



PORT DE  
TROIS-RIVIÈRES

# ON COURSE FOR 2020

Developing Modern, Productive, Community-Integrated  
Infrastructures in Support of a Skilled Workforce

STRATEGIC PLANNING 2008  
SUMMARY

Trois-Rivières Port Authority

MY HOME PORT

## A NECESSARY MODERNIZATION

The Port of Trois-Rivières is over 150 years old; its current configuration dates back to the 1930s, when the basin was developed and the first elevator was constructed. The addition of elevators 2 and 3 during the 1950s, built in anticipation of the opening of the Seaway in 1959, only reinforced the importance of the grain shipments that were the Port's chief activity until the 1980s.

Apart from grain, forest product shipments have historically been closely associated with the Port of Trois-Rivières. There were two reasons for this: the importance of the forest industry in the Mauricie region and the numerous warehouses at the Port adapted for the storage and handling of pulp, paper, lumber, particle board and other forest products.

But conditions changed sharply in recent decades due, notably, to a drop in grain shipments, restructuring of the forest industry, a

rise of containerization, increased ship size and market globalization. We must also take into account ever-growing environmental concerns, a city-port relationship built on new foundations, new security requirements and, above all, the need to design port operations with sustainable development in mind, that is, "a development that meets the needs of the present without compromising the capacity of future generations to meet theirs" (Bruntland report, 1987).

Historically, the Port of Trois-Rivières has demonstrated flexibility in adapting to many of these changes, as shown by the conversion of a grain elevator for processing alumina, the development of new dry bulk traffics, the adaptation of fuel tanks for the storage of other forms of liquid bulk and the implementation of a short-sea shipping service for aluminum arriving from Sept-Îles. However, the present structural upheavals in the marine industry and opportunities

available to the Port of Trois-Rivières require for an in-depth review of the Port's services, lay out and facilities.

We must add that the Canadian port system has also undergone a significant transformation, chiefly aimed at transferring maximum responsibility to the local level and making ports financially self-sufficient. Since 1999, therefore, the Trois-Rivières Port Authority (TRPA) has assumed responsibility for managing the Port of Trois-Rivières in compliance with the Canada Marine Act under the guidance of a board of directors composed of regional representatives. The TRPA's mission is defined as follows:

The mission of the Trois-Rivières Port Authority is to meet the objectives of the Canada Marine Act through the sound management of public infrastructures under its responsibility in order to promote commercial activities and regional and national development. This involves:

- Restoring, maintaining and developing the port infrastructures needed to promote and safeguard Canada's competitiveness and trade objectives;
- Organizing an intermodal transportation system that meets users' needs at a reasonable cost and providing a high level of safety and environmental protection;
- Providing effective support for the achievement of social and economic objectives at the local, regional and national levels by promoting commercial activity.

Within this context, the TRPA carried out in recent months a major strategic planning initiative leading to the adoption of a plan to modernize and develop its infrastructures. The plan's main features are outlined in this document, which is the result of prospective thinking on the future of the Port of Trois-

« HISTORICALLY, THE PORT OF TROIS-RIVIÈRES HAS DEMONSTRATED FLEXIBILITY IN ADAPTING TO MANY OF THESE CHANGES »

Rivières. This vision signals a call to action and we hope it will foster a healthy and constructive debate on this important infrastructure that is the Port of Trois-Rivières.

## A RIGOROUS METHODOLOGY

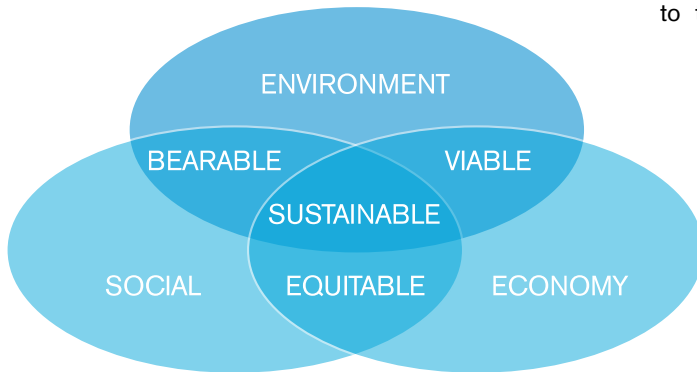
The TRPA's strategic planning process is based on a rigorous methodology that includes an in-depth literature review, an extended statistical data analysis, an evaluation of current and potential traffic, a study of the financial situation and an assessment of the condition of infrastructures. More than a mere projection of past results, the traffic analysis is based on the corridor approach, which allows for the assessment of the competitiveness of the Port within the transportation chain for specific cargo. It also helped define the steps to be taken to improve the Port's competitive position. Furthermore, modelling and decision-making tools were specifically designed to support the analysis of several scenarios of reconfiguration. The cornerstone of the planning process, however, was the many work sessions conducted with TRPA part-

ners. These served to validate modernization scenarios in order to meet commercial objectives, while ensuring that the Port facilities are adequately integrated to the surrounding urban environment. More specifically, 35 work sessions were conducted, involving 50 people from 16 different organizations who, collectively, devoted more than 400 person-hours to this work.

« DEFINE THE STEPS TO BE TAKEN TO IMPROVE THE PORT'S COMPETITIVE POSITION »

# A PLAN FOCUSED ON SUSTAINABLE DEVELOPMENT

What came out of these work sessions and the planning process as a whole was a vision resolutely focused on a sustainable development of the Port that fulfils social, economic and environmental objectives.



Sustainable development calls for a balance between social, economic and environmental objectives of human activities within a long-term perspective.

## Social considerations: Public Accessibility, City-Port Interface and Port Boundaries

At the eastern end of the Port, following an agreement with the City of Trois-Rivières, the TRPA will cede the land occupied by sections 1 and 2 for recreational activities. Thanks to this project, the link between the Harbourfront Park and the “Trois-Rivières on the St. Lawrence” project will be established. Warehouse no 1, which is located in this area, will be re-located in the carré de la Fosse sector. This new warehouse will be numbered 9 north and is to be specially constructed and developed for harmonious integration into the urban environment. Among other things, we plan an office building that looks onto de la Fosse Street. Because of its location, the building will reduce noise impact from Port operations on the urban zone; it constitutes a much more visually advantageous solution than outside storage for the surrounding neighbourhood.





View from St. Roch Street BEFORE



View from St. Roch Street, AFTER



New warehouse 9 north, corner of Notre-Dame Centre and de la Fosse streets

Furthermore, a reconfiguration of warehouses 9 and 10 will offer visual access to the river from St-Roch Street.

In addition to the land in sections 1 and 2, the TRPA intends to develop and make accessible to the public the area located between its administrative building and the Harbourfront Park. A green space is planned to reach the new warehouse 9 north from the administrative building. Thus, citizens will have access to over 2 km of continuous waterfront along the Saint-Maurice and Saint Lawrence rivers. This brings the portion of

Port land devoted to recreational activities to 15%, or over 55,000 m<sup>2</sup>.

Finally, an improved definition of the Port's boundaries and revised road access will facilitate the circulation of heavy traffic in the western area of the port while avoiding residential and commercial zones downtown.

## Economic considerations: Modernization of Facilities and Handling Equipment

On an economic level, the plan aims to increase the Port's competitiveness so it can exploit its full potential as an intermodal interface between marine and land modes. To this end, improvements will be made not only to the docks and inside and outside storage spaces, but also to road and railway access and handling equipment.

### Outside Storage Areas

Four projects will allow to substantially increase outside storage space along the docks, one of the Port's main shortcomings.

- Development of a multi-purpose general cargo terminal, of 165,000 square meters in size.
  - Demolition of warehouse 13 after relocation of activities to expanded warehouse 10, reconfiguration of the dock frontage in section no 13, and filling-up the basin to create the new section 16.
  - Reconstruction of section 17.
  - Reconstruction of section 9, which will be aligned with section 10. This is where the ro-ro ramp, previously in section 13, will be rebuilt.
- Improvement of the outside storage space for solid bulk.
  - Relocation of the four (4) warehouses 20, 21, 22 and 23 to the north of Notre-Dame Centre Street.

Once all these projects have been completed, the dock's outside storage capacity will go up from 66,425 m<sup>2</sup> to 136,215 m<sup>2</sup> or an increase of 105%. This will come about through the addition of just over



Sections 17, 19 and 20, BEFORE



Sections 17, 19 and 20, AFTER



AVANT



APRÈS

20,000 m<sup>2</sup> of land, mainly obtained from filling up the basin. It should be added that the Port's commercial zone will then consist of a linear dock divided into seven (7) sections, each measuring between 205 and 300 meters with a water depth of 11 m.

#### **Inside Storage Areas**

The Port of Trois-Rivières is known for its excellent warehouses near the docks. The loss of warehouse no 1 will not affect this reputation, since it is to be replaced by the construction of warehouse 9 north. The lost capacity of warehouse 13 will be replaced by lengthening warehouse 10 eastward. Its surface will thus increase from 4,685 to 11 613 m<sup>2</sup>. This extension, however, will cut off part of warehouse 9, which will see its storage capacity drop from 4,100 to 2,050 m<sup>2</sup>. A 7,500-m<sup>2</sup> warehouse will be added near the elevators. Overall, inside storage capacity will increase from 45,200 to 46,700 m<sup>2</sup>.

#### **Improvement of Operational Efficiency**

The Port as a whole will be fenced in order to meet legislative requirements regarding security and two entrances will control access to the facilities. This scenario implies that Notre-Dame Centre Street will be open to two-way traffic between Père-Daniel and Lavérendrye Streets to avoid heavy traffic moving in an eastward direction or through the downtown district.

In addition to renovating much of the Port railway system, tracks will be added in the new section 16. The railway lines will be doubled along the entire length of warehouses 10 and 11. Furthermore, railway/road interference will be greatly reduced through the redevelopment of traffic areas.

## Environmental consideration: Reduced Impact of Port Operations

A number of measures are planned to further reduce the environmental impact of the Port of Trois-Rivières. Among them is the addition of more high-performance dust collectors to dry bulk handling equipment. Furthermore, the redeployment of storage space will be accompanied by soil decontamination and the implementation of measures to avoid any new contamination. The lay out of warehouses 9, 9 north and 10 will make it possible not only to limit the noise impact of Port activities, but also to improve visual access to the river.

The design of warehouse 9 north will ensure the building's harmonious integration with its surroundings. The development of a park between the administrative building and the Harbourfront Park as well as green spaces along the Port's boundary will both improve the Port's visual aspect and contribute to the urban environment.

The linear reconfiguration of dock sections will considerably reduce the need for

maintenance dredging. Indeed, the natural water flow along the sections can be counted on to limit sediment build-up.

We point out that in 2007, the TRPA adopted an environmental policy in collaboration with users that will also contribute to reduce the environmental impact of the Port. As well, it has been a member of Green Marine since its creation in 2007. This initiative includes organizations from the St. Lawrence and Great Lakes marine industry and aims to further improve the industry's environmental performance. The Green Marine subjects its members to a certification process.



## A REALISTIC PUBLIC-PRIVATE PARTNERSHIP PLAN

The modernization plan will be implemented over the next 12 years at an estimated cost of 146 million dollars. Funding will be divided between the TRPA, which will assume 55 million dollars of the cost, its partners with an overall contribution of 41 million dollars, and the federal government, which will be solicited for the amount of 50 million dollars.

The plan will be carried out in three phases. The first one covers the period from 2009 to 2012 for a planned investment of 36 million dollars. This phase includes the development of public areas between the TRPA administrative building and the Harbourfront Park as well as the reconfiguration of warehouse 9, the expansion of warehouse 10 and the demolition of warehouse 13. A facelift is also planned for the port surroundings.

During the second phase, between 2013 and 2016, work at a cost of 50 million dollars will be done mainly in the basin

sector. This amount also includes investments for handling equipment, an improved railway system, landscaping and a site renovation.

In the third and last investment phase, covering the period between 2017 and 2020, the most important upgrades will involve completing the construction of section 9 and the reconstruction of section 17. This third phase accounts for some 60 million dollars.

When all work has been completed, Port capacity will rise from 4.1 to 7 million metric tons.

## A RALLYING VISION

The Port of Trois-Rivières is a major lever for economic development in the region. The proposed modernization plan will allow it to increase its capacity and productivity while considerably improving the city-port interface and reducing the environmental impact of port activities. Our vision is therefore a call to action for users, clients, workers and actors in the region's economic development.



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IN SUPPORT OF A SKILLED WORKFORC



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TROIS-RIVIÈRES

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