



Land Use **PLAN**

JULY 2024



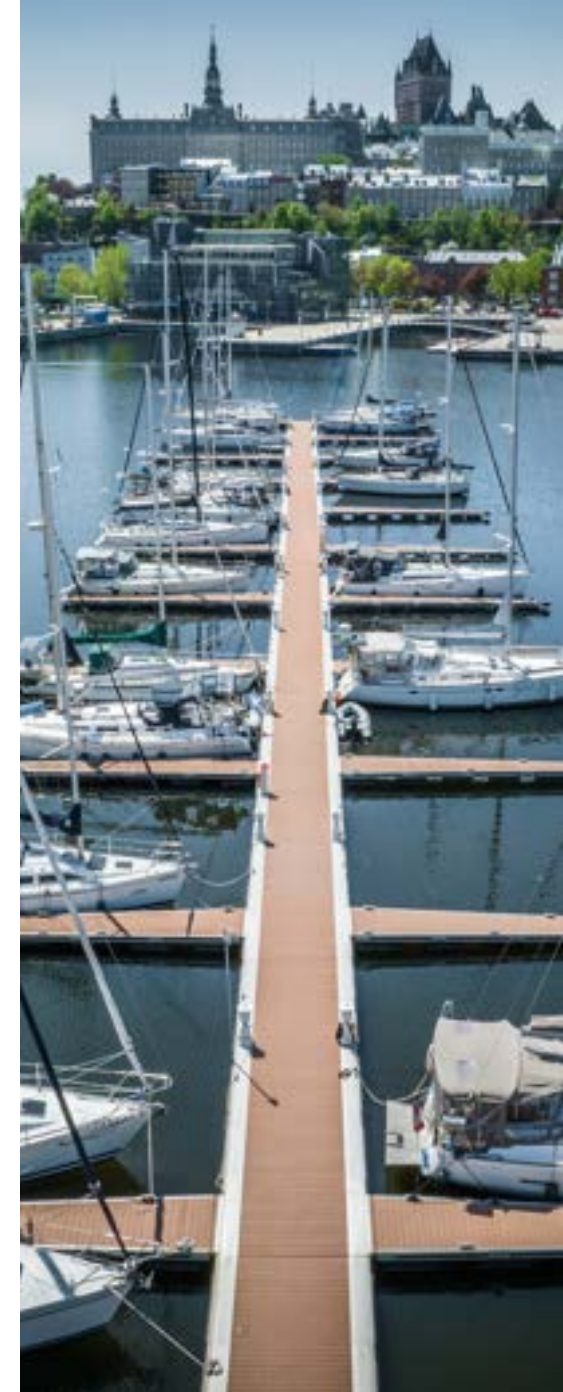
**PORT
QUÉBEC**

D'ICI, ON VOIT LOIN
FROM HERE, WE SEE FAR AHEAD



Table of Contents

TERMINOLOGY	4	Environmental Initiatives	54
		Diagnosis Summary	55
A WORD FROM MANAGEMENT	7		
1. INTRODUCTION	8	5. TRENDS AND OPPORTUNITIES	56
Land Use Plan Objectives	9	6. GUIDELINES AND OBJECTIVES	64
Legislative Context	10	Orientation 1	66
Mission, Vision and Values	11	Orientation 2	69
A LUP Integrated into the Port's Strategic Planning	12	Orientation 3	72
Territorial Planning	13	Orientation 4	74
2. COLLABORATIVE APPROACH	19	7. LAND USE	76
Approach	20	Methodology	77
The Actors Involved in the Planning	21	Allocations	79
Committees	21	Uses Associated with the Allocations	93
Collaborative Process	22	Approval Process for New Uses	95
3. PORT CONTEXT	23	8. IMPLEMENTATION	96
Then and Now	24	Follow-up	97
The Port of Québec Today	26	9. CONCLUSION	99
4. DIAGNOSIS	32	Adoption of the New LUP	100
Terminals and Port Activities	33	Acknowledgements	101
Multimodal Transport	38		
Industrial and Innovative Sectors	42		
Intensification Potential	44		
City-port Cohabitation	45		



Terminology ¹

Administrative and/or institutional offices: Establishments whose main activity is providing professional, technical or business service, including the company administrative offices, associations and public administrations.

Anchoring: Action of stabilizing a ship by securing it to a fixed point on the water with an anchor when the ship is stationary in an area where there is no wharf available for mooring or when it is necessary to hold the ship in position for a certain period, as during cargo loading or unloading operations.

Canada Marine Act: An Act for making the system of Canadian ports competitive, efficient and commercially oriented, providing for the establishment of port authorities and the divesting of certain harbours and ports, for the commercialization of the St. Lawrence Seaway and ferry services and other matters related to shipping trade and transport and amending the Pilotage Act and amending and repealing other Acts as a consequence.

Containerized goods: Goods transported in containers, i.e., stackable metal boxes of standardized dimensions.

Covered dry bulk: More or less granular solid goods transported without packaging or stowage and stored in sheds, warehouses, silos or other facilities or covered with canvas or other material.

Covered general cargo: Goods transported other than

in bulk, i.e., in bags, barrels, boxes and on pallets, and heavy, unpackaged parcels stored in sheds

Cruises: Reception, docking and departure of cruise ships, including embarking and disembarking passengers, assistance to ships, and welcoming cruise passengers to the city.

Cultural, recreational and sports activities: These include spaces dedicated to cultural, recreational and sports activities aimed at entertaining the population on port land, whether they are accessible to the public or reserved for private use.

Dry bulk stored outdoors: More or less granular solid goods transported without packaging or stowage and in the open.

ESG: ESG criteria represent recognized environmental, social and governance parameters used to assess an organization's sustainable development efforts.

Events: Includes outdoor spaces dedicated to events that may attract large numbers of visitors on a one-off or sporadic basis.

Ferry: Type of ship carrying passengers, vehicles, cyclists and sometimes goods from one point to another, usually on regular routes.

General cargo stored outdoors: Goods transported other than in bulk, i.e., in bags, barrels, boxes and on pallets, and heavy, unpackaged packages, which are stored outdoors areas.

Handling: Loading and unloading of a ship, as well as transfer to a port terminal.

Impact Assessment and Mitigation Process (IAMP): A process consistent with the requirements of the Impact Assessment Act (IAA), which provides a framework for conducting projects and/or activities that are part of a sustainable development perspective, where the concerns and ideas of the population and stakeholders are heard and considered to promote the adoption of best practices and the mitigation of negative environmental effects.

Intermodal: Transfer of goods using various interconnected modes of transport, including sea, rail and road.

International Association of Cities and Ports (AIVP): A non-governmental organization that brings together urban and port actors and their partners worldwide to improve the relationship between city and port within the cooperative framework for more sustainable, responsible and innovative urban, port and economic development, placing the citizen at the heart of its action.

Jurisdictional limits of the Québec Port Authority: Refers to all navigable waters and territory under the QPA's jurisdiction as defined in the Authority's Letters Patent and Supplementary Letters Patent.

Land use plan (LUP): The land use plan is a working

¹ The definitions and terminology used are intended to ensure a better understanding of the document and to avoid misinterpretation.

tool that spatially translates the development orientations defined by the Québec Port Authority, as required by the Canada Marine Act.

Letters Patent: A legal document by which the federal government delegates its powers and specifies the operation of port authorities: non-profit organizations operating Canada's major ports and managing the surrounding Crown lands.

Liquid bulk: Wet goods transported without packaging or stowage and stored in tanks.

Loading/unloading: The process of bringing goods on board or removing them from a ship, usually from a wharf, a port terminal or when a ship is anchored.

Marina: Port complex with facilities for tourists and pleasure boaters.

Mitigation measures: Measures to eliminate, reduce or limit a project's negative environmental effects. This includes measures to repair any damage caused by these effects, in particular by replacement, restoration or compensation.

Mooring: The holding of a ship in place and preventing it from drifting or moving.

Natural bulk: Solid goods from biomass transported without packaging or stowage, stored in sheds, canvas warehouses, silos or other facilities.

Non-port activities: Activities carried out on land under the Port's jurisdiction but going beyond the Port's main mission, e.g., cultural, recreational and sports activities, events, etc.

Port activities: Activities carried out for ships, goods, or various terminal operators. Port activities are designed to enable or facilitate the movement of goods from the origin of shipment to their final destination.

Port facility: A wharf, jetty, breakwater, terminal, warehouse or other structure located in, on or near navigable waters, including land associated with or adjacent to navigable waters, and used for navigation or water transport.

Port land: Land under the QPA's jurisdiction.

Port supplies: Supply mainly of fuel but also of water, food, equipment and other essential supplies for ships when berthed in port.

Port terminal / maritime terminal: Wharfs designed to handle goods or passengers on cruise ships or river shuttles.

Port water: Navigable water in the water body under the jurisdiction of the Québec Port Authority.

Québec Port Authority (QPA): Canada Port Authority legally continued by letters patent effective May 1, 1999, under the Canada Marine Act (CMA), Chapter 10, 46-47 Elizabeth II, 1997-1998, assented to June 11, 1998.

Railway operations: Operation of moving and managing railcars and trains on port property.

Repairs / Ship repair / Manufacturing: Site for the repair or manufacture of a ship's structure.

River shuttle: A type of boat used for public transit or tourism, organized in a similar way to a bus network.

Seaway: A system of locks allowing ships to pass between

the St. Lawrence and the Great Lakes.

Ship waiting idle: Ship in a state of operational readiness to perform an activity.

Shipowners: Companies that own and operate all types of ships.

Shops and services for the maritime industry: Companies specializing in stowing, loading, unloading, cargo storage, ship repair, ship maintenance, towing, environmental services or that have expertise specific to maritime activities and offer their services to ensure the smooth operation of maritime transportation.

Shops and services for the maritime industry: Establishments whose main activity is to offer goods and services designed to meet the needs of maritime and port activities.

Shops and services for the population: Establishments whose main activity is to offer goods and services to the public, and includes businesses related to catering or entertainment. Additional indoor or outdoor storage may be permitted.

Storage: All areas dedicated to the storage of goods on port property.

Supply chain: A set of operations, from the purchase of raw materials to the delivery of goods, designed to meet a certain demand by providing a given good or service.

Technical equipment and strategic infrastructure: Includes all the technical equipment and infrastructure required for efficient port activity operation and management.

Terminal operators: Companies operating wharfs specially equipped to receive and store specific goods.

Transshipment: Transfer of goods from one ship to another. The transfer can be made directly or via a wharf.

Visual perspective: View of a group of elements of more or less distant interest from a given point. Generally speaking, the visual perspective is less broad than the panorama.

Wharf: A section of bank, shoreline or harbour shoreline developed to allow shipping vessels to dock, passengers to embark or disembark, and goods to be loaded or unloaded.

Wintering: Time ships spend moored to the wharf during the winter months.

▲ A Word from Management



A handwritten signature in blue ink, appearing to read 'Mario Girard', written in a cursive style.

Mario Girard
President and CEO

The land use plan (LUP) is a structuring planning document designed to provide a framework for existing and recognized uses on all QPA properties in accordance with our mission, our Vision 2035 and our values. The LUP is produced in collaboration with Port of Québec users and the City of Québec and is intended as a reference to guide future Port development in an approach that integrates ESG principles.

I am proud to present this new LUP version, setting out the vocation of the land in each port area and the different activities found there. These activities are linked directly to the supply chain needs of the various industries served by the Québec port community while considering the elements at the heart of our vision, such as cohabitation with neighbouring communities and preserving the natural environment.

The basic premise of the LUP update was to adapt to new port industry dynamics to ensure sustainable development of the Port's activities as an economic, social and environmental driver in the city. The aim is to integrate the Port into the "City network", ensuring harmonious integration and guiding development toward optimizing and modernizing operations, Port land and public spaces.

The proactive community and stakeholders consultation approach undertaken throughout the LUP update process also demonstrates this accentuated intention to collaborate with stakeholders. To this end, we worked closely with governments, local institutions, community organizations, operators, First Nations and environmental groups to ensure that the LUP

responds as closely as possible to the needs and concerns of all the stakeholders involved. Therefore, the land uses presented ensure flexibility for future activities and development, transparency and predictability for stakeholders. Finally, the action plan resulting from the LUP will enable ongoing monitoring and assessment of the commitments and resulting actions.

More than one year has passed since we began updating the LUP. The commissioned team drew inspiration from other ports' LUPs and comparable best practices. However, the QPA's LUP is unique in its environment in how it defines uses and in how the QPA assesses its projects, notably through its Impact Assessment and Mitigation Process (IAMP). The LUP update represents a crucial step in implementing our Vision 2035 and a further step in our commitment to sustainable and responsible port activity development. I am confident in our ability to implement the actions set out in this plan that meet present needs while not compromising those that will emerge in the future. The entire Port of Québec team is committed to achieving a vision in which the Port is harmoniously integrated with its community and environment.

An aerial photograph of a city at dusk. The sky is filled with soft, colorful clouds in shades of blue, orange, and purple. The city lights are visible in the distance, and a large marina with many boats is in the foreground. A blue rectangular overlay is positioned on the left side of the image, containing the text '1 INTRODUCTION'.

1 INTRODUCTION

Land Use Plan Objectives

The Land Use Plan (LUP) spatially reflects the Port's development orientations and describes how it will integrate port trends regarding development within its territory, all in support of the organization's strategic orientations.

The land use plan is a tool designed to guide the Port's development in line with its mission and values. This tool also aims to represent land development and integrate different types of activities according to the supply chain needs and the anticipated Port transformation while considering the preservation of natural environments and cohabitation with neighbouring communities.

The Québec Port Authority's (QPA) first land use plan was developed in 2001. Its revision is intended to highlight the evolution of regional and international port trends, combined with its long-term development vision.

We considered the various stakeholders involved in the development of the port area in developing this plan, and it is intended to be a planning document that considers their issues.

The land use plan identifies development and planning intentions. Its main objectives are to:

- Spatially reflect the QPA's development and planning vision;
- Adapt to the new dynamics of the port industry and the industries it serves;
- Promote the Port's activities as an economic, social and environmental generator for the City;
- Ensuring sustainable port development and a degree of predictability for stakeholders;
- Ensure harmonious integration between the Port and the City and improve public spaces.



Legislative Context

The land use plan is a mandatory planning document. It supports the Canada Marine Act's objective of protecting the competitiveness of the Canadian shipping trade.

Canada Marine Act

The Canada Marine Act has governed the QPA since it came into force in 1999. The Act sets out the powers and obligations of the 18 entities thus created to facilitate the efficiency and viability of Canada's ports. The various regulations the QPA adopts must comply with this Act.

Port authorities must ensure the long-term viability of the infrastructures under their management. They are also required to develop a detailed land use plan. This plan must outline the objectives and policies established for the physical development of buildings and real estate while considering applicable social, economic and environmental factors and zoning regulations that apply to the surrounding land.

Letters Patent

The QPA's letters patent, issued on May 1, 1999, establish a governance framework and describe its QPA's assets, activities and powers. Its financial framework is also set out, including its borrowing limit and the royalties it must pay the federal government.

Planning Context

The land use plan must comply with the Canada Marine Act and support the QPA's vision. Therefore, its development is based on the various strategic planning documents and must be consistent with all the implementation documents.

Federal buildings under the QPA's management are subject to federal laws and regulations. However, the QPA is proactive and goes beyond federal regulations, notably by considering municipal and provincial bylaws as guiding values insofar as they are not incompatible with its mission. Every effort is made to respect the spirit of these regulations where necessary.

▼ Mission, Vision and Values

QPA's mission, vision and values were reviewed as part of the strategic planning conducted in 2023, from which the organization's Vision 2035 was derived and made public the same year. The vision guides day-to-day decisions and becomes the very foundation of the LUP.

Mission



To promote and develop maritime trade, to serve the economic interests of the Québec City region and Canada and to ensure its profitability while respecting its community and the environment.

Vision 2035



To be a Port recognized by citizens for the responsible management of its territory, respect for the environment and protection of biodiversity, while positioning itself as a world leader in establishing sustainable supply chains for a more resilient economy.

Orientations



Be closer to our community

By becoming a reference in community engagement



Commit to a more sustainable world

By becoming a leader in energy transition and the fight against climate change



Innovate and shine throughout the world

By becoming a leader in innovation within the international port community



Go beyond with our employees

By becoming an employer of choice, humanly committed



An LUP Integrated into the Port's Strategic Planning

The land use plan's scope and content complement the various planning documents the Port produces, helping to guide the Port's interventions in developing its properties. The documents listed below have been considered as part of an integrated and coherent approach since they all influence the development of the areas under study at different levels. It is important to emphasize that one of the aims of the LUP is to identify and spatialize the orientations of the various planning documents the Port develops. All other considerations can be accessed via specific documents.

Corporate Vision

The Vision 2035, mission and values form a solid basis for the planning framework.

Strategic Plan

The 2023-2026 strategic plan provides a portrait of the Port's situation, its positioning in relation to global trends, presents constraints and opportunities, and establishes priorities for action.

Corporate Plan

The 2023-2027 corporate plan, adopted in compliance with the Canada Marine Act, sets out strategic directions for the Port's development.

Sustainable Development Action Plan

The 3rd action plan (2024-2028) is designed to consolidate the foundations of a progressive, participatory approach to sustainable development.

Tables de bon voisinage Report

This report is the result of consultations carried out in 2022 and 2023, revealing citizens' perceptions and concerns and aims to implement concrete actions for better cohabitation.

Impact Assessment and Mitigation Process (IAMP)

The IAMP was drawn up by the QPA to comply with current regulations and also to give it a say in implementing projects that could generate environmental and social impacts on the port territory. Through this process, the QPA intends not only to continue and improve the impact assessment of projects to carry out but also to encourage the active participation of citizens and Indigenous communities to carry out low-impact projects.

Territorial Planning

The QPA must fulfill a nationally important mandate while considering the local impact of the activities that result from this responsibility. Although the QPA is a federal entity exempting it from applicable municipal and provincial regulations, federal policies nonetheless require the QPA to consider these regulations and act as an exemplary corporate citizen. So too does the QPA. Therefore, it remains essential to align the Port's land-use planning objectives with those of the City and the community while considering the economic and environmental issues specific to the reality of port activities.

The land use plan is aligned with government policies and strategies that structure regional planning and development. The following page highlights various planning documents from the Québec City agglomeration, the Communauté métropolitaine de Québec, the City of Québec and the Commission de la Capitale-Nationale du Québec.

These documents set out development visions, objectives and strategies for the Port's land, among other things. All these policy documents are designed to promote optimal and coherent collaboration among stakeholders, thus developing the metropolitan region.



Metropolitan Land Use and Development Plan (MLUDP) of the Communauté métropolitaine de Québec, 2021

The objective of the Metropolitan Land-Use and Development Plan (MLUDP) is to ensure the growth, competitiveness and attractiveness of the metropolitan region through action on planning, the environment and transportation. This planning document assigns an essential role to the Port of Québec in the economic and social development of the Communauté métropolitaine de Québec and recognizes the Port as an undeniable asset for the region. The Port is also part of a collaborative approach with the community and as a stakeholder in the composition of a distinctive image for the region while contributing to its influence.

Two objectives pursued by the Communauté métropolitaine de Québec in its MLUDP directly concern the Port:

- Promote the intermodality of passenger and freight transportation facilities to leverage their comparative advantages;
- Facilitate harmonious cohabitation between transport facilities of metropolitan interest, of which the Port is a part, and living environments.

The CMQuébec also establishes viewsheds of interest for which rules aimed at enhancing river landscapes are prescribed. These rules concern the landscape integration of new constructions, signage, overhead networks and vertical infrastructures, as well as the protection of views.

The MLUDP also sets out development requirements for these employment areas, of which the Port is one. It proposes, in particular:

- the importance of public spaces;
- quality architecture;
- camouflaged storage areas;
- developments promoting safety features;
- a gradation of functions that considers the compatibility of use with adjacent areas and incorporates the development of buffer zones.

Finally, the MLUDP expects private, public, municipal and government partners to work together to enhance river landscapes and create public spaces along the river for all.



MLUDP Implementation Documents

As part of the MLUDP implementation, the Communauté métropolitaine de Québec has developed the *Parcours du fleuve*, a structuring axis linking numerous sites of natural, heritage and recreational interest. The *Parcours du fleuve* master plan aims to ensure the protection, enhancement and connectivity of recreational, landscape and natural components of metropolitan interest. These include specific sites, nature and recreation hubs, as well as corridors in the form of ecological links or circuits and promenades ensuring the connectivity of recreational activities in all seasons.

In its master plan for the enhancement of metropolitan landscapes, the Communauté métropolitaine identifies several landscape assets and vulnerabilities affecting the Port. Issues, objectives and action measures are identified for each of these assets.

The document defines “landscape assets” as structuring, identity-building, emblematic elements or any other component that contributes to the interpretation, conservation or enhancement of the landscape. The landscape’s assets are as follows:

- Beauport and the Estuary port facilities as a major port and industrial landscape;

- Baie de Beauport recreational facilities and Louise Basin as a sports and leisure landscape;
- Champlain axis (founding route).

Conversely, landscape vulnerabilities include elements that are destructuring, degraded or any other component that disrupts the interpretation, conservation or enhancement of the landscape. The document identifies the following elements as landscape vulnerabilities:

- delimitation between port activities and urban and leisure activities in the Estuary area;
- area created by the Dufferin-Montmorency highway, heavy industrial facilities and the CN property classification yard;
- ease of access to Baie de Beauport.

Québec City Agglomeration Land-Use and Development Plan (LUDP), 2020

The revised land-use and development plan (LUDP) for the Québec City agglomeration is a planning document aiming to support the growth and development of the agglomeration by enhancing the historical and ecological assets of its territory.

The document recognizes the leading role played by the Port of Québec in freight transportation, an economic activity of great importance to the city and the region. The LUDP aims to promote the Port's development and outreach while fostering a harmonious cohabitation between transport infrastructures and local living areas.

The LUDP mentions several Port-related objectives:

- maintain efficient, competitive and safe freight transportation corridors, notably by redefining a fast trucking network, facilitating access to the Port;
- promote accessibility to the Port of Québec;
- promote harmonious cohabitation between freight transportation infrastructures and human activity sectors.

Finally, the LUDP identifies the Estuary area as an area of aesthetic interest, with its interesting views and role as a gateway.

Enhancement Vision of the Commission de la capitale nationale du Québec

The Commission de la capitale nationale du Québec's development vision aims to enhance its distinctive status by showcasing its iconic features and sites through five initiatives. The first strategy is closely linked to the Port of Québec: "Improve public access to the St. Lawrence River by continuing to develop the riverside facilities that serve as gathering places," in particular by taking part in the debate on enhancing the industrial zones along the St. Lawrence River and the intershore loops of the capital's river area.

The Commission is planning the fourth phase of Promenade Samuel-De Champlain near the Beauport area. The Commission is also a partner in developing the Promenade portuaire du Foulon, a project currently carried out by the QPA in the Anse au Foulon area. This project will be developed in continuity with the initiatives of the various Promenade Samuel-De Champlain phases. Therefore, developments are planned near port lands based on the idea competition launched by the Québec government to imagine the redevelopment of phase 4 of the St. Lawrence shoreline and the master urban development and enhancement plan for the eastern shoreline and its surroundings.



The City of Québec's Plan directeur d'aménagement et de développement and règlements d'urbanisme

The City of Québec's Plan directeur d'aménagement et de développement has been under review since the adoption of the revised LUDP. It will evolve into the Land Use and Mobility Plan (LUMP), which will guide the city's planning between now and 2050. Simultaneously, a Living Environment Guide will be drawn up, allowing the City the opportunity to define the interfaces between the City and the Port. The current version establishes structuring interventions. These concern the Port when concerned with planning urban development from a sustainable development perspective and creating a network linking parks, riverbanks (including the river) and mountains.

The City of Québec's zoning bylaws govern authorized uses, as well as the built environments and other characteristics of the territory, including port areas. The bylaw applies a variety of zones to the Port land and surrounding area, indicating authorized uses and specific uses, including industrial uses, high-impact businesses and maximum outdoor storage heights. In some cases, the realities of port operation can impact the application of these regulations.

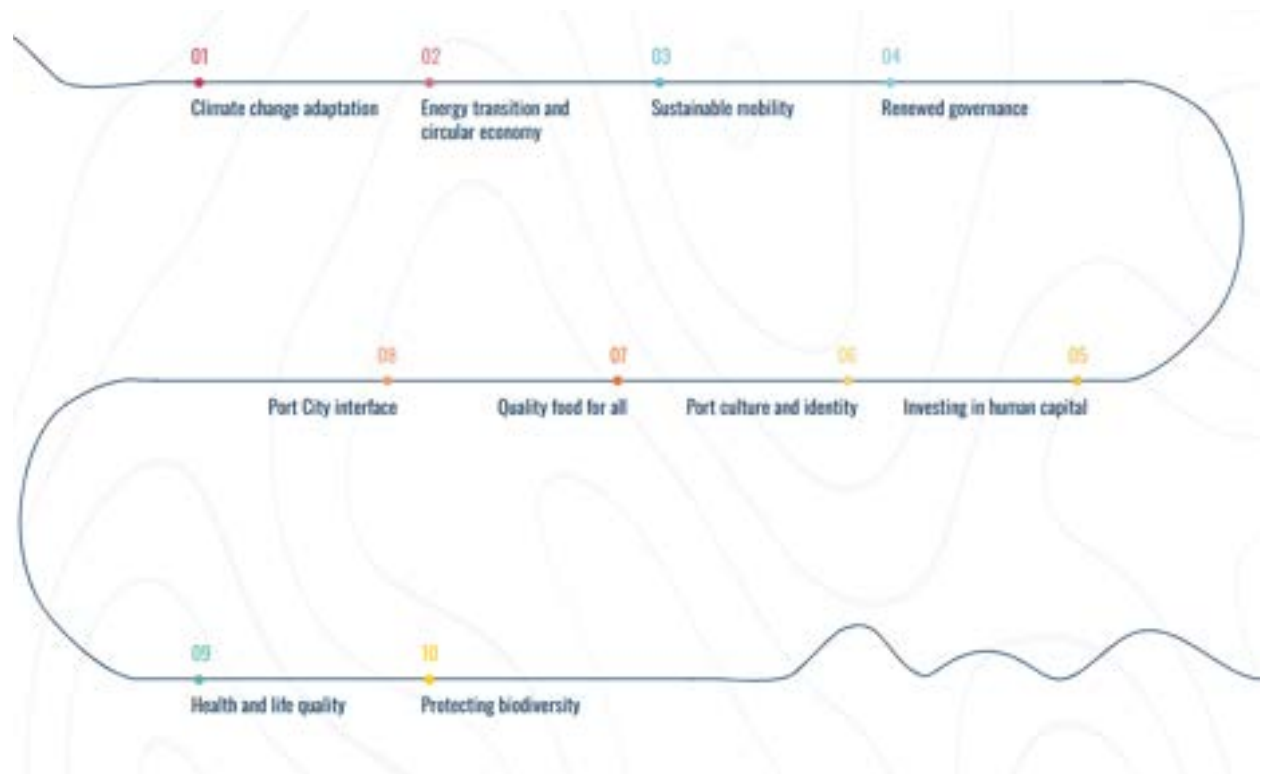
Sustainable Mobility Plan, City of Québec, 2010

With a vision to 2030, the City of Québec's sustainable mobility plan (SMP) focuses on urban development and public and active transportation. Indeed, sustainable development is central to its overall approach. The SMP also deals with freight transportation and integrates certain issues concerning the Port of Québec's logistics chain. In particular, it recognizes that the road network is under heavy pressure and there is under-exploited sea and river transport potential. These modes offer numerous environmental advantages, notably regarding reduced energy consumption and greenhouse gas emissions.

The 2030 Agenda of the International Association of Cities and Ports

The QPA is pursuing the commitments of the International Association of Cities and Ports (AIVP), of which it is a member, in addition to harmonizing its objectives with those of government bodies. QPA plays a key role in international collaboration since the QPA's President and CEO is Vice-President of AIVP. For 30 years, AIVP's mission has been to improve relations between cities and ports by promoting dialogue and cooperation. This international organization aims to encourage exchanges between cities, ports and their institutional and economic partners. It focuses on sharing experiences to implement sustainable development projects.

AIVP issues guidelines and implementation guides designed to encourage city and port stakeholders to adopt measures that not only promote cohabitation between the two entities but also optimize investments and the use of port city resources. In particular, the AIVP adopted the 2030 Agenda, which includes 10 objectives aligned with the UN's sustainable development principles. These objectives are also included in various QPA planning documents.



AIVP, Agenda 2030

A group of people are seated around a wooden table in a bright, modern meeting space. A woman in a black top is smiling and looking towards a man in a black cap and khaki pants who is sitting with his back to the camera. Other people are partially visible around the table. In the background, a blue banner features the text 'MON PORT. MES IDÉES. MES PROJETS.' and a large 'JE' logo. A blue overlay on the left side of the image contains the number '2' and the text 'COLLABORATIVE APPROACH' in white.

2
**COLLABORATIVE
APPROACH**

Collaborative Approach

The land use plan is part of the QPA's drive to improve city-port cohabitation. Its development relies on a collaborative process aimed at planning port areas so that they support innovative, sustainable and optimized activities that fully exploit their commercial and urban potential. This collaborative approach parallels the numerous consultations already undertaken by the Port and has enabled a consideration of the needs and aspirations of the community, the structuring entities in terms of regional planning and the stakeholders involved.

It is essential to plan the territory in close collaboration with local actors, i.e., partners, operators and the community, to ensure the implementation of the land use plan's new strategic vision and obtain support from a majority of stakeholders.

Approach

Collaboration

The planning of meetings and consultation activities was designed to stimulate exchange and innovation so that the best solutions would emerge. Co-creation activities have created a collaborative atmosphere where all voices are heard and respected.

Inclusion

Committees comprising representatives of various community interest groups, experts and members have been set up to ensure adequate representativeness and gather different points of view and expertise. The aim was to create a space for open dialogue and encourage active community participation in the port land planning process.

Efficiency

Port operations represent a complex ecosystem involving a wide range of actors: companies, organizations and communities. The aim was to encourage the emergence of a wide range of ideas for optimizing the port territory's development.

For a Continuous Dialogue

The QPA has a dedicated citizen relations team that ensures ongoing public consultation. Various committees composed of citizens and local stakeholders from all walks of life have been set up, including the Comité de cohabitation Port-Communauté (CCPC) and the Tables de bon voisinage, in addition to an online consultation platform that allows anyone interested to obtain information and submit ideas. Discussions arising from the meetings were considered in the early stages of drawing up the LUP to incorporate the population's concerns.

The Actors Involved in the Planning

Targeted Expert Groups

A meeting with several targeted expert groups aimed to understand their concerns upstream of the planning process and provide input to the QPA's considerations on land use planning for the LUP update. Fifteen participants from economic, environmental, institutional, transport and citizen's groups, as well as representatives from the Naval Reserve and the port community, came together at this meeting for discussions.

A short presentation began by informing participants about the scope and objectives of the land use plan, its contents and current status. This brief background was intended to provide information on the role played by the targeted actors in the development of this document and set the scene for the workshop discussions. Secondly, two panellists presented the Port of Québec's role in local, regional and global development and trade from a historical and economic perspective.

Following the panel discussions, the expert groups were invited to discuss the role of the Port's presence in the City of Québec's identity and the opportunities for the Port through three exercises. The key elements, points of convergence and points of divergence that emerged from the workshop discussions then guided the QPA in planning its territory.

First Nations

The port lands and the St. Lawrence have traditionally been used by the First Peoples who lived there. The various Indigenous communities in the City of Québec territory, including the Huron-Wendat First Nation neighbouring the port facilities, and the Wabanaki, Innu, Atikamekw and Wolastokey peoples, were informed of the project and asked to express any concerns or ideas they might have.

General Public

An extensive public consultation was held on May 22, 2024, to offer citizens, stakeholders and interest groups the opportunity to comment on the document and contribute to its improvement. The event began with a presentation of the LUP process and content and continued with an interactive route, including several stations where participants were invited to ask questions and give their opinions.

Committees

Operator Committee

Several meetings were held to learn about the Port's current operator needs, concerns and projects to ensure that the LUP would support these elements and optimize port operations while responding to the progress of activities in a competitive environment.

Advisory Committee

The advisory committee is composed of the Port's institutional partners, including the City of Québec, the Commission de la capitale nationale du Québec (CCNQ), the Communauté métropolitaine de Québec (CMQuébec) and the Ministère des Transports et de la Mobilité durable (MTMD) to ensure that the various planning directions are consistent with one another. Meetings were held with the latter on several occasions during the process.

Steering Committee

The steering committee is composed of professionals from various QPA departments. These ad hoc meetings were held at each key stage in the document's development. Discussions helped ensure consistency between the land use plan and the concerns, needs and orientations of the various experts within the organization.

Collaborative Process

2022

Adoption of Vision 2035 and of a new strategic plan

2023

Start of the LUP update

September 2023

- Workshop with port operators
- Workshop with the advisory committee (City of Québec, MTMD, CMQuébec, CCNQ, Destination Québec Cité)



March 2024

- Workshop with port operators
- Workshop with City of Québec
- Workshop with the advisory committee (City of Québec, MTMD, CMQuébec, CCNQ, Destination Québec Cité)



October 2023

- Meetings with expert groups on the environment, the economy, transportation, institutions, citizens, the Naval Reserve and other local stakeholders.
- Initial contact with the concerned First Nations



April 2024

Submission of the LUP to the concerned First Nations to inform them about the project and solicit their opinions regarding any concerns or ideas they may have related to it.

May 2024

Public consultation on the preliminary version of the LUP

July 2024

Adoption of the new LUP



3
**PORT
CONTEXT**

Then and Now

A Port Anchored in the Economic Development of the City of Québec

As early as the 17th century, the abundance of natural resources led to the establishment of shipyards on the St. Lawrence shores. The Port of Québec has continually adapted to international economic and port trends since then, changing its activities over time. Today, it plays an important role in the city's port activity and recreational tourism economy.

1805-1879



01. Construction of the shipyards

The expansion of the lumber trade stimulated port activity to such an extent that the City of Québec stood out as one of the most important shipping ports in the British Empire in the early 19th century. The Port is central to the city's economic activity and also that of the Great Lakes and the Gulf of St. Lawrence.

The Québec Port Authority was founded in 1858 under the name of Commissaire du Havre de Québec, marking a significant turning point in its development.

1880-1914



02. The Industrial Revolution

The Port underwent major transformations during this period, including the construction of the Pointe-à-Carcy wharf and the inauguration of the Louise Basin. An important turning point in port activities began in 1879 with the arrival of the train on the North Shore. This improved the efficiency of transhipped goods, leading the port authority to turn its attention to mining, grain and forestry product exports.

1915-1959



03. Crises and Economic Growth

The Port became an embarkation point for soldiers and troop supplies during the First World War. Its vocation changed once again in 1920: new elevators and silos were built, making the Port a major grain exporter. Additionally, the construction of deepwater wharfs at Anse au Foulon enables the accommodation of larger transatlantic ships.

1960-1979



04. Strong Expansion Period

This period of great growth was marked by record tonnage transport, an increase in the number of cruise ships and the expansion of Beauport area activities. The construction of deepwater wharfs is the source of the Baie de Beauport beach, which has been used by water sports enthusiasts ever since. The opening of the St. Lawrence Seaway marked the beginning of the transshipment port's role along with the Great Lakes ports.

1980-1999



05. Diversification of Business Activities

This period corresponds to a new phase of development, involving infrastructure modernization and business activity diversification. The Port becomes the gateway to the Great Lakes market and records new commercial successes. Improved marina facilities and the development of the cruise business result in an increase in tourism that benefits the whole city. The Québec Port Authority was created in 1999 under the Canada Marine Act, replacing the Société du Port de Québec.

2000-2024



06. Expansion of the Recreational Tourism Vocation

The QPA is adopting a new development vision, which is reflected in the development of the cruise market and new activities dedicated to the population. The development of Brown Basin, Pointe-à-Carcy and Baie de Beauport is an important legacy for the 400th anniversary of the City of Québec. The Port is also developing more recreational and tourist sites, such as the Oasis harbour bath and the Nordik Village, making the Port a destination for locals and tourists alike. The last ten years have been the Port's busiest in terms of traffic.

▼ The Port of Québec Today

As the last deepwater port before the Great Lakes, the Port of Québec is the gateway to the industrial and agricultural heart of North America. The Port plays an important role in regional, national and global economic exchanges. It connects raw materials, businesses and citizens, contributing to the economic development of the City of Québec, the province and Canada. The Port of Québec is a regional asset with international impact and influence.

An Indispensable Asset for Economic Development

The Port of Québec is a deepwater transshipment port. It is strategically located in one of the world's major river corridors, the St. Lawrence/Great Lakes corridor and, more broadly, in the Atlantic East Coast axis. Its water depth enables cargo transshipment between deep-draft ships and smaller ships that can travel upriver to the Great Lakes, creating a transportation network serving a market of over 100 million people. Its location, water depth and multimodal transport infrastructure make it an important milestone in the supply chain, with trade links to over fifty countries.

The Port in numbers*

- 28** million tonnes transhipped annually
- Over **10,300** ha of water within the QPA's administrative boundaries
- Over **1,000** ships a year
- Over **154,000** cruise passengers in 2023
- Over **26** % of the territory is dedicated to recreational and urban activities

Nearly
\$2B



in economic spin-offs in Canada, excluding employment

10,000



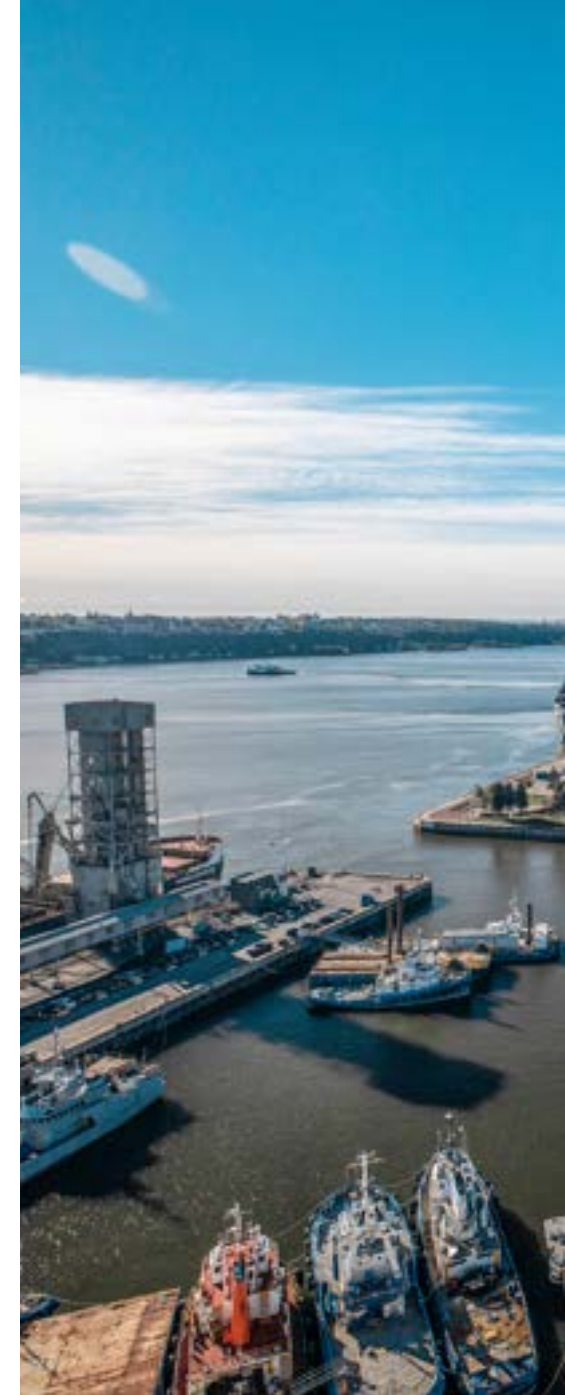
direct and indirect jobs nationwide

50



countries with which the Port maintains commercial relations

* Data for 2023





Strategic Location

The Port of Québec is the main gateway to the Québec, Ontario and Midwestern North American regions, with its ideal location on the St. Lawrence River, 1,300 kilometres from the Atlantic Ocean. It provides an efficient link between international trade and North America's industrial and agricultural heartland, with a water depth of 15 metres at low tide and a strategic location on the St. Lawrence River.

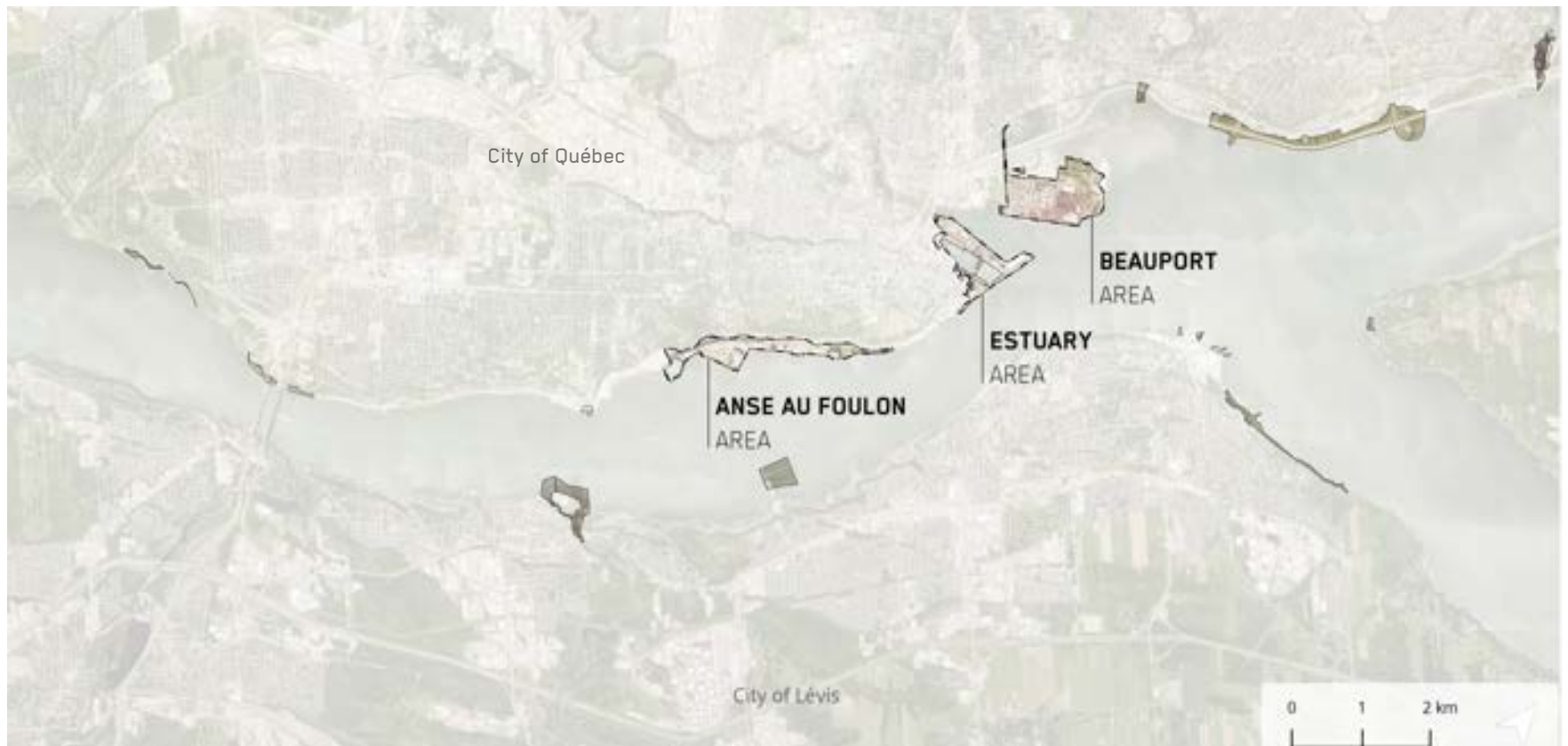
The provincial government's vision for maritime transportation is to make the St. Lawrence a high-performance economic corridor that respects ecosystems and riverside communities. The political context is in favour of modernizing infrastructures and ensuring the competitiveness of Quebec ports, in particular by promoting comprehensive rail links and maritime services.



Map 1 - Countries Served by the Port of Québec

QPA Mainland Properties

The QPA's mainland properties cover 325 hectares, 224 hectares of which are developed among the three main planning areas of Anse au Foulon, Estuary/Pointe-à-Carcy and Beauport. The land use plan applies to all mainland properties under the QPA's jurisdiction but focuses particularly on the three main areas that host port activities, namely Anse au Foulon, Estuary/Pointe-à-Carcy and Beauport. The map below shows the mainland properties under the QPA's jurisdiction in general. It must be emphasized that this plan is not exhaustive, and certain parcels of land may be modified, added or removed depending on the historical and legal context specific to certain areas. Therefore, some mainland properties under the QPA's jurisdiction may not show up on this map.



Map 2 - QPA Land Holdings and Three Main Planning Areas

QPA Deepwater Properties

The QPA's deepwater properties cover nearly 3,500 hectares. These properties are defined in Schedules B and C of the QPA's letters patent and supplementary letters patent. The map below shows deepwater properties under the QPA's jurisdiction in general. It must be emphasized that this plan is not exhaustive and certain deepwater properties may be modified, added or removed depending on the historical and legal context specific to certain areas. Therefore, some deepwater properties under the QPA's jurisdiction may not appear on this map.

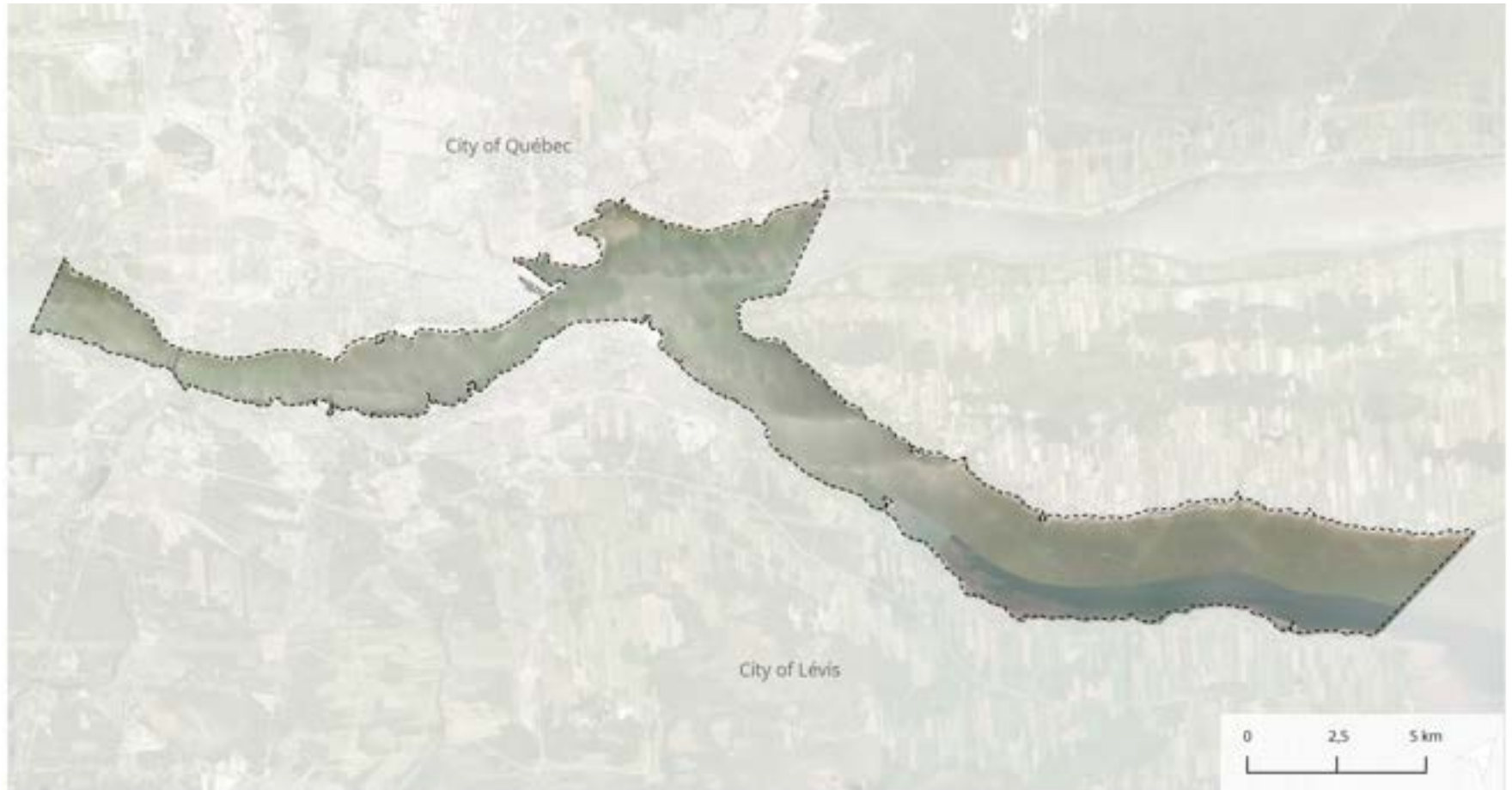


Map 3 - QPA Deepwater Properties

Port Waters

Management of the water body within the QPA’s administrative boundaries is the QPA’s responsibility as defined in Schedule A of the QPA’s Letters Patent and Supplementary Letters Patent. The administrative boundaries of the water body extend over 10,300 hectares within the St. Lawrence River, between the shores of the City of Québec and Lévis. The QPA is authorized to apply regulations and

procedures in this water body and control and administer activities as provided for in the Port Authorities Operations Regulations. The map below shows the water bodies within the QPA’s administrative boundaries in general terms.



Map 4 - Water Bodies within QPA Administrative Boundaries



L'Anse au Foulon

This area includes 53 hectares of land and is the oldest area of the Port. Its activities are concentrated in the agri-food (cereals and fertilizers), construction, energy (biomass) and mining provisioning sectors, with a major export terminal for cereals and wood pellets. Its proximity to the Cap-Blanc residential area has led the QPA to focus its activities on covered/under cover natural bulk, prioritizing intermodality to minimize the carbon footprint.



The Estuary and Pointe-à-Carcy

This area comprises 81 hectares of developed land, where port, recreational and administrative activities coexist. The main sectors of activity are agri-food, construction, maritime services and ship repair, cruises, as well as the marina and several other recreational sites with a strong city-wide influence. This area was at the origin of the urbanization of part of the City of Québec.



Beauport

This 90-hectare area is a Canadian hub for dry and liquid bulk port activities. The site is structured by the presence of rail and road networks that provide multimodal access. There are six main sectors of activity: steel and recycling, construction, transportation, energy, mining and metals, and chemicals. This area also includes the Baie de Beauport beach, a major city-wide recreational site, as well as parks, parkways and bicycle paths.

Other Port Areas

Other lands are part of the terrestrial property under the QPA's jurisdiction in addition to the three main areas. These lands are located on the outskirts of the main areas, on the north and south shores of the City of Québec and are generally undeveloped.

Other Activities on the Water Body

The Port of Québec manages several major maritime and port facilities, including the White Birch Paper mill, Chantier Davie, Quai Paquet in Lévis, Jean-Gaulin Refinery, Quai Chouinard, the Québec-Lévis Ferry wharf and the Canadian Coast Guard.

An aerial photograph of a port facility. In the foreground, there are large stacks of colorful shipping containers in shades of red, yellow, blue, and green. To the right, there are several parallel rail tracks. In the background, a large white spherical storage tank stands next to a tall industrial structure. The port is situated near a body of water on the left and a green, hilly area on the right. A blue semi-transparent box is overlaid on the left side of the image, containing the text '4 DIAGNOSIS'.

4
DIAGNOSIS

Terminals and Port activities

The Port of Québec ranks among the three largest ports on the St. Lawrence in terms of tonnes handled. Therefore, it is an important link in a supply chain serving a market of over 100 million people. Nearly 28 million tonnes of goods are transhipped here every year. This corresponds to over \$20 billion in value. These goods are essential for the production of items used by the population daily.

Terminals

The Port has 12 terminals that support 5 main port activity sectors:

- agri-food;
- transport and energy;
- construction;
- the steel industry;
- ores and chemical products.

The Port plays an important role in supply chains upstream of the transit of consumer products. The planned location of the various port activities depends on intermodal logistics requirements, the capacity of existing infrastructures and the handling mode.

Port Activity Sectors



The transportation and energy sector includes refined petroleum products, the wood pellet terminal and salt.



The agri-food sector includes grain for Atlantic markets, domestic cereal transport for animal consumption and imports of fertilizers and raw sugar.



The construction sector includes transport of cement, gypsum and other materials.



The iron and steel sector encompasses goods such as iron, alumina, copper and nickel.



The mining and metals and chemical product sector includes activities and materials required for mining operations and products such as methanol, caustic soda and tallow.

Port Activities

Dedicated to Warehousing and Logistics

The Port of Québec uses a variety of handling and storage methods depending on product type, location and infrastructure requirements, whether for dry bulk, liquid bulk or general cargo. The Port also carries out other activities essential to its smooth operation. These main activities can be summarized as follows:



Dry Bulk

Dry bulk requires the use of bulk carriers; ships adapted to the transport of bulk products. These products include materials such as de-icing salt, ores, fertilizers, cement and food products, such as cereals and raw sugar. Many of these products are considered natural bulk, i.e., agricultural, biomass or agri-food products. Bulk goods can be stored outdoors or covered, in sheds, under canvas, in silos, etc.



Handling and Storage

The Port is home to several companies offering various port, maritime and maritime-related services. These companies are active in ship repair, port towage, international waste management, maritime emergencies, and equipment rental and sales. They benefit from offices and workshops.



Liquid Bulk

Liquid bulk refers to wet goods transported without packaging or stowage. This includes hydrocarbons, liquid food products as well as certain chemicals and petroleum products. Tank storage and handling of these materials can easily be adapted to meet changing needs.



Shops and Services for Port Companies

The Port is home to several companies offering various port, maritime and maritime-related services. These companies are active in ship repair, port towage, international waste management, maritime emergencies, and equipment rental and sales. They benefit from offices and workshops.



General Cargo

General cargo, whether covered, uncovered or containerized, includes all other products. These include mining industry products, steel, scrap metal, pulp and paper, cut stone, and more.



Technical Equipment and Strategic Infrastructure

The QPA has its own energy supply network, requiring space for installing transformers and distribution infrastructures. Alternative energy sources (portside electrification and alternative fuels) will require new equipment installation. The port grounds also feature a range of technical equipment designed to reduce the port activities' impact on the environment, including air quality and noise monitoring stations.

Port Activities

Dedicated to Tourism and Passenger Transportation

The Port of Québec also plays a role in passenger transportation with cruise ships, excursion ships, river shuttles and marinas.



Cruises

Two terminals have been specially designed to accommodate cruise ships: the Ross Gaudreault terminal near wharfs 21 and 22 at Pointe-à-Carcy, and the new terminal at wharf 30 in the Estuary area. The latter is equipped with embarkation and disembarkation facilities for large modern international ships. If these two terminals are in use simultaneously, cruise ships can also dock at related wharfs, such as those of the Canadian Coast Guard or Anse au Foulon.

The Port works proactively with members of the community and the tourism industry to ensure the harmonious integration of cruise activities into the city, although cruises represent less than 5% of the City of Québec tourism and 15% during the peak season in September and October. For example, the QPA limits the

number of visitors daily to 15,000 and authorizes a maximum of two large ship embarkation and disembarkation operations simultaneously. The cruise market is influenced by, and dependent on, the region's tourism offering and the city's transport system.

The cruise industry's economic impact is estimated at more than \$700 million for the province and \$106 million for the City of Québec alone.

- A** Piers 21-22 at the Pointe-à-Carcy
- B** Pier 30 at the Estuary
- C** Pier 103 at l'Anse au Foulon



Map 5 - Location of Cruise Terminals

Port Activities

Dedicated to Tourism and Passenger Transportation



River Shuttles and Excursion Cruises

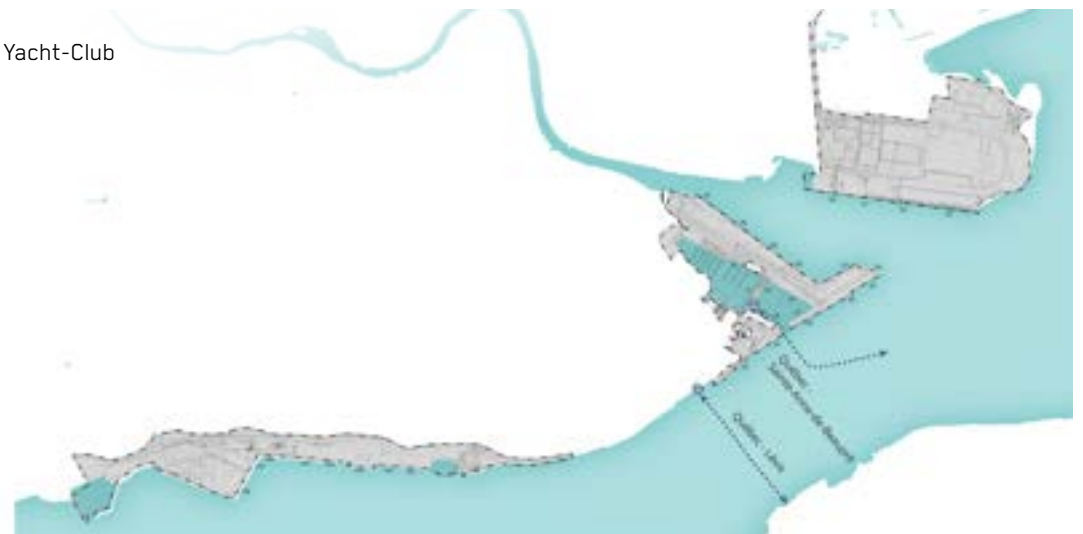
A river shuttle departs from the Estuary area. It provides a link to Sainte-Anne-de-Beaupré during the tourist season. Some additional connections may be envisaged depending on needs and governmental wishes. Additionally, excursion cruises are available on the Port’s water body.



The Marina and Pleasure Boating

The Port of Québec marina site is located in the inner Louise Basin. The 63-hectare site includes 415 berths for mooring boats, a boat launch ramp, handling facilities, storage areas and fuel pumps for boat resupply.

The Anse au Foulon area also includes the Yacht-Club de Québec Marina, partly built on QPA land.



Map 6 - Location of Marinas and River Shuttles

Non-Port Activities

Dedicated to the General Public

The Port of Québec's lands and properties are home to numerous non-port activities dedicated to the public. These activities are generally defined as follows:



Shops and Services for the Population

The shops and services in this use category enable the population to enjoy port activities in different ways. These include restaurants, bars, spas, event halls available for rent and yachting equipment shops.



Parks, Green Spaces and Wooded Areas

Several parks and rest areas are located on the Port's land.



Administrative and/or Institutional Offices

Several institutions occupy offices located on Port property and/or land not owned by the QPA but integrated into the port frontage. These may be offices dedicated to administration or to research and innovation.



Parking

The Port has several parking areas that complement the sites frequented by residents and tourists. They are often located at the interface between the Port and the City.



Cultural, Recreational and Sporting Activities

Numerous Port sites have been developed for cultural, recreational and sporting activities in conjunction with the proximity of the St. Lawrence River. These activities have a major regional impact and are open to residents of the City of Québec and its surrounding area, as well as tourists.



Preservation and Enhancement Areas

The Port is located in a rich environment home to a wide variety of marine and terrestrial species. The manoeuvres and potential discharges associated with port operations require environmental management closely linked to the sustainable development action plan, including biodiversity protection.



► Multimodal Transport

Freight transportation plays a fundamental role in economic development. It is within such a context that the Port of Québec holds a central position as a hub for the distribution of goods. This logistics supply chain is based on seamless coordination between the various modes of transportation. This fluidity reduces the cost of goods and makes their delivery faster and more affordable, which in turn impacts people's daily lives.

The interconnection of sea, rail and road transportation networks is an undeniable advantage for ensuring a fluid logistics chain. This ensures fast and efficient freight transportation, local sourcing and lower costs, making for a greener supply chain and reducing GHG emissions penalties.

The extensive multimodal network to which the Port is connected includes high-performance port terminals, three rail yards served by two railways, and a municipal road network connected to the Canadian and American freeway systems. Therefore, port land forms part of a complex network of transportation infrastructures requiring active coordination between terminal operators, and with sea, rail and road carriers. Although mainly under the Port Authority's jurisdiction, maritime transportation depends on a land transportation system developed, owned and managed by various government bodies.

Sustained growth in economic development means increased trade, which in turn means greater use of regional transportation corridors. In order to cope with this development, it is imperative to adopt proactive, concerted management and appropriate investments that will ensure the continued reliability and efficiency of current transportation networks. In addition to maintaining the efficiency of these networks, the various players involved in transportation must be alert to needs and act to improve the intermodal network capacity efficiently while considering the transportation impact on the surrounding communities.



Maritime Transportation

By 2023, 81% of the tonnage handled at the Port of Québec will be shipped by maritime transport, i.e., ship-to-ship.

Thanks to water depths of up to 15 metres, the Port can accommodate ships with a carrying capacity of over 150,000 tons. This capacity then enables it to tranship cargo to smaller ships.

For example, the transhipment of products from the steel and oil sectors is performed entirely by ship, without any other mode of transportation. Therefore, maritime transportation reduces road and rail traffic, and their associated nuisance.

Maritime transportation accounts for 85% of global supply chains (World Trade Organization, 2020), and this share is set to grow. The Port of Québec has a competitive advantage that enables it to continue to position itself as a major port for international trade as ship sizes have increased in recent years.



Railway System

By 2023, 7% of the tonnage will be handled by rail.

The regional railway system and the Port of Québec are closely linked. Currently, Canadian National (CN) and Chemin de fer Québec - Gatineau (CFGQ) serve all three port sites, and the QPA has agreements with these companies to use the rails.

This mode of transportation offers considerable environmental benefits and reduces the number of trucks on the road. However, several factors make expansion difficult. The increased competitiveness of trucking due to its flexibility is a major challenge. In addition, the cohabitation of CN and CFGQ railway tracks complicates the railway system's optimal use. Finally, the presence of trains running through residential neighbourhoods raises concerns among residents, particularly because of the noise generated and the nature of the materials transported.



Road Network

Only 12% of the total volume of goods mainly destined for local markets (road salt, petroleum products, etc.) transiting through the Port was transported by truck in 2023.

The Capitale-Nationale region recorded a 2021 daily flow of over 12,100 trucks used for institutional, professional or commercial purposes, including trucks from the Port. Although port activities are growing, the largest volumes of goods continue to be transported by ship despite strong competition from road transportation.

The Port recognizes that its proximity to the urban fabric poses challenges of cohabitation with the surrounding environment, despite the Port not being the main generator of truck traffic in the city. Trucks travelling to and from the Port have to use provincial and local roads, creating challenges in terms of mobility, safety, congestion and nuisance for residents. Additionally, to reduce pressure on local road networks, the Port specifically encourages its carriers operating in the Beauport area to use nearby highways, such as Félix-Leclerc and Dufferin-Montmorency, rather than Henri-Bourassa Boulevard.

Finally, the Port of Québec benefits from direct access to continental North American road networks. Port facilities and access roads are considered

metropolitan transportation facilities, contributing to the region's social and economic development. The transportation network planning that supports port activities will therefore require concerted revision, in collaboration with the Ministère des transports et de la mobilité durable and the City of Québec. The aim is to improve efficiency and safety and reduce nuisance in residential and tourist areas.



Transportation Networks at the Municipal Level

The interconnection of land and sea transportation networks is a major advantage in making the Port of Québec a high-performance port.

Port lands benefit from proximity to a national and regional freeway system and artery that supports supply chain fluidity, and several railway systems that provide regional and national freight services.

The railway system serves the port grounds directly, giving the Port of Québec a clear advantage. The presence of rails under the QPA's jurisdiction means that goods can be transhipped directly on many of its properties, improving the operational speed and reducing the costs and nuisances generated elsewhere by setting up rail yards.

Port activities are located according to the access they require to the various transportation networks. As such, activities that require the road network are located for optimum access. Therefore, trucking routes are planned to direct traffic toward the arteries and freeway systems, reducing congestion on local streets and nuisances for the population.



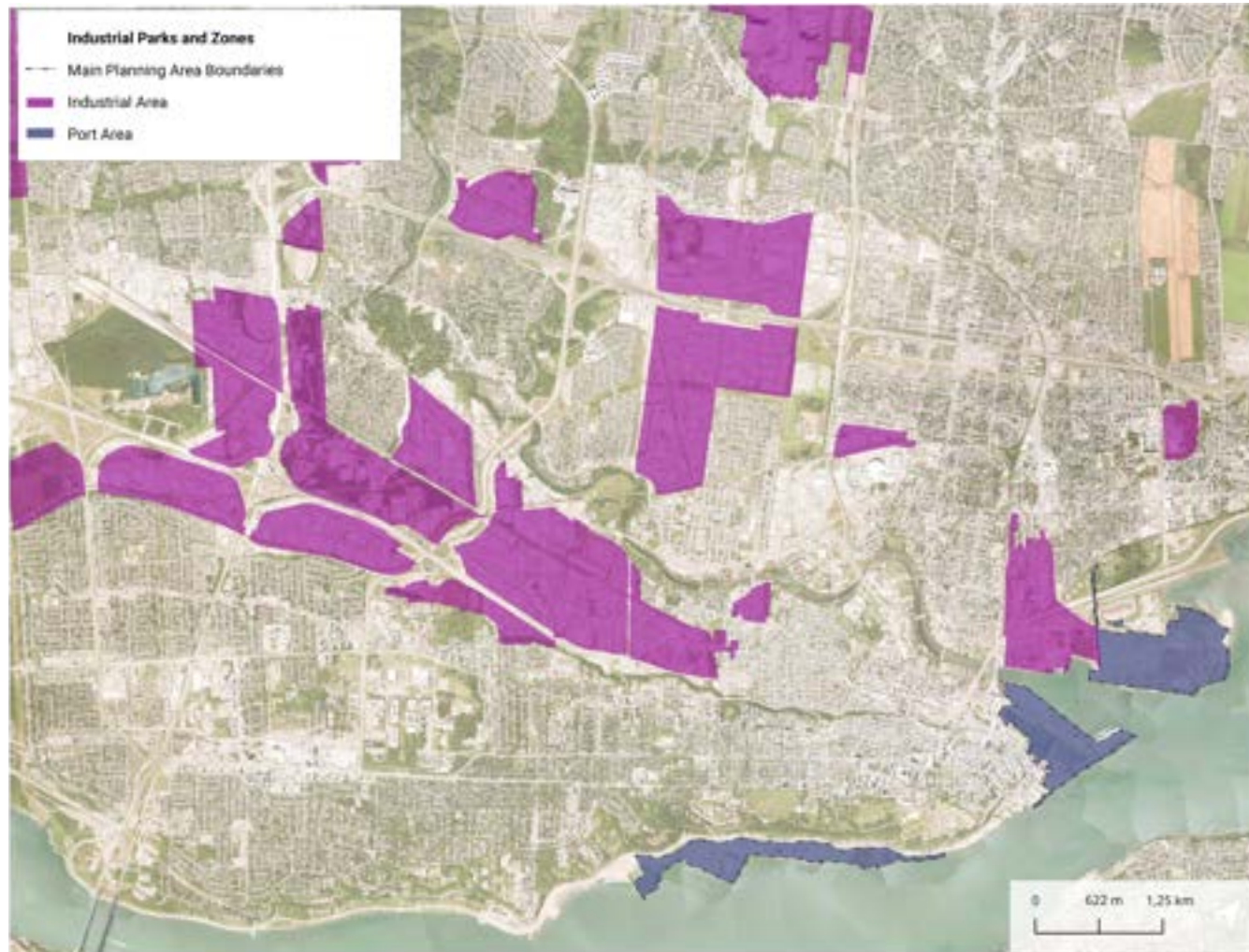
Map 7 - Multimodal Transport

Industrial and Innovative Sectors

The port lands are part of a vast economic area covering 23 million square metres, that includes the City of Québec's 20 industrial areas and parks, four innovation spaces and an airport. The Port of Québec land accounts for less than 10% of this area and occupies less than 0.5% of the City of Québec's territory.

These sectors account for more than 60,000 jobs from around 3,000 companies. The City of Québec has adopted a 2022-2031 vision in which it places a strong emphasis on optimizing existing industrial spaces, recognizing the vital importance of these sites to the economic development of the city and region. These industrial areas and parks are currently home to companies operating in a variety of sectors, served by a road infrastructure system that ensures their smooth operation. Port areas are unique in that they are located on the edge of a tourist area and form part of a singular heritage landscape, requiring harmonious integration of these infrastructures into the environment.

The QPA has an educational component that supports innovation on its port lands. Therefore, these are also part of a series of areas dedicated to innovation, resulting in partnerships with technology research and development actors.



Map 8 - Industrial and Innovative Areas of the City of Québec



Intensification Potential

The territory over which the QPA has jurisdiction is fully occupied. Intensification of port activities is therefore limited, as many wharfs present operational challenges due to their obsolescence, and their development is restricted by urban environments and technical constraints, such as available water depth. The QPA has operated from the same commercial space for about 50 years.

The Port of Québec will be called upon to seize new opportunities with the anticipated growth in the shipping trade and the current operator demands. This means finding solutions to optimize port operations further. One of the QPA's main concerns is to ensure that there is sufficient land available for port activities. Maintaining and optimizing industrial sites in these areas is essential to ensure a strong local and national economy.

One way of dealing with the shortage of available port land is not necessarily to expand but rather to use the land more optimally. For example, the current state of some wharfs limits the carrying capacity and therefore the load that can be applied to the wharfs. This is a major constraint not only on the agility of operations and the rationalization of activities but also on the sustainability of port operations. Currently, approximately 125 hectares of the Port's 200 hectares of property can be used for commercial purposes if we exclude roads and other network-related areas. Major investments will be

made over the next 30 years to repair the wharfs to remedy this problem. These investments, together with those planned to upgrade technological infrastructures, will enable the Port to optimize the use of several port sites. It should be noted that the wharfs not only support port activities but also form a barrier, protecting the city from the elements. This function may become even more significant in the context of climate change.

In terms of space, some port sites could be used for new activities, with due respect for the environment and surrounding communities. In collaboration with the Port, operators are encouraged to make the most efficient use of available space. Right now, parts of the port's territory are already used in line with this desire to make better use of space. These areas account for less than 2% of the total space available to the Port. These areas can be broken down as follows:



- in the three main areas, repairing unused obsolete wharfs will enable the planning of new port activities in the medium term;



- the Anse au Foulon area includes land used for soil storage, which could be used for new port activities;



- the Beauport area includes a currently underutilized plot of land that could eventually be used for new port activities.

City-port Cohabitation

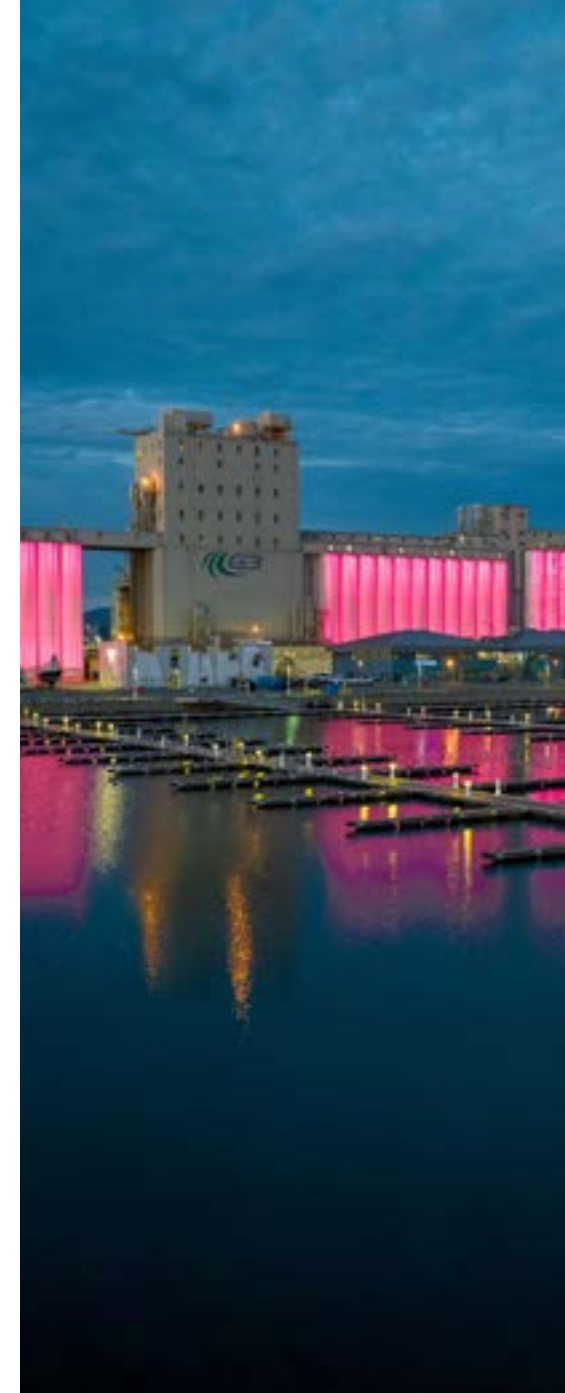
Port cities, including the City of Québec, face similar local challenges and issues, including finding ways to integrate the port into the urban structure optimally. Harmonious cohabitation between the City and the Port is also one of the directions set out in the QPA's Vision 2035.

Port activities led to the founding of Quebec City, and evolved with its urbanization. This strong historical link is complemented by a physical one: the proximity of port and urban activities. Today, the City of Québec's urban system is intrinsically linked to port operations. Products arriving at the Port by ship are transported to different parts of the city or region via municipal and provincial transportation infrastructures. Therefore, manufacturing production and the day-to-day supply of a multitude of establishments rely on efficient transportation systems under municipal, provincial or, in the case of the railway system, private jurisdiction. The Port and the City thus coexist in a network of exchanges that give rise to a daily interface.

While city-port cohabitation is an asset insofar as each of these entities contributes to the dynamism of the other, it involves multiple challenges, notably regarding managing the impact on road traffic, landscape integration, air quality, noise pollution and port operation efficiency and sustainability.

This cohabitation poses several challenges in terms of mobility. Traffic lanes for trucking are also the main access routes to recreational activities on port sites, as are access routes to the Dufferin-Montmorency highway and nearby residential neighbourhoods. This multiple use of the road network poses certain logistics and safety challenges. The scarcity of taxis and the shortcomings of public transit impact the Port, creating costs and mobility constraints, particularly for cruise passengers.

The City of Québec is also working to attract and retain residents in the heritage district of Old Québec, which coexists with the Estuary port area. Proximity to residential areas and the tourist industry pose major cohabitation challenges.

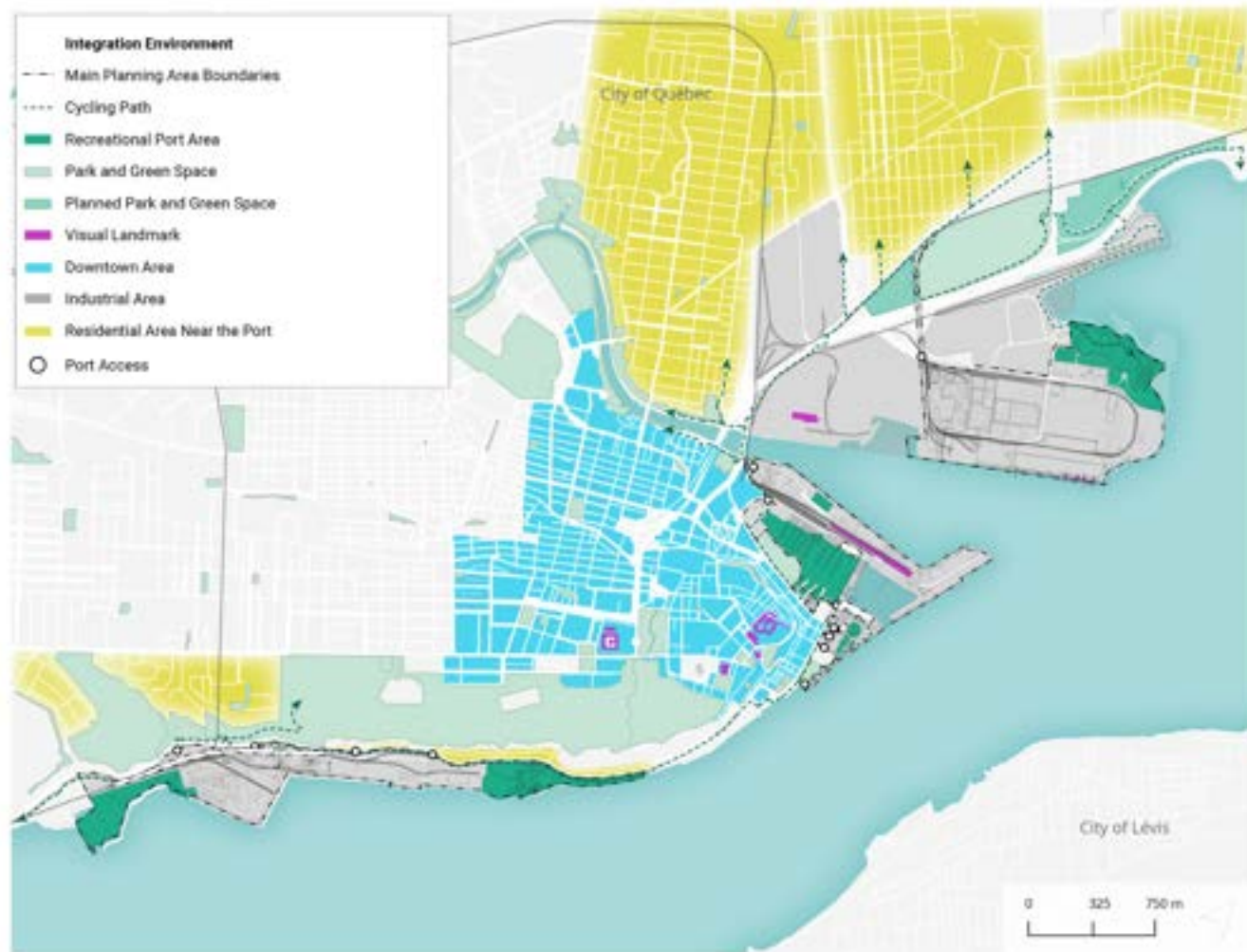


The Port's proximity to residential and tourist areas means that the Port requires integration into the city.

The cohabitation of port, recreational and administrative activities on QPA lands, and between these activities and nearby living environments, creates a complex relationship among them. Access points to the port and non-port areas constitute connections between the Port and the City: they are nodes where port activities and urban functions intersect. Some nodes are strong focal points for both port and non-port activities due to their traffic.

Significant landmarks in the City of Québec landscape are located both on the port grounds and in the downtown area, which marks the boundary of a major tourist attraction. These emblematic visual elements, constituting landscape strengths for the Communauté métropolitaine de Québec, contribute to the interpretation of the landscape.

Finally, the interface between the Port and the City is also reflected in the road and bicycle networks that run alongside the port areas and penetrate the city's various living environments.



Map 9 - Port Environment: Areas of Cohabitation, Visual Landmarks and Access

Land Use Around the Port

City-port cohabitation requires, above all, concerted territorial planning that considers land use in port areas and nearby living environments. The map on the following page identifies the major land uses of the Land use and development plan of the City of Québec within a 1.3-km radius of the port lands.

In the land use and development plan, the port lands are mainly part of the “Port Area” allocation, with a few lands included in the “Downtown” and “Park and Green Space” allocations. The “Port Area” is bordered by the following allocations:

- The “Industry and Commerce” allocation is intended primarily for industrial, wholesale and distribution uses, as well as specialized commercial establishments.
- The “Downtown” allocation includes a variety of activities, such as housing, accommodation, administration and professional services, as well as retail. The highest residential densities are found here.
- The “Urban” allocation covers predominantly residential neighbourhoods. Diversified activities can also be found here, but these must be compatible with housing.

■ The “Regional Urban Hub” allocation defines hubs outside of downtown that concentrate several activities, including service sector jobs, shops and medium to high-density housing. Avenue D’Estimauville and the Belvédère hub are designated as such and are set to welcome more activities and residents.

■ The “Technology Campus” allocation represents the D’Estimauville innovation space, home to specialized companies and research laboratories.

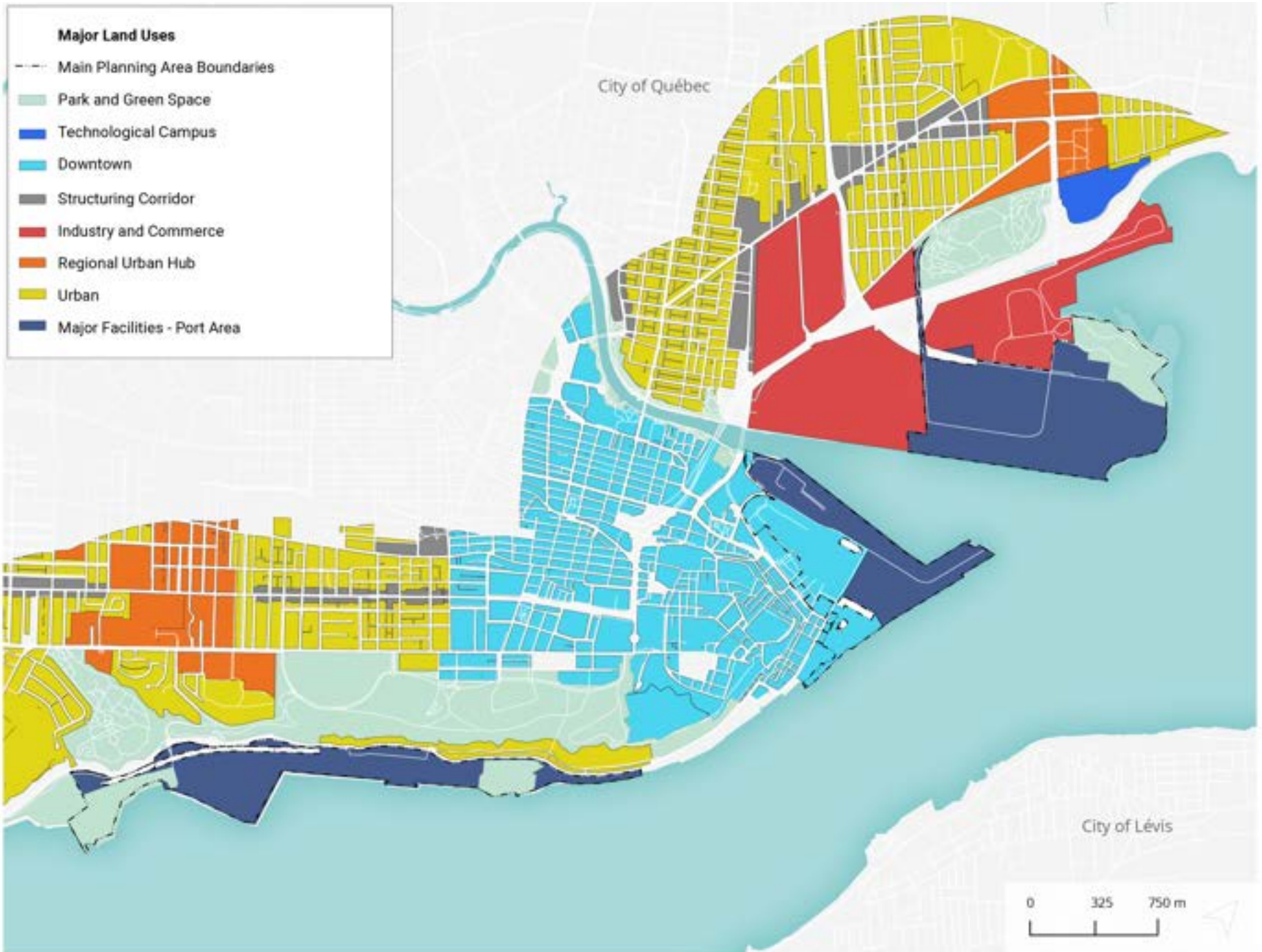
■ The “Structural Corridor” allocation includes high-frequency transit corridors. This area is not adjacent to the Port but is used for road transport between the Port and the destination for the goods. The sites concerned by this allocation are also home to shops, administrative services and housing.

■ The “Park and Green Space” allocation covers green spaces of regional importance. Other uses could include retail and personal services, as well as accommodation.

There is therefore a high degree of permeability between port uses and major land uses that may be sensitive to the impact of port activities. Urban areas are particularly vulnerable to traffic congestion, noise, lighting, pedestrian safety and visual impact.

Both the municipal administration and the Port must provide for impact reduction measures to ensure a friendly cohabitation between urban functions, both those that enable the economic vitality of port activities in the city and those that offer living environments and tourist attractions. These measures include, by way of illustration:

- the development of buffer zones, including green areas and parks;
- the application of zoning rules by the City;
- the selection of land uses by the QPA at a distance from sensitive areas, where possible;
- the constant collaboration between the City and the Port on conditions that promote harmonious urban and economic development;
- etc.



Map 10 - Major land uses identified in the City of Québec's Land Use and Development Plan

Mitigation Measures and Social Acceptability

City-port cohabitation gives rise to an interface where urban and port functions converge. This interface is a transition zone with social, spatial, landscape and ecological dimensions. The planning and development of this interface is an opportunity to rethink connections between the City and the Port.

The Social Dimension

The social dimension is important in the city-port interface design since it results from collaboration with the population, stakeholders and the various bodies responsible for territorial planning. The QPA has implemented several initiatives in this area in recent years:

- the Comité de cohabitation Port-Communauté (CCPC)
- the Tables de bon voisinage
- the partnership with the Fonds d'action Saint-Laurent
- the Comité de travail sur le Plan de durabilité des écosystèmes
- the Comité intersectoriel sur la contamination environnementale dans l'arrondissement de La Cité-Limoilou

A citizen consultation platform also enables us to involve and listen to the population and stakeholders in projects and activities on port land. The Impact Assessment and Mitigation Process (IAMP), which replaces the Environmental Citizens Participation Process (ECP), was designed specifically for this purpose since it involves First Nations and stakeholders' consultation from the

outset. Significant work is also being carried out in collaboration with operators to implement realistic and effective solutions for improving city-port cohabitation.

The Spatial Dimension

The connectivity of port areas with the city is a sensitive interface. Treatment of the interface concerning land use and permeability is intended to ensure harmonious continuity of links between the urban fabric and the Port's occupation of a significant part of the riverfront to minimize the impact of port activities on the population and to ensure efficient operation of port activities. The implementation of various measures at the interface is the result of ongoing dialogue with the various groups that interact within this ecosystem. In general, these measures are designed to facilitate the connectivity of port and non-port sites, to make it easier to understand the urban, port and river landscapes, and to improve user safety at nodes or points of convergence where users meet. This includes:

- the creation of buffer zones;
- the greening of boundaries to create a visual screen;
- the safe development of active mobility areas;

- the development of cruise ship passenger terminals;
- the development of transition areas between port activities and the surrounding environment;
- the planning of trucking routes;
- the orientation of lighting near residential areas;
- the reduction of dust caused by port activities using water cannons.

Note that users make extra efforts to reduce the impact of their activities when they are at the Port of Québec, compared with other ports where they operate, due to the proximity of the Port to the City.



The Landscape Dimension

The Port is part of a rich landscape that bears witness to an important cultural and heritage legacy. Its harbour facilities include visual elements of interest that have both an identity value and a landmark function in the city. This is particularly true of the Estuary grain silos, which are an important visual landmark in the city and even on the other side of the river. Therefore, the interface lies in the enhancement of visual landmarks on both the City and Port sides and in the protection of views over urban, port and river landscapes.

The Environmental Dimension

Port areas are located in a highly diverse biophysical environment. The QPA has conducted several studies and analyses that resulted in a flora and fauna inventory over its territory. The interface between this rich natural environment and port activities is the subject of various measures already underway. Others require development to promote cohabitation between the Port and the natural environment in which it is embedded. The QPA takes action at these levels:

- biodiversity protection and enhancement
- air quality monitoring
- ambient noise level monitoring
- vegetation enhancement and protection
- surface water management

- groundwater monitoring
- contaminated soil management
- development of projects and activities with low environmental and social impact only.

1 Air Quality Monitoring

Air quality is measured continuously at Anse au Foulon, Estuary, Pointe-à-Carcy and Beauport to monitor the application of mitigation measures and reduce potential impacts on communities. The Port implements its own monitoring and tracking mechanisms for this.

2 Soil Management

Soils that require reworking as part of operations or construction projects and present a potential for contamination are sampled, segregated and then temporarily stored in appropriate locations on the port grounds. Depending on its characterization, the soil can be reused on-site or disposed of at an authorized site.

3 Surface Water Management

The Beauport area is equipped with a runoff management system that feeds a sedimentation basin. Moreover, most outlets to the river are equipped with hydrodynamic separators to minimize the risk of certain contaminants being discharged.

4 Urban Vegetation

Currently, a major analysis underway to identify the most suitable locations for greening to reduce the impact on air quality and enhance the landscape quality of the site.



Citizen Areas

Much of the port's land is dedicated to residents, corresponding to 26% of the QPA-managed land. Indeed, the riverfront public spaces stretch for more than 2 km, offering the population several river access points. These spaces contribute to the urban life and influence of Old Québec and the Port.

Several initiatives now enable the public to make the most of the port areas, given the large proportion of land devoted to activities open to the public. These include recreational, cultural and sporting activities, relaxation areas, restaurants, parks, green spaces and walking areas. These sites are open to the public and provide access to the water and views of the City of Québec's river, port and maritime landscape. They also contribute to the City of Québec's tourism offering.

The Port of Québec also attracts several large-scale events, many of international renown, such as the Carnaval de Québec, Les grands voiliers, the diversified Agora program, the historic rally and the expérience Cigale in Baie de Beauport.

The recreational and tourism offering spans all four seasons, attracting year-round visitors. The traffic generated by these sites demonstrates the importance of controlling access and traffic, both active and vehicular, to or near these port areas.

To this will be added the Promenade portuaire du Foulon, which will be built along Champlain Boulevard as an extension of the Promenade Samuel-De Champlain. The QPA is carrying out this project in the Anse au Foulon area in collaboration with the City of Québec and the CCNQ. This major project is a major step toward forging links among the public spaces developed by different partners and demonstrates the constantly improving cohabitation between the City and the Port.



Village Nordik

This site is located in the Estuary area and comes alive in winter with ice fishing activities, play areas and restaurants.



Port of Québec's La Cale

This riverside meeting place offers a picnic and restaurant area with water basins and relaxation areas.



Port de Québec Oasis

This bathing area was the first harbour bath in North America. Its dimensions are equivalent to those of an Olympic-size swimming pool.



Louise Basin Marina

The marina has over 400 berths and welcomes 700 visitors every year. It offers equipment, courses and boat and houseboat rentals.



Port of Québec's Agora

This outdoor stage is used for a wide range of events with a capacity of around 6,300 spectators.



Baie de Beauport Beach

This recreational site includes a beach, water games and several sports facilities, as well as a campsite.



Vieux-Port Yatching

This school is located on the port grounds and offers training in boating and related activities.



Strøm Nordic Spa

Since 2018, an urban spa overlooking the river has been in operation on the site of the Port of Québec's Brown Basin.

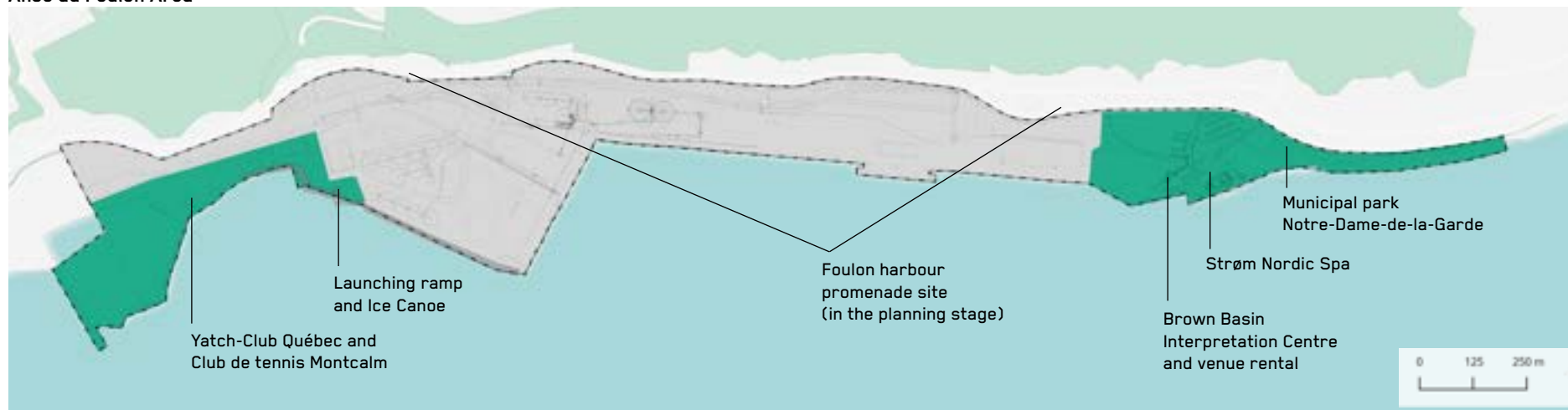


Ice Canoeing

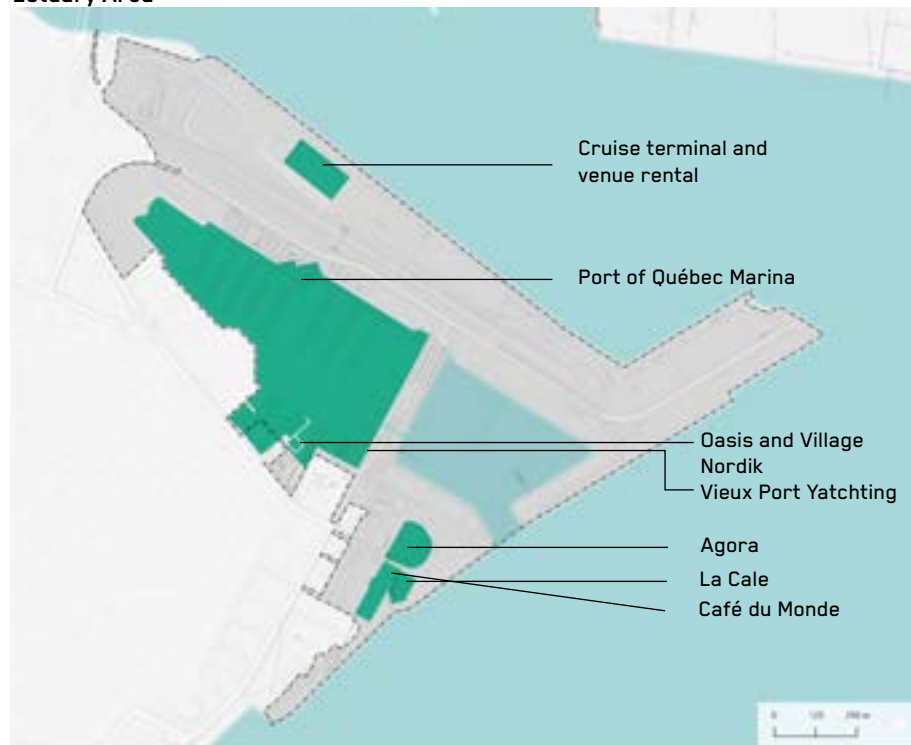
Introductory ice canoeing activities take place from the port lands.

Location of Citizen Areas

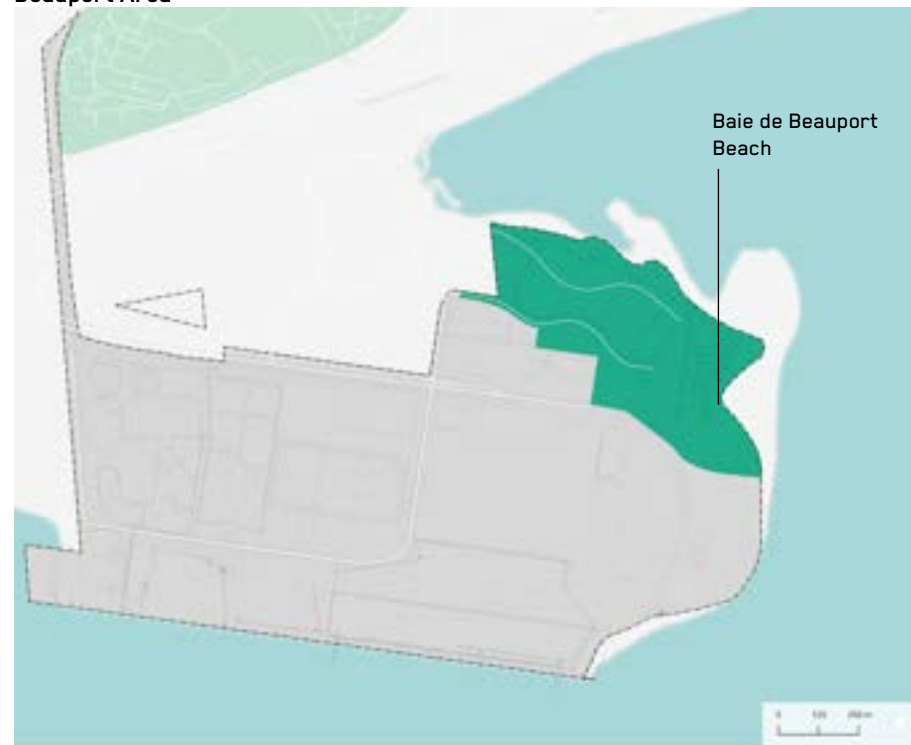
Anse au Foulon Area



Estuary Area



Beauport Area



Map 11 - Location of Citizen Areas in the Three Main Planning Areas

Environmental Initiatives

The Port of Québec is located in an ecologically rich environment that provides a habitat for many aquatic and terrestrial species. In this context, the Port of Québec has implemented various tools to ensure respect for and protection of the environment and biodiversity while promoting the development of shipping trade in line with the needs and economic interests of the City of Québec region.

Green Marine

In 2008, the Port became one of the founding members of Green Marine, the leading environmental certification program for the North American maritime industry. Today, over 450 members are united under this banner, working to make the maritime industry increasingly sustainable and responsible. In 2023, the QPA was the only one of the 17 existing Canadian port authorities to achieve, for the sixth consecutive year, the highest score for each applicable indicator assessed by the program.

AIVP 2030 Agenda

The QPA was key in developing AIVP's 2030 Agenda, the first global initiative to adapt the 17 UN Sustainable Development Goals to the specific context of city-port relations. The document drawn up jointly with AIVP members has set 10 key objectives for 2030 and was submitted to the UN in 2019 as port cities' contribution to its sustainable development goals. Since then, the Port of Québec has been inspired by the work of the 2030 Agenda and has implemented several structuring sustainable development initiatives.

United Nations Global Compact

The QPA has also signed the United Nations Global Compact and its principles, influencing its strategy, culture and day-to-day operations. This membership also marks the QPA's commitment to collaborative projects to advance the United Nations' global Sustainable Development Goals. An annual public report will be drawn up to meet the Compact's conditions.

A Vision 2035 Focused on Sustainable Development

The Vision 2035 proposed in the strategic plan is clearly a springboard for accelerating the essential shift resulting from climate change. This will involve working with the port community to pursue the electrification of operations. This initiative will contribute to both the elimination of GHGs and the improvement of air quality. The Port activities are set to change as we move away from fossil fuels. Certainly, investing in clean technologies and building the infrastructure required for new fuels are challenges the QPA intends to meet in collaboration with the other ports on the St. Lawrence.

Structured Approach to Sustainable Development

The QPA has been working to implement an articulated sustainable development strategy for several years now. Vision 2035 has thus enabled us to develop a new version of the ESGDD Action Plan, focusing on the current challenges of a modern Port facing major issues related to decarbonization and the energy transition. Enhancing biodiversity is a top priority.

The QPA began work on its Ecosystem Sustainability Plan in 2023. True to its Vision 2035, the QPA intends to put biodiversity at the heart of several environmental initiatives, notably by documenting and monitoring changes in ecosystem health and carrying out projects to enhance, improve and protect the most sensitive habitats. The project will be carried out in close collaboration with environmental stakeholders in the City of Québec region.

Diagnosis Summary

Currently, shipping accounts for 3% of global GHG emissions while supporting 85% of international trade. It is set to grow and adapt to new commercial and technological dynamics, enabling us to play our part in the fight against climate change.

Faced with this anticipated growth, the QPA must ensure that the land dedicated to port activities can be transformed in a way that respects the environment and the population. The way the Port manages this growth will enable it to continue to adapt to the dynamics of the port industry and optimize its land and operations.

The Port's proximity to the downtown core and residential neighbourhoods, and its location in a UNESCO heritage area, puts the Port of Québec in an exceptional position, making it all the more important to plan the development of its activities from the city-port cohabitation perspective. The Port is a gateway to the city for residents, visitors and, in particular, cruise passengers and requires enhancement and integration into the landscape.

This exceptional setting is an advantage for the growth of the international cruise market, which globally has grown rapidly in recent years and is set to continue growing.

Clearly, city-port cohabitation remains both a challenge and an asset for both the Port and the City. Therefore, the interface between these two highly interrelated entities has the potential to establish a dialogue between the various stakeholders to address spatial, social and environmental issues.



**5
TRENDS AND
OPPORTUNITIES**

▀ Trends and opportunities

The Port of Québec is directly connected to the global maritime transportation ecosystem, and is, on its own, one of its key components. As part of this dynamic network, the QPA must constantly adapt to fundamental changes and upheavals in economic markets, which are themselves subject to variations in the economic climate and consequences of numerous upheavals such as pandemics, wars and climatic catastrophes. Simultaneously, the port industry is undergoing transformations, driven in particular by the few major shipowners who structure global supply chains.

Trends in the port industry shape the entire evolution of the Port of Québec, whether external or internal to the port industry, global, regional or local. These trends also have temporal and spatial consequences that the QPA has to contend with. Consequently, the next section summarizes some of the trends and opportunities influencing most ports, with particular emphasis on those on the St. Lawrence. This section also provides an overview of how the Port of Québec can best position itself to leverage emerging opportunities arising from these global trends. Therefore, the trends and opportunities discussed here form the basis for thinking about the directions and objectives that the QPA is putting forward in its land use plan.



Sustained Shipping Growth



Shipping growth has tripled in recent decades, emerging as an essential pillar of the global economy. In the Indian Ocean, this growth has exceeded 300% in 20 years. In the North Atlantic, North Pacific and Mediterranean, it is estimated at between 100 and 200%. This explosive growth is set to intensify as the maritime sector is now central to efforts to accelerate the ecological transition. Indeed, shipping accounts for around 3% of global greenhouse gas (GHG) emissions while playing a crucial role in supporting nearly 85% of international trade.

International trade is set to grow in the coming years, and the St. Lawrence ports are true gateways to new opportunities. However, this growth is not without its challenges: inadequate intermodal connections, access route congestion, container backlogs in terminals, outdated infrastructure, etc. Port authorities have no choice but to adapt, invest and innovate to accommodate more ships and goods.

The Government of Quebec is aware of the environmental and economic stakes involved in maritime transportation and already analyzed the new maritime strategy to accentuate the relevance of this type of trade. Moreover, the Government of Quebec formulated a concrete intention, resulting in a substantial financial commitment of nearly \$900 million dedicated to implementing a “St. Lawrence Vision”. This new maritime vision will be considered in the implementation strategy.

¹ Euler Hermes et Allianz Research: “Global Trade: Ship me if you can!”. https://www.allianz-trade.fr/content/dam/onemarketing/aztrade/allianz-trade_fr/news/090721/2021_07_08_Trade.pdf

Changes in the Type of Commercial Activities



Port activities are closely linked to world markets and international geopolitical issues. Certain trends are already emerging in the expansion of commercial activities. Sectors expected to see growth include those linked to the energy transition and the global greenhouse gas (GHG) emission reduction targets set by the International Maritime Organization.

Last but not least, increasing shipment volumes and the growing ship sizes impose new imperatives on port logistics, including the need for greater infrastructure, more warehousing space and more complex supply chain management. However, the increase in ship size represents a significant long-term strategic advantage for the QPA as the last deepwater port on the St. Lawrence. The City of Québec has everything it takes to provide a competitive offer to companies in the Quebec-Ontario corridor with its advanced location on the continent, water depth, multimodal access and the quality of its maritime services, thereby strengthening the resilience of the eastern Canadian supply chain for containerized goods.

Intensification and Optimization of the Port's Land



Ports face a common challenge: finding land that can be developed to meet the needs of the industries serving their port activities, or rationalizing the use of their land for this purpose. They are restructuring their existing port areas to intensify and optimize their operations. They are also striving to increase their capacity and constantly improve their efficiency to accommodate ever-larger ships. Land and rail links on port land are often in poor condition or ageing and must also be upgraded.

The Port of Québec is no exception. Indeed, given the limited availability of land, it is difficult to allow operators to maximize their activities or develop new projects. The best way to intensify port activities is therefore to restore ageing infrastructure. Additionally, the Port has undertaken the most significant restoration work in 40 years over the past few years on its existing facilities.

The Port has adapted its facilities and renewed itself over the years. For example, the Anse au Foulon terminals were once used to store wood and granite. Today these goods no longer pass through the Port of Québec, having been replaced by grain and sugar.

Accelerating Energy Transition



The decarbonization of port activities worldwide has become imperative when faced with the challenges of global warming, encouraging an energy transition from traditional fuels to greener solutions. For example, consider the commitments made by five major shipowners to achieve total shipping decarbonization by 2050, as announced at COP 28.

Major initiatives include the introduction of wharf electrification. It consists of setting up a land-based electrical distribution network enabling moored ships, particularly cruise ships, to continue their operations without the need for diesel generators, thus helping to reduce air and noise pollution. Moreover, adopting greener fuels, such as liquefied natural gas (LNG), green hydrogen, ethanol and green methanol, is emerging as a promising solution and a clean alternative to traditional fuels for powering ships and port equipment. Finally, implementing projects and technologies with a reduced environmental footprint is also part of these efforts to make ports greener, following increasingly strict environmental standards and constraints concerning the protection of

aquatic and atmospheric environments. Ports must adapt their infrastructures to accommodate and refuel new-generation ships using low-carbon or renewable fuels.

Mitigation Measures to Reduce the Environmental Impact of Operations



Reconciling environmental issues with economic development is a concern that all ports share. They are actively committed to becoming more socially and environmentally responsible. Ports around the world are incorporating mitigation measures into their activities or projects to minimize environmental impacts, particularly in the following areas:

- biodiversity
- water and air quality
- aquatic ecosystems
- waste management
- noise and vibration
- etc.

Technological Progress to Support Operations Optimization



Technological progress has profoundly transformed port operations, putting automation and digitization at the heart of supply chain improvement. Modern, intelligent ports are increasingly equipped with automated cargo management systems, automated cranes, autonomous vehicles and real-time tracking platforms. These advances make it possible to increase the efficiency of operations, particularly waiting times, minimize human error and optimize port space use while helping reduce GHGs and improve air quality. Digitizing administrative and logistics processes also facilitates coordination between the various parties involved in the supply chain, from sea carriers to inland carriers, not forgetting customs authorities. In short, this technological progress revolutionizes how goods are managed and routed in ports and help structure a smoother, more profitable and sustainable supply chain.

Growing Awareness of Social Acceptability



The importance of considering social acceptability in port projects is a growing trend in ports globally. This marks a major change in how port authorities approach their initiatives and developments. They know the importance of putting the community and stakeholders at the heart of their considerations, by engaging in open, continuous and transparent dialogue. To achieve this, increasingly more ports are striving to better integrate citizens' concerns and aspirations into their planning and decision-making processes through citizen participation processes, good neighbour round tables, cohabitation committees, etc.

Striking a balance between profitability, environmental conservation and public well-being also requires a better understanding of the positive and negative impacts of port activities on the environment, economy and local communities. One of the main challenges lies in effectively communicating information to the public about the challenges of maritime transportation to raise awareness of the role of ports in the local and national economy.

Integrating Ports Into Cities



Cities and ports have strong historical ties uniting them. They often evolve at the same pace, only to grow closer together. Cohabitation can be compromised depending on activities and operating modes. The search for mitigation measures is constantly central to our dialogues. Ports are working more closely with communities in search of a certain symbiosis with local stakeholders to achieve better social, environmental and economic integration of port activities in towns and cities, in compliance with ESG imperatives. In 2015, the International Association of Cities and Ports (AIVP), published a best practices guide “Plan the City with the Port: Guide of Good Practices” and more recently, in 2021, the same association published a white paper on the city-port interface.

Consequently, it is essential to improve consistency among planning documents. In addition, considerable efforts are being made to develop and/or provide transitional spaces between the Port and the City. However, ports and cities must talk to each other so that these efforts are two-way. Ports recognize that they are an integral part of cities, just as cities must recognize their status as port cities. These stakeholders need to work closely together to find common ground and promote harmonious cohabitation. Additionally, it is imperative to find ways to enhance the

industrial heritage and consequently strengthen the city’s port identity in a perspective of collective memory and to mark the territory through the evolution of ports in the history of cities.

Port activities will always generate various forms of nuisance. Several mitigation measures are designed to reduce these nuisances despite these inevitabilities and create a more favourable balance between port activities and the surrounding environment.

These measures are designed to:

- improve sustainable mobility in the city and combat urban gridlock;
- develop “buffer” and transition zones;
- reduce the visual impact of port activities;
- apply mitigation measures for noise, dust and light pollution;
- improve the architectural quality of port buildings and infrastructure;
- green port land where possible;
- reduce the nuisance associated with cruise industry growth;
- etc.

Enhancing the Recreational Tourism Offer



Increasingly, port authorities are reserving a portion of their land for recreation, tourism and events. The aim is to re-establish a link with the community while integrating the port more harmoniously into its urban environment. With this in mind, considerable efforts are being made to improve access to the river, offer attractive visual perspectives from the city to the river and vice versa and create spaces for relaxation and leisure along the waterfront.



6
**GUIDELINES
AND
OBJECTIVES**





Guidelines and Objectives

The LUP includes four orientations to guide the use and development of QPA-managed land and water. Each orientation includes several objectives and means of implementation integrated into a phased action plan, which will contribute to achieving the Port’s new vision for land use. Here are the four orientations:

ORIENTATIONS	OBJECTIVES
ORIENTATION 1 COHERENT INTEGRATION OF THE PORT INTO THE CITY	<ul style="list-style-type: none"> Promote harmonious integration of the port into the city, benefiting the surrounding environment Strengthen community relations by promoting the port’s heritage and helping to make the community proud of its port Develop urban coherence between port activities and adjacent urban areas
ORIENTATION 2 ENCOURAGE A GRADUAL ECOLOGICAL AND ENERGY TRANSITION THROUGHOUT THE PORT AREA	<ul style="list-style-type: none"> Protect and enhance biodiversity in port areas and ensure climate change resilience Contribute to accelerated decarbonization of port activities Contribute to improving air, water and soil quality
ORIENTATION 3 SAFE AND EFFICIENT FREIGHT AND PASSENGER TRANSPORTATION	<ul style="list-style-type: none"> Optimize freight and passenger logistics at port facilities Improve transportation corridors and infrastructure to facilitate the movement of goods and passengers to and from the Port
ORIENTATION 4 LAND USE OPTIMIZED FOR INDUSTRY TRENDS	<ul style="list-style-type: none"> Optimize land use under the QPA’s jurisdiction Plan uses that anticipate and respond to trends likely to influence the Port’s competitiveness

In the following pages, the means of implementation arising from the stated orientations and objectives are linked to the trends explained above. This link is illustrated by a pictogram.

Action Plan Legend

Timetable			
1	2	3	+
0-5 years	5-10 years	10 years +	Continuous

Orientation 1










Coherent Integration of the Port into the City

Objective 1

Promote the harmonious integration of the port into the city, benefiting the surrounding environment

The quality of the environment can be a mobilizing factor for residents in port cities, where port activities coexist with residential areas, shops and tourist activities. To this end, the QPA is increasing its efforts to improve cohabitation between the Port and the City.

Moreover, the QPA makes large portions of its land available to the public, developing these portions into attractive recreational areas and providing access to the river. The QPA reserves more than 26% of its land for recreational and urban purposes. Therefore, the Port intends to continue its efforts to improve access to the river and develop spaces for relaxation and leisure along the waterfront. The public is invited to visit and discover the Port while facilitating access to the river.

	Timetable			
	1	2	3	+
 Minimize the impacts of current and future operations by continuing to work with operators, stakeholders and transport agencies to develop and implement effective and appropriate solutions on Port land				x
 Ask operators to continue informing truckers to use the predefined QPA routes and to respect speed limits on Port territory				x
 Integrate carefully thought-out developments at the boundaries of the urban and port areas				x
 Develop a greening policy for tree planting and collaborate with organizations specializing in planting in identified locations				x
 Enhance and improve access to the river, in particular for swimming, fishing and boating, and agree on the most appropriate locations				x
 Continue to enhance the development of land not used for port activities to create green, multi-purpose, high-quality recreational and tourism areas				x
 Monitor the IAMP for any new projects or significant activities in the Port area				x
 Use part of the territory to install monitoring and tracking systems for port operations and make information from these systems available whenever possible				x
 Consider landscape integration of port facilities and infrastructure				x

Orientation 1





Coherent Integration of the Port into the City

Objective 2

Strengthen community relations by promoting the Port’s heritage and helping to make the community proud of its port

The Port of Québec not only has a strong economic relationship with the City but also a rich historical and social heritage. It was the cradle of the City’s development and transformation over the centuries. Although the Port of Québec has played a crucial role in the City’s development and growth, its presence is not necessarily perceived as a significant element of history or identity.

The QPA undertakes several initiatives to forge links with the community, raise awareness of the City’s port heritage and demystify its activities for the general public. Consequently, the Port’s heritage can help reinforce the distinctive identity of the Port and, by extension, of the City of Québec. Enhancing the Port’s heritage also means preserving and creating visual perspectives on the water, the Port and its activities and the City. In this way, lights, colours and materials can be used both in port equipment and buildings, and public spaces located on the port grounds to revitalize the image of the maritime industry.

	Timetable			
	1	2	3	+
 Promote and raise public awareness of the importance of the Port of Québec’s port and maritime operations in the City of Québec’s development, for example by developing a playful interface, physical or otherwise, between the citizen, the City and the Port, to raise awareness of its mission, projects, economic interfaces and trades, and by using spaces to encourage the discovery of its history and mission				x
 Assess the possibility of integrating spaces on port land that are visible or accessible to the public so the public can observe port activities				x
 Assess the possibility of enhancing certain port facilities and infrastructure, in particular, by highlighting the Port’s industrial heritage		x		
 Protect views from the river into the City and vice versa				x

Orientation 1

Coherent Integration of the Port into the City

Objective 3

Develop urban coherence between port activities and adjacent urban areas

Plt is imperative to continue the dialogue between the Port and the City to continuously improve the interface between these two entities so that efforts are mutual and promote close collaboration to obtain solutions to achieve harmonious cohabitation. It is essential to improve consistency between the City's and Port's planning documents.

Spatially, the QPA is working on initiatives to create transition zones between the Port and the City to mitigate this spatial separation's impact and generate a more fluid relationship. Therefore, the QPA is committed to integrating its activities into the surrounding urban fabric, ensuring that its new projects meet the City's criteria for improving the architectural quality of port buildings and infrastructure wherever possible.



Means of Implementation	Timetable			
	1	2	3	+
Work with the City to encourage the development of buffer and transition zones compatible with port activity: offices, small businesses, cultural facilities, green buffer zones, etc.				x
Develop potential projects compatible with nearby port and urban activities in the Louise Basin in conjunction with stakeholders		x		
Ensure that the land use plan remains consistent with the City's urban and zoning plans, and the various stakeholders planning tools				x

Orientation 2

Encourage a Gradual Ecological and Energy Transition Throughout the Port Area





Objective 1

Protect and enhance biodiversity in port areas and ensure climate change resilience

In line with its strategic vision, the QPA is committed to becoming a leader in the fight against climate change and acting in an exemplary manner regarding respect for the environment. Climate change will create opportunities for the QPA, which will have to think differently to modernize and optimize its port activities and make its infrastructures resilient. However, one of the main challenges is to reconcile port activity growth with environmental issues.

The QPA has a vast expanse of land and water and is committed to preserving existing ecosystems, enhancing and preserving natural spaces, biodiversity and ecological corridors. Experimentation with innovative environmental methods and participation in research programs are among the initiatives that will be carried out under the sustainable development action plan considering that natural area preservation and restoration requires significant knowledge of the territory and its biodiversity and documentation and analysis of the ecosystems found on QPA lands.

Close collaboration with stakeholders, such as operators, port sector companies and residents, who are the first witnesses of port activities, will be essential to achieve this objective.

	Timetable			
	1	2	3	+
 Preserve and develop links between port, urban and natural areas to ensure ecological and landscape continuity				x
 Develop green spaces by favouring the environment to enhance biodiversity				x
 Assess the risks and opportunities associated with climate change and implement mitigation or contingency measures adapted to the Port of Québec regarding land use (adequate protection of certain infrastructures, protection against flooding and bank erosion, etc.)				x
 Work with the City of Québec to enhance biodiversity in the port area				x

Orientation 2

Encourage a Gradual Ecological and Energy Transition Throughout the Port Area

Objective 2

Contribute to an accelerated decarbonization of port activities

The QPA is committed to becoming a world leader in the maritime industry's fight against climate change by adopting environmentally friendly practices, particularly by reducing air pollution and greenhouse gas emissions. This includes reducing the carbon footprint of freight transportation, port operations, trucking, etc. However, the prospect of GHG reduction goes beyond the port's territory and includes the entire logistics supply chain.

Decarbonization is a crucial issue as it is directly linked to the global warming problem. The Port continually assesses the concrete measures available to control and reduce energy consumption by improving the energy efficiency of its operations and network, guaranteeing access to low-carbon energies, achieving carbon neutrality, understanding and integrating renewable energies and promoting greener practices. Maritime transportation accounts for 3% of global greenhouse gas emissions but over 85% of trade volumes.



Means of Implementation	Timetable			
	1	2	3	+
Use certain port areas to test and implement new renewable energy sources, such as solar power, tidal power, wind power, green hydrogen, battery energy storage, etc.				x
Continue to adapt to the new green energy needs of ships, including implementing wharf electrification and reserve space for this purpose				x
Provide space for the infrastructure needed to supply ships with the fuels of tomorrow				x

Orientation 2

Encourage a Gradual Ecological and Energy Transition Throughout the Port Area

Objective 3

Contribute to improving air, water and soil quality

Port activities can have an impact on the environment like any industrial activity. Therefore, the QPA ensures its operations are aligned with sustainable management and continuous improvement, notably by integrating mitigation measures into its activities and projects.

In particular, the successful implementation of the QPA's vision depends on the environmental management of port activities.

The QPA identifies the environmental problems and risks associated with these activities in collaboration with operators, various governmental levels, stakeholders and the general public, and takes steps to avoid or reduce potential impacts. This means implementing environmentally friendly practices to preserve and improve water, soil and air quality.



Means of Implementation	Timetable			
	1	2	3	+
Define and delineate areas (including water bodies) to protect and enhance				X
Reserve on-site space for environmental monitoring equipment (e.g., air quality, noise, groundwater, etc.)				X
Reserve on-site space for environmental monitoring equipment (e.g., air quality, noise, groundwater, etc.)				X

Orientation 3

Safe and Efficient Freight and Passenger Transportation

Objective 1

Optimize freight and passenger logistics at port facilities

The Port of Québec occupies a central position as a transshipment port for goods from their origin to their destination. The fluidity, capacity and competitiveness of land and sea transportation networks on lands under the Port’s jurisdiction remain essential elements in guaranteeing the vitality of a high-performance port. The interconnection of maritime, road and rail infrastructures is complex but proper network management and maintenance optimize the movement of goods, enhancing the reliability and efficiency of all port operations.



Means of Implementation	Timetable			
	1	2	3	+
Maintain maritime, road and rail infrastructures under the QPA’s responsibility to ensure efficient and effective freight transportation				x
Ensure public safety by creating protected areas in compliance with the International Ship and Port Facility Security (ISPS) Code				x

Orientation 3

Safe and Efficient Freight and Passenger Transportation

Objective 2

Improve transportation corridors and infrastructure to facilitate the movement of goods and passengers to and from the Port

Goods transiting the Port do so by sea, rail or road. The goods also use municipal and regional road networks, as well as railroads not owned by the QPA. Cohabitation between active transportation modes and road traffic to and from the Port is challenging. Consequently, the QPA reaffirms its commitment to actively participate in various land-use planning exercises in collaboration with stakeholders and transport agencies at both regional and local levels. This approach aims to identify potential improvements to ensure optimum coordination, a match between transportation needs and its offer, efficient operation and enhanced safety for freight and passenger transportation.

Additionally, the smooth flow of cruise operations is closely linked with regional tourist sites and access points, such as the City of Québec’s Jean Lesage International Airport (YQB), and city-wide transportation services, such as taxis and public transit. Recreational activities, such as the marina and spa, also generate a high vehicle traffic, requiring coordination with the City of Québec to ensure safe access to the various sites.



Means of Implementation	Timetable			
	1	2	3	+
<p>Work with operators, stakeholders and transportation agencies to:</p> <ul style="list-style-type: none"> Ensure that the regional transportation network can accommodate current and future port traffic while considering the needs of other network users and future projects Identify the safest and most economically viable trucking routes Improve the connection between the new cruise terminal and the City of Québec to make it safe and user-friendly Assess the possibility of developing an alternative route to create a second road accessible by bicycle and pedestrian traffic to the Beauport area 				x
<p>Work in collaboration with the City of Québec and the Réseau de transports de la capitale (RTC) to improve safe access to recreation and tourism sites, particularly in terms of public transit</p>				x
<p>Work in collaboration with the City of Québec and other stakeholders to:</p> <ul style="list-style-type: none"> Assess measures to improve the user’s experience and ensure the safety of pedestrians and cyclists along port property, particularly in the Estuary area Improve access to Baie de Beauport for pedestrians and cyclists Work on developing the Promenade portuaire du Foulon and collaborate on the Promenade Samuel-De Champlain phase 4 		x		x







Orientation 4

Land Use Optimized for Industry Trends

Objective 1

Optimize land use under the QPA’s jurisdiction

The QPA’s mission is to “promote and develop the shipping trade, to serve the economic interests of the Québec City region and Canada and to ensure its profitability while respecting its community and the environment.” With this in mind, the QPA is committed to maintaining port activity as an essential component of the supply chain and a major economic driver. This means optimizing the land use dedicated to port activities, given the limited availability of such land. Furthermore, one of the most striking trends in future ports is their move toward more dynamic land space management. It is essential to preserve the entirety of the land used for port activities and restructure existing port areas to optimize operations further to achieve this. To maximize land use, it will also be necessary to restore and modernize ageing infrastructures, such as wharfs, buildings, rail access, roads and all networks in the port area. The QPA can also leverage evolving technologies to become a truly intelligent port. Together, these measures will enable operators to achieve maximum operational capacity, improve efficiency and even develop new projects while ensuring compliance with the sustainable development principles.

Means of Implementation	Timetable			
	1	2	3	+
 Preserve the integrity of port properties under the QPA’s jurisdiction to support current and future operations				x
 Favour the intensification of activities and the densification of land use while considering social and environmental impacts and the site’s capacity to accommodate changing trends				x
 Modernize port infrastructures to enable operators to maintain their activities and adapt them to maritime industry trends (e.g., wharf carrying capacity, upgrades, etc.)				x
 Develop port activities in a strategic, complementary and efficient manner by consolidating similar activities in the same location				x
 Seize opportunities for automation and digitization of the Port and its operations, which will notably enhance the Port’s logistics chain competitiveness (e.g., snow melter, sensors at area entrances to record the number of railcars and trucks automatically, etc.)				x
 Assess the possibility of using new properties to support port activities when opportunities arise while limiting environmental and community impacts				x

Orientation 4

Land Use Optimized for Industry Trends

Objective 2

Plan uses that anticipate and respond to trends likely to influence the Port’s competitiveness

Port development must keep pace with major port trends and the evolving market and societal needs to maintain its central role in the growth of Canadian foreign trade. The QPA must remain on the lookout for opportunities to anticipate potential future activities and assess their impact on its land, infrastructure and port facilities. The Port will maintain its competitiveness by exploiting emerging competitive advantages by anticipating and adapting to these trends.

Since activities are influenced by markets and international issues, the LUP aims to maintain certain flexibility in choosing activities carried out on its lands while controlling their impact on the environment and communities. This flexibility will enable the adaptation of port land and facilities to accommodate new activities, particularly in the energy transition field and greenhouse gas emissions reduction, and to accommodate new-generation ships, whether in terms of their size or their use of greener fuels.

Means of Implementation	Timetable			
	1	2	3	+
 Analyze trends and opportunities to anticipate future terminal activity				x
 Adapt port facilities to changing business activities, trends and opportunities favourable to the QPA				x
 Ensure that permitted uses encourage initiatives that promote innovation, energy transition, environmental preservation and respect for the community				x
 Maintain flexibility regarding existing activities (uses) while managing their intensity based on their impact on the surrounding environment using the Impact Assessment and Mitigation Process (IAMP), where applicable.				x
 Responding to trends in containerized goods transportation by dedicating space for this activity on the Port’s current lands			x	

7
LAND USE



Methodology

The LUP is defined by allocations and uses. The preferred location for various port and non-port activities in the Anse au Foulon, Estuary and Beauport areas is consistent with the orientations and objectives defined in the previous section. The purpose of assigning allocations to the territory is to ensure the long-term viability of the Port's various activities and plan their spatial development over the long term.

The designation of allocations is part of strategic considerations to fulfill the Port Authority's vision and enable port activities to evolve based on global shipping trade trends. Allocations are defined to respond to the four orientations presented in Section 6 of these documents.

Allocations

Each land use allocation provides general land use guidance. Their definitions reflect the wide variety of activities occurring in the port area. This approach aims to accommodate a wide range of uses appropriate to a given area. As such, the Port Authority will benefit from flexibility in seizing new opportunities that comply with its orientations and enable it to continue being competitive in the global shipping trade.

These allocations are then mapped on the Port's territory to respond adequately to land-use planning and cohabitation issues.

Uses

Each allocation allows for several primary and secondary uses. The primary use is defined as the primary activity carried out in an area. The secondary use is defined as any activity that can also be carried out in the area without being dominant. The list of secondary uses for each allocation is not exhaustive. Some uses may also be authorized subject to conditions. This activity is subject to certain conditions defined as part of a process for allocating new uses, such as the IAMP. For example, a use could be authorized on condition that certain mitigation measures are implemented or that only certain goods are transhipped and stored. The QPA's ultimate goal is to ensure the cohabitation and complementarity of primary and secondary uses.

Allocation Classification

The allocations were classified under three criteria:

1. Homogeneity Criterion

First, the activities carried out or potentially carried out on Port Authority land, whether port-related or non-port-related, were identified. Second, activities with common characteristics were grouped into broad categories called allocations. Each defined allocation has a specific purpose and scope to allow similar or lower-impact activities in the same area.

2. Intensity Criterion

The activities identified were assigned to uses and then grouped according to their degree of intensity. This intensity is assessed based on measurements of the impact and nuisance of the use on neighbouring communities and the environment and is inspired by best practices. The various land uses in the QPA territory have been positioned on an intensity scale.

The intensity scale serves as a guide to putting the activities permitted on port territory into perspective. "Port" allocations are divided by sector and positioned at the same level on the intensity scale since the intensity of these port activities is subjective and depends on multiple factors. What may seem intense to one person may not seem very intense to another. The perception of this intensity can vary from one person to another depending on their experience, expectations and concerns.

3. Spatial Distribution Criterion

Third, the allocations were spatialized according to three sub-criteria:

- Current status: authorize uses currently exercised in the area that still correspond to the QPA's vision.
- Functional: authorize uses requiring a specific logic regarding preferential location or accessibility. For example, proximity to the railway system or the load-bearing capacity of a wharf.
- Social: authorize uses in areas that generate less urban impact or allow them on condition that specific conditions are put in place to mitigate nuisance.

Allocations

The primary land uses under the QPA’s jurisdiction in the Anse au Foulon, Estuary/Pointe-à-Carcy and Beauport areas are described below. Secondary uses are described on the following pages, along with the conditions imposed by the activity sector.



Protection and Enhancement

“Protection and Enhancement” corresponds to sensitive areas of particular importance regarding biodiversity or buffer zones with significant environmental features. It concerns land under the QPA’s jurisdiction outside the three main port areas.

Recreational

The “Recreational” allocation includes recreational, natural, cultural, sports and tourism sites on land under the QPA’s jurisdiction whether the activities are public or private.

Urban

The “Urban” allocation includes areas with development or redevelopment potential that can accommodate uses found in urban living environments, such as restaurants, shops, offices, institutional establishments, etc.

Port Waters

The “Port Waters” allocation mainly covers navigation activities in the body of water under the QPA’s jurisdiction.

Pointe-à-Carcy Area

The “Pointe-à-Carcy Area” allocation is a gateway to the City, with many visitors arriving by cruise ship. This allocation includes activities supporting the Pointe-à-Carcy Area operations.

Anse au Foulon Area

Located at the foot of Gilmour Hill, the “Anse au Foulon Area” allocation encompasses activities supporting port operations in the Anse au Foulon area.

Estuary Area

The “Estuary Area” allocation is a gateway to the City, opening onto the City of Québec’s heritage landscape. This allocation includes activities supporting the Estuary Area operations.

Beauport Area

The “Beauport Area” allocation encompasses activities supporting Beauport area operations.

City-port Interface

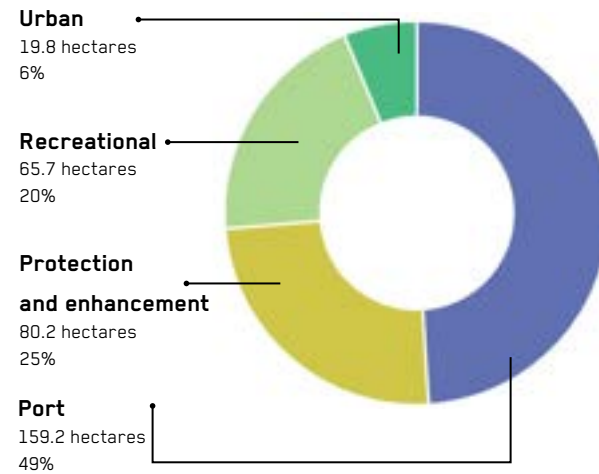
The city-port interface is added to the allocations and concerns places where a harmonized port-city interface is necessary to improve cohabitation.

Breakdown of Allocations

Over 26% of the Port of Québec’s land is dedicated to recreational and urban activities.

Most of the land outside the primary land areas, namely Anse au Foulon, Estuary and Beauport, has a “Protection and Enhancement” allocation, representing over 26% of the land under the QPA’s jurisdiction. This demonstrates the QPA’s strong commitment to preserving local ecosystems. Urban areas occupy 6% of the land in the three study areas, reflecting the need for harmonious integration of port infrastructures with the surrounding urban fabric. By allocating more than 20% of its land to recreational use, the Port Authority aims to promote the well-being of communities by offering spaces dedicated to leisure and relaxation. This strategic allocation illustrates a balanced approach reconciling the imperatives of shipping trade, urban development, environmental protection and community well-being. This allocation is directly linked to the QPA’s strong desire to be the most integrated port in its community, as stated in the first strategic plan orientation. The distribution of different land uses results from a classification of activities according to their intensity.

Distribution of allocations on QPA’s land holdings

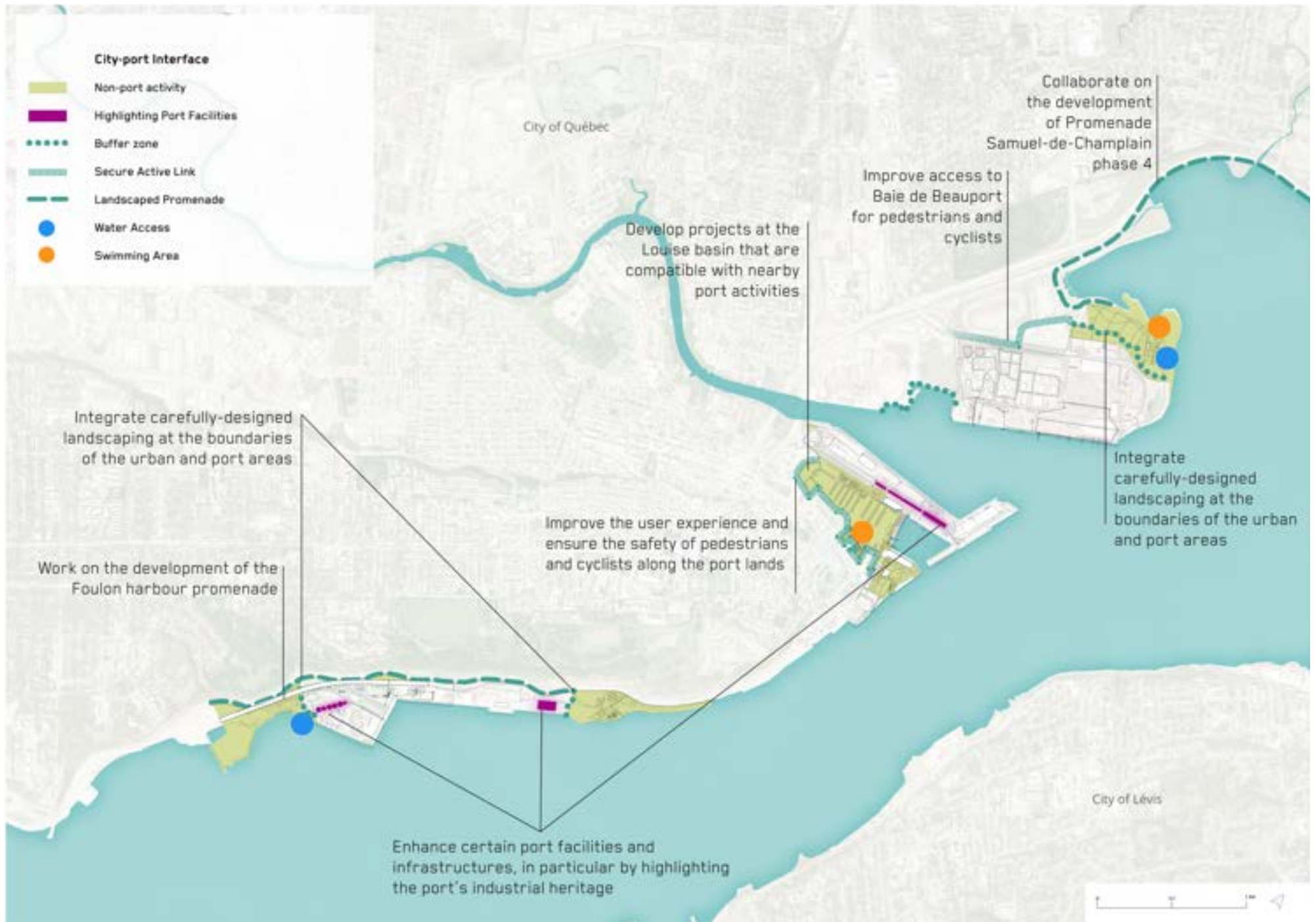




City-port Interface

Description

The cohabitation of activities accessible to the general public and certain port activities requires the provision of facilities to ensure the site's safety, beautification and friendliness. Areas identified as having a city-port interface include places where harmonization of the interface between the Port and the City is necessary. The means of implementation presented in the previous section already provide numerous examples of short and medium-term actions to improve city-port cohabitation. Some of these means are shown on the map opposite. They are also shown on the map on the following page. Moreover, other projects could be considered in the future.



Map 12 - Location of Facilities to Ensure Harmonious Cohabitation Between the Port and the City

Protection and Enhancement



Description

“Protection and Enhancement” corresponds to sensitive areas of particular importance regarding biodiversity or buffer zones with significant environmental features. It concerns land under the QPA’s jurisdiction outside the three main port areas.

Intent

The “Protection and Enhancement” allocation is mainly dedicated to preserving, improving and restoring the natural habitat. The areas included in this allocation are not intended to be developed or host all port activity types. Public access can be ensured through carefully thought-out facilities designed to protect the natural environment.

Permitted Primary Uses

- Area for the protection and enhancement of natural environments and biodiversity.

Permitted Secondary Uses

Any secondary use that does not threaten the integrity of the natural environment and allows for a well-considered site use.



Map 13 - Location of the “Protection and Enhancement” Allocation

Recreational



Description

The “Recreational” allocation includes recreational, natural, cultural, sports and tourism sites on land under the QPA’s jurisdiction whether the activities are public or private.

Intent

The purpose of the “Recreational” allocation is to maintain, enhance and increase the quality of existing and future recreational, cultural, sports and tourism activities. These areas are often located between port activity areas and residential or tourist areas, acting as a buffer zone between different vocations. Consequently, this allocation incorporates initiatives designed to make city-port cohabitation more harmonious.

Permitted Primary Uses

- Parks, landscaped green spaces, wooded areas, bicycle paths and parking areas
- Cultural, recreational and sporting activities
- Marinas, boating and river shuttles
- Events
- Boat launch

Permitted Secondary Uses

Any secondary use that allows recreational activities that do not detract from the area’s vocation, including shops and services for the general public.



Map 14 - Location of the “Recreational” Allocation

Urban



Description

The “Urban” allocation includes areas with development or redevelopment potential that can accommodate uses found in the “Recreational” allocation and uses characteristic of urban environments, such as restaurants, shops, offices, institutional establishments, etc.

Intent

Primarily intended for the population, the “Urban” allocation aims to create an attractive urban environment, promoting coherence with surrounding environments while establishing a transition between lively living environments and port activities. Activities planned in these areas must be compatible with neighbouring port activities to prevent any potential nuisance caused by port activities.

Permitted Primary Uses

- Shops and services for the population
- Shops and services for the maritime industry
- Administrative and/or institutional offices

Permitted Secondary Uses

Any secondary use with an impact equal to or less than that of the “Urban” allocation, allowing commercial activities and port services.



Map 15 - Location of the “Urban” Allocation

Port Waters



Description

The “Port Waters” allocation mainly covers navigation activities in the body of water under the QPA’s jurisdiction.

Intent

The purpose of the “Port Waters” allocation is to maintain authorized activities in the body of water under the QPA’s jurisdiction.

Permitted Primary Uses

- Navigation

Permitted Secondary Uses

- Area for the protection and enhancement of natural environments and biodiversity
- Ferry
- River shuttle
- Mooring
- Anchoring
- Transshipment
- Loading/Unloading



Map 16 - Location of the “Port Waters” Allocation

Anse au Foulon Area








Description

Located at the foot of côte Gilmour, the “Anse au Foulon Area” allocation encompasses activities supporting port operations in the Anse au Foulon area.

Intent

In the “Anse au Foulon Area” allocation, the Port Authority prescribes the handling and storage of natural covered bulk and low-carbon footprint intermodal activities in this area. Moreover, conditions are imposed for certain activity sectors to minimize potential nuisance due to the proximity of residential areas. The Promenade portuaire du Foulon development project in this area offers a unique opportunity to enhance an attractive buffer zone between the Port and the City. This promenade is an opportunity to showcase past and present port activities.

Permitted Primary Uses

-  Handling and storage
-  Covered general cargo
-  General cargo stored outdoors
-  Containerized goods
-  Covered dry bulk



Map 17 - Location of the “Anse au Foulon Area” Allocation

Permitted Secondary Uses

Any secondary use with a level of impact equal to or less than that of the Port allocation, particularly:

- Cruises
- Railway operations
- Wintering
- Ship waiting idle
- Port supplies
- Technical equipment and strategic infrastructure

Pointe-à-Carcy Area




Description

The “Pointe-à-Carcy Area” allocation is a gateway to the City, with many visitors arriving by cruise ship. This allocation includes activities supporting the Pointe-à-Carcy area operations.

Intent

The “Pointe-à-Carcy Area” allocation is intended to maintain the main cruise ship use in this area. Conditions can be imposed to minimize potential nuisances and ensure people’s safety.

Permitted Primary Uses

 Cruises

Permitted Secondary Uses

Any secondary use with a level of impact equal to or less than that of the Port allocation, particularly:

- Wintering
- Ship waiting idle
- Shipbuilding / Ship repair
- Port supplies
- Technical equipment and strategic infrastructure



Map 18 - Location of the “Pointe-à-Carcy Area” Allocation

Estuary Area








Description

The “Estuary Area” designation is a gateway to the city, opening onto the City of Québec heritage landscape. This allocation includes activities supporting the Estuary Area operations.

Intent

The objective of the “Estuary Area” allocation is to maintain port activities in this area while imposing conditions according to the sector of activity to reduce potential nuisances. This is all the more important given its proximity to downtown and the Louise Basin recreational activities.

Permitted Primary Uses

-  Cruises
-  Handling and storage
-  Covered general cargo
-  General cargo stored outdoors
-  Covered dry bulk

Permitted Secondary Uses

Any secondary use with a level of impact equal to or less than that of the Port allocation, particularly:

- Containerized goods
- Railway operations
- Wintering
- Ship waiting idle
- Shipbuilding / Ship repair
- Port supplies
- Technical equipment and strategic infrastructure



Map 19 - Location of the “Estuary Area” Allocation

Beauport Area










Description

The “Beauport Area” allocation encompasses activities supporting Beauport area operations.

Intent

The objective of the “Beauport Area” allocation is to maintain port activities in this area by implementing measures to minimize potential nuisances. This is all the more important given the Baie de Beauport’s proximity, which is highly frequented during the summer season, and the proximity of residential neighbourhoods.

Permitted Primary Uses

-  Handling and storage
-  Covered general cargo
-  General cargo stored outdoors
-  Containerized goods
-  Covered dry bulk
-  Dry bulk stored outdoors
-  Liquid bulk

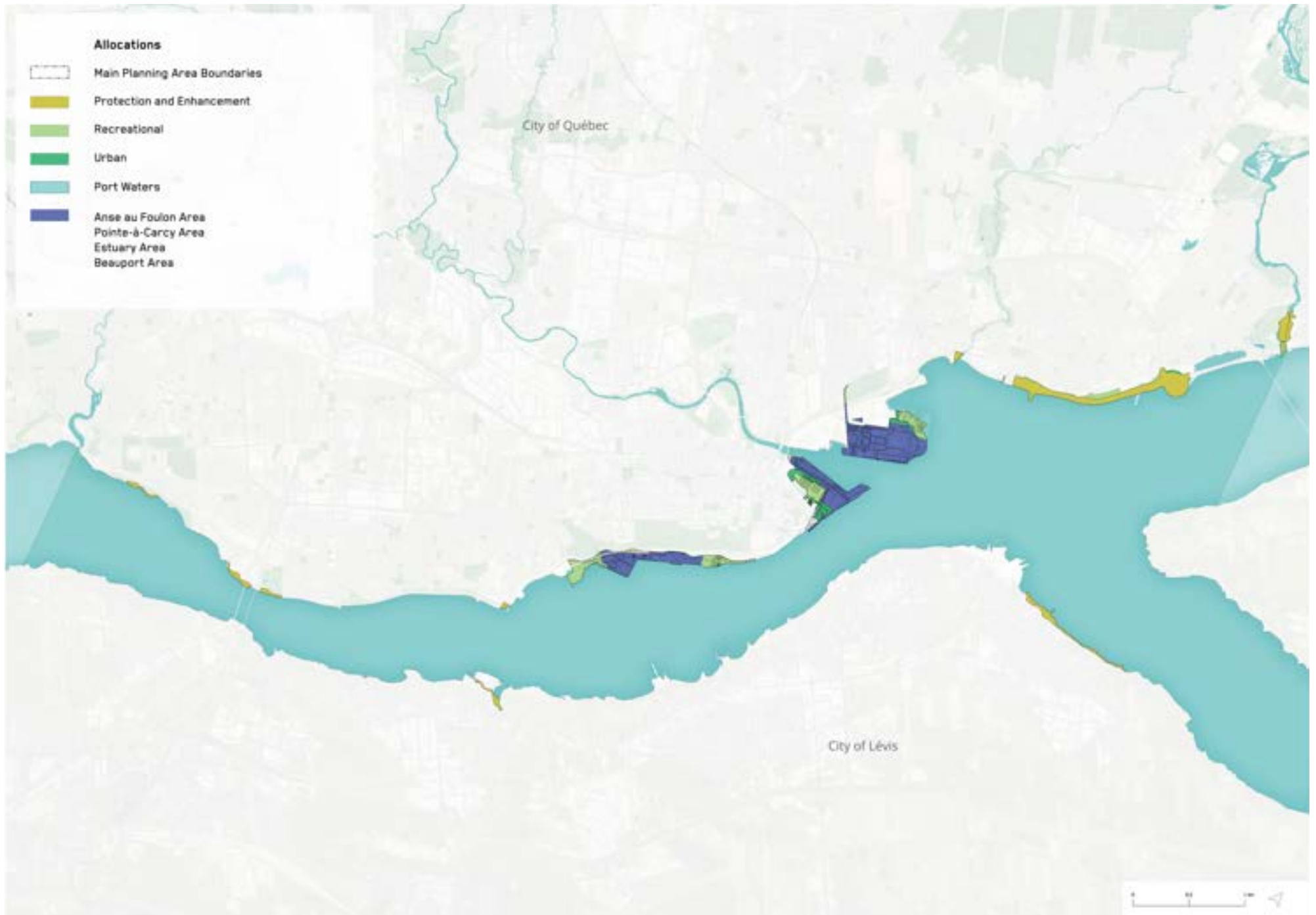
Permitted Secondary Uses

Any secondary use with a level of impact equal to or less than that of the Port allocation, such as:

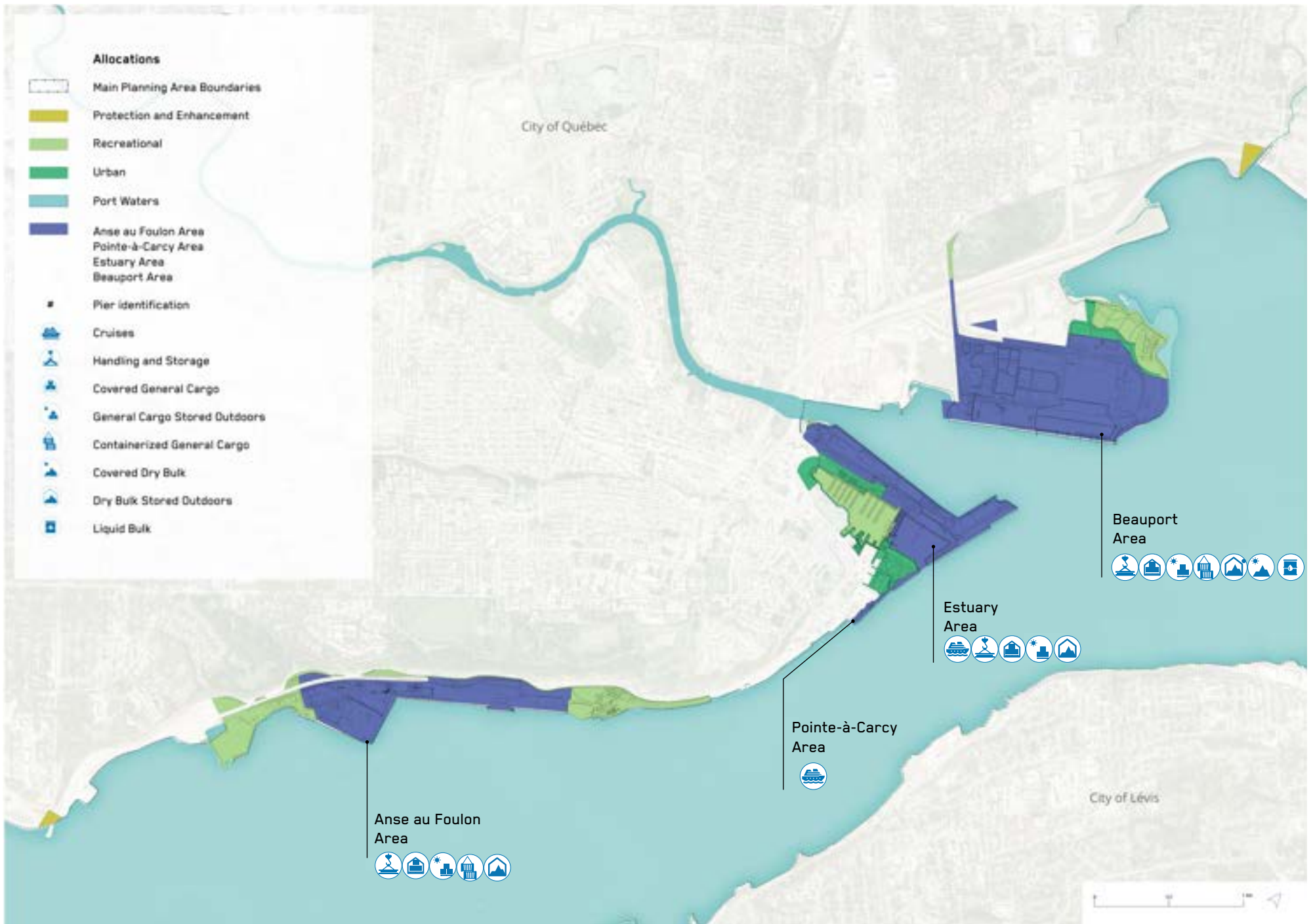
- Railway operations
- Wintering
- Ship waiting idle
- Shipbuilding / Ship repair
- Port supplies
- Technical equipment and strategic infrastructure



Map 20 - Location of the “Beauport Area” Allocation



Map 21 - Location of Land Uses on All QPA Landholdings



Uses Associated with the Allocations

The following table identifies the authorized primary and secondary uses for each land use. Some uses are conditionally permitted according to the process described on the following page.

Legend

Primary Use
Secondary Use

Uses	ALLOCATIONS							
	Protection and enhancement	Recreational	Urban	Port Waters	Pointe-à-Carcy Area	Anse au Foulon Area	Estuary Area	Beauport Area
Area for the protection and enhancement of natural environments and biodiversity	Primary Use							
Parks, landscaped green spaces, wooded areas, bicycle paths and parking areas		Primary Use						
Cultural, recreational and sporting activities		Primary Use						
AMarinas, pleasure boating		Primary Use						
River shuttles		Primary Use		Secondary Use				
Events		Primary Use						
Boat launch		Primary Use						
Shops and services for the general public		Primary Use	Primary Use					
Shops and services for the marine industry			Primary Use		Secondary Use	Secondary Use	Secondary Use	Secondary Use
Administrative and/or institutional offices			Primary Use					
Navigation				Secondary Use				
Ferry				Secondary Use				
Anchoring				Secondary Use				
Cruises					Primary Use	Secondary Use	Primary Use	
Handling and storage						Primary Use	Primary Use	Primary Use
Covered general cargo						Primary Use	Primary Use	Primary Use
General cargo stored outdoors						Primary Use	Primary Use	Primary Use
Containerized goods						Primary Use	Secondary Use	Primary Use
Covered dry bulk						Primary Use	Primary Use	Primary Use
Dry bulk stored outdoors								Primary Use
Liquid bulk								Primary Use
Railway operations						Secondary Use	Secondary Use	Secondary Use
Wintering					Secondary Use	Secondary Use	Secondary Use	Secondary Use
Ship waiting idle					Secondary Use	Secondary Use	Secondary Use	Secondary Use
Shipbuilding / Ship repair					Secondary Use	Secondary Use	Secondary Use	Secondary Use
Port supplies					Secondary Use	Secondary Use	Secondary Use	Secondary Use
Technical equipment and strategic infrastructure					Secondary Use	Secondary Use	Secondary Use	Secondary Use
Mooring				Secondary Use	Secondary Use	Secondary Use	Secondary Use	Secondary Use
Transshipment				Secondary Use	Secondary Use	Secondary Use	Secondary Use	Secondary Use
Loading / Unloading				Secondary Use	Secondary Use	Secondary Use	Secondary Use	Secondary Use

Conditional Uses

Conditions are imposed to minimize potential nuisance depending on the sector of activity and its location.

All activities on port property, regardless of land use, will be carried out in collaboration with users and under good environmental practices, prescribed mitigation measures and the ESGDD Plan. All projects, as defined by the IAA (2019), and all new activities likely to generate significant negative environmental or social impacts will be subject to the Impact Assessment and Mitigation Process (IAMP).



Approval Process for New Uses

The Impact Assessment and Mitigation Process (IAMP) approach was implemented to create a robust, predictable and transparent framework for developing projects, whether initiated by the QPA, port operators or the community.

The IAMP is an essential tool for effectively managing any new activity or a significant increase in an activity level that could generate significant environmental or social impacts. The following table illustrates the key stages in the process, although the complete process is set out in the framework procedure.

		LEVEL 0	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL URGENT
1	PROJECT DESCRIPTION AND LEVEL GUIDELINE	The project has negligible potential for negative environmental and social impacts	Projet présente un potentiel d'impacts environnementaux et sociaux négatifs faibles	The project has low potential for negative environmental and social impacts	The project has significant potential for negative environmental and social impacts	The project is to be carried out in response to an emergency
2	IMPACT ASSESSMENT AND PARTICIPATORY APPROACH	<ul style="list-style-type: none"> The project can move forward by applying the QPA's Registre des mesures d'atténuation 	<ul style="list-style-type: none"> Publication of project notice on the Canadian Impact Assessment Registry and the Je participe platform Project notice submitted to the First Nations concerned Comment period (30 days) Assessment of potential project impacts and mitigation measures (condensed QPA review) 	<ul style="list-style-type: none"> Publication of project notice on the Canadian Impact Assessment Registry and the Je participe platform Development of a consultation plan Environmental impact assessment (EIA, by an independent third party), including the development of a project-specific monitoring and tracking program Consultation among the public and First Nations concerned in accordance with the prerogatives of the consultation plan (30 days) 	<ul style="list-style-type: none"> The file is transferred to the Canadian Impact Assessment Agency 	<ul style="list-style-type: none"> Application of the QPA's Registre des mesures d'atténuation and other specific requirements (if required by the project or activity)
3	MONITORING AND TRACKING	Site supervision	<ul style="list-style-type: none"> Site supervision Additional conditions added as needed 	<ul style="list-style-type: none"> Application of the monitoring and tracking program presented by the project initiator in the Environmental Impact Assessment (EIA) and approved by the QPA 	n/a	Site supervision
	PROJECT EXAMPLES	<ul style="list-style-type: none"> Repair of a wharf ladder Paving a path Installation of a fence Repair of a bollard 	<ul style="list-style-type: none"> Installation of an oil tank over 5000 L Installation of a water pipe longer than 100 linear meters 	<ul style="list-style-type: none"> Conversion of a major terminal Addition of a marshalling yard 	<ul style="list-style-type: none"> Any projects designated under the IAA (e.g., terminal expansion) 	<ul style="list-style-type: none"> Substantial breakage at the wharf (risk of scouring) Management of any situation that could compromise safety

8
**IMPLEMENTA-
TION**



Follow-up

The QPA is responsible for implementing the LUP orientations and objectives. However, many actions require close collaboration with various organizations, stakeholders and the general public. They play a central role in implementing the LUP since the port and its environment are interconnected and interdependent.

- The Port's operators and tenants through their operations, new projects, activities, investments, sustainable management practices and initiatives to minimize impacts;
- The federal and provincial governments through collaborative planning and financial support for investments in infrastructure and key projects to increase port operation efficiency;
- The City of Québec through shared collaboration at several levels to improve cohabitation between the Port and the City;
- Stakeholders and transport agencies by providing efficient road, rail and sea transport infrastructure and services, enabling the smooth movement of goods and passengers;
- The public by collaborating with them in the search for solutions to improve their quality of life while recognizing the role played by the Port in the City's and province's economy and its crucial role in the transition to a low-carbon economy.





Follow-up

The QPA's LUP was designed to be flexible as trends in the maritime and port industry are driven by markets and needs and evolve rapidly. Despite this, the LUP aims to guide the QPA's land and water management decisions in order to seize new opportunities. However, the QPA undertakes to follow up on its LUP annually, using existing QPA processes and structuring documents so that stakeholders and the public are aware of the achievements made within the framework of this planning document.

LUP Modification

To maintain the relevance of the LUP and adapt to changing circumstances in support of its mission and vision, the QPA provides for the following modification mechanisms:

- For minor adjustments, such as a change of activity that complies with the planned allocations, the development of projects consistent with the orientations, technical updates, etc., the IAMP will be triggered to assess these changes and implement them according to the recommended measures.
- For major modifications, i.e., modifications that have a substantive impact on the LUP, notably concerning planned orientations or allocations, the Canada Marine Act sets out the procedural requirements to comply with for adoption by the Board of Directors.

An aerial photograph of a city waterfront, likely Burlington, Vermont, showing a large marina filled with sailboats, a city skyline with a prominent church spire, and a large blue graphic overlay on the left side containing the text '9 CONCLUSION'.

9 CONCLUSION



Adoption of the New LUP

This new land use plan is the fruit of a significant collaborative effort. This enabled us to initiate a dialogue with the various actors involved in developing the Port and the City of Québec to ensure its development around a shared vision.

Adopting of the QPA's Vision 2035 and changing port trends have raised the need to rethink this important LUP document. Therefore, this new LUP is the official document that reflects the Port Authority's vision for the development of its territory and enables it to ensure sustainable management of the growth of its activities.

With this planning exercise, the QPA has equipped itself with a tool that will enable it to better grasp and manage the opportunities that will arise over the coming years. The LUP sets out orientations, objectives and means of action and provides a backdrop for permitted activities. The activities implemented on the QPA territory will thus be assessed according to the LUP and complementary documents, notably the Impact Assessment and Mitigation Process (IAMP).

In this LUP, the Port Authority has placed the city-port interface notion at the heart of its land use and development considerations. The result is several important changes compared with the LUP adopted in 2001:

- an increase in the surface area of port land dedicated to the public;
- a new "Protection and Enhancement" allocation to preserve and improve the restoration of the natural habitat;
- the withdrawal of the port land reserve on the Anse Brown site in the Anse au Foulon area;
- the withdrawal of the land reserve for the expansion previously planned in the Beauport area;
- the sustainability of covered and outdoor-stored natural bulk handling and storage activities and low-carbon footprint intermodal activities in the Anse au Foulon area.

Acknowledgements

QPA would like to thank the following stakeholders, groups and individuals for their contributions to the LUP:

- participants in the open evening held on May 22, 2024
- the Communauté métropolitaine de Québec
- the City of Québec
- the Ministère des Transports et de la Mobilité durable
- the Commission de la capitale nationale du Québec
- Destination Québec Cité
- the Organisme des bassins versants de la Capitale
- the Conseil régional de l'environnement Capitale-Nationale
- the Naval Museum of Québec
- the neighbourhood councils
- the Université Laval
- the Naval Reserve
- the Centre d'enseignement et de recherche en foresterie (CERFO)
- the ZIP Québec-Chaudières-Appalaches
- Gestev
- the Réseau de transport de la Capitale
- the Huron-Wendat, Wabanaki, Innu, Atikamekw and Wolastokey Indigenous communities
- the Port operators





PORT
QUÉBEC

▼ D'ICI, ON VOIT LOIN
FROM HERE, WE SEE FAR AHEAD

Contact

ADMINISTRATION PORTUAIRE DE QUÉBEC

150, rue Dalhousie

C.P. 80, Succ. Haute-Ville

Québec (Quebec) G1R 4M8 Canada

(418) 648-3640

marketing@portquebec.ca

www.portquebec.ca