



Summary

**Québec Marine**

# Transportation Policy

**Québec at the helm**

The Saint-Laurent



# Marine transportation: a dynamic process in a

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As a strategic communication link providing direct water routes to Québec's hinterland, the Saint-Laurent has always been the driving force behind Québec's development. From Jacques Cartier to Samuel de Champlain, the development of New France, the spread of the fur trade up until the opening of the Seaway in 1959 and the golden age of shipbuilding and beyond to the present day, the Saint-Laurent and its tributaries have been at the heart of Québec's development and closely linked to the advancement of its people.

## 1. Marine transportation: a dynamic process in a highly competitive environment

The strategic importance of the Saint-Laurent for Québec comes from its position as one of the major intermodal cargo transportation systems. Some 3,700 km of navigable waterways run deep into the heartland of the North American continent, as far as Duluth, Minnesota, on the far western edge of Lake Superior. The seaway is the shortest route between Europe and the heart of America, two of the most industrialised parts of the world. The activities found on the Saint-Laurent are many and varied. The river is, of course, used in part for passenger transportation, tourism, leisure and environmental-based activities, but the main activity remains freight transportation. This industry is a major contributor to Québec's economic development. In 1998 alone it generated revenues of over \$3.1 billion for Québec shipping or port-related companies.

**The increase in international trade.** The changes brought about by the technical revolution and trade liberalisation between an increasing number of nations have shaken up the established economic order. Trade rules and regulations are changing and production centres and consumers are moving. All these changes have a direct impact on transport-related industries, as an increase in trade inevitably results in an increase in the movement of goods. In addition, new management practices aimed at reducing inventories in the manufacturing sector create an increase in the movement of goods. Globalisation offers exceptional opportunities to the shipping industry. The current context is promising and the potential benefits are tremendous.

**Competition in North America.** The Saint-Laurent has numerous competitors for the transportation of cargo in North America. In addition to competing with alternative shipping routes, the Saint-Laurent also faces competition from the road and rail modes. The ports of the Atlantic, the Gulf of Mexico, the Mississippi system and the Pacific represent formidable competitors.

**The importance of the Saint-Laurent for the regions of Québec.** The Saint-Laurent is the gateway into North America and has always been a driving force behind the development of the regions. In addition to the tourist industry, the river and its tributaries also generate other economic activities. For several of the municipalities lining its shores, the ports of the Saint-Laurent are an important part of daily life. In all, the Saint-Laurent is home to about 20 commercial ports, more than 50 fishing harbours, approximately 30 ferry services, a few private infrastructures and over 200 tourist-oriented sites. Ownership of these port infrastructures is shared between municipalities, the gouvernement du Québec, the Canadian government and the private sector.

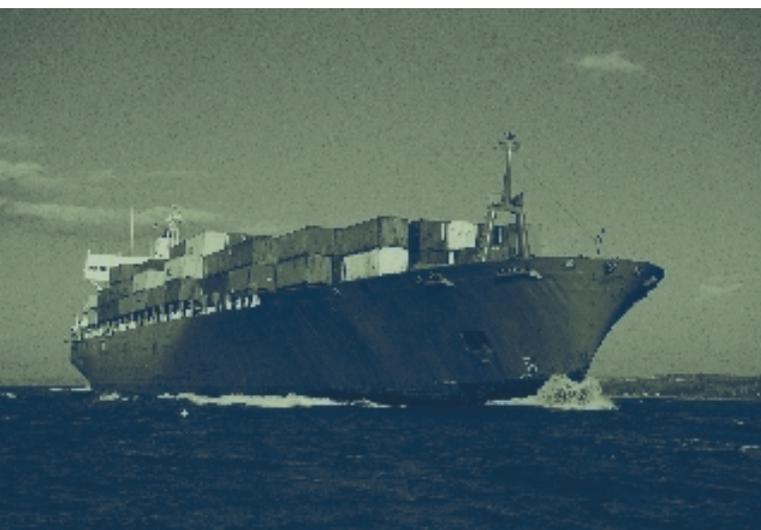
**Freight transportation on the Saint-Laurent.** Maritime freight in Québec is linked for the most part to trade with the rest of the world, which accounts for 75% of its activities. Cabotage accounts for a quarter of Québec's marine traffic. Despite an increase in Québec exports and a favourable economic context, traffic in the ports of the Saint-Laurent has fallen significantly in the past 20 years. From 130 MT in 1980 to 100 MT in 1990, the volume of goods transiting through the Saint-Laurent port network has remained steady at around 105 MT since then. The drop in traffic is equal to 1 MT per year, or the total cargo handled annually in the ports of Matane and Rimouski. aux ports de Matane et de Rimouski.

**Maritime passenger transportation.** Passenger transportation is mainly provided by ferry and regular supply services. These routes are an extension of and a complement to the existing road network. In addition to this type of transportation, various cruises are offered on the Saint-Laurent in summer. The Société des traversiers du Québec (STQ) is responsible for most ferry services in the province. The gouvernement du Québec provides the STQ with the necessary annual funds to guarantee quality services. The STQ operates five ferry services directly and contracts out three other routes.

**Related maritime industries and services.** Shipbuilding and repair are complementary industries to shipping and are powerful economic development tools. These sectors also occupy an important position in the economies of a number of other countries, Québec included. The golden age of shipbuilding in Québec is still a part of the very recent past. A number of political decisions taken in the eighties, however, considerably slowed the industry in Québec. Future prospects for the shipbuilding industry are, however, highly encouraging. Both the Québec fleet and the Canadian fleet are ageing which would indicate better days ahead. The development of new petroleum projects in Newfoundland could also benefit the Québec economy, as long as Québec is sufficiently proactive.

**The withdrawal of the Canadian government.** The federal government has changed its approach to economic development in the regions of Québec and the rest of Canada in recent years. In 1995, Ottawa announced that it was abandoning its traditional responsibilities as owner, operator, manager and financial supporter of port infrastructures throughout Canada, the St. Lawrence Seaway included. This divestiture, which also extends to navigational services, has had a significant impact on the industry and threatens the soundness and competitiveness of several areas of the Québec maritime transportation system. The effect of federal divestiture and cost recovery policies has been to reduce the competitiveness of the maritime mode and industry. In addition, the federal devolution policy also has negative impacts on the gouvernement du Québec and municipalities which are all too often forced to take on responsibilities previously under federal jurisdiction.

**Québec's jurisdiction, powers and means.** The gouvernement du Québec can assume a more important role in maritime transportation. With the support and cooperation of the maritime sector it has the necessary power to take action that will serve the best interests of all Saint-Laurent users.



Market globalisation has a direct impact on freight transportation. Major challenges today are the restructuring of the transportation industry, shipping industry competitiveness, workforce training, sustainable development, promotion of the Saint-Laurent and development of river tourism. These challenges are considerable.

**Changes in freight transportation patterns.** Since the early sixties the transportation of freight by sea has grown steadily worldwide, increasing from 1 to 6 billion tonnes annually. Significant technological innovations during this period have profoundly changed ocean transportation. Vessels are now bigger, more specialised and more efficient in loading and unloading, particularly affecting bulk cargo transportation. The use of containers marked a turning point in cargo transportation by speeding up loading and unloading operations for vessels and also contributing to more integrated maritime, rail and road transportation services. The tendency to build bigger and bigger vessels has now carried over into container transportation. The first container carriers at the end of the sixties had a capacity of 500 to 1,000 twenty foot equivalent units (T.E.U.). Today 9,800 T.E.U. carriers are crossing the oceans and the days of the new 12,500 T.E.U. generation are not far away. What this means is that the Saint-Laurent is facing an enormous challenge since, due to current shipbuilding techniques and navigational management practices, Montréal which is currently the third largest container port on the east coast of North America, is limited to container carriers of approximately 2,800 T.E.U. specially adapted to draft constraints.

**Competitiveness of transportation on the Saint-Laurent.** The costs and services offered to maritime carriers by public and private operators are a determining factor in the competitiveness of the Saint-Laurent over other routes. The costs associated with navigation on the Saint-Laurent have to be kept competitive as users constantly compare these costs with those of other routes. Cargo ships engaged in cabotage in particular are more directly affected by cost increases. The lack of competitiveness of the Saint-Laurent is one of the main reasons for the decreasing level of maritime transportation in Québec. The rapid increase of navigation and dredging-related fees imposed by the federal government has had a negative impact on river users. These additional costs, which represent almost \$25 million, are shared amongst all users. The increase in price for the use of locks has also had a direct impact on the competitiveness of the Saint-Laurent and, therefore, bulk ore traffic from the Saint-Laurent to the Great Lakes has fallen in comparison with Minnesota cargo loaded on Lake Superior. The shipping industry must, therefore, be competitive and take advantage of the strategic location of the Saint-Laurent on the North American continent.

**The workforce: hiring and training.** Current training needs must be defined by employers and it is important that this training be adapted to the demands of the job market and produce competent workers in sufficient numbers. To this end, it is proposed that the cost of training be covered by a national fund for this specific purpose. This responsibility has been given to the Table sectorielle de l'industrie maritime du Québec to ensure that all the workers in this sector have access to training programs.

**Sustainable development.** As with rail transport, maritime and intermodal transport contribute, on the continental level, to a decrease in the social and environmental impact of heavy road traffic and improve road safety. Transportation overall has a negative impact in several different areas and costs are borne by society as a whole. The government should take into account the social and environmental costs associated with each mode of transportation and promote the use of the most economical and least damaging means. The protection of the environment and public safety are major challenges that the various partners in the transportation industries and the general public need to address together. There are many new opportunities in this area, but clearly, there must also be a change in attitudes.

**Promoting the Saint-Laurent.** The Secrétariat à la mise en valeur du Saint-Laurent was established by the gouvernement du Québec in 1985 and is responsible for the promotion of the Saint-Laurent. American and European port cities promote their ports abroad to a far greater extent than is done for the ports of the Saint-Laurent. The gouvernement du Québec must continue promoting the development of the shipping industry through measures designed to increase maritime traffic on the Saint-Laurent. A partnership between port authorities, ship owners and other partners from industrial, tourist and recreational sectors is essential to promote the facilities currently in place on the Saint-Laurent. Partners in the shipping industry must also strive to influence the perception of shippers with respect to the cost-effectiveness of maritime transportation and the perception of the public as to the usefulness and environmental safety of this mode of transportation. The Saint-Laurent is a major asset for Québec. The gouvernement du Québec must actively promote it worldwide.

**Developing tourism on the Saint-Laurent.** The challenge for the Saint-Laurent, therefore, is to promote the various attractions and beautiful scenery along its 1,600 km. The Saint-Laurent and its tributaries, all the way up to the Great Lakes, are well developed for the international cruise industry but also offer wonderful opportunities for local excursions or recreational boating. Strong promotional initiatives should also focus on cruises into Québec's interior and boat excursions. Cruise activities of all kinds are becoming increasingly popular and require adequate and very specific port facilities. The potential is also there for developing cold water cruises which have also gained in popularity in recent years. Québec can become a significant attraction for this type of cruise in Eastern North America.



Major changes in the organization of trade and transportation in the world come about at a time when the governments of Canada and Québec are seeing their respective responsibilities change dramatically. The federal government is transferring ownership and management of port facilities and imposing cost recovery on navigational services when the gouvernement du Québec, in partnership with concerned companies and organizations, is making efforts to establish a strategic, multi-modal and integrated transportation network to help promote regional development. Québec is, therefore, faced with several challenges in its efforts to develop the shipping industry, increase international cruise traffic and train a competent workforce, taking into account environmental and safety concerns as well as the need for sustainable growth. Shipping on the Saint-Laurent is a significant contributor to Québec's economy and it is important to promote and make this activity genuinely competitive. In addressing these challenges, the government has decided to focus on four main areas.



## **1** Increasing the use of the Saint-Laurent for transportation and trade

The Saint-Laurent and the Seaway linking the Great Lakes enable freight transportation to the various regions of Québec, the export and import of goods; they are also used for the movement of goods, in containers, between the continent and international markets. Québec must not only take advantage of this important asset in international trade and shipping, it must also maintain and improve the ability of the Saint-Laurent to be cost-competitive for the transportation of cargo.

## **2** The Saint-Laurent as a major asset for regional development

More business in the shipping industry on the St. Lawrence-Great Lakes system will benefit the transportation industry and manufacturing companies, but it must also promote the development of regional economies. The availability of port facilities, the proximity of industrial land and quality maritime services can make a difference when it comes to persuading companies to settle in regional areas. Closer association with the shipping industry will also help existing industries become more competitive.

## **3** Developing the promotion and enhancement of maritime activities on the Saint-Laurent

Most of what Quebecers know about the Saint-Laurent has been learned from riverside activities or from the media, but the river remains largely unexplored and underused. Many regions, however, are best discovered from the unique viewpoint the river offers. The gouvernement du Québec intends to play a major role in promoting maritime activities and improving the Saint-Laurent's image.

## **4** The workforce: hiring and training

One of the ways to develop marine transportation in Québec is to train an increasing number of young people so that they can work and build careers in the marine industry. More people with specialised skills involved in various shipping-related sectors will gain recognition and play an active part in the decisions that influence the development of this industry. Focusing on the training of the workforce and publicising job opportunities in this sector will allow Quebecers to play a greater role in the shipping industry.

### **4.1 Increasing the use of the Saint-Laurent for transportation and trade**

#### **4.1.1 Developing cabotage and intermodal transportation**

To take full advantage of cabotage opportunities, the government will promote and support partnership initiatives between carriers and shippers willing to develop marine intermodal services. Such partnerships between various players in the transportation sector can evolve as a result of major industrial development projects. To attain this objective the government intends to:

- Identify the economic and commercial issues that have caused the decline in cabotage and examine, in consultation with current customers and potential users of new transportation services, to what extent those contributing factors can be overcome.
- Support the start-up of new marine transportation ventures including financial assistance to promoters;
- Create a work group in cooperation with carriers to identify projects including cabotage and intermodal transportation that would be competitive;
- Set up a one-stop access to government services, under the responsibility of the ministère des Transports du Québec, to evaluate the practical and profitability aspects of various projects and to assist promoters in their dealings with governments or other organizations;
- Promote the development of intermodal centres to consolidate freight in order to stimulate the supply of transportation solutions involving the marine mode;
- Examine the possibility of modifying current Investissement-Québec programs to consider marine transportation projects (cabotage).

#### **4.1.2 Supporting greater competitiveness for the Saint-Laurent**

The gouvernement du Québec will promote the comparative advantages of the Saint-Laurent and support activities designed to better satisfy market demands in international marine transportation. To do so it will be necessary to determine and evaluate the different factors associated with user costs to understand how they impact the competitiveness of the Saint-Laurent. To reach its objectives the government intends to:

- Create a work group aiming to improve the competitive position of the Saint-Laurent. Special emphasis will be placed on cost reduction, public and private service offerings for commercial shipping, reduction of regulations and additional fiscal incentives;
- Ensure adequate monitoring of the comparative costs of alternative modes of transportation and other maritime routes;
- Sustain a strong representation by the gouvernement du Québec in Canadian and international organizations that are in a position to influence the competitiveness of the Saint-Laurent;

- As part of eventual negotiations with the federal government for the transfer of strategic ports, ensure the necessary representation is made so that federal cost recovery and potential future duties don't negatively affect the competitive position of the Saint-Laurent;
- Identify, in cooperation with industry representatives, various measures that might encourage ship owners to upgrade or renew their fleets in Québec;
- Promote the competitive advantages of the Saint-Laurent, both in Québec and abroad, through special activities and trade missions;
- Take the necessary steps to encourage international shipping companies to establish their headquarters in Québec;
- Ensure that shipments of material, equipment and foodstuffs in the context of government-sanctioned cooperation or international aide initiatives (civil or military) bring real economic benefits for the Québec shipping industry;

### **4.1.3 Favouring the harmonious management of maritime activities to promote sustainable development**

In the present context, the gouvernement du Québec must ensure environmentally sound development for marine transportation on the Saint-Laurent. It also plans to increase its consideration of the environmental benefits provided by maritime transportation in its policies and future actions. To achieve this goal the government will:

- Systematically assess the environmental and social advantages of water transportation, particularly with respect to the reduction of greenhouse gas emission, when considering projects which influence the demand for the transportation of goods;
- Develop and support public and private partnerships aimed at identifying and implementing ways to reduce the environmental and social impact of maritime and port activities on the Saint-Laurent;
- Reinforce Québec's support for implementing phase III of the St. Lawrence Action Plan, Vision 2000, for the sustainable development of maritime and navigational activities and ensure continued efforts after 2003;
- Ensure Québec is more actively involved in Canadian and international shipping-related organizations and other institutions which may, for different reasons, have an interest in economic and environmental policies pertaining to shipping on the Saint-Laurent/Great Lakes system;
- Increase gouvernement du Québec support, in collaboration with other concerned parties, for groups with a mission to study and strengthen Québec's position with regard to the potential consequences of fluctuating water levels in the Saint-Laurent on maritime and port activities;
- Provide financial support to transportation projects that already include a maritime segment or promote intermodal transportation whenever economically and environmentally justified;
- Ensure continued cooperation between the ministère des Transports and the ministère de l'Environnement in the development of a water management policy.

## **4.2 The Saint-Laurent as a major asset for regional development**

To meet this objective the gouvernement du Québec will co-ordinate actions by the ministère des Transports and its partners in accordance with established plans related to the port network, industrial and regional development, related maritime services, essential ferry and supply ship services, and tourism.

### **4.2.1 Structuring a strategic network of ports for Québec**

The gouvernement du Québec will affirm its involvement in the port sector. Its initiatives will take various forms, depending on ownership and management of the various facilities. To achieve this goal the government plans to:

- Establish a strategic network of ports aimed at promoting the economic development of Québec and its regions;
- Define, with industry representatives, the necessary criteria and conditions to put in place this strategic network of ports;
- Propose an appropriate management structure to ensure the viability of strategic ports as these facilities are essential to the economic development of the regions they serve;
- Improve surface access and cargo handling infrastructure in strategic ports, especially through measures aimed at supporting projects which promote intermodal transportation;
- Develop common and cooperative actions within the network to create a synergy, over and above the normal and healthy competition that exists between ports, to face outside competition and present a unified vision of the Saint-Laurent network on the international scene;
- Adapt fiscal policy of infrastructure and equipment in marine transportation with a concern for cohesion, equity and competitive balance between the different modes of transportation with an aim to developing this sector;
- Examine the possibility of compensating owners of private port facilities for a portion of their municipal taxes;
- Promote the development of alternative uses for all port infrastructures on the Saint-Laurent.

### **4.2.2 Increasing the contribution of the shipping industry and related services to industrial and regional development**

To achieve these goals the gouvernement du Québec plans to implement measures to promote economic activity in or near port zones and promote the development of maritime-related services such as shipbuilding and repair on the Saint-Laurent. The government, therefore, plans the following actions :

- Set out financial or fiscal measures to encourage the development of industries in port zones and to increase the added value of products moving through Québec ports;
- Assist in the promotion and creation of a work group whose mandate would be to eliminate discriminatory policies toward Québec shipyards;
- Intensify representations to the Canadian government for the inclusion of shipyards in international agreements, particularly NAFTA;

- Ensure harmony and complementarity between the federal government's and Québec's fiscal policies;
- Encourage the creation of related maritime services in line with new technical and environmental issues such as the recovery and treatment of ballast water and oil-polluted water;
- Re-examine the refundable tax credit for shipbuilding with a view to applying it to all commercial vessels, particularly those under 50 gross tons.

### **4.2.3 Supporting basic ferry and regular supply services**

The concern of the gouvernement du Québec here, is to support essential services such as ferry and regular supply services. To achieve these goals the government intends to:

- Maintain and improve ferry services which are a necessary extension of surface networks (road and rail);
- Outline orientations on maritime services. The government is seeking to : increase the involvement of Nunavik companies or institutions in the regular supply service of the territory; promote employment and training for Inuit workers to man the supply service and maintain the marine infrastructure that is gradually being constructed in northern villages; encourage the involvement of native communities of the Lower and Middle North Shore in regular supply service to these areas.

### **4.2.4 Promoting the development of tourism on the Saint-Laurent**

The government will promote the development of cruise and nautical activity on the Saint-Laurent by:

- Participating in market studies on cruises from or to ports of the Saint-Laurent, including ports in Labrador and Northern Québec, for cold water cruises;
- Supporting the creation or adaptation of adequate infrastructure and services to accommodate international cruise ships along with cruises on the Saint-Laurent;
- Working in partnership with Tourisme Québec to update the profile of the cruise-excursion industry and evaluate the development potential of nautical activity on the Saint-Laurent;
- Developing the cruise sector of tourist planning in conjunction with regional tourist associations and creating a work group made up of representatives of Tourisme Québec, regional tourist boards, the appropriate MRC's and the ministère des Transports;
- Considering extending existing tax breaks for Québec seafarers involved in freight transportation to those who work in the international cruise sector;
- Promoting tourism in native communities in the context of intensified tourism on the Saint-Laurent.

## **4.3 Developing the promotion and enhancement of maritime activities on the Saint-Laurent**

### **4.3.1 Developing maritime activities**

The gouvernement du Québec will intensify promotional activities for the Saint-Laurent and its industries in port sites. It will also concentrate particularly on the promotion of tourism on the Saint-Laurent. In detail, the government plans to:

- Implement a financial aid program to support the industry in the creation of new markets;
- Increase the role of the Secrétariat à la mise en valeur du Saint-Laurent in the promotion of the Saint-Laurent;
- Set up a network of representatives in partnership with the shipping industry to promote the Saint-Laurent, particularly in Chicago, Brussels, New York and London;
- Increase the awareness of Québec delegations and get them more involved in the promotion of the Saint-Laurent;
- Organize economic missions to raise awareness of the Saint-Laurent and its many attractions with foreign promoters;
- Increase the production and distribution of material to promote the Saint-Laurent and its coastal regions, especially native communities, through appropriate media, including scientific publications, to reach a wider target audience;
- Promote the Saint-Laurent as an international cruise destination and support Québec's initiatives to this end;
- Develop increased consultation with partners from other transportation modes to promote the creation of integrated tourist products, most particularly in the cruise industry.

### **4.3.2 Promoting maritime activities and the Saint-Laurent**

In concrete terms, it is necessary to promote increased awareness among the general public of the economic, social, environmental and political issues related to the Saint-Laurent. Steps to be taken are to:

- Heighten public awareness on the economic, social and environmental dimensions of the Saint-Laurent as well as the challenges facing the development of marine transportation;
- Support projects aimed at increasing the public's knowledge of the Saint-Laurent with activities such as a Maritime Day, a Saint-Laurent Day or the celebrations for the four-hundredth anniversary of Québec City (Québec 2008);
- Heighten public awareness on the subject of marine resources, the rich natural heritage and activities associated with the Saint-Laurent and its tributaries;
- Introduce various Saint-Laurent-related themes into the school curriculum, with special emphasis on its economic significance for Québec;
- Inform the public on regulations in place in maritime transportation regarding safety and environmental issues;
- Organize guided thematic visits for the general public in partnership with ports and the industry;
- Create a government website for the Saint-Laurent;
- Examine initiatives aimed at allowing greater and more diversified access to the Saint-Laurent and its tributaries (bicycle trails, beaches, fishing, diving, etc.) insofar as they are in accordance with transportation and environmental concerns;
- Integrate a First Nations dimension in the development of maritime activities on the Saint-Laurent.

## 4.4 Supporting the training and expertise of Québec's workforce

### 4.4.1 Supporting workforce training

The government, represented by the ministère de l'Éducation and the ministère de l'Emploi et de la Solidarité sociale, is offering training and support programs adapted to meet the needs and demands of the industry. In addition to attracting more young people to a career in the shipping industry, it is also necessary to continue to provide training and education for the existing workforce. Following the creation of the Table sectorielle de l'industrie maritime du Québec, it is necessary to:

- Support educational institutions that offer training programs in maritime transportation in their efforts to recruit students across Québec;
- Improve access to maritime transportation training programs across Québec;
- Support industries and educational institutions in maintaining and developing specific training programs for shipping and shipping-related industries through the Table sectorielle de l'industrie maritime du Québec;
- Promote the creation of training programs combined with on-the-job training to improve students' practical knowledge and foster cooperation between the industry and educational institutions;
- Encourage further development of university programs in the fields of maritime management and naval architecture.

### 4.4.2 Supporting maritime research and development

The gouvernement du Québec, represented by the appropriate ministries, has a role to play in keeping Québec on the cutting edge of technological knowledge. Research centres, and private shipping companies who wish to introduce new technologies will have to be able to consult one another to:

- Promote the establishment of a university chair in existing educational institutions and a technological monitoring centre with a mandate to develop maritime transportation research programs;
- Develop partnerships between the industry and universities to create new strategic opportunities (for example: anti-pollution equipment, research and search and rescue);
- Design tools to improve transportation companies' management (logistics, computer systems);
- Encourage scientific research on the subject of the Saint-Laurent and the sharing of information at international conferences, dealing with issues similar to those of the Saint-Laurent;
- Promote the development, implementation, distribution and export of high technology in the field of maritime transportation.

It is clear, however, that even if the government can take initiatives and a certain amount of leadership, it cannot achieve its goals without the active participation of its shipping and shipping-related industry partners. Effective implementation and the success of the Québec Marine Transportation Policy must be a cooperative effort. There are five main starting points to establish this partnership:

- **A forum for maritime transportation consensus-building.** This forum will create a venue to meet and exchange information between representatives of the government and the various industry partners involved. Its mandate will be to oversee the efficient implementation of the measures proposed in the Québec Marine Transportation Policy. The forum will be co-chaired by the ministre délégué aux Transports et à la Politique maritime and a representative of the shipping industry appointed by the minister after consultation. The forum's secretarial duties will be carried out by the Ministère des Transports;
- **A support program for maritime projects.** The gouvernement du Québec announced in the 2001-2002 budget speech that it would provide \$20 million over a five-year period for a marine industry support program. Most of this money will be used to support the start-up of new transportation projects on the Saint-Laurent, to consolidate the current marine infrastructure network and to promote intermodal projects;
- **A strategic network of Québec ports.** The objective will be to ensure that Québec possesses competitive and adequate infrastructure to support economic development and transportation needs and the government will, therefore, determine a strategic network of commercial ports;
- **Promotion of the Saint-Laurent and maritime activities.** The gouvernement du Québec will launch promotional campaigns, drawn up in collaboration with the maritime sector, and is ready to provide the necessary resources for the campaigns;
- **Active support for training and research.** The ministère des Transports, in cooperation with the shipping industry and the ministère de l'Emploi et de la Solidarité sociale, will work actively to better structure training for the industry. The ministry will also define a specific research program on the subject of innovation in the shipping industry in collaboration with the ministère de la Recherche, de la Science et de la Technologie. This research program will focus on new technologies and new management methods.

