Salt	11,902	
		Chemical Salt	13,016	
Dec 16	Baie Comeau	Salt*	23,371	
		Total MT	418,48	

^{*} Salt Imported

VESSEL SCHEDULE & QUANTITY

GRAIN SHIPMENTS BY VESSEL

Date	Vessel	Commodity	Qty (MT)	
Apr 24	Celina*	Soybeans	10,114	
Jun 12	Vectis Pride*	Corn	8,661	
Jul 6	Acadia Desgagnes	Corn	5,166	
Jul 26	Brant*	Corn	19,401	
Jul 27	Ocean Castle*	Corn	18,816	
Aug 17	Celina*	Corn	10,504	
Sept 1	Acadia Desgagnes	Corn	4,832	
	Share? Sour	Wheat	3,501	
Sept 22	Vectis Progress*	Corn	8,682	
Sept 24	Federal Satsuki*	Corn	22,472	
Oct 9	Baie St. Paul	Soybeans	28,144	
Oct 10	Harvest Spirit	Soybeans	15,467	
Oct 20	Shipka*	Soybeans	19,876	
Oct 30	CSL Laurentien	Soybeans	28,418	
Nov 5	BBC Virginia*	Soybeans	9,562	
Nov 5	CSL Laurentien	Soybeans	28,731	
Nov 9	Argentia Desgagnes	Soybeans	8,232	
Nov 15	Argentia Desgagnes	Soybeans	8,142	
Nov 19	Argentia Desgagnes	Soybeans	8,151	
Nov 20	Blair McKeil	Soybeans	11,608	
Nov 24	Algoma Equinox	Soybeans	29,343	
Dec 8	Florence Spirit	Soybeans	12,073	
Dec 11	CSL Assiniboine	Soybeans	28,804	
Dec 18	Blair McKeil	Soybeans	11,526	
Dec 19	Algoma Mariner	Soybeans	24,550	
Dec 28	Slavyanka*	Corn	20,052	
Jan 2	Federal Bering*	Corn	7,506	
		Total	412,33	

^{*} Import/Export Vessel

GRAIN BUSINESS REPORT

The Port had another record year with grain throughput at 982,024 MT of grain handled!

The volume of grain received at the Port in 2024 was 496,337 MT (12,410 truckloads of grain), which is up 36,618 MT compared to 2023.

The volume of grain shipped from the Port in 2024 was 485,687 MT up 9,170 MT from 2023.

The weather is always a concern for crop yields but overall, it was favourable in 2024. The Port was busy receiving the three main commodities of wheat, soybean, and corn.



WHEAT

The Port received 51,228 MT which is 13,444 MT less than the record year in 2023, however still a very high volume.

The strong feed market for wheat may have contributed to the reduced intake.

Soft Red Winter Wheat continues to be the main variety planted in our region taking 90% of the wheat storage space.



SOYBEAN

The Port received 277,010 MT which is up 68,564 MT over a record year in 2023.

Excellent yields and quality coupled with a strong vessel schedule, enabled the Port to keep the inbound truck volume to maximum capacity for most of the season (700 truckloads/week).



CORN

The Port received 166,838 MT which is 18,198 MT less than 2023.

Although we did have shipping volume in July and August with "old crop" corn, the market conditions coupled with high inventory levels created a lighter shipping demand.

Storage of non-GMO corn continues to be an important aspect of the service that the Port provides; maintaining 10,000 MT of inventory.

The Port successfully completed the surveillance audit for its GMP+ Feed Assurance Program and retained its certification! This quality program ensures procedures are in place for the proper receiving, handling, storing, and shipping of grain in accordance with recognized best practices for the feed industry.

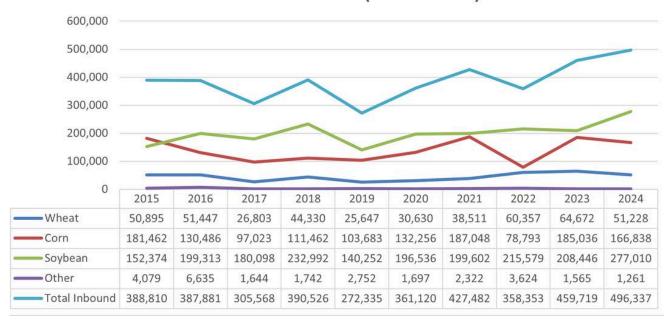
The program requires a full re-certification audit every three years, with annual surveillance audits.

Success of the GMP+ program requires the continued input and participation of all employees.

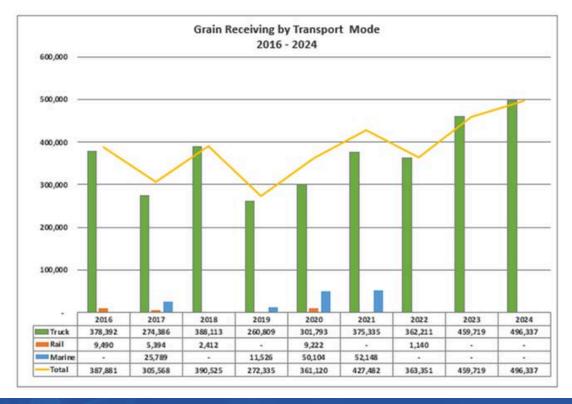
The Port also continues to support our local corn customers by providing extended working hours, evenings and weekends to ensure that their production needs are being met.

VOLUME OF COMMODITY HANDLED PER YEAR



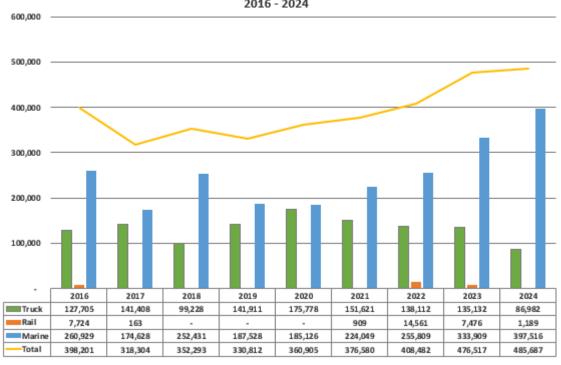


MODE OF TRANSPORT UTILIZED FOR RECEIVING GRAIN



MODE OF TRANSPORT UTILIZED FOR SHIPPING GRAIN

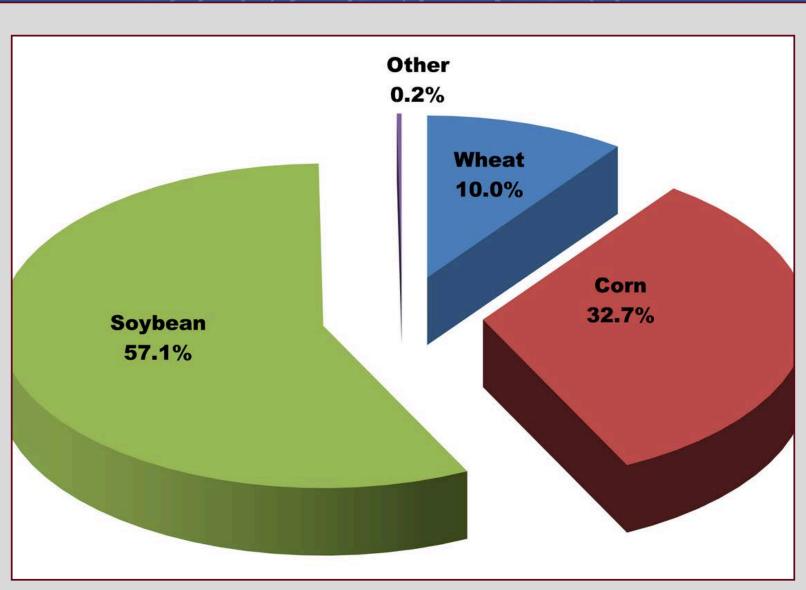
Grain Shipping by Transport Mode 2016 - 2024



First grain vessel of 2024; the Celina taking a load of soybean in April.







TOTAL VOLUME OF GRAIN HANDLED PER YEAR SINCE 2015





CAPITAL PROJECTS 2024



TOTAL SPENDING

The total spent on capital projects in 2024 was **\$7,764,678 million dollars**.

* NOTE *

A few projects were not completed due to scheduling issues, or deferred as it was determined further work or study was required before proceeding.

These projects will carry over into 2025.

PAVING PROJECT

Rail crossings and paving the areas adjacent to the dryer and receiving area.

Repairs were required to two of the three rail crossings at the main dock entrance as a result of normal wear and tear from trucks travelling over them. Rail tracks were lifted out, new rail panels installed and new asphalt laid.



Unfortunately, the amount of truck traffic over the summer months did not provide an opportunity to pave the other areas identified in this project. The higher-than-expected truck volume was due to corn shipments to ensure corn in place to load on ships.

Paving these areas will require the Port to shut down truck traffic for a minimum of three days to lay the asphalt and allow it time to properly cure before resuming traffic. The plan is to complete these areas in the spring of 2025.

BIN WALL REPAIR WORK



The repair work continued into 2024 as part of a multi-year plan to repair the outer wall surface of the aging concrete grain elevator.

The bin wall portion of this work was completed in 2023, and the repair work around the basement exterior walls was started. For this portion of the project, we measure progress by the amount of window frames that have been completed.

There are a total of 208 windows that require repairs, of which 69 have now been completed, including 49 in 2024.

SPOUT REPAIR IN SHIPPING AREA

This project rearranged the truck loading spouts for Tracks 3 and 4.

The spout to Track 4 is the furthest away from the building and had the lowest angle of descent which slowed the flow of grain to the spout which in turn increased truck loading time.

Switching the spouting increased the angle of descent for Track 4 while maintaining sufficient angle of Track 3.



Before After

MARINA WATERFRONT - SHORELINE & WALKWAY

This project began in January of 2024 and was completed by the end of Q1.

The project included the removal of the failing cope wall and was replaced with a berm, eliminating the safety hazard as shown in the 'before' photo.

The necessity of a walkway portion of the project will be looked at in 2025 and part of an overall study that will include the replacement of the drainage pipe that runs from the county ditch to the riverfront.



Before After

TRACK SHED REPAIRS & IMPROVEMENTS

This project was undertaken to address three objectives to improve and expand the Port's business.

- 1. Repair the floor in the receiving area to address normal wear and tear.
- 2.Place a roof line over #6 receiving pit to protect it from the weather to address a finding during a GMP quality audit.
- 3.Add an additional receiving pit to the main building to maintain receiving volume due to the new dryer at the annex.

In addition, the new building would contain a new container loading spout for loading sea containers which was under a separate project.

The project was divided into individual sections as a result of no bids received on the complete package in the fall of 2023. These sections consisted of foundation, pre-engineered building, mechanical and electrical. The work completed in 2024 saw the foundation, pre-engineered building and the new receiving hopper and conveyor installed. Delays in the building construction pushed the electrical work into 2025.



Before



After

NEW GRAIN DRYER

This project was completed with the support of the Agricultural Clean Technology (ACT) funding program through Agriculture and Agri-Food Canada.

The project installed a new grain dryer, two hopper bins for wet grain storage, an additional bin for dry grain storage, and the associated equipment to connect the dryer to the existing annex facility to address the demand for grain drying services.

The addition of the new dryer has allowed the Port to begin receiving wet corn much sooner than in past years due to the increasing volume of soybeans which consume the storage space in the main elevator. The dryer was operational in time for the corn harvest.



UPGRADE EXISTING GARAGE



This project raised the roofline on the existing garage to accommodate the height of the Trackmobile.

In addition, the project included installation of a new concrete floor and was insulated. It now provides our team a heated area to work on equipment in the winter months and during inclement weather.

NEW COVERED STORAGE

The Port built a new covered storage building to protect its equipment from the elements and the environment.

It is expected that the covered storage will help increase the life span of the equipment.



MAINTENANCE REPORT

2024 was another busy year in the Maintenance Department. Throughout the year departmental work varies from routine inspection and GMP maintenance of all equipment to breakdown maintenance when a piece of equipment fails or is found to be still functioning but in need of repair. Inspections from regulatory bodies such as ESA, TSSA and CGC were also administered throughout the year. The following summary provides a brief overview of work completed in 2024.

MECAHNICAL

- Replaced #7 lofter belt and installed 700 new buckets and hardware. (Capital)
- Replaced urethane liner in 6 receiving drag conveyor.
- Replace gearbox and motor of 8 receiving belt. (Capital)
- Perimeter fence and gate inspection and adjustments.
- Washed, painted and sent (20) 1000 kg scale test weights to Measurements Canada for inspection and certification. (Must be done every 5 years)
- Removed old and installed new truck probe system. (Capital)
- Installed new aerator fan and duct work on north side of annex bin 7.
- Fabricated and installed work platforms at grain sample points of new grain dryer conveyors to allow for safe access to these points.
- Installed more urethane liner in various spouting sections throughout the elevator.
- Replaced gearbox on the RPS drive of dust system B1.
- Annual, routine and GMP maintenance of all grain handling equipment.
- Weekly and monthly dust system inspections and maintenance.
- Modified/fabricated equipment guarding throughout the facility as per Federal Safety Inspection.

ELECTRICAL

- Installed new electrical circuits to propane system for new grain dryer.
- Replaced 130' of electrical feeders to MCC 8.
- Replaced ship loader lifting winch brake rectifiers on all 3 ship loaders.
- Rewired newly renovated garage.
- Annual housekeeping and maintenance of all motor control centers.
- Installed a new phone cable from the annex office to admin. A office.
- Weigh scale testing and calibration.
- Replace power supplies of 1 and 3 scale controllers.
- Assisted with testing and commissioning of new grain dryer and associated equipment.

CONTRACTORS

- Horst replaced a section of spouting above the annex surge tank. (Capital)
- HW Supplies fabricated and supplied 10 new test cylinders, hoses and control for scale testing. This eliminates the safety concern of carrying the existing set of scale test cylinders and hoses from the marine to the rail. (Capital)
- ESA conducted two inspections of electrical equipment and installations.
- Drapeau Fire tested and certified our fire alarm system. They also tested our 2 remaining fire hydrants.
- Grainger conducted the annual inspection and certification of all Working from Heights PPE.
- Unitech performed inspection and certification of hoisting equipment.
- AJ's Water Treatment services, maintains and submits water samples from our small drinking water system in accordance with the local Health Unit Directive.

HEALTH & SAFETY / TRAINING / ENVIRONMENT

Below is a summary of the environmental and health & safety program activities for the 2024 year that were provided by Prevention and Regulatory Solutions Ltd.

MANAGEMENT SUPPORT

- Prepared recommendations for short and longer-term areas of program development and training. Regularly discussed priorities with management and updated the action list.
- Prepared information for management regarding potential regulatory changes to health and safety legislation concerning industrial hygiene and thermal stress.

GENERAL H&S SUPPORT

- Reviewed safety committee inspections, safety committee meeting minutes, and incident
 investigation reports from the previous year, and updated the hazard prevention program (HPP)
 assessment with new data. Reviewed the new HPP content and recent or planned future safeguards
 with management, then consulted with the safety committee on adjustments before reissuing the
 updated 2024 annual assessment.
- Updated documentation for the top five confined space entry (CSE) classes that were deemed to be
 the most necessary for Port operations. Updates were made to comply with new CSE regulations, and
 included consultations with the Port's CSE team and safety committee. Conducted employee training
 to make them aware of changes to the CSE assessments, permits, and responsibilities under the new
 regulation.
- Updated the Port's workplace harassment and violence policy, hazard assessment, training program and quiz, jointly with management and the safety committee, on a 3-year regulatory update cycle.
- Updated the Port's respiratory protection procedure, training program, and quiz on a 3-year Port
 update cycle. Updated the respiratory protection hazard assessment on a 2-year update cycle as
 specified by CSA standard. Reviewed all changes with Port management and safety committee, then
 finalized documents. Conducted training sessions for all available personnel.
- Conducted respiratory fit testing and updated user surveillance forms for all available personnel who are required to wear a respirator.
- Updated the Port's injury / hazardous occurrence reporting and investigating procedure and the Port's incident reporting form on a 3-year Port update cycle. Reviewed with Port management and safety committee, then finalized procedure, and circulated to management for self-review.
- Updated the Port's H&S committee procedure and training program on a 3-year Port update cycle.
 Reviewed with Port management and safety committee, then finalized procedure and conducted training with safety committee members. Scope of training included the H&S committee procedure content and the injury / hazardous occurrence reporting method and form.
- Updated the Port's personal protection equipment (PPE) policy on a 3-year Port update cycle.
 Reviewed with Port management and safety committee, then finalized and issued policy.

HEALTH & SAFETY / TRAINING / ENVIRONMENT CONT'D

GENERAL H&S SUPPORT CONT'D

- Updated the Port's health and safety rules, training program, and quiz on a 2-year Port update cycle. Reviewed with Port management and safety committee, then finalized and issued documents. Conducted training sessions in H&S Rules and Marine Security for all available personnel.
- Updated the Port's H&S training procedure on a 3-year Port update cycle. Reviewed with Port management and safety committee, then finalized and issued procedure.
- Updated the Port's working from height (WFH) procedure on a 3-year Port update cycle. Reviewed
 with Port management and safety committee, then finalized and issued the procedure. Provided a list
 of differences to Port management between the federally based Port procedure and the provincially
 based training programs that are provided to Port employees.
- Provided heat stress prevention awareness information to management for sharing with personnel.
- Participated in meetings with Port management following a facility inspection by Labour Canada inspectors. Assisted in the preparation of an assurance of voluntary compliance report that was submitted to Labour Canada outlining the response plan.
- Conducted an H&S orientation session for a new office administration employee.
- Discussed incident investigation reporting requirements with Port supervision and management following a workplace injury. Sent information regarding personnel training method and warning signage for the Humphrey manlift.
- Updated orientation training content for new Port causal employees and conducted 3 training sessions for new personnel.

ENVIRONMENTAL PROGRAM SUPPORT

- Researched environmental permitting for Ontario-based bulk storage of salt, and sent findings to the General Manager.
- Participated in strategies, and prepared and presented alternative actions and timelines to the Ministry of Environment, Conservation, and Parks (MECP). This was in response to the MECP's mandate for a significant redesign of the Port's saltwater management facility.
- Updated two procedures covering the management of air emissions equipment, and operation and maintenance of air emission equipment. Finalized the procedures, and circulated to management for self-review.
- Discussed and reviewed the emissions management requirements with the Port project manager regarding the new dryer project.





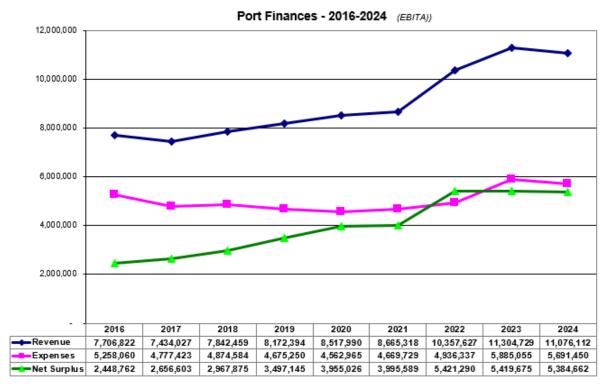


2024 HEALTH AND SAFETY METRICS

Apart from the PandRS training hours, the following performance metrics were provided by Port Administration.

REGULAR SAFETY COMMITTEE MEETINGS	10
SPECIAL SAFETY COMMITTEE MEETINGS	6
WORKPLACE INSPECTIONS CONDUCTED	12
INCIDENT OR SAFETY INVESTIGATIONS CONDUCTED	3
SAFETY COMPLAINTS FILED	0
WORK REFUSALS FILED	0
ACCIDENTS RESULTING IN MEDICAL AID ONLY	0
ACCIDENTS RESULTING IN LOST WORKDAYS	
LOST WORKDAYS DUE TO ACCIDENTS	2
TRAINING HOURS PROVIDED BY PANDRS	32
TRAINING HOURS BY OTHERS FOR TELEHANDLER	8

FINANCIAL REPORT (Pre-Audited EBITA)





2024 RESULTS

The Port has completed another very successful year. As evidenced in the above chart, 2024 resulted in achieving the second highest revenues since the Township acquired the Port. Although decreased slightly by 2% over 2023 figures, a **surplus of \$5.38 million** was achieved which puts 2024 as the third highest surplus since the Township took ownership.

POINTS OF INTEREST

- 2024 expenses were \$195k lower than previous year.
- Labour costs: +\$124k (4.2%); primarily due to additional labour hours required as a result of a record year in total grain processed, also included is the additional Admin staff and the crossover of GM's.
- Utilities: -\$69k (13.1%) due to less usage in Natural Gas & Electricity.
- Operating & Admin: -\$93k (4.6%) factors include no longer contributing to the Aquatarium and no repairs or maintenance done at the POJ warehouse in 2024, the Port also incurred no grain handling losses in 2024.
- Insurance premiums: +\$50k (14.6%). Inflation and impacts of rising revenues.

2024 PORT HIGHLIGHTS



OUTGOING GENERAL MANAGER & OPERATIONS MANAGER



We celebrated the many accomplishments and retirements of Port GM Robert Dalley and Operations Manager Kevin Saunders!





INCOMING GENERAL MANAGER

Leslie Drynan joined the Port on October 21 as the Incoming General Manager.

PORT TOURS

11/ The Port hosted tours for the Agricultural program at Algonquin College, Ontario Federation of Agriculture and the Ontario Soil and Crop Improvement Association.





PORT TOURS





The Port welcomed Ontario Ministry of Agriculture, Food and Agribusiness Minister Rob Flack for a presentation and tour of the Port of Johnstown.

DONATIONS











DONATIONS CONTINUED



Deputy Mayor Stephen Dillabough presented SERA (South Edwardsburgh Recreation Association) with a donation on behalf of the Port of Johnstown.







With special thanks to the Port Management Committee:

- Chair, Stephen Dillabough (Deputy Mayor)
- Tory Deschamps (Mayor)
- Joe Martelle (Councillor)
- Waddy Smail (Councillor)
- Chris Ward (Councillor)
- Frank McAuley (Advisory Member)
- Clint Cameron (Advisory Member)
- Regina Hernandez (Advisory Member)
- Randy Stitt (Advisory Member)

Port of Johnstown

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Eastern Ontario's PREMIER PORT