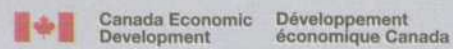


«Trend Chart»  
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Latest issue included with  
this newspaper

PUBLISHED BY THE BOARD OF TRADE OF METROPOLITAN MONTREAL

JUNE 2001 VOLUME 4 NUMBER 5

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So many changes!



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**BOARD OF TRADE AND  
INFO ENTREPRENEURS'  
SUMMER HOURS**

Our offices will be closed on  
Monday, June 25  
(Saint-Jean-Baptiste),  
Monday, July 2 (Canada Day),  
and Monday, September 3  
(Labour Day).

From June 25 up to and  
including August 31, our  
offices will be open from 8:30  
a.m. to 4:30 p.m.

We will return to our regular  
hours on Tuesday,  
September 4.

We wish you all a beautiful  
summer!

**Forum**

## HIRING, KEEPING AND DEVELOPING A SKILLED WORK FORCE IS THOUGEST CHALLENGE BUSINESS FACES

By FRANÇOY ROBERGE

Unemployment has now reached its lowest level in many years in Canada, in Quebec and more specifically in the Metropolitan Montreal area. At the same time, high technology companies are fast expanding as, despite a temporary lull in the telecommunication industry's growth, the aerospace and biopharmaceutical sectors are in full swing. More traditional industries are making a transition toward the new economy, as they promote employee empowerment and acquire higher technology tools, whether it is for restaurants or assembly lines, and trim their pyramidal decision structures.

There is at the same time a significant shortage of highly skilled profes-



Paul J. Bourdeau, senior partner at Boyden Canada, and consulting-researcher Rachel Recorbet discussing international management recruiting.

sionals in many areas, including information technologies, programming, electrical and computer engineering, genetic engineering, marketing, man-

agement and accounting. In some instances, it appears that academic institutions fell short of educating

Continued on page 2

**Dossier**

## EXPORTS HIGH AND MEDIUM TECHNOLOGY MANUFACTURED PRODUCTS NOW DOMINANT IN QUEBEC EXPORTS

SINCE 1990, MONTREAL IS AT THE FOREFRONT

By FRANÇOY ROBERGE

Quebec now exports a value exceeding 60% of its gross domestic product. But only two thirds of these exports are actually going abroad and one third is made up of so-called exports to other parts of Canada.



Construction industry trade mission to Cleveland (Ohio), organized by WTC Montréal last March.

Continued on page 3



## HUMAN RESSOURCES...

enough future professionals in the 90s, due in part to a pessimistic economic climate and lack of financial resources to enrol more students.

As a result, the Metropolitan Montreal area is now experiencing a shortage of technology professionals and finance specialists. While it must be acknowledged

that, according to several headhunters and human resources recruitment firms, the situation has not reached catastrophic proportions, nevertheless salaries are in a rising trend and companies bend over backwards to keep their key employees.

One major objective now shared by all companies is that they what to get a

"commitment" from their employees and they take a long-term view to integrating them and retaining them within a powerful corporate culture environment.

According to Aon Consulting Group, a shortage of managers will be felt in Canada until 2004.

## SOLUTIONS: RECRUITMENT IN OTHER PROVINCES AND ABROAD, LEADERSHIP AND PLANNED HR DEVELOPMENT

In this general context, Aon believes that obtaining a commitment from employees toward the corporation is a key factor for companies to succeed in retaining personnel. A world leader in human resources management, fringe benefit programs and compensation, Aon prepares every year a worldwide study that aims at measuring the degree of commitment of employees toward their employers. This is known as Aon's PCI or Personal Commitment Index.

The study takes three elements into consideration: productivity, pride and loyalty to the company.

The 2000 study shows the Quebec labour force ranked high in terms of productivity. One learns, among other noteworthy items, that 86% of respondents believe their co-workers make personal efforts to sharpen their skill sets in order to achieve a better job performance, while over 67% say their co-workers are willing to make personal sacrifices to ensure their team's success.

Where pride is concerned, the study found 86% of employees would recommend their firm's products and services as being the best available, and 71% would recommend their organization as one of the best places to work in their community.

In the area of employee loyalty, 79% of respondents say they intend to work for the same company for a number of years, but close to half acknowledge they would switch jobs if they were offered better compensation.

Aon made some changes to the Abraham Maslow pyramid of human needs with a view to adapting it to current market place needs and requirements. They divide it into five segments as follows. *The base* is protection (a dependable job, a healthy environment, no harassment, etc.); *the second floor* is called "reward" – or the fair remuneration of work; then, the *sense of belonging* or the sharing of corporate values and culture; *development*, that is, the opportunities for personal and professional fulfillment and betterment; and at *the top*, the balance between private and professional life.

The "Canadians At Work" study for 2000 clearly shows that the primary level, that of the good old plain paycheque, still remains a major component of the stated requirements. In Quebec, where income taxes are top-heavy and take-home pay a relative statement of tax-induced poverty, remuneration is more strongly at the root of a more widespread lack of employee loyalty. This clearly shows salaries and the overall compensation need to be enhanced, taxes must be reduced and as well, other types of advantages must be offered to employees.

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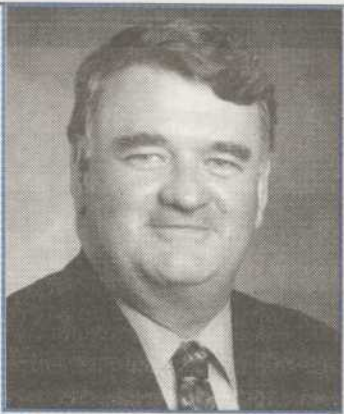


Photo: Jean-René Archambault

# EDITORIAL

## SO MANY CHANGES!

**O**n July 13, Luc Lacharité will be leaving the Board of Trade to accept a position as vice-president, public affairs, at CGI Group. After fifteen years of good and faithful service, (as the saying goes), Luc feels it is time to take up a new challenge. And while the Board of Trade of Metropolitan Montreal traditionally welcomes a new president every year, the departure of its executive vice-president is truly a red-letter day.

I am sure you will agree that, given the important role Luc has played in shaping the Board of Trade over the past fifteen years, this is an event worthy of special mention.

Luc joined our team in 1986 after holding corporate management positions at the Société des jeux du Québec and the Union des municipalités du Québec. He thus came to us well prepared to understand the unique dynamics of organizations and the municipal world.

It was Yvon Marcoux, the Board of Trade's president in 1985, who recruited his former colleague from Université Laval. No sooner had he arrived at the Board of Trade, then projects began to roll off the assembly line at a breathtaking rate that has never slowed. From the maintenance contract of CF-18 aircrafts, to the Montreal Summit, to the pro-

tection of pharmaceutical patents, Luc Lacharité has devoted his energies to serving the business community and the metropolis. A skilled diplomat, efficient, principled, and honest, Luc inspires respect. And just for the record, in fifteen years, he has never missed a single board meeting.

In 1992, Luc was at the heart of the merger between the Chambre and the former Board of Trade. Although earlier attempts to merge the two business associations had run aground, Luc had the perseverance and flexibility to succeed where others had failed, finally bringing the two business and linguistic communities together. This was no doubt one of his finest achievements.

His strong interpersonal skills stood him in good stead when it came to quickly weaving a solid network within the business community. A discreet man and an extraordinary leader, he influenced the most significant public debates.

He was particularly influential in key issues that shaped the socio-economic landscape of Montreal: the reform of municipal taxation, water purification, successive reforms of the education system, airport management, plans to relocate the Hôtel-Dieu, public-private partnerships, parking, university funding, and many others.

Working with numerous other organizations, Luc helped to build Montreal on the pillars of the new economy: R&D, biopharmaceuticals, aeronautics, etc. Under the consecutive chairmanship of Marcel Daoust and Serge Godin, the publicity campaign

"Montréal c'est spatial" resulted in the establishment of the Canadian Space Agency in the metropolitan area.

Under the presidency of Jacques Ménard, Luc helped integrate the world of business with that of the social economy – establishing stronger links with RESO, for example, an organization working to promote the industrial revitalization of south-west Montreal.

Over the past fifteen years, Luc has had a profound impact on the presidents who have worked alongside him – in particular, on Paule Doré, who had a special tie with the man who was originally her boss at the Union des municipalités du Québec. Paule later joined him at the Board of Trade as executive director, then returned as president in 1996. Soon, they will meet again at CGI.

With Luc's departure, we will be losing part of our corporate memory, but he leaves behind him a sound, financially healthy organization, receptive to new ideas and prepared to take up new challenges. And our new metropolis will indeed face a multitude of new challenges!

The question of reorganizing municipalities in Greater Montreal has been a key concern of the Board of Trade for the past forty years. Convinced of the legitimacy of a major municipal restructuring to strengthen Montreal's leadership, Luc has played an important role in developing the Board of Trade's position on this subject. Whether responding to the Pichette Report (Task Force on Greater Montreal), the report of the

Bédard Commission, or, more recently, Bill 170, Luc has ensured that the voice of the Board of Trade is credible and respected.

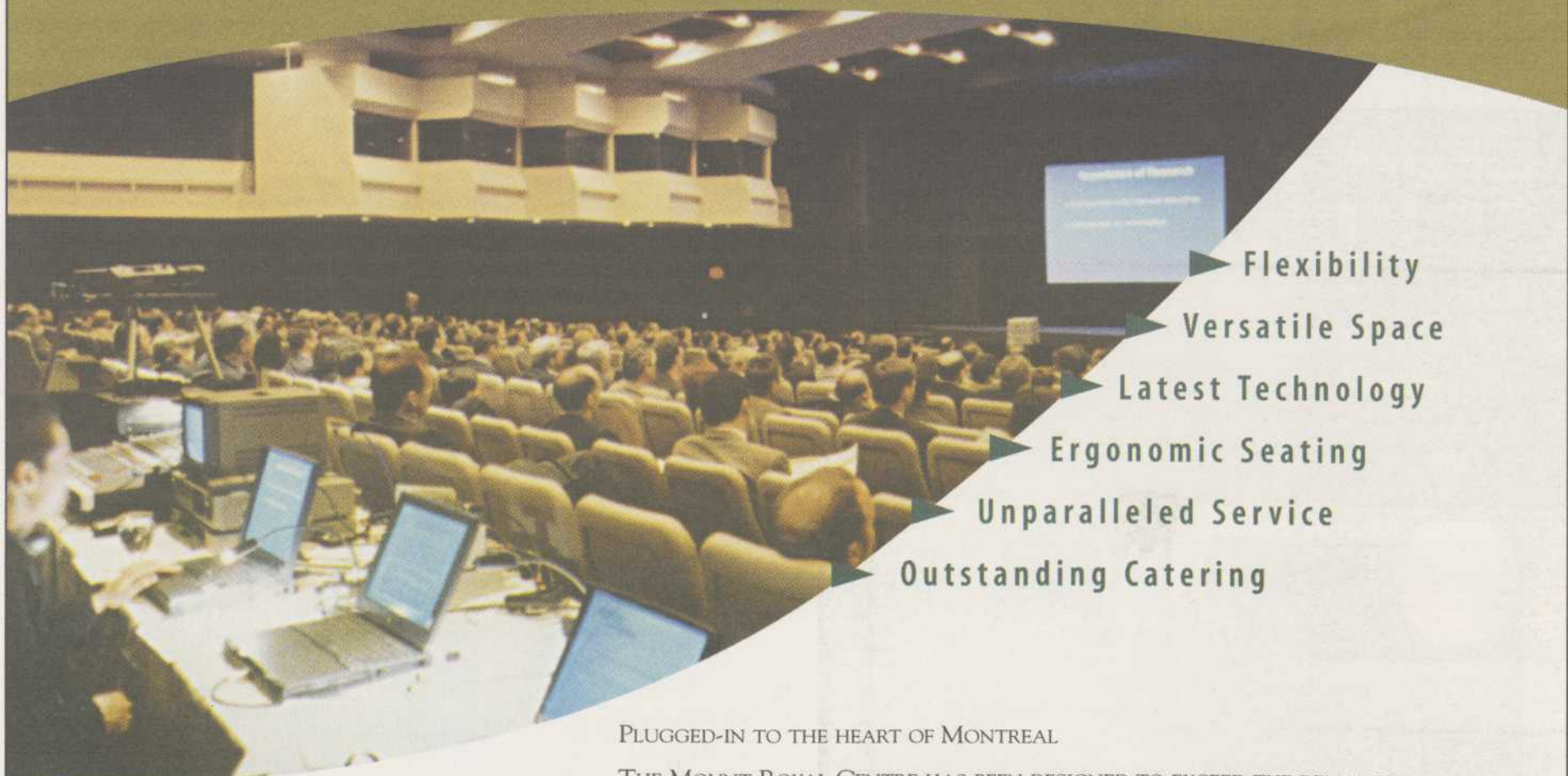
Last fall, the Board of Trade did not hesitate to support the principles underlying Bill 170 concerning municipal mergers, while at the same time stressing the need for certain adjustments. And the Board of Trade's role in the matter did not end there. We continue to carefully monitor all of the decisions made and their impact on our members.

The Board of Trade must also adjust to changes in the global economy. Its ways of doing things will have to adapt to those of its members, with new tools and new partners. Montreal entrepreneurs have their eye on electronic commerce and developing new markets both inside and outside Quebec. It is up to the Board of Trade of Metropolitan Montreal to offer them all the support possible to carry out their plans.

Luc saw these changes coming long ago, as evidenced by the creation of the Electronic Commerce Institute and the growth of the World Trade Centre Montréal. The Montreal of the last century is evolving rapidly and so is the Board of Trade. And the fact that we are so well prepared to rise to these new challenges is in no small part thanks to Luc Lacharité. Thank you, Luc, for your fifteen years of devotion to the Board of Trade and its members, and good luck in your new career!

Normand Legault  
President

### MONTREAL'S NEWEST MEETING AND SPECIAL EVENT FACILITY

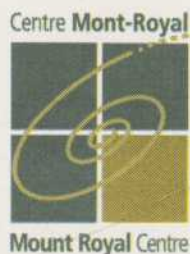


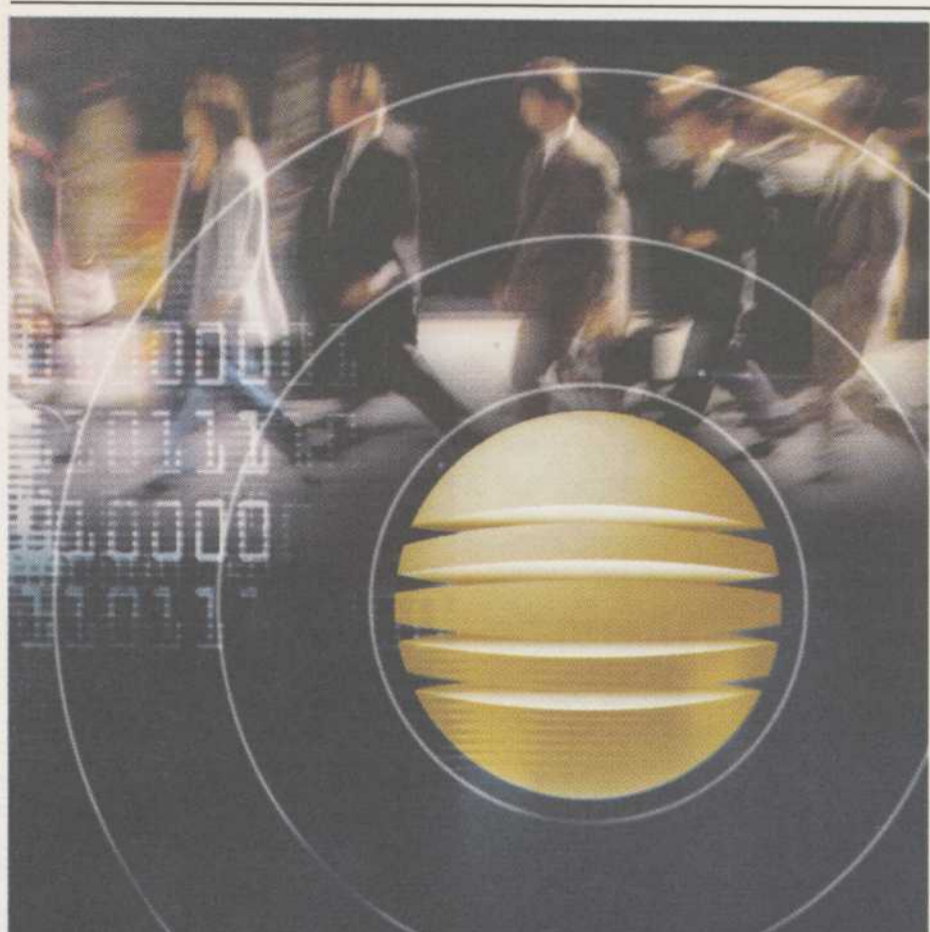
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# PARTNER



Pierre Langelier  
President and general manager  
Electronic Commerce Institute

## FIQ REACHES A PARTNERSHIP AGREEMENT WITH THE ELECTRONIC COMMERCE INSTITUTE

**T**he Fédération de l'informatique du Québec (FIQ) and the Electronic Commerce Institute have recently joined forces in a major partnership with spin-offs that will spell success for the two organizations and their members.

An active association that brings together specialists, technologists and IT professionals, the FIQ is a Quebec figurehead for all players in this field.

A neutral not-for-profit organization, the Electronic Commerce Institute develops and delivers training and certification programs, as well as a strategic watch services. The intensive professional e-business certification program is customized to the specific needs of clients who are already attuned to e-business and who wish to obtain and absorb the knowledge required to apply e-business to their enterprise.

The Institute will play a leading role in the OCTAS awards, created by the FIQ, by:

- defining categories related to e-business;
- preparing the evaluation criteria; and
- sitting on the jury that selects the finalists and winners.

The Electronic Commerce Institute's expertise and credibility in e-business will be an asset to the June 16 OCTAS awards, a unique opportunity to recognize the excellence of our Quebec IT firms.

The FIQ and the Institute are pleased to have reached this partnership agreement and are confident that it will be most beneficial and promising for their respective members.

### THANK YOU TO ALL OUR PARTNERS

The Electronic Commerce Institute would like to use Leadership Montréal as a vehicle to thank its many partners, among others: the Board of Trade of Metropolitan Montreal, World Trade Centre Montreal, Economic Development Canada, the Department of Industry and Commerce, the Ministry of Municipal Affairs and Metropolitan Montreal, the Ministry of Culture and Communications, Fonds de l'autoroute de l'information (FAI), the Conseil de Trésor, Bell, SAP, QuébecTel, Duèze, Action PME, CEFRIO, CRIM, Gartner Group, HEC, Secor Conseil, FIQ, lesaffaires.com, the Ordre des CA, the Ordre des CGA, the Ordre des CMA and STIQ.

The Institute would also like to thank all its other partners which, throughout 2000 and 2001, shared their expertise with the Institute through seminars, conferences and luncheons.

The ECI team would like to wish everyone a good summer and vacation. We look forward to working with you again in 2001 - 2002. ■



The Electronic Commerce Institute is supported by: Canada Economic Development, ministère de l'Industrie et du Commerce du Québec, ministère des Affaires municipales et de la Métropole and also the Conseil du trésor.

### ELECTRONIC COMMERCE INSTITUTE - TRAINING AND CERTIFICATION PROGRAM

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## HUMAN RESSOURCES...

Companies are strongly committed to provide better conditions to their employees. Also, they are looking for new key employees, professionals and managers on the national and international level.

"This is not always easy," says Mr. Paul Bourbeau, a senior partner with Boyden Canada, a human resources consulting firm. "It is difficult to recruit managers in the U.S. because they enjoy higher salaries and a much lighter tax burden. In Europe, retirement plans often make the difference. In North America, we have it in our mindset that each individual is expected to build his or her own retirement nest egg, while having some sort of a financial commitment from the state. But in Europe, many companies still operate strong pension plans, although one now finds a similar level of individual responsibility and commitment toward saving for retirement."

"It is often preferable to recruit in the home market. We always have luck in finding a number of high-level professionals who will rather work here because of the predominantly French-speaking environment as well as because of the local quality of life, which has many attractive sides in Montreal."

According to Ms. Nathalie Francisci, senior partner with Venatus-conseil, a



**Nathalie Francisci, senior partner with Venatus-conseil**

management resources firm specializing in finding management, finance and accounting professionals, "One must remember that, increasingly, young Quebecers leave Quebec because they want to acquire an international skill set. However," says Ms. Francisci, "most of them want to come back after a few years abroad, whether they come from a French, English or other background, especially those who were born in Montreal and remain drawn to the city's dynamic culture, multi-lingualism and multi-culturalism."

### LEADERSHIP, PERFORMANCE, COMMITMENT AND WORK-RELATED ADVANTAGES

Companies that understand the value of their human resources and know their employees are their most valuable asset must also devise and implement new ways of selecting candidates and hiring, and new ways of managing their human resources.

1. More than ever, it is crucial that managers reaffirm their leadership and get busy actually "managing", says Ms. Fernande Poulin, vice-president of Aon Consulting Group in Montreal. As resources become scarcer and while the Maslow pyramid is being flattened, resulting in fewer management layers, managers must be strongly performance-oriented and capable of firm leadership. There's no room for a dilettante.

2. Companies are looking for the key skills of their human resources, stresses Ms. Francisci of Venatus-conseil. People used to be hired for their technical skills, and fired on grounds of their personality. Today, the reverse is often true, as people are hired because they have vision, they are dynamic, they display team spirit and a capacity to fit with the corporate culture, and when such person lacks in technical skills, the company will supply the learning experience.

3. Companies implement management models that are geared to reinforcing the loyalty of key human resources by providing such amenities as a healthy work environment, a workout room, fruit juice, rooms for resting, spa and massage facilities, fringe benefits as well as the possibility of telecommuting certain days of the week, this last item being highly rated at the top of the Aon-revised Maslow pyramid dealing with the balance between private and professional life. Working from home saves both time and money and provides for more family quality time.

### INTERVIEW IS CRUCIAL WHEN CHOOSING A CANDIDATE TO A KEY POSITION BOYDEN OFFERS GUIDELINES

Human resources management or executive management firms will skillfully conduct interviews for you. However, as a corporate manager, you will eventually have to do the interviewing yourself.

The interview is crucial in selecting key employees for your organization. Therefore, as says the Boyden

Continued on page 8

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## MONTREAL TECHNOVISION – VISION 2004 A TANGIBLE AND VIRTUAL MONTREAL

**F**or the past four years now, Montreal TechnoVision has demonstrated its ability to make things happen to develop a world-class technology hub in our region. The organizational and operational model – based on the leadership of the private sector, the support of the public sector and the leverage of an uncomplicated virtual organization – has proven itself and delivered results.

Drawing inspiration from the leaders of companies in the bio-pharmaceutical, aerospace and IT sectors and from its board of directors, the TechnoVision team has developed and launched a growing number of innovative core projects designed to boost our innovation capacity, to develop our technical and scientific manpower, to encourage entrepreneurship and to improve our environment.

The cumulative impact of these initiatives will generate major spin-offs to stimulate and support growth in our leading-edge sectors in the coming years. And in turn, Montreal TechnoVision will dedicate much of its energy and resources to maximizing the impact of projects currently underway.

However, our initiatives must not stop there, because Montreal's technology hub is developing in a global environment characterized by fierce and unrelenting competition. The most recent studies and surveys all show that Montreal is generally not perceived as a high-tech hub, either in North America or abroad. Although this perception is incorrect, it is shared even by the technology business community. Yet it is a fact that our reputation is critical to sustaining our growth.

We must also better familiarize our-

selves with, and influence the many government programs created to showcase the resources and interests of our technology sectors and to stimulate economic development, but most importantly, we must use them to our benefit.

We have been quite successful in some areas but less so in others. In light of the many challenges that still await us, TechnoVision has undertaken the major task of redefining its development strategy for the coming years. In a first step, we validated our mission, our areas of activity, our main roles and our method of operation. We then identified a number of basic orientations such as the need to help the leaders in our region think strategically about developing Montreal as a technology hub, to strengthen our creative pool, to expand our involvement in the business community and to improve communication.

### A TANGIBLE AND VIRTUAL MONTREAL

It seems that Montreal's future is increasingly being decided outside its gates. Many enterprises that operate or could operate in our region have decision-making centres in the United States, Europe or elsewhere. Thousands of ex-Montrealers are pursuing their careers abroad and hundreds of thousands of foreigners came to know and appreciate Montreal while studying or temporarily working here. These enterprises and people form a global web, and their behaviour, decisions and perceptions could have a major impact on the future of our region.

This network constitutes an invaluable resource for the development of our technology centre. But it cannot be fully exploited merely by creating databases

and distributing brochures. To mobilize these resources requires far more than creating a traditional network of goodwill ambassadors. Strategic thinking is in order, namely, taking stock of, evaluating and selecting areas of activity that will strengthen our technological positioning, and identifying those enterprises and individuals that could contribute to the success of specific projects and forging mutually beneficial relationships with them based on shared interests, tangible benefits and the assets offered by our region, some of which they may not be aware.

To develop our technology hub, we must make better use of this vast Montreal fabric that extends to the four corners of the earth. By harmonizing the interests of these leaders, researchers and movers and shakers around specific plans of action, we will contribute to Montreal's visibility and the growth of our enterprises, universities and research centres.

In short, over the next few years, the technological vocation of our region must become the main concern of both industry and the public authorities. The technological image of our region is promising and can become a real drawing card that will translate into direct benefits for all the other sectors of our economy.

It is not a question of developing a monolithic vision of Montreal. We must instead focus on a vision that attests to the creativity, talent and entrepreneurial spirit that drives our region. We must build a strong image of Montreal around technology, an image that will be expressed in our culture, our business activities, our education, our social preoccupations, and our tourism industry, among others.

Montréal TechnoVision inc.

Implementing new municipal and regional organizations is an excellent opportunity to make the right choices and to step up the economic development of our Greater Montreal.

The competition among the major cities of the world is fierce at all levels. Talent and innovation capacity are the key ingredients for setting ourselves apart. For Montreal to remain at the forefront, the private- and public-sector decision-makers in our region must mobilize around a dynamic action and promotional plan that will fortify the image of our high-tech sectors and spark interest among old and young alike. This strong image will also be projected onto the international scene through a strategy that will rally the most dynamic partners in our community.

Developing our high-tech sectors is an opportunity to build the future of Metropolitan Montreal by capitalizing on our tangible expertise and powerful virtual network. The governors, members of the board and all the other partners of Montreal TechnoVision are committed to seizing this opportunity.

Montréal TechnoVision –  
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### NEW EXECUTIVE VICE-PRESIDENT APPOINTED AT THE BOARD OF TRADE

M. Normand Legault, president of the Board of Trade, announced on May 14<sup>th</sup> the appointment of Mr. Benoit Legault as the Board of Trade's executive vice-president. Mr. Labonté is to replace Luc Lacharité (See Editorial on page 4).

Mr. Labonté who served as president and CEO of the World Trade Centre Montréal, will be replaced in his former CEO duties by Ms. Liette Lamonde. He will continue to serve as president of the WTC Montréal.

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# FORUM

Continued from page 6

## HUMAN RESSOURCES...

In the Interviewing Guide, you should prepare yourself carefully, lay out a plan for the interview, and take notes during the interview in order to make sure you will not forget anything later on.

The guide offers also nine critical points to be taken into consideration when interviewing, such as avoid giving out any clue on the kind of answer you wish to hear by referring too obviously to a specific angle or topic; do not hesitate to give the candidate time and silence and let him or her start speaking again – silence may tell you a lot; do not let yourself be governed by your own prejudice and stereotypes; avoid trying to play the amateur psychologist, and beware of the "aura" surrounding an individual.

Finally, the guide offers a list of criteria that will help you evaluate and identify the personal characteristics of the person and his or her profile as a manager, and help you too in exposing the best performing candidates who have become the virtuosi of interviewing – after having briefly held various positions with executive search firms.

In Montreal, Boyden Canada offers executive recruiting services as part of their international network, as well as consulting services in human resources provided under the leadership of Mr. Jean-Guy Duchaine, a well-known HR manager, with larger corporations such as Rona and Provigo.

### DESTINATION MONTRÉAL WHEN YOU WANT TO SUCCEED IN "IMPATRIATING" KEY RESOURCES

If your company is looking for hiring personnel abroad, you may benefit from the one-stop services offered by Montreal International in support of your search for strategic resources, as this organization can help speed up immigration procedures and take care of problems that may arise with regard to the immigration of entire families and their belongings.

You can also deal with experienced headhunters, specializing in various fields or from a management-consulting firm.

Eventually they, and large corporations as well, will turn to Destination Montréal,



**Hélène Tremblay**  
President, Destination Montréal

a Montreal firm specializing in the process of "impatriation", that is, finding key resources outside Canada and helping them make Montreal their new and true home.

Sending employees abroad or hiring someone from a foreign country is difficult and costly. Half the time it's a failure and, in 8 to 12% of the cases, it's a mere catastrophe.

Destination Montréal organizes seminars on international work force related issues.

It also has consulting services and guidelines to help human resources specialists and management firms achieve successful recruiting at the international level.

### RHI MANAGEMENT RESOURCES IF YOUR SPECIAL PROJECTS CALL FOR ADDITIONAL FINANCIAL MANAGEMENT RESOURCES

Imagine that your company makes an acquisition in Toronto, Ireland or Tennessee. All accounting operations must be centralized, and the computerized financial management systems, merged. However, your comptroller is already overloaded with work, and your auditors cannot help or spare anyone, as they are busy with tax returns.

Continued on page 14

# PROJECT

## QUEBEC TO INVEST \$400,000 IN THE POLYGLOBE PROJECT

Quebec will invest \$400,000 in the Polyglobe project over the next two years. The grant will cover the cost of 1,650 internship scholarships of 60 hours each for secondary 4 students from neighbourhoods where the dropout rate is high. This summer, students attending Polyvalente Lucien-Pagé in Villeray/Park-Extension and students enrolled in St-Henri and Honoré-Mercier high schools will benefit from the program. In September, the project will be extended to three additional neighbourhoods.

Since this agreement was reached with Fonds Jeunesse Québec, the staff at Fonds Ville-Marie has been hard at work finding 150 students to benefit from a corporate internship scholarship between June 26 and August 24, 2001.

On May 1, 2001, 60 students were selected, and over 20 large companies and institutions in Greater Montreal agreed to take on one or more interns during this period. The names of these companies were to have been revealed at

a press conference scheduled by Fonds Ville-Marie on June 4, 2001, but it has been delayed until the fall due to time constraints.

- If you are passionate about your work...
- If your collaborators share your passion...
- If this passion is one of the key factors that explain your company's success ...

... then you're just the person the Polyglobe project is looking for. Indeed, Polyglobe's primary mission is to spark excitement among young people for your trade or profession.

For more information about Polyglobe, give us a call at (514) 841-4000, ext. 4058. ■

## VOLUNTEER WORK: AN INVALUABLE TOOL FOR THE BOARD OF TRADE

What would a not-for-profit association such as the Board of Trade do without the help of its volunteers who contribute their time and effort throughout the year?

No less than 600 volunteers give their time to the Board of Trade to help it fulfill its mission in many ways: by helping the Board of Trade's full-time staff carry out activities involving members; and by helping organize major events such as the Great Montrealers' Gala, the Secondary V Awards, the Businesswomen's Networking Dinner, new members' cocktails, and the golf tournament. For their part, the volunteer members of the public affairs committees are attuned to and keep the Board of Trade informed on issues and projects under development in the metropolitan region. At times, they are called upon to submit recommendations to the Board of Trade pertaining to their respective fields of activity.

### WORTHY OF MENTION

Last December, the secretary general of the United Nations, Kofi Annan, launched the International Year of the Volunteer 2001 and called upon governments and organizations that benefit from the work of volunteers to recognize the value of their contribution.

The concept of volunteer work is almost always limited to volunteer activities that profit a community or society as a whole. It rarely applies to the volunteer support individuals give their professional association, union, business association or board of trade. Indeed, although the members of a board of directors or business committees are doing "business" volunteer work, it is volunteer work nonetheless.

### A SINCERE THANKS TO ALL OUR VOLUNTEERS

The Board of Trade and its staff would like to take the opportunity to sincerely thank its volunteers and to let them know that their contribution delivers positive energy and adds great value to social development. Organizations and governments that benefit from volunteer work can no longer overlook this contribution—and that's why the International Year of the Volunteer was launched.

Besides, volunteer work does not only benefit the recipients: ask any volunteer and they will tell you they get as much out of giving their time as those who receive it. Moreover, volunteer work should be viewed as an effective way of breathing new, creative life into business associations and community organizations. ■

## POLYGLOBE

A project that  
sparks excitement !



A number of companies  
are already involved...  
What about yours ?

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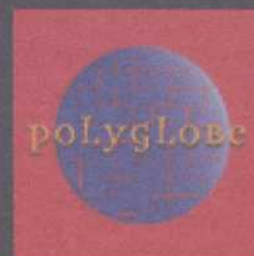
Between July 9 and August 24, 2001, two young students will be available to meet with you or to contact one of your colleagues.



Christine Dahhou  
Secondary 4  
Polyvalente Lucien-Pagé



Josée Allard  
Secondary 5  
Polyvalente Lucien-Pagé



For more information, contact Edouard Kodsi, coordinator,  
business and institutional partnerships  
at (514) 871-4000, extension 4058.

## EXPORTS...

Quebec exports are increasingly technology goods and services and come from the Montreal region.

### THE ERA OF TECHNOLOGY EXPORTS

There has been a complete change of the Quebec exports mix during the past 10 years. In 1990, the list of Quebec's top ten exports was heavily weighted by natural resource commodities including aluminum,

newsprint, lumber and electricity, for a portion of 53% of all exports. Ten years later, these natural resources related products represent a mere \$16 billion out of the \$43 billion represented by the top 20 export products of Quebec, or almost 38%.

Two industries alone represent close to 40% of Quebec's international exports in 2000. They are electrical and electronic

products, with a total of almost \$16 billion, and transportation equipment (including aerospace), for an amount of \$13.2 billion.

In 2000, over 50% of the products exported by Quebec came from medium and high technology firms.

### TECHNOLOGY-ORIENTED EXPORTS SHOW ABOVE AVERAGE GROWTH

Exports of products from high technology companies have shown an average annual growth rate of 15% since 1990, as compared to less than 10% growth in exports from medium and low technology forms.

Continued on page 13

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\* Source: Fraser Group 1999.

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## YUNNAN— THE GATEWAY TO MARKETS IN SOUTHEAST ASIA



From left to right, Benoit Labonté, then president and CEO of WTC Montréal; Huang Bingsheng, vice-governor of Yunnan; Pierre Bourque, Mayor of Montreal.

Close to 150 Canadian entrepreneurs and some 100 of their Chinese counterparts attended a joint conference presented on April 19 by the vice-governor of Yunnan, Huang Bingsheng, and Montreal Mayor Pierre Bourque on the business relations that bring Montreal and the Yunnan province together. This breakfast meeting was organized by the World Trade Centre Montréal.

In his speech, Mr. Huang spoke of his province of origin and invited businesspeople here to evaluate the business opportunities offered by his fellow citizens. For his part, Mayor Bourque took this opportunity to underscore the friendship and respect that characterizes the relationship between Montreal and Yunnan.

Benoit Labonté, then president and chief executive officer of the World Trade Centre Montréal, spoke of the enthusiasm and commitment of businesspeople in Yunnan, an observation he made during a Team Montreal trade mission to China. ■



World Trade Centre Montréal

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INTERNATIONAL

### THE AERONAUTICS AND AEROSPACE INDUSTRY: KEEPING GREATER MONTREAL AT THE FOREFRONT



The aerospace industry ranks first among the strategic business sectors in Greater Montréal, employing some 40 000 workers in 130 companies and accounting for \$10 billion in goods delivered in the year 2000 alone. At Montréal International, much of our energy is focused on this sector.

Over the past few years, we have noticed a profound change in the way sub-contracting is carried out in the industry; this change has had an impact on companies supplying goods and services to prime contractors, especially in the Greater Montréal Region. Certain problems continue to surface more and more frequently; most often mentioned are the difficulty experienced by small and medium-sized businesses in adapting to the demands of corporations and the lack of a qualified workforce. One of the mandates of Montréal International is to improve the international competitiveness of Greater Montréal in order to attract foreign investment; this requires that we have a clear picture of the state of the aeronautics and aerospace industry in the region and of the major industry trends that are likely to affect Montréal's competitiveness; it also requires that we draw up a priority action list.

At the request of the OPTI network, which includes Economic Development Canada, Industry Canada, the CNRC, the Québec Ministry of Industry and

Commerce, the City of Saint-Laurent, the City of Montréal, the CRDIM, the Laval Technopole, and Hydro-Québec, the research firm of Raymond Chabot Grant Thornton (RCGT) conducted a study over the course of the last few months, which consisted mainly in analyzing the aeronautics and aerospace industry. This study focused primarily on an analysis of economic factors and problems related to sub-contracting in Québec.

The results of this study underscore the need to develop a strategic, concerted intervention plan and to adopt resources with both the finely-honed skills to analyse the strengths and weaknesses inherent in the industry and the qualifications to bring about an efficient restructuring of the entire sub-contracting sector, especially where newly announced projects involve prime contractors and repair and overhaul centres.

**We already have the leadership support of major corporations, including:**

- Bombardier Aerospace, the 3rd largest commercial aircraft manufacturer in the world, after Boeing and Airbus;
- Pratt & Whitney Canada, the world leader in small and medium-sized gas turbine engines;
- CAE Electronics, with over 70% of the world market for commercial flight simulators;
- Bell Helicopter Textron Canada, with around half the global market for light and intermediate helicopters; and
- Rolls Royce Canada, which maintains and repairs a wide range of aircraft engines for the leading wide-body aircraft.

The time has now come to move towards establishing the linkages needed to form a synergy between the 130 Québec businesses of varying sizes within this sector, international organizations, universities, colleges and specialized schools to enable them to work together to come up with the best offer in response to a worldwide catalogue of demands, and to attract other interested parties, so that the positive effect of this kind of critical mass continues to provide benefits in terms of employment and regional development.

One need only point to the powerful leverage afforded by such international organizations as the International Civil Aviation Organization (ICAO), the International Air Transport Organization (IATA), the International Telecommunication and Information Services (SITA), the International Federation of Air Traffic Controllers' Associations (IFATCA), and the International Aviation Management Training Institute (IAMTI). The mandate of Montréal International is not only to attract these organizations to Montréal but also to support their development. This is what we did in the cases of SITA, ICAO and IATA, by helping to increase their staff complement by some 360 employees in the year 2000.

The Paris Air Show at Le Bourget is an extraordinary opportunity for high-flying meetings and networking, no pun intended. I would like to say what a great pleasure it is for me to be here with the Montréal International team.

**JACQUES GIRARD  
PRESIDENT AND CEO**

## MONTREAL INTERNATIONAL, THE AEROSPACE INDUSTRY AND LE BOURGET: OPERATION SYNERGY

### - LIEBHERR-AEROSPACE BUILDS NEW FACILITIES IN MONTREAL AND EXPANDS ITS AEROSPACE OPERATIONS

From June 17 to 24, 2001, Montréal International's team, under the leadership of President and CEO, Jacques Girard, will be attending the Paris Air Show at Le Bourget to promote Greater Montréal to major aerospace corporations that have yet to set up operations in the city. Pauline Marois, Deputy Premier and Finance Minister of Québec, and Gilles Baril, Québec's Industry and Commerce Minister, will be lending their support to the team to encourage new investments in the region.



From the left to right, Stéphane Rioux, CEO of Liebherr-Aerospace Canada and Roger Legault, director of foreign investment for Europe at Montréal International.

For their part, more than 30 companies representing Montréal's aerospace industry will be in attendance at the Paris Air Show, which along with the Farnborough International Air Show in England (both air shows alternate from year to year), is a major draw for aeronautical and aerospace companies and the undeniable highpoint for the entire industry.

Working on the sidelines at Le Bourget, the Greater Montréal team will hold some 40 private meetings with senior managers of some of the industry's largest companies worldwide. Their goal will be to convince those companies, not currently operating in Montréal but able to benefit from the infrastructures and other advantages offered by the world's third most important commercial aviation centre, to set up headquarters in Montréal.

The Greater Montréal Region, which accounts for 55% of the Canadian workforce employed in the aerospace industry, is home to Bombardier Aerospace, the world's third leading commercial aircraft designer and manufacturer, Bell Helicopter Textron Canada, the most important manufacturer of light and intermediate helicopters, and Pratt & Whitney Canada, one of the largest manufacturers of gas turbine engines, as well as manufacturers of landing gear (Héroux Devtek and Messier-Dowty), and of most of the aircraft subsystems, including communications, radar, and aircraft cabin interiors. The Montréal Region is also home to 240 subcontractors who supply aircraft assembly parts, as well as to a complete training network. Most of the commercial flight simulators sold worldwide are built here in Montréal (at CAE Electronics), and Air Canada and Air Transat have large-scale heavy maintenance centres.

An education network also provides training for industry professionals at all levels.

For all these reasons, many companies have set up operations in Montréal, over time building up one of the most solid industrial groupings of companies in Canada. Last year at the Farnborough Air Show, several aerospace companies announced or confirmed major investments.

For its part, Liebherr-Aerospace Canada, a world leader in hydraulic, air-conditioning, cabin pressure, and anti-icing systems, will invest at least \$3 million, this year alone, to consolidate its operations in Montreal.

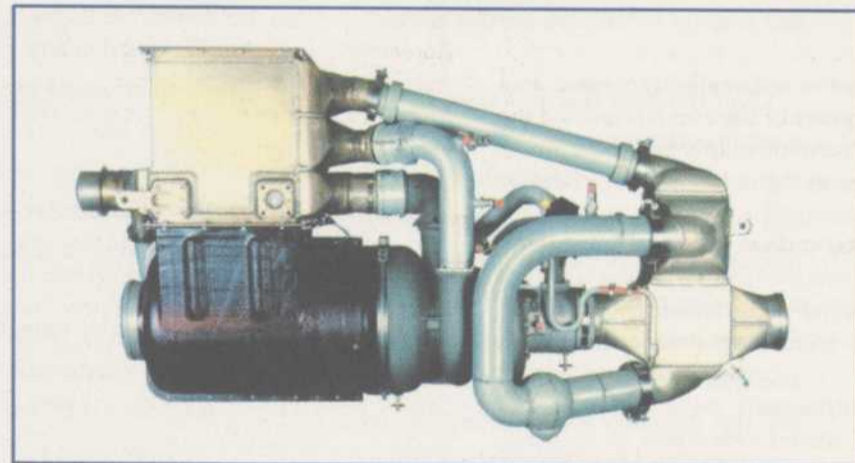
Established after World War II, Liebherr-Aerospace has revenues of approximately \$6 billion and some 20 000 employees worldwide. Originally known for its cranes and other lifting devices and heavy machinery parts, the company has used its proven experience in hydraulics to expand into the aerospace industry. Today, this sector of its operations represents 15% of its sales and more than 25% of its investments.

Although no formal announcement is planned, Liebherr-Aerospace will build new facilities in Montréal, including a 30 000-sq.-ft building on 250 000 sq. ft. of land. According to Stéphane Rioux, CEO of Liebherr-Aerospace Canada, the company has earmarked an initial investment of \$3 to 4 million in its current budget for this expansion project, which will consolidate the activities of all of its divisions in Montreal.

Roger Legault, Montréal International's Director of Foreign Investment for Europe, estimates that the company's planned investment in the aerospace industry, over the next three years, could reach \$10 million, especially when taking into account the parts and equipment warehoused at its logistics and distribution centre to service such aeronautics clients as Bombardier and Air Canada.

"Liebherr-Aerospace undertook expansion into the aerospace industry here in Montréal, initially as a systems builder for Bombardier, developing customized environmental control systems for several of its aircraft, most notably for its regional jets and Constellation corporate jet. We plan to offer Bombardier a complete parts and logistics management service, as well as full installation and operational support for our systems, and technical publications for business clients who purchase aircraft equipped with one of our systems.

" But we are also interested in offering Air Canada and Air Transat a wide range of services for their heavy maintenance aircraft workshops", explains Mr. Rioux. "Air Canada alone represents approximately 20% of the Airbus market, for which Liebherr developed several of the original systems and subsystems in



The Montreal Region is home to 240 subcontractors who supply aircraft assembly parts.

its Toulouse and Lindenberg plants. It makes sense for us to expand our operations in the Montréal Region, and this fits in well with the concept of reinforcing the cluster of aerospace companies. The greater the number of different activities, the greater the opportunity to create a climate for development and complementary investment."

This is the message that Montréal International, with its partners in private business and government, will be promoting at this 'Davos' of the aerospace industry known as the Paris Air Show at Le Bourget.

"Liebherr-Aerospace always mounts an impressive booth at the Farnborough and Paris-Le Bourget air shows," explains Stéphane Rioux. "This is a strategic opportunity that we cannot afford to miss. All the world players are there and major decisions are made on the spot."

## EXPORTS...

Telecommunication equipment by itself represented an amount of \$10.5 billion in exports in 2000, or 130% more than 10 years before, and the equivalent of 12% of total exports from Quebec.

In 2000, this was on top of the list of export industries in Quebec. Companies in this sector include Nortel, of course, but also a number of Montreal area firms such as EMS Technologies, Harris, Systèmes BAE Canada, Nordx/CDT, etc.

The second-largest export industry is aerospace. The "whole aircraft" segment is the largest with \$4.666 billion in exports in 2000. Two companies dominate this industry: Bombardier and Bell Helicopter Textron. The "aircraft engines" segment is ranked #9 with exports valued at \$1.669 billion, then "aircraft parts" occupies the 21st spot with \$726 million in exports.

Altogether, the Quebec aerospace industry represents international exports of over \$8 billion.

Furthermore, other products in the export mix are also included in the high to medium technology category, including passenger cars (\$2.162 billion), other automotive vehicles and trucks, buses, snowmobiles and water scooters (\$892 million), and office equipment and supplies (\$1.281 billion).

Altogether, among the top 25 products exported from Quebec, highly manufactured products account for close to \$29 billion.

Close to 80% of these products originate from the Greater Montreal area including part of the Montérégie and the Lower Laurentian (Mirabel, Boisbriand, Ste-Thérèse).

### SOME TRADITIONAL INDUSTRIES ARE VERY STRONG

Although high technology sectors have been the main drivers of Quebec's export growth and of the Metropolitan Montreal area over the past 10 years, a number of more traditional industries achieved a strong export growth performance, in

most instances mostly to the United States.

Between 1990 and 2000, garment exports rose at an average annual rate of 22.9%, furniture exports also rose at an average annual rate of 21.3%, and three other industries, products made of plastics, raw textiles and rubber products had an average annual rate of growth of 17 to 19%.

### EXPORTS THAT CREATE JOBS

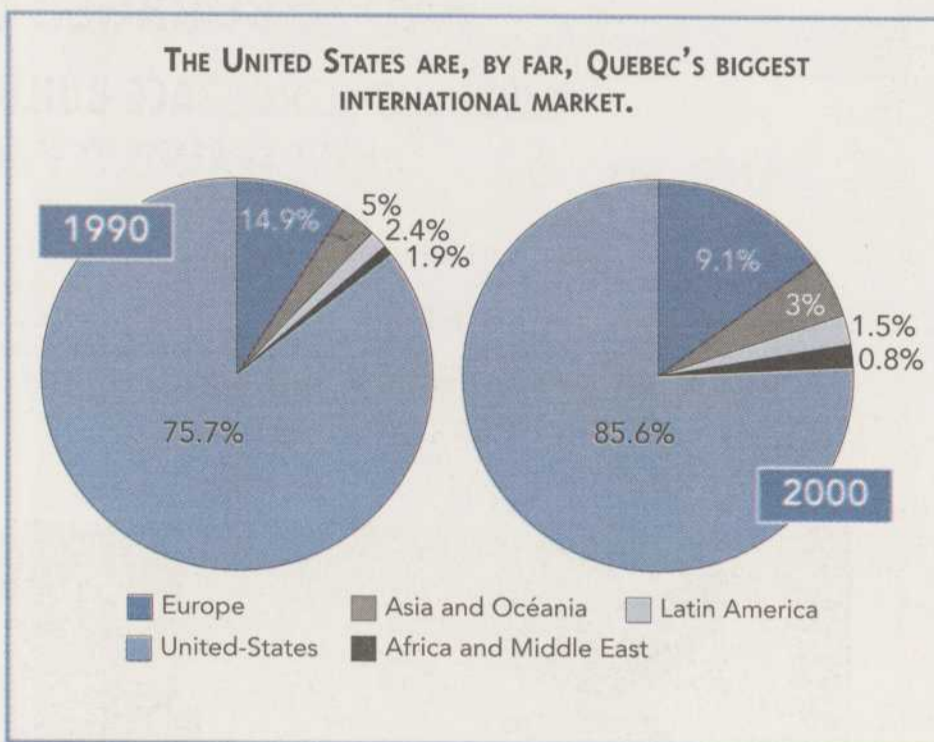
This strong rise in exports has contributed to the creation of hundreds of thousands of jobs in Quebec and to a large extent, it is responsible for a drop of close to 5% in the unemployment rate in the Montreal area during the period from 1995 to 2000.

Quebec's exports, including sales to other Canadian provinces, mean a total of 798 000 jobs. Of this total, international exports account for 467 000 jobs or 14.3% of all jobs in Quebec, while inter-provincial trade is responsible for 330 800 jobs. Altogether, export-related jobs in Quebec represent almost one quarter of all jobs. In the Montreal area, exports create almost one third of all jobs, and in the manufacturing sector, the percentage rises dramatically to 60%, mostly in such industries as aerospace, telecommunications, garment, food, office equipment, and chemical and biopharmaceutical products.

### WILL THE FTAA CHANGE THE RULES OF THE GAME?

Under the North American Free Trade Agreement, both Mexico and Canada – and especially Quebec – had the opportunity to increase substantially their exports to the United States.

Despite occasional fits of protectionism, the world's richest country has behaved like a good client with its trading partners. The inception of the new Free Trade Agreement of the Americas, which will include 35 nations in South and Central America and in the Caribbean, is expected to open up the doors of this vast market to countries which for the



Source: Ministère de l'Industrie et Commerce — Gouvernement Québec

most part do not have an industrial and technological capacity of a size comparable to that of Canada, or Quebec where 40% of Canada's high technology industries are located.

But trade between South and North America has been steadily, if slowly growing over the past 10 years. The new Free Trade Agreement of the Americas will be an opportunity to increase trade among nations other than the United States, on the condition that companies will continue to make every effort to reach and develop new markets. And this is not always the most obvious thing to focus on when you have the world's largest and wealthiest market a few hundred kilometers from you by road or rail.

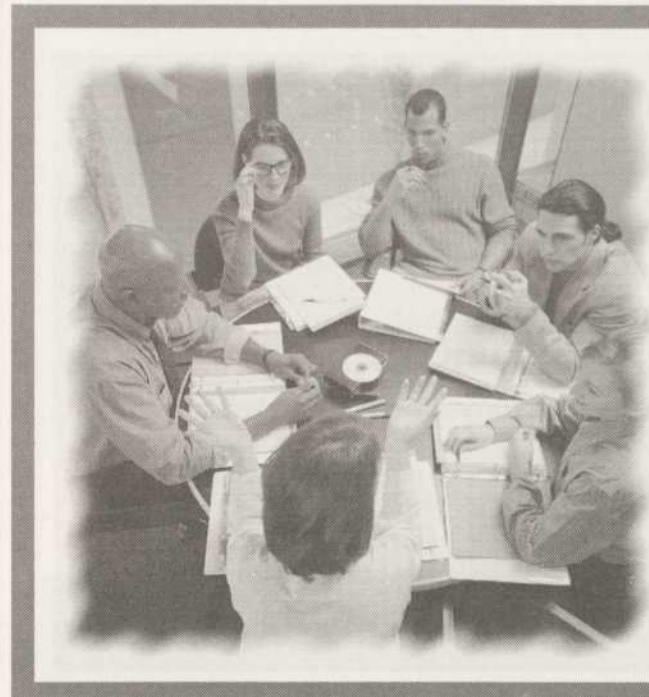
### HELPING YOU DEVELOP EXPORT MARKETS: THE TRADE MISSIONS OF THE WORLD TRADE CENTRE MONTREAL

If you are a member of the Board of Trade of Metropolitan Montreal, you are

also a member of the World Trade Centre Montreal and you can take advantage of the services of this organization that has been focusing over the recent years on industry-specific trade missions designed to help you and your company achieve a better knowledge of and gain access to a number of international organizations such as the World Bank, the InterAmerican Bank, the United Nations, etc.

The WTCM has developed this exclusive area of expertise and it stages five or six trade missions every year, mostly heading to Washington and New York. "The major international financial organizations are in the business of financing and coordinating the development of many projects on a world scale, that require funding," explains Ms. Liette Lamonde, the newly appointed CEO of the World Trade Centre Montreal.

Continued on page 16



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## FORUM

Continued from page 8

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nesses or other organizations, for as long as they are needed – a few weeks, a few months, or a few years."

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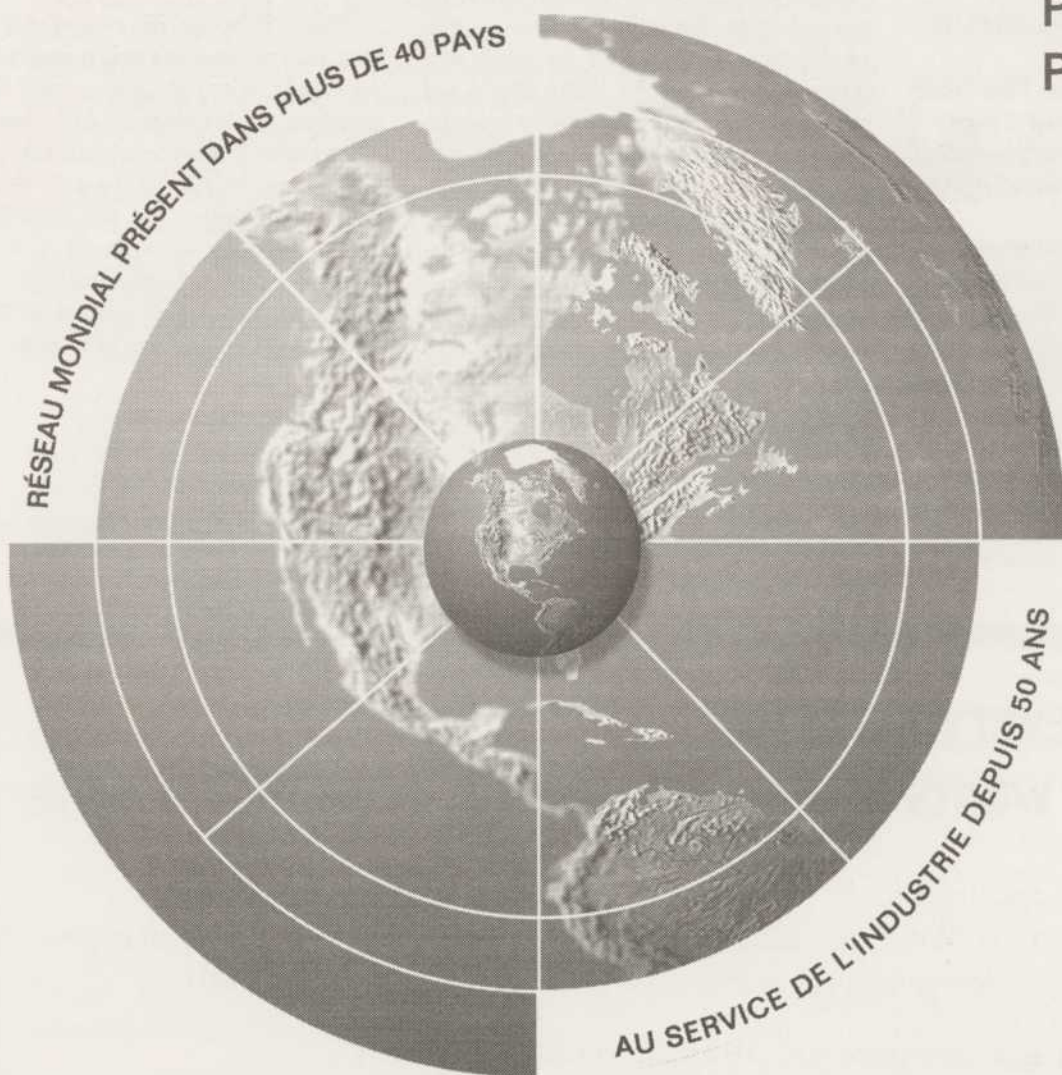
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Continued on page 15

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EXPORTS....

"These organizations award the contracts," adds Ms. Lamonde, "and this is done according to an often complex process. Companies must learn how these organizations work and how they might win contracts in tenders. This is a learning process that takes a certain amount of time."

"Also, some contracts, but not all of them, are designed to be awarded to large corporations and even to consortiums. That is why we organize industry-specific trade missions that bring together businesspersons from related industries and sectors of economic activity. We always choose a mission president who is often someone highly recognized in the industry. When several companies participate together in a trade mission, it often happens that during the trip, a number of them will join forces to bid on one or several contracts."

"In addition, when we bring together a number of companies and high-level individuals, we gain easier access to the decision-makers sitting at the highest levels of the World Bank and of the InterAmerican Bank."

The WTCM is also the organizer of the Équipe Montréal missions, a program of trade missions traveling abroad that was developed at the request of the City of Montreal for the purpose of selling at the international level the urban expertise of Montreal as well as of other Quebec cities. The Mayor of Montreal, Mr. Pierre Bourque, headed a number of these missions and the Mayor of Laval, Mr. Gilles Vaillancourt, led another. "From June 25 to July 4, another mission will be meeting the European Bank for Reconstruction and Development and travel to Poland, Hungary and Romania."

But that is not all. The WTCM offers specialized services to the organizations that ask for them, and organizes special missions for them. "We have developed a program of 6 missions and 10 workshops for the Association de la construction du Québec in order to help their members to become more export-oriented" concludes Ms. Lamonde.

In addition to its missions, the WTCM offers export planning and many workshops designed to help companies prepare themselves to cope with international markets. ■

## FIFTH EDITION OF THE BOARD OF TRADE'S BACK-TO-SCHOOL OPERATION: A ROARING SUCCESS

BY FRANCIS LETENDRE

The Board of Trade's Back-to-School Operation, which took place from March 26 to April 30, was a resounding success. Business people visited over 369 groups in 69 French and English Greater Montreal high schools to share their experience and stimulate academic perseverance among secondary 3, 4 and 5 students.

The Board of Trade and its Education committee extend their appreciation to the businesswomen and businessmen who contributed in making this a successful event. We dearly hope for a similar commitment next year, so that together we may keep on encouraging young people to pursue their education towards the achievement of their most cherished dreams.

Increasing in scope year after year, the Operation is sparking interest not only in the business community but also in

Metropolitan Montreal schools. Indeed, 69 high schools in Greater Montreal participated this year, compared with 49 last year. Commitment among business people also increased, with over 500 men and women involved this year.

The Operation had a very positive and encouraging impact on the students, as the following statement shows. "You have to find the path that will make you happy. A great big thanks to our terrific speaker. If more business people like you came to visit us more often, young people's motivation to stay in school would be higher," stated Richard Daniel, a secondary 4 student at École Jeanne-Mance, following the visit of Pierre Laferrière, chairman of the board of directors of the Board of Trade, who participated in Operation Back-to-School for the fifth consecutive year.

The Board of Trade will therefore repeat the Operation next year. "As we are sensitive to the success of our young people, the Board of Trade will continue to support educational projects. We would like to create a direct link between schools and the business world by stimulating students and showing them that there are jobs and careers out there for those who stay in school," explained Normand Legault, president of the Board of Trade.

The Board of Trade would like to thank the ministère de l'Éducation and Metropolitan Montreal's English and French school boards for their support, as well as the Fonds Ville-Marie, Emploi Québec, Bos advertising agency, the Gazette and the host schools for their professional and financial involvement. ■

## GREAT MONTREALERS 2001

BY NATHALIE GEOFFROY

The press conference announcing the names of the new Great Montrealers for the year 2001 was held on April 24. The event took place at Montreal City Hall under the honorary chairmanship of Mr. Pierre Bourque, mayor of Montreal, who invited the new Great Montrealers to sign the city's Golden Book.

The Great Montrealers 2001 are:

**IN THE ECONOMIC SECTOR:**

**Mr. Jacques Bougie**  
Past president and chief executive officer  
Alcan Aluminium Ltd.

**IN THE CULTURAL SECTOR:**

**Mr. Guy Laliberté**  
Founding president  
Cirque du Soleil

**IN THE SOCIAL SECTOR:**

**Ms. Michèle Thibodeau-DeGuire**  
President and executive director  
Centraide of Greater Montreal

**IN THE SCIENTIFIC SECTOR:**

**Dr. Charles R. Scriver**  
Alva Professor of Human Genetics  
McGill University - Montreal Children's Hospital  
Research Institute

These four individuals will be honoured and welcomed into the Académie des Grands Montréalais at the 2001 Great Montrealers' Gala on Thursday, June 14, 2001, starting at 6:15 p.m., at Mount Royal Centre, 2200 Mansfield Street, 4th floor, Montreal.



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Mr. Albert Millaire, president of the Académie des Grands Montréalais, and Mr. Normand Legault, president of the Board of Trade, invite you to join them along with academicians from former years in paying homage to the new mem-

bers. At the same time, you will have an opportunity to meet them and learn more about the important role they have played in the advancement of Montreal. You will also enjoy the artistry of our guest singer, Natalie Choquette, coloratura soprano, and earn a chance to win a pair of business-class tickets to any destination around the world served

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At the signing of the city's Golden Book: Mr. Albert Millaire, president of the Académie des Grands Montréalais; Dr. Charles R. Scriver; Mr. Pierre Bourque, Mayor of Montreal; Ms. Michèle Thibodeau-DeGuire; Mr. Normand Legault and Mr. Jacques Bougie (forefront). Mr Guy Laliberté was outside the country at the time and unable to attend the press conference.

# ACTIVITIES

## THE OLD PORT OF MONTREAL: BUILDING FOR THE FUTURE NOW

Attracting over 7 million visitors each year, the Old Port of Montreal enjoys a truly international reputation. Indeed, it has its whole future ahead. But where exactly does this future lie?

Between maintaining the *status quo* and over exploiting its territory, what is the best way to leverage the 54 hectares of land along the river? Can this location, so conducive to recreation and discoveries, be developed in a sustainable, viable manner while preserving its history and heritage as well as the original development plan? How will the new Centre des sciences de Montréal affect its evolution?

How can the Old Port of Montreal significantly contribute to further Greater Montreal's tourism and its economic, cultural and social vitality?



Claude Benoit, new president and CEO of the Société du Vieux-Port de Montréal, will touch on these issues at the Board of Trade's Perspectives breakfast series on June 7 and discuss what the future holds for this constantly changing urban, recreational, tourist and cultural site.

**Date:** June 7, 2001  
**Time:** 7:30 a.m.  
**Location:** Inter-Continental Hotel  
**Information:** (514) 871-4000

An event well worth attending!

Mrs. Benoit's speech will be delivered in French. ■

### PERSPECTIVES

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## A G E N D A

JUNE 2001	
5	5 to 7 p.m. Tuesday After Hours Hotel Ritz Carlton
6*	7:30 to 9 a.m. Breakfast meeting <b>Getting Down to e-Business!</b> Guy Marier President Bell Québec Hilton Montreal Bonaventure
7	7:30 to 9 a.m. Perspectives <b>Old Port of Montreal: Outlook and Development Prospects Until 2002</b> Claude Benoit President and chief executive officer Old Port of Montreal Corporation Inc. Inter-Continental Montreal
8	7:30 to 9 a.m. Perspectives <b>The new city of Montreal servicing its 1.8 million citizens</b> Monique Lefebvre President Comité de transition de Montréal Hilton Montreal Bonaventure
8	Noon to 2 p.m. Special business luncheon Jackie Stewart Director Jaguar Former chairman and CEO Jaguar Racing Hilton Montreal Bonaventure
14	At 6:15 p.m. <b>Great Montrealers' Gala</b> Mount-Royal Centre 2200 Mansfield Street

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 Tel.: (514) 871-4000,  
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## WORLD TRADE CENTRE MONTRÉAL ACTIVITIES

6	8:30 a.m. to noon <b>Grasping the Cultural Dimensions of International Business</b> Karl Miville-deChêne World Federation of Trading Houses Associations Board of Trade premises
8	8:30 a.m. to noon <b>International Sales and Distribution Contracts</b> Bernard Colas Lawyer Gottlieb Pearson Board of Trade premises

Information and registration:  
 (514) 871-4000

These activities are eligible under Bill 90.

## "THE NEW CITY OF MONTREAL SERVICING ITS 1.8 MILLION CITIZENS"

Monique Lefebvre, chair of Montreal's Transition Committee and in charge of setting up the new City of Montreal, has accepted the invitation extended by the Board of Trade of Montreal Metropolitan, the Chambre de commerce et d'industrie de l'Est de l'île de Montréal, the Chambre de commerce et d'industrie de Laval, the Chambre de commerce et d'industrie de la Rive-Sud and the Jeune Chambre de commerce de Montréal to make a presentation at a Perspectives breakfast meeting.

She will discuss the work done by the committee so far, and its vision of the new City.

**When:** Friday, June 8

**Time:** 7:30 a.m.  
**Place:** Hilton Montréal Bonaventure

**Information:** (514) 871-4000 ■



## THE 19TH ANNUAL OUTSTANDING STUDENT AWARDS FOR SECONDARY V AND VOCATIONAL-TRAINING STUDENTS

BY NATHALIE GEOFFROY

On May 15, the Board of Trade was proud to introduce the 66 finalists in the nineteenth edition of its Outstanding Student Awards Program and to present awards to the three winners in each of the four categories. The ceremony took place during a business luncheon at which Marc Garneau, executive vice-president of the Canadian Space Agency, was guest speaker.

Every year, the high quality of the young participants makes the jury's task extremely difficult. The winners in each category receive scholarships - \$1,000 for gold, \$700 for silver, and \$300 for bronze - provided by the event sponsors. This year's sponsors were the Fédération des caisses populaires de Montréal et de l'Ouest du Québec, Ernst & Young, Quebecor, and VIA Rail Canada.

A BIG THANK YOU TO ALL CONCERNED



### SCIENCE-MATH CATEGORY

Steve Delbosco, vice-president, Marketing, VIA Rail Canada; Johanna Mancini from the Quebec Association of Independent Schools, silver winner; Robert A. Tremblay, gold winner, and Julian Winocour, bronze winner, both from the Lester-B.-Pearson School Board; and Louise Dostie, vice-president, Public affairs and corporate development for the Fédération des caisses populaires Desjardins de Montréal and Ouest-du-Québec.



### HUMAN SCIENCES - LANGUAGES

Steve Delbosco; Charles-Smith Metellus, from the Federation of Independent Schools, gold winner; Terry Varshney, Commission scolaire Marguerite-Bourgeoys, silver winner; Konstantina Koklas-Momoletis, Commission scolaire de Montréal, bronze winner; and Luc Lavoie, executive vice-president, Corporate affairs, Quebecor

To the scholarship sponsors, the committee members, the jury members in each category, and all the companies that purchased additional tickets to enable the 66 finalists to attend this event, THANK YOU!

In addition to the above-mentioned scholarship sponsors, the Board of Trade would also like to thank all the other sponsors, the school boards of Greater Montreal, the participating schools, all the Secondary V and vocational training students who prepared so carefully for the competition and were interviewed by the jury, and everyone else who contributed to the success of this event. ■

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### ARTS CATEGORY

Steve Delbosco; Kristen Lange, gold winner, and Elena Pintor-Fernandez, silver winner, both from the Quebec Association of Independent Schools; Léa Turgeon-Better from the Commission scolaire Marguerite-Bourgeoys, bronze winner; and Guy Fréchette, vice-chairman and Quebec managing partner at Ernst & Young.



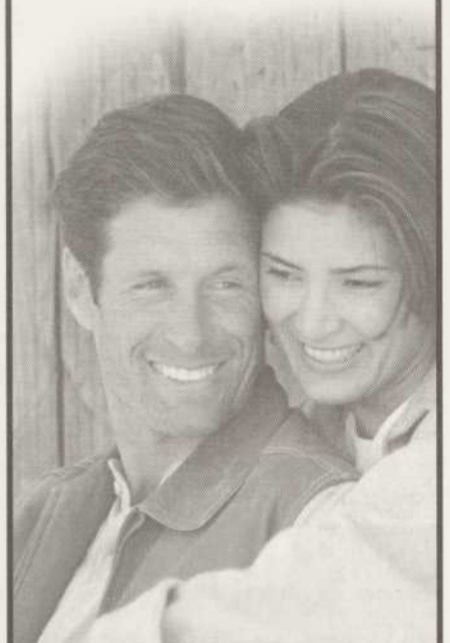
### PROFESSIONAL DEVELOPMENT CATEGORY

Steve Delbosco; Karine Bardier from the Commission scolaire de Montréal, gold winner; Hélène Guérin, from the Commission scolaire Marguerite-Bourgeoys, silver winner; and Martha Ordonez, from the Commission scolaire de Montréal, bronze winner.

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## EQUALITY 2005: REPRESENTATION OF WOMEN ON CORPORATE AND INSTITUTIONAL BOARDS OF DIRECTORS

### - AN ASSET, A STRENGTH, A NECESSITY

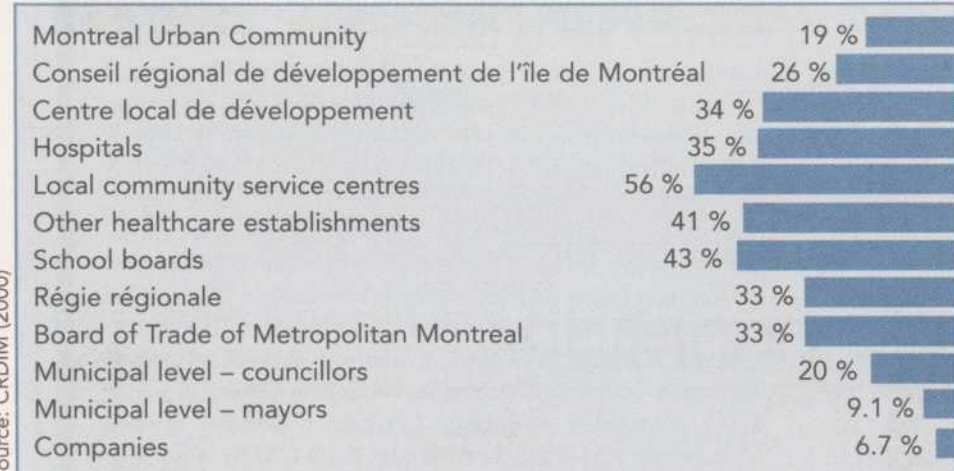
By NICOLE RANGER, DIRECTOR OF THE EQUALITY 2005 PROJECT

The Board of Trade of Metropolitan Montreal is working to promote the presence of women on corporate and institutional boards of directors. Through its Equality 2005 project, it will seek to draw attention to the women who already sit on boards of directors and to promote those who aspire to do so.

#### SOME STATISTICS THAT NEED IMPROVEMENT

In the context of market globalization, companies can no longer afford to overlook the contribution, skills and expertise of women in positions of responsibility and power. According to a study conducted by Raymond Chabot Grant Thornton (1997) among public Quebec companies, the percentage of enterprises with women sitting on their boards of directors is less than 50%, or less than one out of two. Among these enterprises, of the 1,520 board of director positions surveyed, only 102 are held by women, a mere 6.7%.

The Conseil régional de développement de l'île de Montréal (CRDÎM) has conducted a study on the representation of women on the boards of directors of certain companies and institutions on the Island of Montreal. The following table presents the results.



Source: CRDÎM (2000)

France was the first country to adopt laws aimed at parity in politics. As a result, in 2001, women accounted for 47.5% of municipal councillors in that country.

Women account for 52% of the population and it is time that institutions and enterprises reflect these figures in their boards. To this end, the Board of Trade is working to ensure that by 2005, targeted companies with no women on their board of directors have at least one, and those

that already have women directors, increase the number by at least one.

#### THE RESPONSIBILITY OF WOMEN

To ensure a more equitable representation of women on boards of directors and in decision-making positions, women must demonstrate their interest; make their skills, expertise, and achievements known; join groups devoted to the advancement of women in society; help each other and apply when a position becomes available.

#### THE RESPONSIBILITY OF COMPANIES

Corporate leaders can do their share to introduce women to their boards of directors by establishing a policy and a plan of action; by taking the initiative to promote better representation of women on their boards; by making it easier for women to access forums where they can establish their credibility and demonstrate their competence; and by facilitating women's access to the informal and formal networks in their organization and those of the organizations with which they do business. Women will thus be able to gain access to boards of directors quickly and decisively.

#### THE BOARD OF TRADE'S COMMITMENT

To speed up the presence of women on boards of directors, the Board of Trade could promote women by showcasing those who currently hold such positions or who have been newly appointed to such a position; by making public the names of corporations and institutions that have adopted a policy requiring female representation on their board of directors; by promoting networking among women and supporting their efforts in this regard; by developing consultative mechanisms

and partnerships between regional organizations interested in the promotion and advancement of women such as the Conseil régional de développement de l'île de Montréal, the City of Montreal and the YWCA.



Nicole Ranger, director, Equality 2005 Project; retired general director, Conseil scolaire de l'île de Montréal 1992-2000; President of the comité des services de garde du Conseil régional de développement de l'île de Montréal; and member of boards of directors.

#### PROMISING COURSES OF ACTION

Under its Equality 2005 project, the Board of Trade is committed to making its project known among the 3000 active women and 500 enterprises and institutions, the majority of which are members of the Board of Trade; and creating a centre to facilitate networking, the dissemination of strategic information and the partnering of women or enterprises or institutions seeking candidates for their board of directors. Interviews are currently being held with women leaders to determine their expertise, their commitment and their skills for the benefit of the individuals who register with the centre.

#### ACTIVITIES TO FOSTER AWARENESS AND PROFESSIONAL DEVELOPMENT

The Board of Trade's Equality 2005 project seeks to raise awareness about the potential of women to sit on boards of directors by promoting personalized contacts with mandate givers, by sensitizing

its members, organizing breakfast meetings with corporate leaders, launching mentoring activities, in short, it wishes to create opportunities to allow an ever greater number of women to make themselves known and to present their experience.

Another one of this project's objectives is to elaborate professional development activities with partners, based on the following themes:

- women, communication and leadership
- women and entrepreneurship
- women and career development
- women and economic power
- women and finance, and
- women's place in decision-making positions in the private and public sectors

#### PLAN OF ACTION: FROM DREAM TO REALITY

Equality 2005 will be a unifying project for the social, cultural and economic development of Metropolitan Montreal. For the equality of rights acquired over these past decades to translate into reality, the Board of Trade needs the commitment of all its members to facilitate the participation of women on the boards of directors of companies and institutions. It is by creating solidarity networks that we can move forward.

For more information, to enter your name in the candidate bank or to participate in the centre, contact:

Nicole Ranger, director  
nranger@cmm.qc.ca  
or  
Karine Bardier, administrative assistant  
kbardier@cmm.qc.ca

Equality 2005 Project  
5 Place Ville Marie, Mezzanine Level  
Suite 12500  
Montreal, Quebec H3B 4Y2  
Tel: 871-4000 ext. 4402  
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