



fccq | Fédération des chambres
de commerce du Québec

2012-2016

Strategic Planning

THE POWER OF THE NETWORK



2012-2020 ECONOMIC VISION

To establish Québec as a leader, FCCQ IDENTIFIES FOUR PRIORITY MAIN LINES OF INTERVENTION

To understand the environment with which businesses will have to deal in the foreseeable future, identify the major challenges our economic development faces, acknowledge Québec's assets and barriers to its development, and bring out main lines of action, the Fédération des chambres de commerce du Québec (FCCQ) looked into the state of the Québec economy and identified four priority main lines of intervention.

AN ECONOMIC WORLD UNDERGOING MASSIVE CHANGE

World economy is undergoing massive and profound change having significant repercussions on Québec's economy. Economic upheavals are more unpredictable than in the past, they rapidly affect many countries and have major impacts on employment, economic growth and even social harmony.

During the coming years, Québec will be facing the after-effects of an economic slow-down and chronic debt both in the United States and in Europe as well as the rise of emerging economies. To perform, Québec will have to diversify its export markets, increase its competitiveness (in particular, the competitiveness in the manufacturing sector), and achieve productivity gains in all sectors to protect its markets and increase its exports.

To achieve this, Québec will have to tackle the following issues:

- an entrepreneurial culture to be developed and passed on;
- a low productivity level;
- a low private investment rate;
- a decrease in available workforce;
- precarious government finance; and
- hesitation in making social choices.

FOUR PRIORITY MAIN LINES OF INTERVENTION

To overcome these weaknesses and position Québec among the leaders with regard to economic growth, FCCQ proposes to direct our efforts to the four following main lines:

MAIN LINE 1: Increase Productivity

- Increase productivity to compensate for the decrease in available workforce and aging of the population;
- Rely on innovation;
- Improve workforce skills;
- Intensify investments in machinery, equipment and IT.

MAIN LINE 2: Highlight Entrepreneurship

- Stimulate entrepreneurial culture;
- Preserve Québec's entrepreneurial heritage;
- Take on the challenge of ensuring the succession/next generation of entrepreneurs.

MAIN LINE 3: Attract Foreign Investments

- Highlight our mining potential;
- Benefit from a qualified labor force;
- Explore the "opportunities" of the knowledge economy;
- Recognize the key characteristics of sustainable development;
- Support all sectors of the economy in their growth.

MAIN LINE 4: Encourage a State Facilitating Development

- Repair and modernize public infrastructures (transport, education, research, communications);
- Alleviate administrative procedures;
- Clarify and make predictable the processing and approval processes of economic projects;
- Speed up the recovery of government finance.

MAKING A DIFFERENCE

FCCQ AND ITS NETWORK OF MORE THAN 140 CHAMBERS OF COMMERCE AND 1,100 CORPORATE MEMBERS REPRESENT AN ACTIVE POWER OF PROMOTION FOR ECONOMIC DEVELOPMENT. THEY ARE PARTNERS IN CHANGE IN ALL QUÉBEC REGIONS.

ORIENTATIONS

STRATEGIES

EXAMPLES OF STRATEGIC ACTIONS

1 MAKE ECONOMIC DEVELOPMENT THE CENTRAL ELEMENT OF FCCQ'S STRATEGIC PLANNING

- Make productivity a priority in the support to businesses
- Contribute to reinforce entrepreneurial culture
- Put workforce availability and development among the major issues for the next few years
- Firmly take a stand in favour of a government facilitating development.

- Firmly take a stand to ensure that support to businesses is focused on innovation and productivity, and promote the simplification of access procedures to support measures for innovation
- Ensure a watch over the implementation by the Québec government of its entrepreneurial strategy
- Act as a major partner in the processes aimed at matching training and employment.

- Promote the update and modernization of infrastructures, especially in the areas of transport, education, research and telecommunications
- Spare no effort in finding solutions related to pension plans to establish a better equity between generations and between the public and private sectors without resulting in undue costs for businesses.

2 POSITION FCCQ AS THE ASSOCIATION REPRESENTATIVE OF ALL ECONOMIC SECTORS AND ALL REGIONS

- Highlight the contribution of corporate members and of the network of chambers
- Target specific economic sectors
- Reinforce economic cooperation between the Montréal metropolitan region and foster cooperation between regions.

- Increase and diversify the nature of corporate members by first and foremost trying to reach the leading businesses in the various activity sectors
- Increase the participation of chamber of commerce administrators in FCCQ's committees
- Try to maximize the benefits of the trade corridors
- Advocate in favour of major development projects in the different regions.

- Each year, target economic sectors and projects that are important to create wealth, and develop with concerned businesses specific strategies aimed at ensuring a better balance in the public debate and creating favourable conditions for investment projects
- At least once a year, organize a major activity which contributes to increase the understanding of economic ties between regions.

3 STRENGTHEN THE CHAMBERS OF COMMERCE NETWORK

- Re-examine FCCQ's governance
- Contribute to making chambers of commerce major players in their local and regional economic development
- Invest in the skills of chambers' staff.

- Put in place new governance rules for FCCQ and the chambers
- Prepare factual documentation and share ideas on various chamber regrouping models at the regional or MRC level, and offer help and advice to chambers wishing to regroup.

- Provide technical help to chambers to support them in their efforts to enhance the image of entrepreneurship, especially in the opinion of young people in school.
- Develop training activities for chamber staff and administrators
- Develop best practices guides for chamber staff and administrators.

4 INCREASE FCCQ'S MEANS OF ACTION

- Increase FCCQ's knowledge of major issues concerning economic development
- Create strategic alliances with other partners
- Find ways to increase FCCQ's revenues.

- Partner with university or private organizations to go deeper into some particularly complex issues concerning the development of a sector or public management.

- Identify files for which the mobilization of the chamber of commerce network is required
- Count on the strength of the network, and create strategic alliances with other partners.

GOVERNANCE OF FCCQ

THE BOARD OF DIRECTORS

The Board of directors has all the required powers to achieve the objectives set by the FCCQ in accordance with the statutes and regulations adopted by the general assembly. Comprising members from the Executive Committee and chambers of commerce, and representatives from economic sectors, the Board must hold at least four meetings each year.

THE EXECUTIVE COMMITTEE

The Executive Committee is responsible for FCCQ's everyday management. The Committee meets once a month and can make decisions on any issue for which it reports to the Board.

BOARD OF GOVERNORS

The Board of Governors is a consultative body on which all former FCCQ chairs sit. The Board's role is to advise on issues with significant, longer-term implications for the FCCQ, either on its own initiative or at the behest of the Board of Directors .

THE PERMANENT SECRETARIAT

The permanent team ensures FCCQ's governance, and offers services to local and regional chambers of commerce as well as to corporate partners. It comprises some twenty employees. For example, the secretariat has been organizing for 35 years Les Mercuriades competition, the most prestigious competition for business people in Québec.

THE COMMITTEES

To give even more strength to its public stands and develop action plans for priority files, FCCQ created committees composed of representatives from businesses and chambers of commerce. Their work results, in memorandums, representations before government committees, and meetings with government representatives.

The following committees will be active in 2014-2015:

- Agri-food
- Education, Training and Workforce
- Energy
- Entrepreneurship
- Green Economy
- Health
- Information Technology
- Infrastructure, Transportation and Logistics
- Labour
- Life Science
- Manufacturing and Innovation
- Mines
- Northern development
- Over-Regulation
- Public Finance and Economic Development
- Sustainable Development
- Tourism
- Workplace Productivity and Safety



Ms. Bertrand has been at the head of the FCCQ since 2003. She formerly held the positions of; Dean at l'Université du Québec à Montréal (UQAM), Chief Executive Officer of Télé-Québec, Chair of the Canadian Radio-television and Telecommunications Commission (CRTC), and Partner at SECOR Group. After 11 years on the Board of Directors at Quebecor Inc., she currently sits on the boards for Desjardins Securities, as well as Concordia University. As part of her duties at the FCCQ, she sits at the CSST and the CPMT.

Ms. Bertrand is the recipient of many prestigious awards and distinctions, including Officer of the Order of Canada (2013), Knight of the National Order of Quebec (2008), Knight of the Legion of Honour (2001) and an honorary doctorate in recognition of her career achievements from Concordia University (2013).



BOARD OF DIRECTORS 2014-2015

- 1- **Ms. Françoise Bertrand, O.C., C.Q.**
Chief Executive Officer
Fédération des chambres de commerce du Québec
- 2- **M. François Camirand**
Chairman of the Board
Managing Partner
Alter Ego Capital
- 3- **M. Michael Novak**
Senior Vice President
Company Administrator
- 4- **Ms. Anne-Marie Hubert**
Secretary- Treasurer
Managing Partner, Advisory
Ernst & Young
- 5- **M. Daniel Pelletier**
Vice President
President
Artopex
- 6- **Ms. Louise Martel**
Vice President
Partner
RCGT
- 7- **M. Serge Paquette**
Vice President
Managing Partner
NATIONAL Public Relations
- 8- **M. Claude Gagnon, MBA., C.Ad.**
Vice President
Managing director,
Operations and
Chief, Office of the chairman
BMO Nesbitt Burns and
President BMO Financial
group Quebec
- 9- **M. Erik Ryan**
Member
Executive Vice-President,
Marketing, Strategy and
External Relations
SNC-Lavalin
- 10- **M. Luc Forget**
Member
Second Vice President
La Coop fédérée
- 11- **Ms. Geneviève Bich**
Member
Vice President,
Human Resources
Metro Inc.
- 12- **M. Réal Bellemare**
Membre
Senior Vice-President
Operations and Performance
Desjardins Group
- 13- **M. Martin Fortier**
Network Member
Chambre de commerce
de la Rive-Sud
Partner
Cabinet De Chantal,
D'Amour, Fortier
- 14- **M. Jean-Marie Perreault**
Network Member
Chambre de commerce
Baie-des-Chaleurs
Vice President
Navigue.com
- 15- **M. Louis P. Bernier**
Governor Member
Partner
Fasken Martineau
- 16- **M. Renaud Caron**
Outgoing Chairman
Senior Vice President
Corporate Development
CGI Group Inc.

