

GAÉTAN BOIVIN
PRESIDENT AND CHIEF EXECUTIVE OFFICER
PORT OF TROIS-RIVIÈRES



Mr. Boivin has been President and Chief Executive Officer of the Port of Trois-Rivières for 16 years. Actively involved in regional activities, he is currently the Honorary Chair of several fundraising campaigns. His professional and social commitment has helped showcase the Mauricie region and the maritime industry. His far-reaching knowledge of the shipping industry and its challenges led Mr. Boivin to introduce the strategic plan On Course for 2030 in 2018, after successfully completing On Course for 2020 three years ahead of schedule.

Question 1: Over its 140-year existence, the Port of Trois-Rivières has undergone many changes. What are the milestones that have made it the port we know today?

Answer 1: Let's start with the port's creation. The shores of Trois-Rivières began welcoming ships as early as 1809, but it was only in 1881 that the Trois-Rivières business community united to form the Trois-Rivières chamber of commerce, whose main objective was to convince the federal government to set up a port authority.

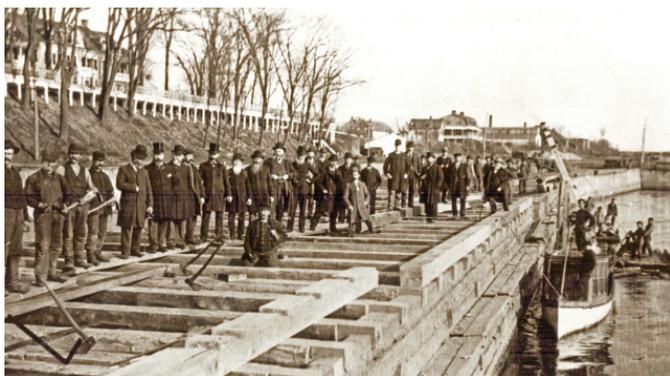
These efforts paid off in 1882, on May 17 to be precise, when draft legislation was passed to create the Commission du Havre de Trois-Rivières, a harbour commission mandated to modernize the port facilities and integrate them into the rail network, thereby stimulating the regional economy. For many years, one of the port's key activities was linked to the

paper industry: importing and exporting paper manufacturing materials.

In June 1929, the harbour commissioners received a \$3-million, federal government loan - an astronomical amount at the time - to build a series of wharves and new terminals. Construction work ended in 1934 and resulted in the port's current configuration.

Over the years, the port diversified and, by the late 1930s, cargo categories (solid bulk, general cargo, grain) similar to today's were being loaded and unloaded there.

The opening of the St. Lawrence Seaway in 1959 definitely increased the port's traffic. Among other things, a third grain elevator was added to meet the demands of new grain markets created by the upswing in vessel traffic.



First wharf under construction by the Commission du Havre (harbour commission) - Photo Credit: Port of Trois-Rivières

A key turning point in the life of the Port of Trois-Rivières was, without a doubt, deliberations on the port's future which, in 2007, led us to initiate a strategic planning approach which, in 2008, culminated in the implementation of the ambitious development plan On Course for 2020. Our vision: *To adopt modern, productive infrastructures integrated into their surroundings to support our skilled workers.*

On Course for 2020 ended in 2017, on budget and three years ahead of schedule. The plan enabled us to set up modern facilities, strengthen intermodality, guarantee comprehensive safety and security, reduce our environmental impact while increasing port traffic, ensure harmonious integration into the neighbouring urban community, enhance the port's socio-economic impact...all with exemplary governance and a finalized business package. We lost no time in unveiling our plan On Course for 2030 on October 10, 2018.

Question 2: Port management has accustomed us to 10-year visions with On Course for 2020 and now On Course for 2030. What is this project about? How did the COVID-19 pandemic affect the plan's implementation?

Answer 2: Using the strong culture of collaboration we were able to instill through On Course for 2020, with On Course for 2030, in addition to pursuing investment in port infrastructures, we seek to fully utilize the port's urban potential. Many might see this reality as curbing our growth...but we see it as an opportunity enabling us to see the port differently and allowing existing sustainable development principles to play an increasingly predominant role. With On Course for 2030, our goal is *"To be an innovative urban port, generating growth, at the heart of a competitive supply chain"*.

Another element characterizing our strategies at the Port of Trois-Rivières is agility...not only for our port authority but also for our partners. Together, we will strive to be responsive and proactive in our activities and relations with the community, a practice that served us very well with the onset of the pandemic. Despite all of the restrictions and economic turmoil, the port maintained its activities at comparable-to-pre-pandemic levels. Our positive performance is the result of the hard work, resilience, adaptability and innovativeness of our partners - cargo handlers G3 Canada, Groupe Somavrac, Logistec and QSL, longshoremen and all port workers -, our customers and our many collaborators.

On Course for 2030 projects were also ongoing. In fact, we officially announced Terminal 21 and the road corridor for non-standard equipment in mid-pandemic! I am very fortunate to be able to count on an enthusiastic, committed team that spares no effort to bring our projects to fruition. All have been 100% on board for On Course for 2030 and are now an integral part of it. This is the key to success!

Question 3: When you arrived, in 2006, you made relations between the port and the city of Trois-Rivières a priority. Today, thanks to these efforts, the Port of Trois-Rivières has become a model in this area. In your opinion, what factors built this relation of trust and how do you continue to maintain this harmony between port activities and the daily lives of the people of Trois-Rivières?

Answer 3: When I arrived, the local community saw the port as more of a burden than a lever for development. It bothered people, who considered it arrogant and felt it was taking on powers conferred under its federal status to justify doing things the way it saw fit on its territory, without regard for the wishes of its neighbours or even its users.

The port was accused of being inward-looking and turning its back on the community. Whether reproaches like this were based on fact or constituted exacerbated perceptions is not important. They reflected a misunderstanding, a deep-seated malaise, between the port and its community.

In short, the port's future did not seem promising. And this became my motivation! Before me, I had outstanding facilities that needed to become a source of pride for Trois-Rivières.

In the words of philosopher Maurice Blondel: "We cannot predict the future but we can prepare it." This needed to be done working hand-in-hand with all port partners. We all needed to make the Port of Trois-Rivières a genuine lever for economic and social development, a source of prosperity for the city and the region. Together, we had to establish a plan and work to achieve it.

We maintain this philosophy to this day, and I am very proud of it. We think, plan and expand the port in collaboration with our partners, be it the three levels of government, the business community, citizens, users, workers, etc. Because, ultimately, the port is there for them. It is a tool for economic development and prosperity, which must occur while respecting the environment and the surrounding communities...this is essential.

Question 4: May 17, 2022 is the launch date for Port of Trois-Rivières' 140th anniversary celebrations. What does this very special year signify and what activities related to it can we expect to see?

Answer 4: All of the partners who help make the port what it is will be central to this anniversary year. Festivities will kick off with a cocktail party on May 17, the date on which, in 1882, the draft bill creating our port was passed. To mark the occasion, we will bring together our maritime and port partners, our local and regional collaborators and the organizations that have enjoyed our longstanding support and with which we have developed good relations highlighting our respective organizations.

In 2020, we acquired a magnificent collection of canvases entitled *Hommage au Saint-Laurent*, a tribute created by the artists' collective comprising Gérard Boulanger, Yvon Lemieux, Raymond Quenneville, Robert Roy and Yvon St Aubin. These works of exceptional quality are part of our maritime heritage and reflect the treasure that this majestic watercourse represents. To share this collection with the public, we have planned an exhibition to be held in Trois-Rivières in the summer. More details will be forthcoming...I don't want to spoil the surprise!

To showcase our port and the port community, while responding to the public's wish to learn more about our activities, we will be holding an open house in September. The last activity of this type was very popular and we are always happy to share our passion with the public.

Obviously, we will not forget our valuable workers and customers in this program of celebrations and will be dedicating activities specifically to them to underscore their unfailing support for the Port of Trois-Rivières.

Throughout the year, alongside these activities, we will be disseminating info flashes on the port's activities, history, partners and workers. And, we will be organizing contests on social networks and associating with various regional events and organizations to spotlight our partnerships and our anniversary. In short, it's going to be a very busy year!

About the Port of Trois-Rivières :

The Port of Trois-Rivières, one of Canada's 17 port authorities (CPAs), has been active since 1882 and offers a wide range of facilities and services to the maritime industry year-round. The port is a key player in economic development at the regional, national and international levels in major industrial sectors such as aluminum, construction, forestry and agri-food. Annually, the port welcomes 55 000 trucks, 11 000 railcars and more than 215 merchant and cruise ships from over 100 ports located in more than 40 countries around the world. In 2021, it handled 3.9 million metric tonnes of traffic worth an estimated \$5.3 billion. The port accounts for almost \$220 million in economic spinoffs and supports more than 2000 direct, indirect and induced jobs.



To follow the Port of Trois-Rivières and not miss out on the 140th-anniversary activities:

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