

▼ Vision

City ➤ Port

2026
2035

Fall 2026



Introduction and Background

A STRATEGIC TERRITORY, A NATURAL SYNERGY

Located at the confluence of the St. Lawrence River, Québec City occupies a strategic geographic position that offers numerous economic, social, and cultural advantages. An iconic port city for over 400 years, it benefits from privileged access to one of the continent's major trade routes, while also standing out for its strong Francophone identity, exceptional heritage, enviable quality of life, and the deep bonds of friendship, fraternity, and respect that unite it with the Wendat Nation.

The Port of Québec, one of the oldest in North America, plays a central role in the local, regional, and national economy. Its strategic location—1,100 km from the Atlantic Ocean and less than 500 km from the Great Lakes—makes it the last deep-water port along the St. Lawrence River and a natural gateway to international markets in Europe, North America, Asia, and Africa. Connected to the continent's major logistics corridors, the port is a key driver of industrial, commercial, and maritime development.

This positioning is further strengthened by what Québec City has to offer: a stable and dynamic urban environment, a skilled workforce, a sustainable balance between economic development, social inclusion, and quality of life, as well as a rich maritime and port heritage.

For many years, the administrations of Québec City and the Port of Québec have worked closely together. This collaboration has resulted in concrete initiatives, including the organization of public events in port areas, consultations on mobility issues, and improvements to pedestrian safety in the Old Port's historic district, among others. This partnership is grounded in a sustained commitment to dialogue, cooperation, and a balanced approach to land-use planning.



TOWARD A SHARED CITY-PORT VISION 2026–2035

In a global context marked by geopolitical tensions, fragile supply chains, and intensified competition for market access, ports play a more critical role than ever in ensuring the economic prosperity and security of nations. They serve as essential hubs for the efficient flow of trade, economic resilience, and commercial sovereignty.

However, as in many port cities around the world, the relationship between the City and the Port is not without its challenges. Land-use pressures, mobility and planning constraints, environmental impacts, and public concerns related to safety and sustainable health are among the issues that must be addressed. We believe that by fully acknowledging and embracing these challenges, we can identify the most effective approaches to respond to them, both in the present and over the long term.

It is with this perspective that the City of Québec and the Port of Québec have jointly committed to developing a Vision 2026–2035.

This vision fits within a shared commitment to ensure the sustainable development of the port activities in Québec City. It stands on the search for balance between economic growth, quality of life, and the health of riparian populations, environmental protection, resilience to climate change, and the harmonious integration of port activities into the urban fabric.

Its implementation will help strengthen cooperation between the City and the Port and foster more concerted planning for their efforts. In particular, it will enable better planning of port functions, anticipate future needs and ensure consistent, resilient and meaningful development for the entire region. What drives us is a clear ambition: to make the Port a source of collective pride and an engine of economic, urban and social transformation in harmony with the community's aspirations and in synergy with the orientations of the City of Québec.

Collaborative initiatives with the public and partners

To turn this vision into action, the City and the Port intend to:

- Strengthen dialogue with citizens regarding the activities and the development of the port area;
- Work closely with provincial and federal ministries whose mission aligns with port and maritime development;
- Coordinate efforts with local and international partners to ensure the coherence and complementarity of initiatives.

Ambition and Strategic Considerations

The City and the Port share a common vision and strategic priorities that will guide the Vision's implementation.

Shared Ambition



To make the Port a source of collective pride and a driver of economic, urban, and social transformation, aligned with community aspirations and in harmony with the City of Québec.

Together, we can foster a dynamic where development, quality of life, innovation, and sustainability go hand in hand. Through strong collaboration among all partners, the Port will be able to strengthen its international presence while playing a key role at the national level, becoming a model of cooperation and sustainable development. More than ever, it will help make Quebec a city with a robust, diversified economy that stands out for the unparalleled quality of life it offers its citizens.

STRATEGIC CONSIDERATIONS

1 Open and collaborative governance

Establish a renewed governance framework between the City, the Port, and partners, based on transparency, collaboration, and a shared long-term commitment

This approach aims to strengthen coordination, support innovation, and ensure the coherent and sustainable development of the City-Port area.

The strategic objectives are as follows:

- ▶ Nurture and stimulate existing consultation mechanisms between the City, the Port, the public, and partners by reducing duplication and enhancing the effectiveness of coordination;
- ▶ Promote collaborative governance, based on dialogue, transparency, and complementary roles, while fully respecting each party's mandate;
- ▶ Agree on priority investments to be implemented over a 10-year period, aligned with shared objectives;
- ▶ Foster a project culture based on trust, shared accountability, and collective innovation;
- ▶ Ensure public, regular, and accessible monitoring of the implementation of the City-Port Vision;
- ▶ Maintain structured channels and ongoing dialogue with elected officials and regulatory authorities to support port development aligned with regional and national priorities.

2 The Port as a driver of prosperity

Promote the Port as a pillar of regional development, highlighting its economic contribution, its historical and social role, and its potential for innovation.

By highlighting the tangible economic benefits generated by its activities and strengthening its roots in the local community, this strategy aims to enhance recognition of the Port as a source of collective pride and prosperity. This prosperity relies primarily on high-performance logistical and maritime activities, the emergence of strategic sectors, modern infrastructure, and positive tangible benefits for Québec City's workforce, companies and communities.

The strategic objectives are as follows:

- Highlight the Port's current contribution and future potential to Québec City's development, from economic, historical, and social perspectives;
- Update and disseminate data on the Port's economic, social, and commercial impact (employment, economic benefits, and partnerships);
- Position the Port as a driver of innovation, attractiveness, and economic diversification, by combining a rigorous approach to the development of commercial activities with the creation of lasting collective benefits for the region;
- Strengthen the sense of pride and belonging associated with the Port as a defining element of the regional identity;
- Develop a year-round cruise sector based on an integrated visitor experience, modern infrastructure, and a strong commitment to the energy transition;
- Capitalize on opportunities linked to strategic sectors already well-established in the region, particularly defense, to reinforce synergies between port development and regional economic hubs.

3 Harmonious urban integration

Promote the harmonious urban integration of the Port of Québec by ensuring a balanced cohabitation of its various uses, creating accessible and shared interfaces, developing projects in collaboration with communities and First Nations, and strengthening connectivity between the Port and the city.

This objective will be achieved in accordance with the City of Québec's Urban Planning and Mobility Plan.

The strategic objectives are as follows:

- ▶ Promote a balanced cohabitation between port, urban, cultural, and recreational activities, by working with residents to develop City-Port interfaces;
- ▶ Clearly define the industrial areas that will remain essential to port performance, guided by a principle of shared benefits;
- ▶ Design riverfront areas, with an emphasis on access to the river, landscape quality, and shared uses, to maximize the benefits for the public;
- ▶ Develop joint projects that take into account the needs and aspirations of riverside communities, as well as those of individuals who use and visit the port facilities, particularly in terms of overall health and safety;
- ▶ Improve connectivity between the Port, the neighbouring quarters and the rest of the region by encouraging the implementation of concerted measures in safety, public health, traffic flow, quality of life and coexistence.

4 Modern and connected infrastructure

Position port infrastructure as essential drivers of wealth creation, logistics efficiency, and the emergence of new strategic business hubs.

By investing in modern, connected, and sustainable infrastructure, the Port will be better positioned to meet the needs of international trade, strengthen supply chains, and support the development of strategic business hubs.

The strategic objectives are as follows:

- ▶ Actively collaborate with government partners to accelerate the modernization of port infrastructure through the adoption of leading technological and environmental practices;
- ▶ Optimize port logistics to ensure multimodal efficiency and enhanced resilience, fully integrated with major trade corridors;
- ▶ Gradually adapt infrastructure to meet the evolving demands of international trade, sustainable transportation, and emerging industries;
- ▶ Encourage the integration of strategic business zones (industrial-port, innovation, energy) by facilitating partnerships and engaging local stakeholders;
- ▶ Enhancing the climate resilience of the City and the Port through coordinated actions.

5 Sustainable development for future generations

Continue to integrate sustainable development into port and urban initiatives, with a focus on reducing environmental impacts, advancing the energy transition, and promoting responsible innovation.

This approach aims to ensure greater alignment between port activities and societal expectations, while contributing to a more resilient and equitable future.

The strategic objectives are as follows:

- Reduce the environmental footprint of port activities by prioritizing issues of public concern, particularly air quality, noise, water, and biodiversity;
- Support the energy transition, notably through electrification where possible, and contribute to the gradual adoption of alternative fuels and low-emission technologies;
- Encourage green innovation as a driver of development within the limits of the Port's capacity to act;
- Promote the integration of sustainable development principles to improve the Port's and City of Québec's joint efforts in this area.

The Port and the City of Québec agree on the following definition of sustainable development as recognized by the Member States of the United Nations as well as the International Association of Ports and Cities (IAPC):



**Development that meets
“the needs of the present
without compromising the
ability of future generations
to meet their own needs.”**

Concrete actions starting in 2026

To begin contributing immediately to the achievement of the strategic objectives outlined above, the administrations of the City and the Port of Québec commit to undertaking or continuing the following initiatives starting in 2026.

1 Speed reduction and enhanced monitoring of heavy vehicles traveling in the Old Port area

To enhance pedestrian safety in the historic Old Quebec district.

2 Mobility data collection and sharing

To better understand movement flows (goods, tourists, residents) and optimize travel patterns.

3 Evolution of governance in public space

To strengthen existing tools and mechanisms related to the governance of public spaces—such as committees, decision-making processes, and consultation practices— in order to clarify roles, enhance transparency, and ensure greater synergy among governing bodies, while avoid overlap.

4 Securing ambitions for a greener future

To better coordinate projects aimed at improving air quality through biodiversity (plant screens and walls, green corridors, plantings, demineralization, etc.).

5 The City's active cooperation with the Port's strategic undertakings

To ensure close collaboration between the City and the Port in necessary advocacy efforts with the federal government, recognizing the Port's status as infrastructure of strategic interest and its contribution to collective wealth creation.

6 Exploring of a biennial forum on major port and maritime trends in Quebec City, beginning in 2027

To promote knowledge sharing, address urban integration challenges, and reflect on future infrastructure projects

7 Establishing a permanent North American office of the International Association of Cities and Ports (AIVP) in Quebec City

To strengthen Québec City's international positioning as a leading City-Port in sustainable development.

