



l'exclusif

FCCQ Members Newsletter



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Message from the Chairman of the Board and the CEO

2006-2007: Mobilizing the Network Towards Building a Successful Quebec

In 2006-2007, our capacity to mobilize our network will be one of the major component towards building a successful Quebec. To achieve this, we will double up our efforts to travel throughout Quebec to share the principles stated in our economic vision with all Quebec socio-economic stakeholders, and remind everyone that, for us business people, being competitive is not enough. We must be successful.

In line with this, we must also stress and stress again that our vision of a successful Quebec is first and foremost that of a Quebec knowing how to innovate with a prosperity based on improved exploitation of its assets, growth of its businesses, and systematic dialogue among economic partners.

Of course, being the most important business network in Quebec, FCCQ will take stand on any issue related to Quebec businesses' competitiveness.

Among these issues, we can point out the development of an entrepreneurial succession in Quebec. Thanks to our recent cooperation agreement with the Regroupement des jeunes chambres de commerce du Québec, we claim that the future of Quebec's entrepreneurial succession depends on the consolidation of a strong and united network, bringing together local chambers of commerce, young chambers as well as youth divisions.

Furthermore, all issues concerning workforce will also be in FCCQ's focus this coming year, especially those relative to our objective of fostering an enhanced match between training and the real needs of businesses. Let's be clear: there are no reasons, if ever there were anyone, for school and business environments to evolve in silos. To turn this around, FCCQ will mobilize its network in the context of a large provincial strategy aimed at bringing together various players - businesses, chambers of commerce, cegeps and school boards - to encourage a stronger partnership between school and business environments in all Quebec regions.

We will also be in Quebec and Ottawa, before and during the budget presentations, to voice the concerns of our members, i.e. your concerns. Obviously, the fiscal burden issue is core among these issues. Because it is mainly by reducing the fiscal burden of businesses and workers that government will encourage consumption and an increase in investments; benefit from the availability of a qualified and productive workforce, and most of all stimulate economic activity and entrepreneurship.

FCCQ will say its word when the next provincial and federal elections come, and is already preparing its positions to let every party be aware of your concerns.

Let's come back to the mobilization of our network. Right now, it is already solicited, especially following FCCQ's public stand on September 27, 2006, aimed at proposing venues to counter failure to act and rekindle entrepreneurship in Quebec. We would like to remind that the goal of this public stand focuses on bringing back economic issues in public debates by creating, among others, an Economical Analysis Agency. We will pursue not only the debate but also the search for alliances in several Quebec regions by organizing regional forums in collaboration with our local affiliated chambers.

When all is said and done, to allow Quebec ensure its competitiveness and be successful, we will continue to insist on raising the awareness of all Quebec society's stakeholders - elected representatives, businesses, unions, interest groups, etc. - on the urgency to mobilize around a comprehensive and collective action plan focusing on results, quality job creation, innovation and investments.

As business people, we are convinced it is through a concerted action, driven by the strength of the chambers of commerce network, that we will take up with determination the many challenges that lie ahead for all of us and will build a successful Quebec.

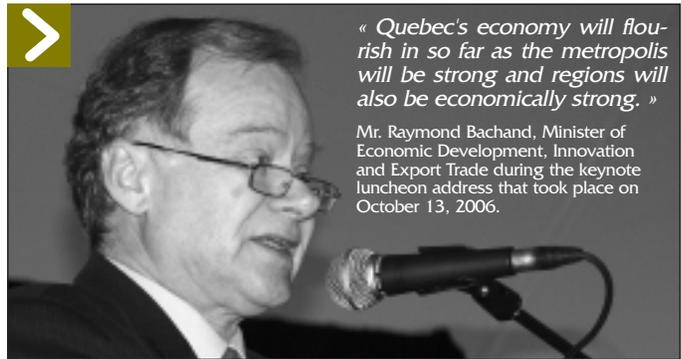
Have a great 2006-2007 year!

ONE NETWORK, ONE VISION, A SUCCESSFUL QUEBEC!

From October 13 to 15, 2006, more than 350 business people from everywhere in Quebec took part in FCCQ's Annual General Meeting held in Bécancour in the Centre-du-Québec Region. They came to share their vision, but mostly their action plan to foster the competitiveness of Quebec businesses.

Rightly put under the theme "One Network, One Vision, A Successful Quebec!" (Un réseau, une vision, un Québec gagnant!), in line with the chambers of commerce economic vision, the 2006 Annual General Meeting allowed participants to share their views on various business related issues and acquire best practices to help them in their daily management and strategies.

The FCCQ 2006 Annual General Meeting opened with an address delivered by its Honorary Chairman, Mr. Jean-Pierre Gilardeau, President of Alcoa Canada, who proudly spoke about his company and the future of aluminium on the national and international markets. The aluminium industry is prosperous in Quebec due to a strong demand, abundant resources and an expertise recognized worldwide. Aluminium is most certainly a metal of the future, and Mr. Gilardeau shared with us important recommendations to continue to see this industry flourish in a successful Quebec!



« Quebec's economy will flourish in so far as the metropolis will be strong and regions will also be economically strong. »

Mr. Raymond Bachand, Minister of Economic Development, Innovation and Export Trade during the keynote luncheon address that took place on October 13, 2006.

DYNAMIC REGIONS

Ms. Françoise Bertrand, FCCQ President and CEO, Mr. Stéphane Achard, Senior Vice-President, Corporate Market Group, Fédération des Caisses Desjardins du Québec, and Mr. François Désy, consultant, moderated and co-facilitated the workshop "Dynamic Regions for a Successful Quebec" (Des régions en action pour un Québec gagnant).

According to Mr. Achard, the definition of a successful Quebec is based on the three foundations - innovation, partnerships and quality - which he elaborated on during his speech. For Mr. Désy, a successful Quebec must steer towards value-creative activities. As a basic principle, it must also build on its experience and strengthen its key industries. As well, Mr. Désy commented on the eight main lines of intervention stated in the economic vision - *Building a Successful Quebec* - published by FCCQ, i.e. entrepreneurship, value creation, productivity, development of a qualified workforce, exploitation of our energy potential as an economic lever, transformation of the governmental apparatus, innovation potential, foreign investments and strategic trade partners.

ENTREPRENEURSHIP IN QUEBEC: LET'S BREED IT!

Mr. Alain Dubuc, columnist at the daily newspaper La Presse, facilitated this plenary session quite sought-after by conference attendees. What must we do to foster the entrepreneurial culture which is largely lagging behind in Quebec? Four people gave an account of their experience to answer this question. For Mr. Michel Blanchette, President of Groupe MBI, a hundred-year-old family business, entrepreneurship necessarily depends on a solid succession. In this case, the passion was passed down from father to son as early as childhood. According to Mr. Blanchette, starting at the bottom and gradually climbing the corporate ladder helps better understand the problems workers face and solve them more efficiently.

Mr. Nicolas Juillard, President of JB Martin, a business involved in the composite material industry, believes that management must question itself and review internal ways of doing things. Importance and time must also be given to understanding markets, increasing the visibility of the company, integrating new technologies, changing of cultures, and staff motivation. For Mr. Juillard, one of the goals entrepreneurship aims for is striving to always produce more efficiently.

Even though Cascades' reputation is well established, companies in the pulp and paper industry must always find new ways to grow in a highly competitive market. According to Mr. Alain Lemaire, President and CEO of Cascades Inc., there are many ways to foster entrepreneurship, including promoting employee creativity and involvement in the company; offering solid motivation sources; developing internal communications based on feedback between employees and management; and decentralizing responsibilities, to name a few. Entrepreneurship also depends on succession, and Cascades offers help to its employees eager to start a business, on top of investing a considerable amount in organizations supporting entrepreneurship in Quebec.

For the director of the Research Institute for small and medium-sized enterprises, Ms. Claire V. de la Durantaye, we do not care enough about entrepreneurship in Quebec. She reminds us that starting up, taking back on, or buying a business are all forms of entrepreneurship; that 90% of Quebec's economic fabric is made up of small and medium size companies; and that these companies are responsible for 40% of our exports. To develop, small and medium size companies need to check closely their competitors, use their contact networks intelligently and know their environment, especially the market potential.



From left to right: Mr. Alain Dubuc, columnist at the daily newspaper La Presse; Mr. Patrice Simard, FCCQ 2006-2007 Chairman of the Board; Mr. Nicolas Juillard, President of JB Martin; Ms. Françoise Bertrand, CEO, FCCQ; Mr. Michel Blanchette, President of Groupe MBI; Mr. Alain Lemaire, President and CEO of Cascades Inc.; Ms. Claire V. de la Durantaye, director of the Research Institute for SMEs.



THE MOBILIZATION OF THE NETWORK

Conference participants had the opportunity to use their creativity and experiment what network mobilization means by becoming a business magazine team during a role play facilitated by Ms. Madeleine Chenette, from the SECOR Conseil firm.

Thirteen teams, bringing together participants from a common region, had to project themselves in the future and describe how their region changed positively between today and 2012. Their mission: write a short article on the challenges taken up since 2006 and measures implemented since 2012 to nurture the dynamism of their region. Participants also had to find a title and an illustration for their article so it would make the headline of the magazine.

The exercise was aimed at having teams understand how vital it is to mobilize themselves and work to achieve a clear long-term strategic vision enabling each region to reach its goals and be successful in 2012.

THE SECRETS OF NON-VERBAL COMMUNICATION

There was a time when decoding non-verbal language came down to examining the other person's expressions and interpreting their signification. Today, as trainer, Guy Bilodeau, explained these interpretations of non-verbal language - which would be in fact a mirror or treachery of verbal language - are replaced by far more enlightening discoveries. Body language communicates a content totally different from the verbal language content. As a matter of fact, recent studies show that an individual carefully observing the person he (she) is talking to, and reflecting that person's body expressions (voluntarily or unconsciously) will replicate and feel the inner emotions and states of mind of the other person. Scientists call this phenomenon "mirror-neurons", and it translates in practice in the necessity to "inhabit our message" when we talk. In other words, if we want our message to touch the listener, we must harmonize our verbal and non-verbal languages by using movements, facial expressions, posture, breathing and voice modulations in support of what we are saying.



DOES GOVERNANCE RING A BELL?

In the workshop dedicated to governance, Mr. Michel Nadeau, Executive Director of the Institute for governance of private and public organizations, talked about governance having to create value and be tailored to organizations. The role and responsibilities of administrators have changed: they are increasingly involved in substantiating decisions and can be prosecuted when something goes wrong. Mr. Nadeau gave some tips to participants on how to carefully choose board members. He also discussed the particular context of Chambers of commerce, their main challenges and issues, and provided some rules for a healthy strategic governance.



FCCQ congratulates the first 16 accredited Chambers of commerce

During its Annual General Meeting, and taking advantage of the presence of Mr. Sean Finn, President of the Canadian Chamber of Commerce, FCCQ recognized in a memorable way the first 16 Quebec chambers of commerce having successfully completed the accreditation process of the Canadian chambers of commerce.

Chambers of commerce accredited with distinction

Large Size Chambers

- Chambre de commerce de Chicoutimi
- Chambre de commerce du Haut-Richelieu
- Chambre de commerce de Québec
- Chambre de commerce et d'industrie de Rouyn-Noranda

Medium Size Chambers

- Chambre de commerce des Îles-de-la-Madeleine
- Chambre de commerce de Val-d'Or

Accredited Chambers of Commerce

Large Size Chambers

- Chambre de commerce de la MRC de Rivière-du-Loup

Medium Size Chambers

- Chambre de commerce de Bécancour
- Chambre de commerce et d'industrie de Drummond
- Chambre de commerce de Fleurimont
- Chambre de commerce de Rimouski
- Chambre de commerce Sainte-Agathe-des-Monts
- Chambre de commerce et d'industrie Thérèse-De Blainville

Small Size Chambers

- Chambre de commerce du Lac des Deux-Montagnes
- Chambre de commerce de la MRC du Rocher-Percé
- Chambre de commerce de Ville-Marie



FCCQ (Fédération des chambres de commerce du Québec) acknowledges the support of its major partners during the 2006 Annual General Meeting:



And the Winners Are...

“Chamber of Commerce of the Year”

The “Chamber of commerce of the Year” Award in 2006 was presented to the **Chambre de commerce du Haut-Richelieu**. The Chamber remarkably stood out by its leadership and sustained involvement in many files related to the economic development of its region. Over the years, its numerous public stands and interventions in the areas of trade exchanges, trade development, transport and infrastructures allowed the Chamber to build a solid reputation, rally a partners’ network, and be part of all orientations, decisions and interventions throughout its region.



The team from the **Chambre de commerce du Haut-Richelieu** receives the “Chamber of commerce of the Year” Award, presented by FCCQ Chairman of the Board for 2005-2006, Mr. Robert Cloutier (left). At the same time, Mr. Peter O’Grady, Director, BDC Trois-Rivières Branch (center), presented the winning Chamber with a \$2,000-grant sponsored by Development Bank of Canada.

Special Mention

On the other hand, the Selection Committee - chaired by Mr. Richard Payette, President and CEO, Raymond Chabot Grant Thornton - also wants to explicitly mention the quality of the applications submitted by two finalist chambers: the **Chambre de commerce de Fleurimont** and the **Chambre de commerce et d’industries de Trois-Rivières**. The latter had a recognizing tip of the hat by receiving a special mention for the work it performed on two stimulating projects for the Mauricie Region: the symposium on corporate crime and the school retention project.



The team from the **Chambre de commerce et d’industries de Trois-Rivières** receives a special mention from the jury presented by FCCQ Chairman of the Board for 2005-2006, Mr. Robert Cloutier (right), for its work on two mobilizing projects in the Mauricie region.

“Arthur Earle Award”

The “Arthur Earle Award”, aimed at recognizing recruitment efforts, went to the **Chambre de commerce et d’industrie du Haut-St-Maurice**. On top of having a tremendous year in terms of accomplishments, the Chamber significantly increased its membership from 302 to 377 members (on a 560 membership potential), representing a 25% increase.



Ms. Marie-Josée Hébert (left) and Ms. Hélène Langlais, respectively President and Executive Director of the **Chambre de commerce et d’industrie du Haut-St-Maurice**, accept the “Arthur Earle Award” from Mr. Patrice Simard (center), FCCQ Chairman of the Board for 2006-2007.

“Volunteer Recognition Award”

The “Volunteer Recognition Award” (Hommage au bénévole) went to **Ms. Francine Séguin** and **Mr. Denis Cardinal**, respectively from the **Chambre de commerce et d’industrie de Rouyn-Noranda** and the **Chambre de commerce de Bécancour**.

Ms. Séguin is a dynamic person recognized for her determination and tenacity. She invested her time and shared her talent by sitting on numerous committees and boards in the Abitibi-Témiscamingue Region. The scope of her local as well as provincial involvement has but one goal: enhance the population’s quality of life.



Ms. Francine Séguin, from the **Chambre de commerce et d’industrie de Rouyn-Noranda**, accepts the “Volunteer Recognition Award”, presented by FCCQ Executive Committee Senior Vice President, Mr. Richard Côté.

For his part, Mr. Cardinal is a man of action recognized for his leadership and capacity to take up seizable challenges. Among others, he demonstrated his rallying and leadership abilities when he participated in 1996 to the revival of the Festival de montgolfières de Bécancour. The huge event generated strong economic benefits for the region. Active member of the **Chambre de commerce de Bécancour**, Mr. Cardinal is a key player in the development and revitalization of the Chamber.



Mr. Denis Cardinal (right), from the **Chambre de commerce de Bécancour**, is the recipient of the “Volunteer Recognition Award” presented by FCCQ Executive Committee Senior Vice President, Mr. Richard Côté.

