

ECONOMIC DEVELOPMENT
AUTOROUTE

DISCUSSION PAPER



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AUTOROUTE 30

DISCUSSION PAPER

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1. Strategic Objectives

On May 31, 2013, the government announced the creation of an interministerial committee to map out a strategic vision for economic development along the Autoroute 30 (A-30) corridor from Sorel-Tracy to Vaudreuil-Soulanges.

The development committee reports to Comité ministériel de la région métropolitaine and is co-chaired by the Minister of Transport and Minister of Municipal Affairs, the Regions and Land Occupancy, Sylvain Gaudreault, as well as the Minister for Industrial Policy and the Banque de développement économique, Éleine Zakaïb.

Six other ministers make up the committee: the Minister of International Relations, La Francophonie and External Trade, Minister responsible for the Montréal region, and Chair of the Comité ministériel de la région métropolitaine, Jean-François Lisée; the Minister of Education, Recreation and Sports and Minister responsible for the Montérégie region, Marie Malavoy; the Deputy Premier and Minister of Agriculture, Fisheries and Food, François Gendron; the Minister of Employment and Social Solidarity, Agnès Maltais; the Minister of Sustainable Development, Environment, Wildlife and Parks, Yves-François Blanchet; and the Minister for Aboriginal Affairs, Éliezabeth Larouche.

The interministerial committee's main task is to formulate a sustainable vision of economic development along the A-30 corridor from Sorel-Tracy to Vaudreuil-Soulanges in the Montérégie region that is in line with government policy directions on land use planning and development in the metropolitan area, as well as with the Metropolitan Land Use and Development Plan (PMAD) and development perspectives in neighboring areas.

To this end, the committee must first take stock of the principal projects and development requests resulting from public consultations; identify issues, limitations, opportunities, and challenges; and propose possible solutions. It is essential to carry out this initiative jointly with community partners

The committee must then submit a strategic vision for the development of the A-30 to Cabinet and draw up a development plan.

2. Special Characteristics of Affected Areas

The east-west A-30 corridor crosses the Montérégie region from Sorel-Tracy to Vaudreuil-Soulanges, and covers three CREs Montérégie Est, Vallée-du-Haut-Saint-Laurent, and Longueuil which contain fourteen RCMs and one agglomeration, as well as the Mohawk territory of Kahnawake.

A number of areas are directly affected, and others wish to pursue their own development by participating in comprehensive economic planning along the highway linking Sorel-Tracy to Vaudreuil-Soulanges.

Appendix I presents detailed fact sheets on the RCMs directly impacted by Autoroute A-30 and the territory of Kahnawake..

2.1 Regional conference of elected officers of Vallée-du-Haut-Saint-Laurent

- Beauharnois-Salaberry RCM
- Vaudreuil-Soulanges RCM
- Roussillon RCM

2.2 Regional conference of elected officers of Montérégie Est

- Pierre-De Saurel RCM
- Marguerite-D'Youville RCM

2.3 Regional conference of the Urban Agglomeration of Longueuil

- Urban Agglomeration of Longueuil

2.4 Territory of Kahnawake

3. Issues and Opportunities Related to Autoroute 30 in the Montérégie Region

For the government, the main role of A-30 is to provide the Greater Montréal Area with a southern bypass to reduce traffic on the city's highway network, especially on the Island of Montréal, by offering an alternate route to vehicles in transit. This role is in keeping with Greater Montréal's strategic positioning as a key intermodal transportation logistics hub for Québec. The A-30 corridor plays a direct role in enhancing the multimodal transportation corridor and reinforcing an integrated strategy for the Ontario-Québec Continental Gateway and Trade Corridor.

Once A-30 was completed, various initiatives were presented to the government to promote economic development along the highway and take advantage of the new infrastructure. These proposals involved considerable government involvement yet lacked a comprehensive vision of the A-30 corridor and the impacts of the various development projects on land use planning. The government wants to structure economic development to ensure that government support is coherent and benefits the entire region as well as Québec as a whole.

The economic development plan for the A-30 corridor must reflect the planning and development responsibilities of supraregional, regional, and municipal bodies, as well as the interests of government and socioeconomic stakeholders, including the Mohawk community of Kahnawake. Development must take into account a needs analysis and government policy directions, and also be compatible with the PMAD in effect.

So it is essential that the A-30 economic development plan respect the highway's role as a bypass road. Development projects must not play a role in turning A-30 into a local traffic route or promoting new urban development that might compromise the highway's usefulness.

One of the government's biggest concerns is to strike a new balance between the three pillars of sustainability: the economy, society, and the environment¹.

Below is a summary of the issues and opportunities related to these three pillars.

¹ PMAD, p. 36.

3.1 Land and agriculture, biodiversity, and the environment

- Greater Montréal's agricultural zone is estimated to be one of the largest in North America. Its 220,520 ha, representing 58% of the CMM, distinguishes the city from other urban centers in North America. Class 1, 2, and 3 soils, which are excellent for horticulture and crop production in general, cover 73% of its agricultural land. This gives farmers in the area a competitive advantage (28,000 farm businesses benefit) and enables them to obtain high yields per hectare. The proximity of a large consumer market is also a major asset for local farmers. However, agricultural land in the CMM is under intense pressure from urbanization.
- The agri-food industry is a key economic driver in the CMM, which is home to over two-thirds of Québec's food processing activities. On May 16, 2013, the Québec government tabled its food sovereignty policy, which reaffirms the importance of protecting agricultural land to ensure Québec's food security, maintain a strong regional economy, and support active land use. Government policy directions on land use also promote the protection of agricultural land and specify that it should be used for other purposes only under exceptional circumstances.
- In all, 74% of the land on the South Shore is zoned for agriculture.
- Future economic development must protect and promote the growth of agricultural communities and the bio-food industry.

3.2 Metropolitan Land Use and Development Plan (PMAD)²

3.2.1 Definition and jurisdiction

The PMAD defines policy directions, objectives, and criteria to ensure the competitiveness and attractivity of the Greater Montréal Area in keeping with sustainable land use and development within the metropolitan community. The CMM developed, adopted, and updates the plan by virtue of the *Act Respecting Land Use Planning and Development* (ARLUPD). The plan also applies to the government under Chapter VI of the ARLUPD pertaining to government interventions.

- The CMM is made up of 82 municipalities grouped into five geographical areas, the Urban Agglomeration of Montréal, the Urban Agglomeration of Longueuil, the City of Laval, the North Shore, and the South Shore.
- The South Shore includes the Urban Agglomeration of Longueuil, the Marguerite-D'Youville and Roussillon RCMs, and a portion of the Beauharnois-Salaberry, Vaudreuil-Soulanges, Vallée-du-Richelieu, and Rouville RCMs.
- The Pierre-De Saurel RCM is not included in the CMM. However, a government policy direction on complementarity between its land use planning and development and the PMAD is still applicable.

² PMAD, pp. 5, 27, 28, and 29.

3.2.2. Policy directions and objectives

The PMAD establishes three policy directions related to its powers and priorities.

Land use planning

In the area of land use, the PMAD discusses the importance of the location of TOD (Transit Oriented Development) neighborhoods with respect to densification and defines the criteria that determine their size. It also establishes the minimum density thresholds per agglomeration and RCM outside the TOD areas.

Greater Montréal must determine the type of urbanization to promote in order to accommodate a projected population growth of 530,000 (or 320,000 new households), as well as the 150,000 new jobs forecasted for 2031, keeping in mind that available space and financial resources are limited and that a metropolitan boundary will have to be established.

The PMAD also indicates there is enough space available for development and redevelopment within its area of application to meet residential and economic needs for the next twenty years.

Transportation

With regard to transportation, the PMAD stresses that Greater Montréal must have efficient core transportation networks and facilities. Greater Montréal must optimize and develop existing and planned land transportation networks to promote urban consolidation and sustain the growing mobility of goods and people.

Development of the A-30 corridor will enable traffic to bypass the Island of Montréal road network, thus helping to ease traffic congestion and strengthen Greater Montréal's role as a freight transportation hub. The PMAD recommends an analysis of the impact of the A-30 project on the urban and economic development plan.

Defining a metropolitan road network to support the highway system should foster connectivity in the movement of goods and people within the CMM and its five geographical areas.

The PMAD also discusses the creation of logistical hubs with a view to establishing an intermodal rail or shipping terminal linking all levels of the distribution and supply chain and permitting heavy flows of goods that would benefit the logistics companies that set up shop there. The PMAD suggests that RCMs consider the following criteria when establishing locations for logistical hubs:

- Direct access to the metropolitan road network
- Direct access to the rail network
- Proximity of port or airport facilities
- The need to create a buffer zone to minimize the impact of operations at the site

Environment

The PMAD stresses that Greater Montréal needs to preserve and improve its environment. To achieve this, the PMAD proposes that its natural and built environment (waterbodies, landscapes, woods, and heritage complexes) be protected and enhanced to boost the region's attractiveness.

Development of TOD neighborhoods tends to reduce the number of vehicles on their territory by one to three per ten vehicles. That means the PMAD could reduce greenhouse gas emissions by about 14% by 2031.

Agriculture

With regard to agriculture, the CMM wishes to promote optimal occupancy of agricultural land. One of the objectives of the PMAD is to increase the area under cultivation in the CMM by 6%.

The PMAD also stresses that should it become necessary to push the metropolitan urbanization boundary outward onto agricultural land, the RCMs concerned would first have to develop regional tools to promote their agricultural zones, namely agricultural zone development plans (PDZA). Most RCMs in the CMM are currently in the process of drawing up such a plan.

A summary of the policy directions, objectives, and criteria set out in the CMM's PMAD is presented in Appendix II.

3.2.3. Subjects

The PMAD covers the following eight subjects (pursuant to Section 2.24 of the *Act respecting land use planning and development*):

- Land transportation planning
- The protection and enhancement of the natural and built environment and of landscapes
- The identification of any part of the CMM territory that must be the subject of integrated land use and transportation planning
- The definition of minimum density thresholds according to the characteristics of the locality
- The development of agricultural activities
- The definition of territories reserved for optimal urbanization as well as the delimitation of any metropolitan boundary
- The identification of any part of the CMM territory that is situated within the territory of two or more RCMs and is subject to significant constraints for reasons of public security, public health, or general well-being
- The identification of any facility that is of metropolitan interest, and the determination of the site, use, and capacity of any new such facility

3.2.4 Levels of planning in force throughout the CMM

The institutional land use and development framework comprises four levels of intervention and five categories of intervener: the Québec government and the CMM intervene at the metropolitan level; the agglomerations, RCMs, and city-RCMs intervene at the regional level; municipalities intervene at the local level; and regional conferences of elected officers (CRÉs), provincial ministries, and several other organizations intervene at the level of administrative regions.

Each of these levels has its own planning tools. Moreover, Québec law provides for mechanisms to ensure the compliance and standardization of such tools. Agence métropolitaine de transport (AMT) and Montréal International (MI)³ also play a role.

³ PMAD, pp. 28 and 29.

3.3 Movement of goods (maritime, rail, road) and people

3.3.1 Movement of goods

- Container traffic through North America has tripled over the past twenty years. The Port of Montréal will reach full capacity on the Island of Montréal in 2020, so it is considering developing the Contrecœur site so it can accommodate container ships.
- Saint-Hubert Airport enjoys an unparalleled strategic location 15 minutes from downtown Montréal and has direct access to main roads and mass transit. The port area is home to high-profile companies that employ nearly 3,000 people locally. These companies include Pratt & Whitney Canada, which uses the airport as its operating base; the Department of National Defence, which uses airport facilities for military flights; the Canadian Space Agency; and Mel's motion picture studios. École nationale d'aérotechnique, one of Québec's leading aircraft maintenance schools, also uses the airport.
- Vallée-du-Haut-Saint-Laurent's location in the Québec-Ontario Trade Corridor, along with its extensive road and rail infrastructure, puts enormous development pressure on the region, which faces fierce competition from Ontario, particularly the Cornwall area, which recently secured major investments by Target for a warehouse in Cornwall.
- 85% of Québec's trade with the rest of North America passes through Vallée-du-Haut-Saint-Laurent.
- Access to railways (Canada Pacific [CP], Canadian National [CN], CSX), seaports, and inland ports (Valleyfield and Sainte-Catherine) are a competitive advantage for western Montréal.
- A highway junction is key to metropolitan development:
 - Autoroute 20 (east-west – Montréal/Toronto corridor)
 - Autoroute 40 (west, Trans-Canada Highway – Montréal/Ottawa corridor)
 - Autoroute 30 (east-west, bypassing Montréal to the south toward the United States)
- The Port of Valleyfield is the only self-managed municipal port in Canada. It is near Ontario and the United States and provides access to the markets of the Great Lakes and their tributaries. It has a constant depth of 8.23 m, 8 docks, and over 300,000 m² of vacant land ready to accommodate new businesses.
- The CSX terminal in Valleyfield provides access to 66% of the consumer markets in the United States as well as 23 American states.
- Nearby U.S. and Ontario border crossings offer access to 135 million consumers in a 1,000 km radius and nearly 40% of America's industrial capacity.
- Much work is needed on the major road network in connection with economic development projects. That is on top of work needed to address existing road condition issues (rehabilitation, reconstruction, and improvements) as well as problems with congestion and saturation on some stretches of the network.
- Greater Montréal's transportation maintenance and development woes have prompted the need to find an investment sequence in line with the Québec government's and municipalities' ability to pay for capital expenditures and operating expenses and to identify new funding sources to meet objectives and new targets⁴.

⁴ PMAD, p. 157.

3.3.2 Movement of people

- The South Shore of the CMM is served by a rather extensive major road network that links all of Montérégie, other areas of the CMM, and the rest of Québec. Local residents also use the network daily to commute to work, run errands, and get to recreational activities.
- The network was recently improved with the addition of A-30, an east-west highway that helps
 - Relieve congestion in the island of Montréal freeway system by providing an alternate route for through traffic and ensuring good traffic flow
 - Provide quicker access to public and institutional services
 - Make urban boulevard stretches of Route 132 safer and more user-friendly
 - Make commuting easier
- The South Shore also has extensive metropolitan mass transit infrastructure and service. AMT, Réseau de transport de Longueuil, and many intermunicipal boards provide service throughout the South Shore and provide links to the Island of Montréal and some areas of Montérégie. The territory is served by three commuter train lines, a metro line, a reserved bus lane on the Champlain Bridge, and many park-and-ride lots.
- The CMM PMAD supports mass transit by focusing on denser urbanization and TOD, which aims to concentrate some residential and job growth in areas with easy access to the metropolitan mass transit network.
- Current mass transit service is directed toward the Island of Montréal, even though much South Shore travel is strictly local. South Shore mass transit therefore needs to be expanded, especially eastbound and westbound. What's more, the projects put forward by partners need to be prioritized for investment and public transportation needs to be diversified to meet local needs (carpooling, employer programs, shared taxis, etc.).
- More specifically, the Longueuil agglomeration requested the following:
 - A sustainable mobility plan with an integrated project plan (hubs/corridors)
 - Numerous mass transit projects: LRT (light-rail transit) on the Champlain Bridge, BRT (integrated bus rapid transit) on Taschereau Boulevard, yellow metro line extension, etc⁵.
 - Development of Saint-Hubert Airport, another key component in the movement of people

⁵ Presentation by South Shore Chamber of Commerce and Industry.

3.4 Economic development projects and things to consider

According to a 2012 Léger Marketing survey conducted on behalf of the Vallée-du-Haut-Saint-Laurent (VHSL) CRÉ, business leaders believe that extending A-30 will have a positive impact on visibility and accessibility and boost business opportunities⁶.

Any assessment of potential economic development projects will have to take into account a number of issues, including

- Planning and organizing various modes of personal transportation connecting industrial parks with major urban centers
- Evaluating industrial park availability and ownership models
- Taking into account the Accord niches of excellence in Montérégie: bio-food, advanced flexible materials, MicroTeQ-10, Pôle d'excellence québécois en transport terrestre, and metal processing
- Taking into consideration the strong presence of the aeronautical industry, especially in the Longueuil agglomeration, which is home to Aéro Montréal and Cargo Montréal, a metropolitan logistics and transportation cluster
- Addressing businesses' labor needs: attracting, retaining, training, and retraining workers. There are already skilled and unskilled labor shortages in the area and across Québec, and the problem will only worsen when A-30 opens and new investment projects get off the ground
- Assessing the construction of LEED-certified infrastructure and energy-efficient buildings
- Accounting for natural constraints (areas prone to flooding or landslides, wetlands, and topographic features unsuitable for construction), technical constraints (soil contamination, soil bearing capacity, sewer and water supply infrastructure), and integration constraints (rights of way reserved for major infrastructure, built heritage, proximity to sensitive sites, use conflicts, and special planning by-laws)
- Ensuring that the economic and residential development needs of the entire metropolitan area are assessed

3.5 Montérégie logistics hub project

- Increased international trade with Asia and the European Union since 1990 has spurred rapid growth in container traffic. However, much of these goods simply pass through Montréal without generating any value-added activity.
- A logistics hub in Québec would be a large, multimodal industrial park that attracts value-added distribution centers able to handle a large number of international containers passing through the Port of Montréal and the area's major rail terminals.
- Such a hub would enhance the logistics chain used by Québec manufacturing companies, open up new export markets, and ensure better-coordinated, planned development.
- The evaluation of this strategic project is central to the interministerial committee's work. However, no announcement about it will be released until the Interministerial Committee on Development Along Autoroute 30 has completed its work.

⁶ 2012 Léger Marketing Survey for VSHL CRÉ.

3.5.1 Current situation

- For the past few years, the Québec government has been working with researchers and industry players to assess a logistics hub project based on an integrated, sustainable development vision for containerized cargo logistics in the greater metropolitan area.
- Some RCMs have repeatedly shown an interest in logistics, including the RCMs of Vaudreuil-Soulanges, Beauharnois-Salaberry, Roussillon, Longueuil, and Marguerite-D'Youville, as well as the territory of Kahnawake.

3.5.2 Challenges

- Developing value-added activities for goods passing through the Port of Montréal will have direct benefits for the area.
- This would be a major opportunity to implement a pivotal logistics development project in the Montréal metropolitan area and Québec; government involvement would help rally all key players in order to develop a sustainable project that follows a logical progression of steps.
- A government decision to move forward with a metropolitan logistics hub project would be desirable in that it would maximize the benefits of other economic development projects in the greater metropolitan area. That is why it is important for the Québec government to consult with its partners to learn about their vision for developing a logistics hub and understand how their other economic development projects might fit in with the logistics hub project.

3.5.3 Benefits

- Give Québec businesses quick, direct access to North American markets while reducing the impact on the environment.
- Optimize the Port of Montréal's growth capacity in Montréal and possibly in Contrecoeur.
- Accelerate investments in value-added distribution centers, thereby encouraging Québec handling of more of the international containers that pass through the Port of Montréal and rail terminals.
- Open up new export markets for products manufactured in Québec by accessing new distribution channels.
- Ensure planned development and better coordination of logistics activities to create synergy between industry players.
- Improve the logistics chain for Québec manufacturing companies by allocating specialized technologies and services.

3.5.4 Conditions for success

- Public acceptance.
- Buy-in by the farming community and metropolitan partners.
- A consensus and shared vision among the main political, economic, social, environmental, and agricultural players will ensure the business success of all metropolitan and Québec communities.
- Hub funding from logistics investors. Estimated private investments (domestic and international) of \$3.6 billion and estimated public investments of \$150 million over ten years.

4. Consultation

Minister for Industrial Policy and the Banque de développement économique du Québec Éleine Zakaïb would like to meet with community partners as part of this process. Minister Marie Malavoy will be joining Minister Zakaïb for community meetings with the Vaudreuil-Soulanges, Beauharnois-Salaberry, Roussillon, Marguerite-D'Youville, and Pierre-De Saurel RCMs, as well as the Mohawk territory of Kahnawake, the Longueuil agglomeration, and the greater metropolitan area. The consultation period, number of meetings, and meeting dates have yet to be determined.

4.1 Consultation objectives

- The objective of these consultations is to build a shared understanding of A-30 issues. Municipalities and community partners will therefore have an opportunity to bring key concerns, opportunities, and issues to the attention of the minister and the consultation committee. A list of community projects and concerns will be compiled so they can be aligned and prioritized. Investing in roads is a public undertaking, so it is important that all views on A-30 development are expressed and heard.
- Consultations are also intended to get partners with special authority and skills (e.g., land use planning, municipal by-laws, local transportation/water treatment infrastructure, etc.) involved so they can work alongside the government to devise and implement a strategic sustainable development vision for the areas surrounding A-30.

4.2 Consultation framework

- To build a shared understanding of local issues and special projects, consultations will be held in all three CRÉ regions with the elected officials and partners of each affected RCM.
- Target participants will receive a consultation guide containing a summary sheet they will be asked to complete prior to the meeting.
- Consultation meetings will focus on finding possible solutions and ranking them based on the issues raised by stakeholders as well as the skills and authority of each stakeholder. This will provide food for thought so that a shared, coherent strategic vision can be formulated.

4.3 Main steps of the consultation tour

- Plan and organize consultation meetings for each RCM and for the territory of Kahnawake.
- Identify representatives of the CMM, CRÉs, RCMs, CLDs, affected chambers of commerce, Développement économique Longueuil, Montréal International, Mohawk Council of Kahnawake, Kahnawake Economic Development Commission, Fédération régionale de l'Union des producteurs agricoles (Montérégie), Tourisme Montérégie (ATR), APM, Table des préfets et élus de la Couronne Sud de la CMM, CargoM, Comité régional ACCORD, Pôle d'excellence québécois en transport terrestre and the Montérégie Regional Environment Committee who will be invited to the consultation and send invitations with a respond by date.
- Design a consultation guide in conjunction with MTQ, MAMROT, and the ministries represented on the interministerial committee.
- Send the guide and other pre-meeting documents to participants to maximize the reach of the consultation process.
- During consultations, ask stakeholders to state and prioritize their areas' main strengths and weaknesses, threats, opportunities, concerns, and projects as they relate to the economic development of A-30.
- Take a structured approach using proven facilitation techniques to get participants thinking during consultation meetings in order to identify issues and find creative, innovative, and practical solutions.

4.4 Reporting of consultation findings to the interministerial committee and next steps

- Following the consultations, the committee will compile the data and write a report on the strengths and weaknesses, threats, and opportunities of each CRÉ region by RCM, and outline the main concerns, priorities, and projects mentioned by the community.
- The compiled consultation data will serve as the foundation for devising a strategic vision and development plan that will be presented to Cabinet. The appropriateness of the project will be evaluated based on the government's A-30 economic development objectives.



APPENDIX I

Fact Sheets: RCMs and Territory of Kahnawake

Factsheet 1 Beauharnois-Salaberry RCM

Population:	62,695
Industrial parks:	<p>4 major industrial areas (chemicals, metallurgy, transportation and logistics, environment and recycling):</p> <ul style="list-style-type: none"> • Arthur Miron office park (commercial) • Saranac industrial park (environment and recycling) • Beauharnois industrial area (chemicals, metallurgy, transportation and logistics) • 30-530 industrial park (chemicals, metallurgy, environment and recycling) • Perron industrial and harbour front park (chemicals, metallurgy, transportation and logistics)
Number of businesses:	<ul style="list-style-type: none"> • About twenty local subsidiaries: AstenJohnson, Axiall, Canexus, CSX Transportation, eCycle Solutions, Eka Chemicals Canada, Élevages Périgord, General Dynamics, Goodyear Canada, Grace Canada, National Silicates, Owens Corning, Rio Tinto Alcan, Zinc électrolytique du Canada, Xstrata, etc. • About 1,913 businesses, more than 89% of which had fewer than 20 employees. Businesses were active in the following industries/sectors: service 73.5%, construction 14.8%, manufacturing 5.4 %, and primary 6.3%.
Main industries:	<ul style="list-style-type: none"> • Beauharnois-Salaberry is home to a variety of businesses with expertise in specialized fields such as metallurgy, the environment, and transportation and logistics. Many large companies have set up shop here to take advantage of the region's strategic location. • Since nearly 78% of the region is a permanent agricultural zone, it is ripe for agri-food development and expansion. Multinationals Bonduelle Canada and Dare Foods also have facilities in the Sainte-Martine area. Grain corn and soybean production has skyrocketed in recent years, and initiatives are underway to introduce and maintain biodiesel and ethanol production.
Competitive advantages:	<p>Infrastructure in Beauharnois-Salaberry plays a strategic role in supporting and driving the regional economy.</p> <p>Examples:</p> <ul style="list-style-type: none"> • Attractive, strategic location providing access to North American markets (Autoroutes 20, 30, and 40) • Proximity to the Port of Valleyfield, which provides direct access to the St. Lawrence Seaway and Great Lakes in the Atlantic/Québec/Great Lakes corridor adjacent to the Perron industrial and harbour front park in Salaberry-de-Valleyfield • Access to the rail network with key links to the rest of North America: CSX (United States), CN, and CP • Proximity to Montréal-Trudeau International Airport • An industrial park with an electric power capacity of 200 megawatts • Access to the natural gas network with Class 2400 (350 psi) and Class 400 (60 psi) pipes • Widespread supply of electric power, with some of the most stable, competitive rates in the world • Collège de Valleyfield and Centre de développement, d'innovation et de transfert technologique Mécanium
Issues related to A-30 economic development:	<ul style="list-style-type: none"> • Changes needed to road infrastructure, such as on-ramps to industrial parks (farmland or wetlands) • Impact on housing demand • Social acceptance; industrial development will have to be in harmony with its surroundings and mindful of its effects on quality of life (e.g., possible air, noise, and visual pollution) • Planning and organizing various forms of public transportation linking industrial parks with major urban centers • Achieving economic development while protecting and developing the agricultural and bio-food communities • Anticipating the arrival of new companies that do not compete with existing companies

Factsheet 1 Beauharnois-Salaberry RCM (cont.)**Opportunities related to A-30 economic development:**

- The completion of A-30 puts Beauharnois-Salaberry squarely in the intermodal transportation corridor, provides it considerable economic benefits, and is a major driver of economic development.
- According to the RCM, A-30 will generate a variety of benefits:
 - Industrial and commercial investment, job creation, residential development, shorter travel times, and greater market proximity
 - Over \$8 billion in investments over 30 years and the creation of nearly 450 jobs a year in the industrial parks
 - Many visitors will take A-30. To welcome them, the city of Valleyfield has launched an ambitious 15 year project to redevelop its downtown core. Business on Victoria Street, which was flagging just a few years ago, is coming back to life: new traffic circle, built heritage renovations, new greener bike paths, and a new pedestrian street project. Monseigneur-Langlois Boulevard, the main shopping street, is also getting a makeover. Downtown Beauharnois is getting a facelift as well. Place du marché has been updated, and a number of merchants have followed suit with their own renovations¹.

Workforce issues:

- The Valleyfield CLD is currently working with a consulting firm on labor management planning to come up with strategies to meet the needs of the area's job market, which has been booming since the opening of A-30. CLÉ called a meeting with partners in June 2013 to address this issue.
- Businesses' labor needs must be met: attracting, retaining, training, and retraining staff.
- Mutuelle d'attraction is working closely with partners and businesses to find creative solutions to these labor issues while protecting the interests of existing businesses².

Organizations to consult:

- Beauharnois-Salaberry RCM
- Beauharnois-Salaberry CLD
- Chambre de commerce et d'industrie de Beauharnois-Valleyfield
- Vallée-du-Haut-Saint-Laurent CRÉ

¹ L'autoroute 30 - 35 km qui font toute la différence, <http://mrc-beauharnois-salaberry.com>.

² On June 16, 2006, during the economic recovery forum, regional entrepreneurs who had gathered to discuss the strategic objectives of the economic plan felt inspired to join forces to tackle their labor shortage problem. In January 2007, SADC du Suroît-Sud and Emploi-Québec brought the businesses together and helped them set up the organization. On March 9, 2007, Mutuelle d'attraction, région Valleyfield-Huntingdon was officially created with support from Groupe Meloche, Trial Design, Industries Valtech, JR Mécanique, Brospec, SGM Automation, Groupe DPJL, and other companies. Mutuelle d'attraction, région Valleyfield-Huntingdon shortened its name to Mutuelle d'attraction in August 2012. Today Mutuelle d'attraction has over 30 members and strives continuously to attract new businesses. Its mission is to address the challenges of attracting, retaining, and developing labor.

Factsheet 2 Vaudreuil-Soulanges RCM

Population:	143,360
Industrial parks:	<p>25 industrial parks (1,500 ha, 500 ha of which are still available). The vast majority of industrial sites in the RCM are privately owned.</p> <p>The RCM includes five target communities of interest:</p> <ul style="list-style-type: none"> • Mont Rigaud • Plaine rurale • Soulanges • Île-Perrot • Centre urbain
Number of businesses:	<ul style="list-style-type: none"> • 3,206 businesses, over 90% of which had fewer than 20 employees. They were active in the following industries/sectors: service 73.2%, construction 17.3%, manufacturing 5.5 %, primary 4.0%. • Over 88 transportation companies. According to conservative estimates, this figure will double in the coming years with the completion of the Les Cèdres intermodal complex. It will be the #2 facility of its kind in Canada by container volume behind Winnipeg and have double the cargo volume of the Port of Montréal. • An estimated 8,500 self-employed workers, i.e., about 12% of the working population.
Main industries:	<ul style="list-style-type: none"> • The CLD and its economic development partners have identified four main industries that will help the area build a competitive advantage given the many businesses already in the area, the available resources, proximity to partners, and existing infrastructure. These industries are logistics, agri-food, tourism, and clean technology and life sciences.
Competitive advantages:	<ul style="list-style-type: none"> • Larger area than the new city of Montréal and Laval combined • 11 of the 23 municipalities are part of the CMM • Strategic infrastructure: portions of the main CN and CP network, the new intermodal center planned by CP in Les Cèdres, stretches of the national highway system (A-20 from the Ontario border to Rivière-du-Loup, A-40 from the Ontario border to Québec City, A-540 from A-20 to A-40 and Ottawa)
Issues regarding A-30 economic development:	<ul style="list-style-type: none"> • Developing the logistics sector • Cross-border trade, road network, flow of goods, and increased traffic • Increased competition from Ontario (Cornwall)

Factsheet 2 Vaudreuil-Soulanges RCM (cont.)

<p>Opportunities related to A-30 economic development:</p>	<p>According to the Vaudreuil-Soulanges CLD:</p> <ul style="list-style-type: none"> • Transportation, transshipment, and value-added logistics are natural niches for the area, especially now that A-30 is open. All cargo to and from the Pacific and Atlantic, as well as cargo on its way from the American Midwest to Eastern Canada, now travels the stretch of A-540 connecting A-20, A-30, and A-40. • Because of its unique geographic location, it is criss-crossed by three major highways (A-20, A-30, and A-40) and two railways (CN and CP) and has an extensive intermodal complex (CP Les Cèdres), nearby international airport (Montréal-Trudeau), two ports (Montréal and Valleyfield), a connection to a railway serving primarily the United States (CSX), and access to natural gas and a high-voltage power grid.
<p>Workforce issues:</p>	<p>Data from a Vaudreuil CLÉ presentation in June 2013:</p> <ul style="list-style-type: none"> • Most new jobs are in the fields of sales and service • More businesses have had trouble recruiting staff. Main reasons: technical or intermediate skills, jobs in transportation, machining, sales, and service • Unskilled labor shortage
<p>Organizations to consult:</p>	<ul style="list-style-type: none"> • Vaudreuil-Soulanges RCM • Vaudreuil-Soulanges CLD • Chambre de commerce et d'industrie de Vaudreuil-Dorion

Factsheet 3 Roussillon RMC

Population:	165,708
Industrial parks:	<p>10 mainly public industrial parks:</p> <ul style="list-style-type: none"> • Montcalm area (Candiac) • Champlain area (Candiac) • Projected industrial zone (Candiac), area to be developed /A-15 • Industrial area, junction of Route 132 and A-15 (Delson) • Industrial area west of Rivière de la Tortue (Delson) • Industrial area (Sainte-Catherine) • Industrial area (Châteauguay) • Industrial area along Taschereau (La Prairie) • Projected industrial zone along A-30 (La Prairie) • Industrial area (Saint-Isidore)
Number of businesses:	<p>There are more than 556 businesses, including nearly 300 manufacturing companies in these industrial zones and parks:</p> <ul style="list-style-type: none"> • Montcalm area (Candiac) <ul style="list-style-type: none"> ▫ 22 businesses – 1,802 jobs • Champlain area (Candiac) <ul style="list-style-type: none"> ▫ 5 businesses – 223 jobs • Industrial area (Delson) <ul style="list-style-type: none"> ▫ 220 businesses – 1,977 jobs • Industrial area (Sainte-Catherine) <ul style="list-style-type: none"> ▫ 84 businesses – 732 jobs • Industrial area (Châteauguay) <ul style="list-style-type: none"> ▫ 177 businesses – 3,059 jobs • Industrial area (La Prairie) <ul style="list-style-type: none"> ▫ 31 businesses – 815 jobs • Industrial area (Saint-Isidore) <ul style="list-style-type: none"> ▫ 17 businesses – 250 jobs
Main industries:	<ul style="list-style-type: none"> • Metal products • Food • Wood and paper processing • Printing • Chemicals • Machinery
Competitive advantages:	<ul style="list-style-type: none"> • Major highways providing rapid access to Montréal, Ottawa, Toronto, Eastern and Western Canada and the northeastern United States • Port of Montréal and the Montréal-Trudeau International Airport less than 30 km away • Proximity of two bridges to Montréal • Mass-transit network • Deep-water port in Sainte-Catherine • Two connecting rail networks (access to the United States and Canada) • Warehouse capacity (available sq. ft.) • Available industrial space in all the RCM's municipalities • Affiliation with the CMM economy • Young, growing population and low unemployment rate

Factsheet 3 Roussillon RMC (cont.)

Issues related to A-30 economic development:

- Enhanced visibility for the RCM
- Competition with other RCMs to attract businesses and workers

Opportunities related to A-30 economic development:

- Creation of an intermodal logistics hub
- Attraction of new businesses that want to reduce their transportation and logistics costs
- More direct access to markets in Ontario and Western Canada
- Development of two commercial projects (Candiac and Route 132)
- Possible establishment of a food processing plant (investment of \$300 million or more – 500 potential jobs)
- Potential for retaining people who commute to Montréal for work

Workforce issues:

- Lack of skilled (e.g., welders) and unskilled labor
- People who live in the RCM but work in Montréal

Organizations to consult:

- Roussillon RCM
 - Roussillon LDC
 - Greater Châteauguay and Royal Roussillon chambers of commerce
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Factsheet 4 Pierre-De Saurel RCM

Population:	51,256
Industrial parks:	<p>3 industrial parks:</p> <ul style="list-style-type: none"> • Sorel-Tracy industrial park bought by Corporation de développement de parcs industriels et du port de Sorel (main industrial park) • 400,000 m²
Number of businesses:	158
Main industries:	<ul style="list-style-type: none"> • Metallurgy (3,500 jobs) • Heavy industry (oversize parts) • Industrial ecology • Agri-food
Competitive advantages:	<ul style="list-style-type: none"> • Deep-water port adjacent to the St. Lawrence River (multiple transshipment docks) • Possibility of accommodating ocean-going vessels • Location at the junction of the Richelieu and St. Lawrence rivers • Railways (access to the United States and Canada) • Warehouse capacity (available sq. ft.) • Industrial park that can accommodate major businesses • Gas, water, and power supplies • Airport 10 km from Sorel
Issues related to A-30 economic development:	<ul style="list-style-type: none"> • Heavy dependence on Rio Tinto for jobs • Region's lack of visibility • Port facilities that need upgrading
Opportunities related to A-30 economic development:	<ul style="list-style-type: none"> • Diversification of industrial activities • Excellent access to marine transportation • Attraction of new businesses that want to reduce their transportation and logistics costs • Potential logistics hub • More direct access to markets in Ontario and Western Canada • Region's competitive advantages to be promoted
Workforce issues:	<ul style="list-style-type: none"> • Workers attracted by major contractors that offer very good salaries • Difficulty for SMEs to offer comparable benefits • Highly unionized workforce
Organizations to consult:	<ul style="list-style-type: none"> • Pierre-De Saurel LDC • Sorel-Tracy Chamber of Commerce and Industry • Pierre-De Saurel RCM

Factsheet 5 Marguerite-D'Youville RCM

Population:	75,760
Industrial parks:	10 industrial parks: <ul style="list-style-type: none">• Novoparc (Varenes)• A-20 industrial and business hub (Sainte-Julie)• Lavoisier Industrial Park (Sainte-Julie)• Coulombe Industrial Zone (Sainte-Julie)• Pascal Industrial Park (Sainte-Julie)• Casavant Industrial Park (Sainte-Julie)• Contrecœur Industrial Park• Contrecœur Industrial Zone• Saint-Amable Industrial Zone• Verchères Industrial Zone
Number of businesses:	357
Main industries:	The RCM is well known in four fields of activity: <ul style="list-style-type: none">• Science and energy• Chemicals• A-20 industrial and business hub in Sainte-Julie• Metallurgy and environment in Contrecœur
Competitive advantages:	<ul style="list-style-type: none">• Major road and highway network (30, 20, 132)• Railway crossing the area, plus railway yards• Port facilities belonging to the Port of Montréal in Contrecœur• Excellent natural gas supply• Large capacity of its water filtration and sewage treatment plants• A number of schools (Varenes campus of the Sorel-Tracy CEGEP, Centre de formation professionnelle des Patriotes, a campus of Université du Québec à Trois-Rivières, etc.)• Three major research centers
Issues related to A-30 economic development:	<ul style="list-style-type: none">• Greater competition with other RCMs wishing to position themselves for the future transportation logistics hub• Final decision by the Port of Montréal to invest in Contrecœur
Opportunities related to A-30 economic development:	<ul style="list-style-type: none">• Highways and railways, nearby deep-water port, and the Saint-Hubert Airport, all of which facilitate the easy movement of goods• Availability of industrial lots in Varenes
Workforce issues:	<ul style="list-style-type: none">• Lack of skilled and unskilled labor• Lack of mass transit services to industrial parks
Organizations to consult:	<ul style="list-style-type: none">• Prefect and mayors in the Marguerite-D'Youville RCM• Marguerite-D'Youville LDC• Varenes Chamber of Commerce• CRÉ of Montérégie Est

Factsheet 6 Urban Agglomeration of Longueuil

Population:	410,314
Industrial parks:	<p>13 public industrial parks:</p> <ul style="list-style-type: none"> • Lavoisier Mixed industry 205 businesses 9,000 jobs • Longueuil Mixed industry 393 businesses 10,200 jobs • Auvergne area Mixed industry 41 businesses 6,500 jobs • Edison Mixed industry 342 businesses 12,700 jobs • Gérard-Filion and ÉcoParc de Saint-Bruno High tech, manufacturing, distribution, and laboratories 84 businesses 3,800 jobs • Airport area Aerospace, high tech, and light industry 45 businesses 2,700 jobs • Area 116 Mixed industry 20 businesses 340 jobs • Pilon Manufacturing 161 businesses 3,300 jobs • Litchfield Heavy industry 34 businesses 700 jobs • L. Gérard-Leclerc High tech, distribution, and manufacturing 64 businesses 1,100 jobs • Saint-Hubert Mixed industry 39 businesses 1,500 jobs • A-30 Light industry and offices 22 businesses 700 jobs • Brossard High tech, light industry, and non-polluting heavy industry 195 businesses 3,300 jobs

Factsheet 6 Urban Agglomeration of Longueuil (cont.)

Number of businesses:	More than 2,000 businesses in the RCM's industrial zones and parks
Main industries:	Aerospace Land transportation Logistics and distribution Health Agri-food Clean energy
Competitive advantages:	Infrastructure <ul style="list-style-type: none">• Road: major highways providing rapid access to Montréal, Ottawa, Toronto, Eastern and Western Canada, and the northeastern United States• Maritime: Urban agglomeration 15 km from the Port of Montréal• Rail: Urban agglomeration linked to rail networks throughout Canada and the United States, plus commuter train• Airport: Interregional freight and passenger airport• Mass transit: 70 bus lines, intermodal stations, train station, and subway line to Montréal Access to highly skilled workers: Presence of the National Research Council of Canada, the NRC Industrial Materials Institute, Centre technologique en aérospatial (CTA), the Canadian Space Agency, and the Natural Gas Technologies Centre Knowledge region: Presence of university campuses, a CEGEP, and vocational schools
Issues related to A-30 economic development:	<ul style="list-style-type: none">• Competition with other RCMs to attract businesses and workers• Limited availability of industrial lots due to population density and social acceptance issues• Heavy traffic on highways (10-20-30-35)
Opportunities related to A-30 economic development:	<ul style="list-style-type: none">• Expansion of the Saint-Hubert Airport area• Development of a sustainable mobility plan
Workforce issues:	<ul style="list-style-type: none">• Lack of skilled labor
Organizations to consult:	<ul style="list-style-type: none">• President of the urban agglomeration• Longueuil LDC• Longueuil Economic Development Corporation• South Shore Chamber of Commerce and Industry• CRÉ of Longueuil

Factsheet 7 Territory of Kahnawake

Population:	9,275 (7,330 residents, 1,945 non-residents) (approximate figures)
Industrial parks:	None
Number of businesses:	<ul style="list-style-type: none"> • 4 manufacturing businesses providing about 325 jobs (industries: cigarettes and kitchen cabinets) • Approximately 300 stores and service companies
Main industries:	<ul style="list-style-type: none"> • Tobacco industry
Competitive advantages:	<ul style="list-style-type: none"> • Location at the junction of A-30, A-15, and Route 132 • Direct access to the Mercier Bridge • Access to the Port of Sainte-Catherine • Industrial and commercial lots directly on A-30 • Access to the CP railway
Issues related to A-30 economic development:	<ul style="list-style-type: none"> • Need to improve relations between the Mohawk community, the Québec government, and surrounding towns (Châteauguay, Saint-Constant, Saint-Isidore, and Sainte-Catherine) • Need to catch up on economic and social development in terms of jobs, level of schooling, life expectancy, and equity • Creation of 1,500 jobs along A-30
Opportunities related to A-30 economic development:	<ul style="list-style-type: none"> • Development of an industrial zone for intermodal transportation services (between A-730 and Route 207) • Rail link from the CP railway and the industrial zone to Route 207, north of A-30
Workforce issues:	<ul style="list-style-type: none"> • Small proportion of the population who speak French • Lack of workers with a college- or university-level education • Loss of workers to businesses outside the territory
Organizations to consult:	<ul style="list-style-type: none"> • Michael Delisle Jr., Grand Chief of the Mohawk Council of Kahnawake • John Bud Morris, President and CEO of the Kahnawake Economic Development Commission



APPENDIX II

Summary of Policy Directions, Objectives, and Criteria in the CMM PMAD

Summary of Policy Directions, Objectives, and Criteria in the CMM PMAD

POLICY DIRECTION 1: A Greater Montréal with Sustainable Living Environments

OBJECTIVES	SUMMARY OF CRITERIA
1.1 Direct 40% of household growth towards structural metropolitan mass-transit network access points	1.1.1 Location of Transit-Oriented Development (TOD) zones 1.1.2 Definition of minimum density thresholds applicable to TOD zones 1.1.3 Development of TOD zones
1.2 Optimize urban development outside of TOD zones	1.2.1 Definition of minimum density thresholds outside of TOD zones 1.2.2 Definition of areas reserved for optimal urbanization 1.2.3 Consolidation of major economic and commercial hubs
1.3 Promote optimal occupancy by increasing the area of cultivated land	1.3.1 Increase of 6% in surface area of cultivated land at the metropolitan level
1.4 Identify existing facilities of metropolitan importance and determine the location of planned metropolitan facilities	1.4.1 Identification of existing and planned metropolitan facilities 1.4.2 Determine the location of planned metropolitan facilities
1.5 Identify the major constraints common to two or more RCMs	1.5.1 Identification of landslide risks common to two or more RCMs 1.5.2 Identification of anthropogenic risks common to two or more RCMs 1.5.3 Identification of the risks related to ambient air quality and related health effects 1.5.4 Identification of the risks associated with weather-related events common to two or more RCMs
1.6 Set boundary for urbanization in keeping with sustainable development principles	1.6.1 Definition of the 2031 metropolitan boundary 1.6.2 Modifications to the metropolitan boundary

POLICY DIRECTION 2: A Greater Montréal with Efficient, Structural Transportation Networks and Facilities

OBJECTIVES	SUMMARY OF CRITERIA
2.1 Identify a mass-transit network in order to shape urban development	2.1.1 Identification of a structural metropolitan mass-transit network
2.2 Increase the modal share of mass-transit trips during morning rush hour travel to 30% by 2021	2.2.1 Modernize and develop the metropolitan mass-transit network
2.3 Optimize and complete the road network to ensure the efficient movement of people and goods	2.3.1 Identification of the metropolitan road network 2.3.2 Definition of the metropolitan arterial road network 2.3.3 Reduction in waiting times and delays caused by congestion 2.3.4 Location of logistical hubs
2.4 Promote active transportation at the metropolitan level	2.4.1 Definition of the Metropolitan Bicycle Network

POLICY DIRECTION 3: A Greater Montréal with a Protected, Enhanced Environment

OBJECTIVES	SUMMARY OF CRITERIA
3.1 Protect 17% of Greater Montréal's surface area	3.1.1 Identification of protected areas, metropolitan woodlands and forest corridors 3.1.2 Identification and characterization of wetlands 3.1.3 Protection of metropolitan woodlands and forest corridors 3.1.4 Adoption of a wetlands conservation plan
3.2 Protect riverbanks, shorelines and flood plains	3.2.1 Identification of flood plains 3.2.2 Protection of riverbanks, shorelines and flood plains
3.3 Protect landscapes of metropolitan importance	3.3.1 Identification of landscapes of metropolitan importance 3.3.2 Protection of landscapes of metropolitan importance
3.4 Protect built heritage of metropolitan importance	3.4.1 Identification of built heritage of metropolitan importance 3.4.2 Protection of built heritage of metropolitan importance
3.5 Enhance landscapes and the natural and built environments in a comprehensive, integrated manner for recreational and tourism purposes	3.5.1 Enhancement of the components of the Green and Blue Network

