



**Annual General Meeting  
Chair's Remarks  
Jane McKenna  
June 12, 2025**

***Check Against Delivery***

Thank you, Deborah.

Good morning everyone, and welcome to the PortsToronto Annual General Meeting.

On behalf of our Board of Directors and the entire PortsToronto team, thank you for taking the time to join us today.

I'm Jane McKenna, and I'm honoured to serve as Chair of the Board — a position I've held since March of this year.

I was first appointed by the Provincial Government in May 2023.

Since then, I've developed a deep appreciation for PortsToronto's critical role — not only in transportation, but in shaping the growth, vibrancy, and resilience of our city.

I stepped into this role following the departure of Sandra Pupatello, who resigned earlier this year upon her appointment to the Senate of Canada.

I'd like to take this opportunity to sincerely thank Sandra for her leadership and dedication during her time as Chair.

Her contributions left a lasting impact on this organization, and we wish her every success in her new role.

The Board of Directors at PortsToronto has nine members — seven appointed by the federal government, and one each by the provincial and municipal governments.

Our Board of Directors currently has 4 members, all of whom are here today – and I'd like to take moment to introduce them:

- Hellen Siwanowicz, is a federal appointee who currently chairs both our Pension and Communications & Outreach Committee.
- Thomas Ruth, is also appointed by the federal government, and serves as Chair of our Governance and Human Resources Committee, and
- Robin Pilkey, appointed by the City of Toronto, serves as Chair of our Audit and Finance Committee.

Together, we are proud stewards of an organization with an incredible legacy — one that, for more than 114 years, has helped shape the identity, infrastructure, and vitality of Toronto and its waterfront.

It's truly a privilege to be part of an organization that continues to build a stronger, more connected city — one that fuels economic opportunity, supports vibrant and inclusive communities, and plays a vital role in the local, regional, and national transportation network.

PortsToronto is more than an organization — it's a catalyst for progress.

In collaboration with all levels of government, we are committed to delivering bold, forward-thinking solutions that improve connectivity and enhance the quality of life for the people we serve.

We chart the course for ongoing investment in safety, innovation, and environmental sustainability.

We are entrusted with the responsibility of guiding the long-term strategy for PortsToronto and its business units — ensuring this organization continues to thrive for generations to come.

PortsToronto has long embraced a diversified model — blending industrial operations through the Port of Toronto — commercial activity through Billy Bishop Toronto City Airport — and recreational offerings through the Outer Harbour Marina.

This balanced portfolio has served us well, allowing us to seize market opportunities and remain resilient in the face of evolving challenges.

2024 was a year filled with opportunities.

Among the year's most significant accomplishments was the successful extension of the Tripartite Agreement, which governs Billy Bishop Toronto City Airport.

This important milestone enabled us to begin construction of Runway End, Safety Areas, further enhancing safety and compliance at the airport.

We also saw continued strength at the Port of Toronto, which moved vital goods and passengers in support of key regional sectors such as food production, construction, and tourism.

At the Outer Harbour Marina, we undertook upgrades — with more improvements planned for this season — to ensure our boaters enjoy high-quality, land-based amenities that enhance their waterfront experience.

Corporately, we advanced our work in fostering a “one-waterfront” community — bringing together diverse stakeholders to reimagine and invest in Toronto’s spectacular waterfront as a vibrant, inclusive, and dynamic place to live, work, and visit.

To achieve our vision of “Transportation Reimagined,” we know that progress lies not in looking back, but in boldly leading forward.

Just as the Toronto Harbour Commission helped shape the city’s future in 1911, we too have the opportunity — here in 2025 — to make history once again.

Whether it’s building a world-class port, expanding a thriving cruise ship terminal and marina, or unlocking the full potential of Billy Bishop Airport, just minutes from downtown, the future is ours to shape.

Looking ahead, we are on track for another strong year in 2025 — but we know it won’t be without its challenges.

We’re entering a pivotal time — one that presents both uncertainty and opportunity.

Geo-political shifts, particularly the evolving landscape south of the border, remind us that economic conditions can change quickly.

That’s why our ability to remain agile and forward-looking is more important than ever.

Our unique mix of operations — spanning aviation, marine, and recreational services — gives us a distinct advantage.

This diversity is more than a business model; it's a strategic strength that allows us to adapt to change while continuing to invest in the infrastructure, communities, and sustainability initiatives that drive long-term value.

From passengers flying through Billy Bishop Airport or embarking at the cruise ship terminal — to boaters setting out from the Outer Harbour Marina — or the steady flow of essential cargo through the Port of Toronto — our operations touch every part of the city and region.

Together, they form an integrated transportation network that supports commerce, tourism, and daily life.

As we navigate the road ahead, we remain committed to innovation, collaboration, and building a resilient future — one that benefits not just Toronto, but the broader region we proudly serve.

Of course, none of this would be possible without the dedicated team behind the scenes.

PortsToronto's engine is powered by its people.

I want to extend my sincere thanks to RJ Steenstra and every member of the PortsToronto team for your hard work, your passion, and your unwavering commitment to excellence.

I also want to acknowledge and thank our valued stakeholders — Transport Canada, the Government of Canada, the Government of Ontario, the City of Toronto — Waterfront Toronto, CreateTO, the Toronto and Region Conservation Authority, the Mississaugas of the Credit, and our airport partners — Porter Airlines, Air Canada, Stolport, Nieuport, and Ornge.

Your collaboration, guidance, and shared vision continue to move us forward.

And to the members of the community that we work with every day — thank you!

Your voice, your feedback, and your partnership are essential to ensuring that progress is made thoughtfully, sustainably, and inclusively along our waterfront.

Those who know me best often hear me say:

*“Working alone, you make progress. Working together, you make history.”*

Let’s continue making history — together.

It’s now my pleasure to turn things over to the President and CEO of PortsToronto, RJ Steenstra.

RJ.