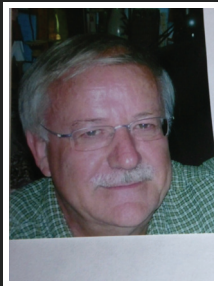


History of a life and its vicissitudes!

It is an autobiography written more than twenty years ago. The story essentially respects the chronology of events. The individual evolves in Quebec, Canada, the United States, Europe, the Caribbean and South America. The character is a professional with a family. The subjects treated touch among others education, politics, ... The titles of the chapters summarize rather well the contents of the manuscript.



A professional with a background in engineering, administration, financial planning. A project management specialist. A university professor. An administrator of public organizations: professional order, political organizations. A family man! With international experience in Quebec, Canada, UK, USA.



Odilon Talbot



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Introduction

First, the author asks himself the question: why write? Why describe events, feelings, real or fictional situations? Why write? So many writings, texts of all kinds already exist! What personal motivation, what motives push me to write ?

- moments of leisure to occupy, periods of solitude imposed by society or voluntarily decided to fill.
- the desire to communicate, to make known to one's relatives and others, in a literary way, elements of one's personal, intimate, interior, professional and social life, one's perception of things.
- the need to comment on events that have occurred, to dream "out loud", to invent events and characters.
- to document and analyze an individual's journey with some hindsight.
- and what do I know!

It was pointed out to the author that anyone could write and publish a book. The author believes that the written word reflects the personality, the level of knowledge, the preoccupations at a given time, the scope of an individual in one or more fields, etc. Also many of these words, of this speech testify of the private life of his main character. The author allows himself an intimate story, especially since the situation facilitates it. He had previously submitted brief writings to publishers. Several had encouraged him to pursue this work, which he had neglected in order to devote himself to his professional activities and perhaps also for lack of motivation. Acquaintances tell him that first writings are rarely published, yet one writer recently produced a successful book on his first attempt. In fact, he was not quite at the beginning of his career. Others say that it is better to respond to a request, an order. How can you ask or order a book from someone who has never produced one!

Is writing an artistic act as defined in a periodical?

In the author's mind, his so-called literary approach, this term seems pejorative to him, is first and foremost a gesture of expression, of communication, of openness as a citizen, as a professional, ... rather than artistic expression. However, he hopes that the result of his approach will please especially by its content; its ideas and also its container; its presentation. He would like to reach as many people as possible. Fortunately, from his point of view, the literary field includes all aspects of life: politics and others.

Writing for the first time a relatively long text can be compared to opening a valve of a vessel or container, a tank under more or less strong pressure, and to a young adult responding to his or her amorous impulses. It is an apprenticeship in a new field, another field.

Writing requires a certain personal confidence in the value, quality and relevance of the author's words.

It is necessary that the author assumes the social scope of his remarks and that ideally anticipates the reactions. For lack of being entirely integrated into the economic, social and political systems, i.e. that his values are not confused with those of the system, the established order, the order of things, he owes it to himself and to posterity to register his concerns, his positions, in broad daylight, so that they encrust, imbibe the social fabrics and influence progressively the scheme of the societal values. Our societies, while savoring and tasting the values of the moment, of the day or current, are tirelessly looking for new ideas, explanations, formulas, niches, fashions, ... in order to satisfy the demands of the dynamic and liberal elements. Knowing that frankness only occasionally appeals, especially when it is profitable, and that people generally prefer to dose and adapt their answers to their interlocutors, the fictionalized narration of events represents an alternative to factual descriptions. To write and publish a book is to enter other people's homes, to present them with ideas, to entertain them intellectually, ...

One always wonders if it is better to admit or emphasize one's inexperience in a type of writing because

some readers will automatically see many flaws or things to say when otherwise they would have had nothing negative to say. On the other hand, serious readers could benefit from this insight, this information in their evaluation or assessment of the text. If his essay or story is ever published, the author knows that he owes it, among other things, to the indulgence of the members of the publisher's reading committee, who will have read the content and probably disregarded the many corrections to be made to the text, to the summarily corrected draft. Really, the author used, if not abused, the patience of these experienced, knowledgeable readers... He was told that the process of evaluating the manuscript lasted three months and he was feverish, feverish to start the process and to get preliminary reactions that might not come.

As a starting point for writing, it may be easier to draw inspiration from real-life situations, making up the characters involved as best as possible, while retaining the important and significant traits for the purposes of the treatment of the subject. The author proposes to write only what the inspiration of the moment dictates in order to be more authentic. A text written around a central and main character represents a challenge because of the vast space occupied by this one, the accuracy and the rigor required for the related words.

The narrative and descriptive imposes restrictions of style and method of expression. Thus, the main ideas are grouped chronologically by sector and the author has grafted additional observations, often subsequent to the chronology of the main events, which is a little confusing at first. It is an enrichment of the text by the association of ideas, of complementary information which could hardly have been added to the narrative. On the other hand, this writing refers to multiple participants described succinctly, in few words. To present as chronologically as possible while grouping the subjects of the same nature, a matrix grouping of time and subject, the personal path of an individual supposes a choice of the level of details taking into account the periods deepened, the diversity of the subjects approached and the scale of the work contemplated. Here, the main character is moving through life, moving happily from one social milieu to another. The advancement or progression of this individual is undoubtedly due to his efforts, his work, his determination, his application and his tenacity as well as his important intellectual and physical potential. One is entitled to ask oneself, what would have been the personal path of such an individual evolving in an environment more conducive to his or her personal and professional development given the conventional standards of success in a career and, possibly, in a life. If we compare this personal path to that of an individual from a privileged environment, close to the offices of power and seeking the

In the case of a person who is used to power for its own sake, without reference to a societal project or to national objectives, for example, one will probably observe a rather rectilinear advancement in the person who is used to power, knowing, accepting and dealing with societal forces. Can we foresee a psychological or physical exhaustion in someone who has to go through several stages in his personal development or growth? Many opportunities could be missed or missed more or less voluntarily? The adjustment to the intrinsic values of various environments is very demanding, can be conflicting and lead to some significant rejections of these measures and a relatively important refusal of subjugation. If you dislike or displease the leaders, you can expect trouble for a long time!

The author being very "inhabited" by the central character, Jacques, he did not believe he could animate several characters. The use of the present tense would have considerably facilitated the writing and reading of this story, this essay. If ever this story were to be published and proved interesting, he could do it again and proceed differently in another essay. He admits that his main concern is the content; facts, ideas, opinions, philosophical approaches, ... leaving the container to his usual, natural pen. The author is far from believing that he has the patience to invent characters and bring them to life, with no other objective or goal than to cover pages with finely crafted stories. He needs to talk, to write about things that affect him, to pursue a goal, to convey his opinions, his ideas, ... at this stage of his life. It is not intended to be a stodgy, sophisticated narrative as such. However, the very character in question was complex and sophisticated enough which could lead him to such a result, written. He prefers to express simply, harmoniously the twists and turns of a gently lived life. Writing to please the gallery, to potential readers, seems to him dehumanizing, a certain form of "intellectual prostitution". However, if it is a way of working, of earning a living for some authors, why not?

The author's approach is to agglutinate, pile up, accumulate progressively and possibly logically facts, opinions, ... on the path of Jacques, the main character, and near the poles of the story thanks to modern technology of word processing, mechanically. This intellectual process is similar to the almost universal learning and knowledge acquisition process of progressive assimilation of knowledge and its integrated use in personal, professional life, ... Jacques had so many ideas, principles, projects that this story must be captivating if it translates a part of this being. The author found it easier to document, to develop the ideas born the night before when he woke up.

This account of Jacques' life and its adventures briefly presents his perception, his insight, his philosophy of our Quebec and international universe. The more complete and elaborate the portrait of Jacques, the main character, the more his approach and opinions will be interpreted and appreciated at their true value and in their own perspective by readers interested in this story and anxious to respect and penetrate the author's spirit.

To the relatives who seem to be related to the main character, if they were ever embarrassed by certain situations, the author suggests that they remind their interlocutors that this is a fictionalized story, a novel, a history! What! only they know their family and other realities and have their own vision and perception of them. The author has multiple personal and societal objectives in writing this text.

The author thought he would limit himself to about one hundred and fifty pages of text, thus ensuring the accessibility of this story in terms of reading time, especially for occasional readers. Taking into account the reactions obtained, his availability and his personal motivation, he could continue this editorial process to which he had devoted several months. However, this story was inspired by the history of a life (fifty years) and its adventures.

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JACQUES LABERGE

Given Jacques Laberge's training and experiences, one should not be surprised by the seriousness of his words, a high degree of internalization and his powerful spirit of analysis and synthesis, notwithstanding some of the people he rubbed shoulders with during his life. His life testified to his interest in multiple fields of activity. Perhaps he became a philosopher in his old age? He liked to integrate the knowledge he had acquired and the experiences he had had. He loved to put on paper his ideas, his concerns, his remarks on a thousand and one subjects and he was interested in politics in general and especially in Quebec politics. After writing his articles, Jacques would gather comments from those close to him in order to situate his remarks and to condition them for the eventual publication of his articles. Jacques was sometimes surprised by the quality and especially the nature of the texts they produced. He could have written at length about his brothers and sisters, however, he felt that he might have displeased the members of his family, especially since this type of writing did not correspond to his main needs at that time. Not only could his personal journey prove to be a source of inspiration on a reduced scale, that is to say in the absence of great societal achievements, but also his personal reflections constituted avenues of reflection for the next generation of Quebecers. Simple, not to say self-effacing in everyday life so as not to suffer from stress unnecessary and undue pressure, he knew how to present his views in any environment and to harness himself conventionally for a long time and who would

He adopted glib attitudes in the presence of visitors, which he did as little as possible. He had to master several disciplines in his development and personal affirmation. Sometimes he had to fight against the political, economic and even cultural establishments, and he acquired a vast knowledge of these environments, provoking reactions and also actions. When people had to face up to an event, they often reacted openly, as the Equality Party had done by revealing the true colors, the true positions of Montreal's Anglophones, which had been hidden for many years but had always been known by the business community, especially in Montreal, both Francophone and Anglophone. He was no less a feverish thinker whose reasoning was derived from practical observations of everyday life in many sectors of activity. How many of these policy and other measures are now part of our daily reality?

One might be tempted to say or believe that he was taking himself seriously, for another, some would say. Well, yes! Yes, he was taking himself seriously. He was not Mr. Hébert or Mr. Roberge, he was Mr. Laberge! He realized that in front of each interlocutor, he was letting a little bit of himself be seen; his tastes, his personality, ... Reality and fiction were more often in contact than one might think at first glance! Fiction came from a fertile imagination, from fantasies, from our subconscious and our conscious. Jacques felt that reality overflowed and encompassed fiction.

Jacques was a self-aware perfectionist! He reached great heights in many areas and progressively revealed certain folds of his personality. It was not always easy for James to accept or realize that he was not perfect in everything: certain aspects of his personality appeared to him as weaknesses that he had to deal with and accept.

Jacques was involved in society in various ways, sometimes to live, sometimes to survive, at other times to defend and maintain achievements, principles and values. He tried as little as possible to be pushed around by events, anticipating them as much as possible and, people, studying their behavior, their motivations, their interests, ... Sometimes he would have liked to live a bit like a robot, following the popular currents of thought, espousing the values of the environment and promoting his well-being. In fact, to a certain extent, this was what he did when he took a new job to facilitate his integration and to perform especially during the probation period. However, on one occasion, he was denied tenure by a boss who denied him tenure at the very last minute, believing that he could not get rid of it! What a strange way of thinking! It was better for him if it was so, because he was surely a weak and insecure leader, if not unstable!

Jacques found the positions on a board of directors challenging because he took them very seriously,

perhaps too seriously! He set his own goals and tried to achieve them while carrying out the other responsibilities of the position. He had been favourably impressed by Ms. Payette's performance as a minister, for example. By being demanding of himself, he occasionally annoyed other board members with his critical thinking and often innovative approaches. He preferred to leave his mark on a position, if possible, rather than simply hold the position honorably. It would perhaps have been desirable for him to assume these functions with more detachment and to progress, if necessary slowly, in order to facilitate his acceptance by his colleagues as well as that of his ideas, his approaches and his objectives. In order to experiment and to satisfy a desire for change, he varied his approaches to various groups and, in unfriendly environments, he used various tactics to avoid pitfalls. Unfortunately, in each organization, he had to respect a predetermined pace of advancement that would surely lead to full integration and perpetuation of the values of the environment. As he grew older, he could show his impatience by applying for positions that were considered beyond his reach and that would have been stimulating and challenging.

His life, for some people, was a complete success. At the height of his career, he had many questions and hopes for more accomplishments, to continue on a path that was interesting in many ways. Would he have the chance, the opportunity? Would his views and values become those of his company? The future would tell and, in the meantime, those close to him wanted it, strongly wanted it!

Jacques liked to talk and write about subjects less specialized than electronics and administration, with a view of a partial insider due to his technical and administrative training. As a specialist, he would have thought it necessary to state his acquired theoretical knowledge and to present it in a very sophisticated way, otherwise these remarks would have been trivialized by the scientific community. Such an extreme conditioned refinement did not suit him at the moment, although his writings reflected his solid training. He wished to address, to embrace first of all the reality as perceived and lived, to then state some elements of solution, to extrapolate the future, to draw perspectives preferably in three dimensions, ... within his humble means. An original approach could possibly lead to a different perspective, a new perception of the Quebec-French society, a realistic evaluation of what Quebecers were as individuals and as a society. To know oneself, to accept oneself, to organize oneself accordingly, to defend oneself collectively through independence. This program constituted in simple terms his credo or his second credo!

By chance, while unpacking objects left by a relative, they became interested in the newspapers that had been used for packing. The newspaper was from 1939 and was called "Le Mauricien". The following comments echoed Jacques' views on his literary approach. "It is thus that without great words and without psychological complication, one can sometimes reach the greatest art, that of ingenious simplicity and sincerity with oneself. How happy we would be if, on reading this charming story, all would take from it a lesson in accuracy and perspective and conclude to this principle that great literature, or at least that which never bores, is often that which uses everyday life, its normal joys and sorrows, to give them, in a stripped-down form, a universal value." They added: "As a general rule, one will be right against those who systematize contemporary misery and exaggerate it. The novelist must leave a true image of his time, the least possible flattered. His first merit will be to be actual and sincere, to arrange his life in such a way that it does not lead here or there to imbalance or partiality. We have always suspected that enthusiasm is not something that can be taught literally. It is rather a proven thing, conquered, triumphing over doubts, a rather rare virtue reserved for certain men and according to which it is good to display the most magnanimous optimism and courage."

Jacques would have liked to complete his personal and professional experiences by publishing at least one book and by presenting other conferences. Furthermore, he realized that he did not hold any important positions, especially those of advisor, because of his Franco-Quebecois independentist views.

I-THE CHILD

Born in the 1940's into a family of almost single parents, Jacques Laberge spent much of his leisure time in the woods surrounding the family home. He visualized the latter as being vast through his eyes as a child and even as a teenager. His father was hospitalized following a depression when he was three years old and returned home before Jacques' marriage following pressure from the family to the hospital. We can conclude that he did not know his father very well, except for two or three visits to the hospital in Quebec City. Thus, he lived in a home run by his mother, assisted in particular by his older brother.

The faint reminiscences of the image of his father could be those of being walked in his arms when he was suffering from indigestion with lard, cold roasted pork. Then he would have refused the corn syrup that his older brother, Etienne, offered him. Go figure, if these were real memories or simply images constructed from the repeated testimonies of the brothers and sisters who witnessed the event. Apparently, he was hit in the stomach by a ram at a young age.

Her mother had always been nostalgic for her native village, where the conditions for farming and accessibility were more favorable than in the row where she lived for many years. She was close to her younger brother, relatively spoiled, eventually consuming alcohol and on more or less good terms with his wife who seemed to her remarkably gentle and hardworking. He was to commit suicide at retirement age. His mother often decried certain transactions made by her husband during those years of marriage: the purchase of an overly frisky black horse, ... Her father was a farmer in the summer and a logging contractor in the winter. Thérèse, one of his sisters, described him as jovial, welcoming and loving family evenings. This strong little man was a natural leader. She was the object of his generosity while she was in school, she told Jacques. At one point, he was drinking with a neighbor and her mother did not get along well with this former neighbor.

Jacques remembered the sheepfold where a good number of sheep spent the winter. Later, he had to build rabbit cages on the second floor. He remembered that the "boucanerie", the "boucan", was used a few times to smoke and smoke fish and pork. It was also a favorite place to play because of the small size of the building and the proximity of the fence that allowed them to climb onto the roof. The chicken coop and pigsty were also well stocked. Often in the fall, the family would bleed a pig and collect the blood in a pan before pouring it into a larger container where the blood was constantly stirred to prevent it from clotting. Of course, the pig would scream and when it was dead its hair would be roasted by burning straw on its skin.

He also remembered a big cat, a yellow tomcat who was very attached to the family and who was effective on occasion in annihilating the vermin in the basement. They also had a small dog that was killed by a truck in front of Jacques and the youngest daughter, which pained them for a long time.

Sanitary facilities slowly evolved from the manual water pump to the electric pump and from the outdoor toilet supplemented by containers to an indoor water toilet. In the area of lighting, they moved from oil lamps to naphtha and finally to electric light bulbs, making it easier to study. The wood-burning stove with an integrated water tank was replaced by the combined wood and electric stove and electric heating.

Jacques enjoyed his primary school years and developed beautiful friendships, especially with a friend, Albert Dubé, who belonged to a large family and whose family life seemed lively and animated; evenings of dances and jigs. Albert played mouth music, harmonica and was very fond of Jacques' sister. So many memories related to the school of rank; the routes carried out on foot in autumn and spring, the school transport in sleds protected by a canvas such as the wagons of the "far west" assumed by the parents in turn from one winter to the other, the tarti nettes with strawberries, cretons, ... as dinner, the opening of the roads by ploughs or mechanical rams in spring. Enriching these essays with new words in class, he was noticed by a school inspector who asked him if he could keep one of his compositions after he had complimented him. His primary studies ended after a year in the charming company of two nice classmates to whom he left the first place in the academic ranking after the first school report. He would eventually meet one of them again during political meetings. He was bedridden at home after an unfortunate fall on his bicycle on a "hill", "apic" or steep gravel slope when he heard the good news of

his primary school diploma from his teacher, a mother who had returned to work after raising or educating her children. Fortunately, she had put her graduates through intensive study sessions of previous exams.

He recalled a few times an older classmate who had repeated a few years and who obviously had pronounced learning problems. James was saddened, tried to help him and later wondered if there were any reasons, causes, physical (visual, auditory, ...), slight mental and other medical disorders that could explain this phenomenon. This situation was to motivate him to support the efforts for physically and mentally handicapped children. This friend would later work in Ontario and Jacques never saw him again. He remembered getting into a fight once and to some extent remembered some of the exchanges and was not very proud of himself.

A little neighbor, Normand Gagnon, was the main character in this child's life. In fact, the neighboring family was almost an addition to Jacques' family because of their warm welcome, their friendliness, their generosity, their simplicity; a true model of a neighbor, from the parents to the last children! Outside of the vacations, during the school year, every Saturday, Jacques planned activities with his neighbor when the farm chores were not waiting for him. By accident, this neighbor had poured her "dishwater" in Jacques' face, fortunately he was wearing his balaclava on this occasion and she had made him enter her house to dry his face, he remembered, as a funny detail. Sometimes, his cousins came to visit him and one of them often wanted to box with Jacques' gloves. James did not like these sessions, which inevitably ended in nosebleeds. Jacques recognized that he had a fighting instinct and later worked in a brewery. Jacques was to see this former neighbor again with his small family and two of his sisters in this backcountry village where he was to stay for a year.

Each season brought its own set of activities. In the fall, he hunted hares using snares placed in their little paths or trails, squirrels using small traps, weasels by building a mini-shelter where he placed a bait as well

The only thing he caught was a trap and muskrat with the help of a wooden board placed on the surface of the lake, on the water, with bait and a trap attached. He had even caught two partridges in hare snares placed under an old tree dam delineating two lots of land. He spent hours in the partially cleared forest and followed many familiar trails. Nibbling on the thorns of fir and spruce trees and the tips of alder and cedar branches had become a reflex for him . Sometimes he would pick

gum
chewed wild tea leaves and ate berries. Later in college, James
was close to his brothers
from Abitibi must have been surprised to learn, in spite of his little experiences as a trapper-amateur, that one of them had eaten bear at home and that his father was a professional trapper. No doubt he ate squirrel, groundhog, muskrat, beaver, porcupine, ... How delicious and substantial were these boudoirs enriched with fresh vegetables from the garden; carrots, broad beans, turnips, potatoes, ... and complemented by salted pork! The dark meat of wild animals; partridge, hare, deer, moose, bustard, ... was familiar to him and he considered it tasty. At the beginning of
a

In the fall, his mother and two of his sisters had come to meet him at the exit of the forest, of the savannah, because they had seen a bear crossing the road and they feared for Jacques. Jacques had never seen or met a bear in the woods and he never did.

In the vicinity of the house there was a natural spring where one could drink clear water. It was a privileged place for children, an island of greenery, a rendezvous for game. This green corner where the wet ground was covered with spongy vegetation. Later, Jacques would say that a lot of his inner serenity, he owed it to these hours of quietude and exchanges, of communion with this peaceful and harmonious nature.

In the winter, skiing, sledding, tobogganing and snowshoeing, as well as hunting until the snow was deep or deep, were his favorite activities. To ski, he and his siblings would make a trail and go down for hours avoiding obstacles at the bottom of the slope while others would use the sled and toboggan in the

absence of a mechanical lift of course. Games of cards, dominoes, parcheesi, ... with the brothers and, especially, the sisters occupied many evenings and stormy days. Following the instructions of an older sister, he knitted an undergarment, a woollen camisole while nursing a nasty flu. Sometimes his brothers would set up a mini skating rink on the small lake and everyone would try their hand at the sport. Unfortunately, the shallow lake froze over enough to occasionally destroy the fish, the trout. What hours spent playing in the barn on the straw and hay on stormy days!

In the spring, the creek in front of the house would overflow and James would watch for the thaw. When the snow had hardened, he would take advantage of it to slide down the hill in a sled while avoiding scratches. Sometimes the water would damage the cellar, the basement where the vegetables were stored. One of his sisters often received an invitation from her godmother to go to the sugar shack or a loaf of maple sugar. Occasionally, instead of buying maple syrup, her mother would make it from maple bark. At Easter, the family would collect the so-called Easter water before sunrise.

The vacation period brought the field work; "hooping" or weeding and hand watering of the garden and the fields of potatoes, "turnips" or turnips, "treading" or human compaction of "trips" or loads of hay where the cart was pulled by a horse whose entrance into the barn was more or less safe and problematic, rock picking or stone picking, harvesting or gathering of wild fruits such as strawberries, raspberries, blackberries, blueberries, currants, hazelnuts, cranberries, chokecherries, cherries, pimbina, ... The daily work known as the

The train games continued at a different pace from those of the winter period. The games were most exhilarating on some summer evenings, often accompanied by frantic races to match the turbulence of the hot summer winds. In hot weather, especially, Jacques and his sisters and brothers would go swimming, either at the small "bottomless" or muddy lake, taking care to tie themselves to the raft or rowboat, not knowing how to swim, or at the small Red River where they also fished in early summer and spring. As a child, Jacques played with his brothers, sisters and neighbors in a pond located between the two residences. They played a thousand and one games: store, frog hunt, house, etc. The children said they were going to play at the "sea"! In the absence of a father, the mother-son bond was strong between Jacques and Josée. Warm ties and excellent communication facilitated exchanges. James sometimes spoke in a direct manner and his mother adapted to his outspokenness, but he was always polite and respectful. His mother inspired a sense of confidence and serenity. She was interested in all her children; they were, under the circumstances, her life, James believed. His mother often said that we were not rich but that we ate well and that a healthy diet was necessary for good and excellent health. A sister, Therese, acted as a tutor for the youth group; being a teacher by training, she taught several of them, including James. Her sister stayed at the school during the week and came home on weekends. On several occasions, she had to earn the award, the annual merit given to the best teacher in the district, the "bonus" so coveted by the teachers and given by the school inspector. She encouraged her younger brothers and sisters to stay in school as long as possible and was generous. A perfectionist by nature, she taught them, among other things, to correct each other's spoken and written French. One manifestation of her perfectionism was her pride in her clothing.

Alternative medicine was popular; camphor, tincture of iodine, Rawley ointment, red liniment, Minard liniment, rubbing alcohol, petroleum jelly, cough syrup, Auralgan oil, alder tea, ... even though this term did not exist at the time.

James often had the same dream, nightmare. He would find himself lying in a narrow tunnel and a frightening face would come dangerously close to him and he would wake up in a cold sweat. He lived and "relived" this nightmare dozens of times. His health, in general, was perhaps deficient, weak! He was traumatized by a strong, authoritarian and apparently malevolent image! Perhaps the restraining image of the older brother! He wondered.

Living in a family of twelve children, it was said, had contributed to develop in James a team spirit, a family spirit and a spirit of mutual aid required for the good of the family as a whole and based on the study of several characters and personalities. One day, it was pointed out to him that he was the twelfth in the family, also born on the twelfth day of the month, and that he must, according to the saying, have

a gift. James wondered what gift he had!

The unmarried older brother assisted his mother and James realized as an adult that this brother had taken on responsibilities without experiencing the joys of fatherhood, simply put. It was a rather ungrateful fate, after all! By chance, perhaps, his future wife during this time was living a similar situation being educated by her unmarried aunt following the death of her mother at an early age.

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II- THE TEENAGER

The life of an adolescent involves major upheavals on the physical, moral and intellectual levels... He gradually left his mother's warmth, attention and care in favor of an increasing affirmation outside the home, with neighbors, at school, in collective or individual activities requiring a greater degree of autonomy. Not only did his mother's arms welcome him; apparently, one of his older sisters liked to cradle him, to spoil him, which another sister reproached her for not considering it desirable for James' development. The observation and the experience of numerous physiological phenomena, sometimes upsetting and gradually assumed, the learning and the execution of multiple tasks, of activities more and more valorizing, useful to the entourage; for example, preparation of the "ondins" of hay with the rake drawn by the horse, stacking of hay in piles or "valoches", mowing, harnessing of the horses, etc. continued at an accelerated rhythm. Leisure time was greatly appreciated after the completion of utility work. Even leisure activities such as excursions in the forest had a utilitarian component such as hunting, fishing, etc. School life occupied a significant place during adolescence, but its world also included many interesting and captivating activities, as well as other more laborious ones. The personal affirmation in front of sisters, brothers, neighbors, classmates, was starting to take place. People often asked themselves as adults if they had had a happy childhood and adolescence. James could answer in the affirmative despite the material constraints and the absence of the father, especially the absence of the father.

What can I say about the beginning of his secondary studies at the local school under the benevolent direction of the teacher who accepted this student almost voluntarily in her elementary school. The admiration for this teacher and the fact that he was the only high school student were motivating factors for his success. In addition, he did not want to work in the construction industry as his brothers had to do early in their careers. He participated as an actor-amateur in a play staged for the benefit of a humanitarian movement

and presented at the parish hall. In fact, he played the role of an alcoholic namesake who eventually had to kick the habit. He attended a first program

The movie was a Tarzan movie and was shown in the parish hall for twenty-five cents. What a delight to see this wilderness! Jacques remembered having seen the television for the first time at a neighbor's house at school, a few months before we bought it at home. A small but important fact in his eyes, a few times in church, he was inconvenienced and had to get out to avoid losing consciousness. Slumped in the cold outer corridor of the church, he would recover, regain his color. Perhaps he was impressed by the crowd, by the religious ceremonies and he wondered about their meanings, their interpretations, their significance, ...

Her mother was, near the church, priests. A notable of the parish, the doctor, said of her that she was a "gnawer of balusters". Head of the family, she felt, thought Jacques, the need to share her worries with knowledgeable, available and impartial people and also to seek their advice. Devout to St. Joseph in particular and a believer, she was able to endure many trials and lived for her family. In doing so, she earned an excellent reputation that she wanted to share with her daughters and sons. How many hours she spent discussing morality with her family! The debates were usually initiated and animated by her mother. This is how she transmitted her values by putting her words into action. Despite her principles, she knew how to continue to love her children even when they strayed from the path she considered desirable, preferable humanly and religiously. Jacques remembered that she used to tell them that sleep before midnight was better, more recuperative than sleep after. When he was older, James liked to work late at night when he had no obligations or activities planned for the next day, so he felt more creative and attentive. One winter, his brother, François, made a pair of skis for himself and sold them for seventy-five cents to an acquaintance. James was eager to own these skis, but unfortunately he didn't have the money. He had to do without them and cried for a few minutes behind the stove, trying to shake his mother who had other priorities and, moreover, it was fair that his brother had his skis and James,

basically, understood him despite everything he hoped anyway! He learned the lesson that you can't get everything no matter what your means and that at a young age. When his son will make multiple requests later on, he will remember this time and he will tell him about it.

Her sexual education was assumed by her brothers, especially Emile. This situation, in her eyes, was quite acceptable in a large family when a woman was in charge. She gave her children a lot of latitude, realizing that they had to take charge of their own lives once they had finished their studies and to develop themselves according to the values and principles that she had instilled in them. There was an atmosphere of mutual support in the family; everyone knew their strengths and weaknesses and tried to help each other. The only anecdote James could mention about sex was when he and his mother saw sheep having sex together or at the same time. She merely smiled as a reaction or explanation. Later, at the height of his life, she admitted that genitalia age less quickly than others and he recalled this remark after reading similar observations in a magazine, he vaguely recalled.

An old road located one mile from the residence was a good place for hunting. It crossed a rather large forest where frequently partridges and hares could be observed and hunted. In the fall, Jacques had accompanied a brother on a rather sporty squirrel hunt with a .22 rifle. The maple grove on the coast near the old road was a refuge for squirrels and they were very audible and visible especially after the leaves had fallen.

For a few summer seasons, the older brother sold fruits and vegetables in rural areas. His business suffered from a common problem: credit. Being generous by nature, he had difficulty getting paid on overdue accounts. In addition, when a neighbor died, he advanced the widow money to bury her husband, a trapper by profession. Some twenty years later, the widow was happy to pay back the thousand dollars she had borrowed without giving him any interest. He was surprised and pleased by this gesture when he no longer expected any repayment.

In high school, her sister Louise's classmates, although brilliant, considered her to be great, always first. In other family environments, she would have completed a university education with flying colors. She was aware of her learning abilities, yet she showed no signs of being smug. Her other sisters also performed well in the academic field, among others. Later on, when he was in university, he saw sisters doing well and thought that his sisters could have done the same.

The older sister teacher was very fair with the students in her classes, especially in the presence of her own family members. In some ways, Jacques felt more appreciated by other teachers than by his sister. Perhaps he was more motivated when dealing with strangers, as was commonly said.

The teenager experienced a migration to a neighboring village and had to abandon this small, little-used farm in recent years, while the brothers and sisters were already working elsewhere. The farm was sold to a neighbor and Jacques had left his rabbits free for a year in the barn where they tunneled through the hay. He found himself with his mother and sisters in a new and generally welcoming environment, a village in the hinterland. A first rented apartment served as a home and high school provided him with better academic competition. A dedicated teacher, dedicated to his profession, provided quality instruction. A few years later, this teacher offered to help him pay for his university studies; an offer that he refused, but not without appreciating this gesture, which reflected the generosity and greatness of this educator's soul.

A solid friendship was established with a fellow student whom he would meet again at the college level. Another classmate became a popular singer in Quebec. The games during the rest periods were very popular with Jacques. It was there that he believed he experienced his first instance of discreet sexual harassment. He remembered for a long time a dare with a parent of the first grader, Robert Cloutier. This parent had to pay twenty-five cents because Jacques had placed first the month following the dare, as if by chance.

François, an older brother, pursued his studies by correspondence in mechanics which would allow him

to pursue a career in this field on the North Shore. At that time, he met the woman who was to become his wife, a pearl combining personality, seriousness and physical attractiveness.

The next move brought him to the village of his native parish, his mother's favorite place, far from the row, from the partially cleared and poorly drained land where the early autumn frosts considerably reduced the yields of both market gardening and farming. During the summer, he demolished, piece by piece, an old stable located on the family residence where eventually his brother, Emile, was to build his house and live there with his wife until his accidental death. Sometimes Jacques would repair the appliances. It was at this time that he went for a year to a city near the coast to continue his studies at the Ecole d'Arts et Métiers and to stay with his sister, Hélène, who had recently married and was generous enough to host him almost voluntarily. What self-sacrifice for this young couple, even if Jacques was obedient, studious and discreet! This sister affectionately called him Ti-J, short for Ti-Jacques and Jacques. When he grew up, he suggested that she call him Jacques and she kindly agreed to his suggestion and request.

Comparatively well prepared academically and dedicated to his studies, Jacques was to win the main prizes, the most expensive he would receive in his academic life, at the end of the year with an average of ten percent higher than the second. His sister's good friend, the priest, attended the prize-giving ceremony. The administrative secretary encouraged him to continue his studies preferably at the college level in a nearby city, the regional capital. He set himself the goal or condition of completing his course in three years instead of four in order to make up for that year at the School of Arts and Crafts. His mother often said that education was a more reliable value than money. Jacques was convinced of the validity of this assertion when he saw general contractors declare bankruptcy following changes or reversals of political parties in Quebec and the federal government that altered the balance of power at the municipal level. One of them even went so far as to commit suicide.

During this period, his brother, a carpenter and four years older, began to date his future wife, Alberte, a girl of refreshingly young spirit and pleasing looks. About this brother, it has often been thought, that after having obtained at first his seventh grade certificate, following a seriously done eighth grade, that this certificate of primary study was taken away from him by the nun and given to another student whose parents could, it seems, better support financially in the pursuit of his studies, do his classical course. His experienced and very small (dwarf) teacher had unfortunately left on vacation. Jacques would have liked to check the files of the Ministry of Education on this subject. This older brother offered him the example of a hard-working and responsible person who knew how to manage his affairs intelligently while respecting his financial means. Jacques considered his parents fortunate to have a son who visited them regularly. His mother also helped them admirably and she missed her children living in Montreal and other parts of Quebec.

Family life was enriched by the presence of older sisters married to helpful, available and generous men. Jacques entertained his many nieces and nephews who are now adults. Several years later, he received a visit from one of them who came to Montreal with his young family. He was to keep a wood carving of one of them. One of his nieces was a real force of nature, bright and warm.

The following year, Jacques was accepted into the seminary as a boarder in the second year of the college course. There he met his friend from the village in the backcountry with a robust physique and an apparently difficult if not tough character who, underneath these outward appearances, hid a heart of gold and showed great loyalty, a manifest frankness coupled with a pleasantly sarcastic humor. Our teenager devoted himself to his studies, sports and extracurricular activities. Discipline was accepted naturally, the supervisors only had to give him a visual warning to call him to order and he earned an award for dedication to the service of worship having, among other things, participated in the setting up of public speaking classes where one of the practical exercises consisted of readings during religious services. Thus, public speaking was placed at the service of worship. In the spring and fall, he played volleyball. Jacques remembered a few times, an unfortunate but necessary gesture, he believed! He rubbed shoulders with a kind Haitian who played in his hair at every meeting. He got along well with this young man except on this point and Jacques warned him twice not to play in his hair. On the third

occasion, Jacques gently and symbolically slapped him in the face and that was the end of that friendship. He loved the Haitians, the first representatives of the black race he met, and found them gentle and peaceful. One of the Haitians was a consummate athlete and it was fun to watch him. Jacques was also a judge for amateur boxing at the college. In addition, he helped organize and took philosophy classes from one of the priests assigned to supervise the students. In order to reduce his academic expenses, he learned to type using a method prior to writing his senior thesis.

Gradually, a healthy competition for the top academic rank developed between him and a fellow student, Yves Hébert. This friend, who was particularly interested in techniques, turned out to be a kind and gifted competitor. He would later find him at the university where they would share a small apartment. His mother had warned him that the Laberge's gave themselves to their work often to the point of exhaustion and, later, Jacques was to pass this information on to his son.

In his twenties, he thought he was suffering from baldness, but in the years that followed, this danger dissipated. And no! If life was lent to him long enough, he could comb out and admire his gray and white hair.

Friendly and cordial bonds were established during these four years of boarding school and twenty years later, it is with great emotion that he will recognize some of his friends, his confreres at first glance and several others after having renewed acquaintance during a conventum held in a town in the Lower St. Lawrence. Four to a room, they had quickly learned to become familiar with each other's habits, character and tastes. On this occasion, he also saw his friend, a geographer and demographer, and his friend, a university professor. They insisted on including him in the organizing committee of the next conventum.

Here is a brief description of his brothers and sisters:

Etienne remained single, having acted unofficially as a substitute for the father in his absence. This role did not allow him to develop as a man from James' point of view. This brother was a model of righteousness and was particularly gifted physically and intellectually. He spent several years in British Columbia and the Yukon.

Richard was killed in a motorcycle accident. He was athletic and sociable, he was told! Not surprisingly, almost everyone in the family had to use his new skis for years and years. Jacques never knew him.

Solange, in his eyes, was a typical Quebec mother with her family of ten children who lived first with her father-in-law, her brothers-in-law and her sisters-in-law and also the death of her father-in-law at home. Always welcoming, she entertained the large family for the holidays as a hotel manager could not have done better with Quebec dishes whose recipes were passed down from mother to daughter. Her husband was a family man, a carpenter and cabinet maker who became an entrepreneur and introduced his sons to his business. He died while his oldest son was still in school and his two oldest daughters were going into teaching.

Claire, according to old photos, was feminine, pretty and coquettish. She married and had two bright boys. Jacques benefited from their family welcome when he took a summer job surveying.

Pierrette whom Jacques got to know as she and her family of eight children left the North Shore. He discovered a beautiful and warm woman. Her husband had been the distribution manager of a popular beverage. Several of her children became accountants, engineers, ...

Thérèse, of a generous nature, was the only one of the elders to pursue studies (in pedagogy) with the financial help of her brother, Richard. She had a son and pursued studies in social sciences. At Jacques and Suzie's wedding, she acted as Jacques' best man.

Hélène, married and mother of two boys and a girl, was admirably supported by a socially strong and generous husband. Her two sons acquired a university education in theology while their sister became a laboratory manager.

Emile had slight health problems (hernia) in his teens, they told Jacques. He got married and died accidentally. He was an excellent hunter.

François, sensitive and generous, pursued correspondence courses, got married and worked on the North Shore. They had five children, including one boy. His daughters excelled in swimming, figure skating, ... and they pursued university and college studies. One of them was the goddaughter of Jacques and Suzie, his wife.

Jean-Louis excelled in construction work which allowed him to support his family of three children, one boy and two girls. His residence was next to the sea.

The intelligent Louise married a Frenchman and they had two daughters. She worked as a teacher and nurse. Her husband worked as an airplane specialist and showed leadership.

Jacques is the central character in this story.

Martine, coquettish and practical, taught and married a Swiss German and they had a son.

Roberte, warm and generous, became a nurse and married a charming boy from Quebec City. They had no children, but they loved animals. She was Simon's godmother. Her husband acted as a witness for Jacques at his wedding.

Two letters received the same year by Jacques testified to the warmth and sincerity of the ties uniting the members of this family. Here is the first one:

Rimouski, the

Dear brother,

I am coming to say a "big" thank you for your willingness to respond to my request for help. I am deeply touched. As soon as I sell my car, I will pay you back.

I'm glad to hear that you and Suzie are getting along well. Life is more pleasant that way.

Mom spent a week at Roberte's. This gave her a week of rest. Roberte was tired and a bit nervous. It is possible that she is pregnant.

Will you tell Martine that I went to the Continuing Education office for her newsletter. I gave them her address; she should have an answer soon. If there is a delay, she should let me know.

Here, it goes ... The work is pressing. I am doing well. I had a hard time with the flu. Now I'm doing great. I don't go out with Silvio anymore. The weekends are longer but it's getting better...

At home, it's the same routine. Life is always "in slow motion".

Thanks again, and much joy, success in everything! Good luck to you!

See you at the holidays.

Hello!

Therese."

Another missive that testifies to the family cordiality between James and his relatives is the following:

"

Saint-Angel de Mérici, the ...

Hello,

Dear Brother! Here I sit down and take the time to thank you for your kindness during our stay at your place.

I always put it off! When I arrived, I took back my work, the cleaning but I say to myself "there is a limit".

I hope your health is good, as well as the daily life, work.

Clermont was very happy, satisfied with his trip; to have seen the botanical garden and the children still speak about it. A big thank you!

François arrived for a month on Saturday 5th.

I know your vacation is coming up, we hope you'll come down to our neck of the woods. It would be a pleasure for all of us.

This week, Clermont wants to make its annual trip to the Basilica of Saint Anne. I'm a little bit reticent and I'll have to prepare the children and make the trip quickly.

Greetings from Clermont and the children!

Hope to see you soon!

Thank you for your kindness! Spouts!

Helene."

Obviously, the family climate was not always at its best, but these two letters kept by Jacques translated the deep essence of the communications sometimes expressed in different styles and levels of language.

III- THE ADULT

His mother was attending his graduation and her attention was drawn to his fellow student, Yves. He was surprised by this detail considering his own performance; recipient of the prize from the Minister of Social Welfare and Youth, Mr. Bertrand and first in four subjects and second in four others. Perhaps she was more ambitious than he had thought! Jacques had thought he detected in her progress, her intellectual progression, an increased ease as the years went by. Perhaps because of a greater concentration on her studies or a certain ease in integrating the knowledge she had acquired or a growing thirst for knowledge. Eventually, he would observe a similar phenomenon in his offspring.

His first summer job was as a lumberjack with his older brother, who was experienced and anxious to help him in his own way. After two weeks of hard work for a student of small physical stature, his brother decided that the hundred dollars earned each week was not a satisfactory remuneration considering the efforts made and the limited amount of wood available for cutting. At the Baie-Comeau paper mill, the personnel officer offered him a choice of two well-paid, unionized jobs: wheelbarrowing sulphur, sorting and transporting limestone and cleaning floors with pressurized water jets. He realized that his co-workers were experienced and respected a reasonable work pace, as the old saying goes; "little train goes a long way". Jacques continued his work a week after classes began with the permission of the college administration and took the opportunity to meet with the chemists at the mill and borrow documentation for a final year project on paper making. Additional work as a stevedore of paper rolls and cement bags allowed him to accumulate money for the next year.

Following his graduation in 1960, he worked on the survey required for the relocation of telephone lines in the company of a friendly, pleasant and knowledgeable surveyor from a wealthy area. Even at that age, he thought he was growing up, as a chance meeting with his former prefect of discipline made them realize that he had physically grown up presumably crossing farm fences. He had also applied to McGill University after his college course so he could have completed his undergraduate studies in four years. They pointed out to him the weakness of his English skills and encouraged him to first undertake a preparatory year in an English-speaking environment.

When he arrived in Montreal, he looked for a double room near the university with his college colleague, Yves Hébert. Occasionally, he observed pheasants, apparently extinct specimens, walking around the mountain, especially at the first snow. At Polytechnique, he was accepted without an entrance exam along with nine other graduates from the same college. Only two of them were to become engineers; the first two at the college! Yves later became a professor at the University and president of their association. A close, jovial and socially strong colleague, Ernest Bilodeau, became a geographer in Quebec City and several colleagues worked in vocational education at the secondary and college levels. Before the first quarterly exams, his brother, Emile, died in an accident involving his younger sister. On the weekend, he obtained permission from the school's vice-principal to be absent from the exams. Thus, the semester exam was of particular importance. The results of the first year gave him the satisfaction of having obtained the best results of the ten students who came together from the Lower St. Lawrence. Here, too, he had asked to complete the engineering course in four years instead of five, but his request had been denied. At the first dance of the year, he met an older Red Cross employee on a blind date and they never met again. For two years, he practiced fencing and foil, in particular, with the fencing master, Mr. Desjarlais, and continued his swimming lessons. He joined a bowling team organized by a namesake of a Montreal mayor.

Jacques, in his third year of engineering, had become bored with studying and fascinated by the extracurricular activities at the University of Montreal's Social Centre, where he lived. He became particularly involved in the organization of social activities. A five-year course had seemed very long to him and that is why he had thought of doing it in four years. He had to bravely take it again this year because he had failed three times. Since he had to work during the summer to pay for his studies, he had little time in Arvida to prepare for his exams. He had rented a room from the parents of a large, friendly family. It was difficult to study subjects outside the university framework. Fortunately, students were now graduating by subject despite the few advantages of the old method. Jacques had been elected director of the Social Activities Committee because of his continued involvement. He preferred these

social activities to his studies. Despite this academic failure, Jacques appreciated the experience and the societal knowledge acquired during this year. From this experience, he retained, among other things, that he had a rather complete character, that he devoted himself to what he liked most, a bit like everyone else, that it was dangerous to divide his energies. Few Polytechnique colleagues were active in committees or activities outside the School because of the academic requirements, the nature of the subjects studied, and the low level of interest in agonomic activities (AGEUM). In this way, he must have known two engineering classes fairly well and officially belonged to the most recent of the two classes. His academic performance, his personality and his seriousness, he believed he had earned the consideration of his colleagues.

Thus, his third year of university was characterized by a particular interest in social activities and their organization. He became friends with a very sociable law student. A friend who was active in social activities was to play a key role in the establishment of the Francophonie. He was the subject of an article in the *Quartier Latin*, an article entitled "Scandale chez les bourgeois". At the "Petit bal du samedi soir", a dress code was required and Jacques assisted by his cronies had refused admission to a student for this reason. Jacques Girard, the director of the newspaper at the time, encouraged him to respond. Life at the student residence allowed him to get to know many fellow students from Polytechnique and other faculties, many of whom resided outside of Montreal, the "orphans of the social center". At that time, he knew two law students who were to become Quebec ministers. He irregularly visited his aunts and cousins in Montreal, one of whom is now an assistant attorney general in a major Quebec city. One year, he rented a room in a German house and at that time, he had a friend, a teacher from Quebec. The following year, a friend, Sylvio Lamaire, offered him to share an apartment. This friend was considered and held in high esteem by Jacques. He was favorably impressed by the seriousness and fidelity of his greatest friend who was to obtain his doctorate in a new engineering specialty, biomedical engineering. Two of Jacques' sisters who had come to Montreal had the opportunity to get to know this friend, but none of them took a romantic interest in him. The owner of the building was also owner of a bakery chain and often her dogs accompanied her. The last year was spent with his sister, Louise, a nurse and two years older, in a newly furnished apartment. The many friendships made with fellow engineering students, in particular, were invaluable both professionally and personally. They can be found in all spheres of economic life in Quebec and elsewhere. At Polytechnique, there were students from Morocco, Tunisia, Lebanon, Vietnam, Algeria, Egypt ... whom he got to know and appreciate. One of them, who became vice-president of a multinational company, provided him with excellent references to continue his studies at the doctoral level. He completed his surveying camp with an Italian-speaking Quebecer who was well integrated in Quebec and whom he would later meet in Varennes.

When he was in college, he had an experience from which he drew serious conclusions. A fellow student with whom he was trying to get along refused him friendship. After several attempts, he concluded that there was a natural antipathy that he could not hope to overcome. It is possible that his namesake found in James some of his personal traits that he did not appreciate, he was told! He was to experience a similar situation in a professional association later on and, as luck would have it, a companion, to whom Jacques had described the little dilemma, explained to his colleague the situation he was experiencing. One facet of his personality that he had discovered early on was that few people, it seemed to him, approached him without first establishing a personal contact. Did he have a strong personality? Did he have the impression that he was not very suggestible? Generally, the people he approached reacted positively to his approaches and communications.

Jacques had been intellectually seduced by a very bright, simple, pretty, diplomatic, balanced, tall, classmate... The image of this woman-engineer motivated him at other times to promote her interests for the good of the profession. She taught at a university on the west coast of Canada and pursued research there. He also respected his male colleagues and the student environment was very stimulating professionally. In his later years, Jacques sometimes dreamed of societal involvement with such colleagues.

Throughout the summers, he worked in Toronto in a sheet metal factory to pay for his education and to learn English, which was relatively difficult and isolated him from his cultural background. Most of the

employees had, for example, a finger cut off by the equipment, the machine tools, despite some protective measures at work. Fortunately, Jacques escaped without an accident! Jacques took English classes with Italian, German and other immigrants. For a second time, he was subjected to mild sexual harassment (a term not widely known at the time) by a German supervisor, but as an adult he could not strut about it. One of his night supervisors was a Hungarian who spoke to him at length about his country. Jacques stayed in Toronto, first with a German family from whom he learned some of their customs and enjoyed their often national dishes. He befriended another German camper, also an architecture student who was to marry the owner's pretty young blonde daughter. The following summer, he learned that it sometimes costs to help an unserious Quebecer (quasi-itinerant) even for one night's lodging in terms of reputation with his landlady, who had the same name as him and was accepted in both English and French, and the non-repayment of a thirty dollar loan. He will become aware of the behaviour of Quebecers outside Quebec and Ontarians.

His means of transportation from Montreal to Rimouski to Toronto and vice-versa during those years of student life was by "thumb", hitchhiking. Only at the Holidays, he would take the train crowded with passengers and almost always late by a few hours. However, one Christmas, instead of taking the train, he traveled from Montreal to Rimouski by car with another student. The road was icy and at one point their car was going down a long hill while another car was coming in the opposite direction. Immediately after passing this car, their vehicle turned 180 degrees and they found themselves in the opposite direction. If the car had turned a few seconds earlier, James' life or at least his health could have been affected. His life, or at least his health, had depended on a few seconds of an unfortunate and possibly fatal event. Life was hanging by a thread according to some stuntmen and according to Jacques as well.

He was a movie lover and must have watched hundreds of movies in French, English and later in Spanish and Italian and even in Portuguese. His future partner would eventually be a movie lover as well, but she rarely watched movies without sleeping for about thirty minutes, probably because of the many activities and the high level of energy regularly expended. In addition, she also had to spend a few summers in Toronto to learn English. During one summer, he increased his muscle mass by following the instructions of physical exercises performed only using his own body weight. This method helped to improve his appearance and especially his physical posture.

The other summers were spent in Arvida where he was responsible for the plans of a pilot plant which proved to be impractical and had to be demolished, in Montreal as a draftsman and as a student-engineer at Bell where his first French-speaking nationalist reactions appeared. As a draftsman, he met a most humane and charming German engineer. He also met the members of his small family. Subsequently, he frequently made his boss's name on the board of directors of an important company. In addition, at the Bell, he met a Frenchman, Louis Dumais, a simple, level-headed, competent man from Lyon, who appreciated Quebec without deference and whom he was to meet again in Paris during his stay in Europe. Louis worked for a multinational company with important interests here.

Eventually, he had to be very understanding as a host in Paris. Before leaving for Europe, Jacques worked at Ville Lasalle in programming. That summer, camping was on the agenda as well as tennis at the university, which allowed him to meet female companions in addition to conditioning himself physically. At that time, he was to meet a person, Renée Thibodeau, with whom he corresponded during his study trip to Europe.

During these years of study, he often wondered if he was gifted and gradually, he realized that he could laboriously, if necessary, master many subjects. His field of specialization had been chosen because of the opportunities offered, like many Quebecers, his family not having the financial means to pursue classical studies which would have allowed him to choose his profession more freely. Having never been interested in the priesthood, the possibility of having his studies at the seminary paid for was never considered. Freedom of choice can lead to a better acceptance of one's profession. Rightly or wrongly, Jacques believed that technical subjects were demanding fields. To keep, maintain and sustain his attention, he had to make serious efforts. Other subjects might have been easier to master. He saw these studies as a challenge.

James and his brothers and sisters were happy to have their father back under the family roof. It was

nice to see his father, to be with him after such a long absence! After many years, he would fall, be hospitalized and eventually die.

Overall, Jacques had several more or less important love experiences with schoolteachers, nurses and university students. The two most important experiences involved a schoolteacher from Quebec City and a professor pursuing her studies at the university. However, he did not consume his loves physically. At the graduation ball, an elegant and pretty companion from the South Shore of Montreal accompanied him in her long, slim white dress with a green net draped over the top. This friend showed kindness and great frankness towards him, which he greatly appreciated.

At that time, a classmate wrote the following about him:

"One can recognize our friend by his easy laugh and his velvety gait. Jovial, always and everywhere, quiet and restful at all times, he sees life in the metropolis as rosy. He likes to attend social gatherings.

As a sportsman, he is a retired athlete; you never see him run; he still seems confident of getting to the goal.

As he liked to meet people and exchange ideas, he took part in social activities. He organized dance classes, a small ball, and free dances. But it is difficult to serve two masters and he had to give up these activities to spend more time on his studies.

Now, our friend seems interested in running large companies; that's why he plans to do a master's degree in "Business Administration" one day; maybe he doesn't want to keep doing complicated calculations; maybe he prefers sums to subtractions and infinite summations. So we wish you, dear friend, success everywhere and in all the responsibilities that will be entrusted to you."

For his part, Jacques also wrote a few lines about a colleague in a familiar way:

"Robert comes from a region close to Quebec. This does not prevent him from having the mentality of a true Quebecer. He arrived at Poly in his second year, after having brilliantly completed his classical course, and never had any difficulty in passing his exams (even in electrical engineering), accomplishing a constant work.

Robert has been enjoying the benefits of marriage for a year now. This situation does not affect his academic results, on the contrary, it is an additional motivation to study. Always cheerful, Robert, although not the most boisterous, is pleasant to be around. He will surely earn the trust of his employer, being punctual and always on time.

As for extracurricular activities, he is particularly interested in sports: swimming, field hockey, ... Robert has always been happy to participate in class activities.

Next year, we will most likely see him driving a Volvo, a car that combines three characteristics of particular interest to Robert: comfort, endurance and economy.

Robert, your serious preparation and your personal qualities will surely bring you success in your chosen field of activity. Your colleagues sincerely wish you success.

Jacques"

Jacques was surprised that he had used the expression "true Quebecer" as early as 1966, especially with regard to someone from outside Quebec.

As a racially charged experience, he recalled walking through a black area of New York City, Harlem, to get to the university he wanted to visit more quickly. Along the way, a city employee who met him offered to drive him out of this area of high risk violence and conflict. In some areas of the city where he took the subway, he encountered a black majority and was surprised by the deplorable state of the subway, one of the dirtiest with a thousand and one graffiti, which he would have the opportunity to

visit and use.

He had to reluctantly give up a very interesting and promising permanent job at Bell, a job deserved by his performance during the previous summer and his academic results, but he had obtained the Commonwealth Scholarship, allowing him to continue his studies in administration in the United Kingdom at the graduate level. It should be noted that Jacques had been asked whether he planned to teach in Montreal or Rimouski before being selected as a scholarship recipient and he had expressed a preference for Montreal. Perhaps his family background, particularly his father's illness, motivated him to stay in Montreal after his studies. Above all, the job opportunities were more numerous and brighter in Montreal. It seemed more natural to continue his life in the metropolis. The company's representative to the universities had asked him for the names of colleagues he considered professionally interesting given the requirements of the Bell. Jacques was flattered by this gesture of confidence. The British Council rigorously organized his trip by liner to London and then to Birmingham, the place of his studies, where he found a sympathetic and communicative former professor from Polytechnique as well as a classmate, his class president, a charming, generous and jovial boy. This experience in Europe would eventually help him understand the nature of the ties that bind newcomers to Quebec.

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IV- LOVE AND SEXUAL PREMISE

James discovered that he also had a certain attraction to men - an attraction that had apparently existed in a latent state since his adolescence. As a teenager, he had experienced homosexual fantasies, such as being in a large barrel with holes in it and in the presence of naked men from a logging camp. He later learned that these sexual manifestations were normal at that age. However, he did not remember having

He felt no physical interest in his former colleagues at either college or university. He wondered if he, like many others, had unconsciously or semi-consciously repressed in a systematic way these desires going against his principles and representing a minority tendency in society or simply lived this evolution normally.

As a teenager, Jacques was sexually solicited by the wandering hand of his brother, Emile, with whom he slept in a double bed. These gestures were perhaps made gratuitously, Jacques did not remember! Jacques systematically rejected these advances because of his moral and religious education without giving too much importance to these gestures. In retrospect, he thought that his brother might have been initiated into the workings of the shipyard, but he would never know. On the other hand, his brief experience in the camps had not revealed anything about this. This brother, an excellent hunter, married a nice lady from the neighboring parish, built his house on the grounds of his mother's residence, had no children and died accidentally. Jacques did not like to talk about this subject because he liked this brother who was a remarkable family man. He was probably one of the most handsome of the family even though his shyness prevented him from showing off.

In New York City at a YMCA, a different environment from his own, he enjoyed watching the naked men in showers shared by about 20 people. He even agreed to go to a room after someone in the showers showed him his room number on the key attached to his ankle with an elastic band. They had oral sex and James came. His partner invited him to come and see him again. James, having had few sexual encounters, had had the opportunity to compare his organs to those of this taller man. A close relative of his had joked to him that it is not the size of the sex that is important but the use that one makes of it! Sporadically, he could afford such an experience, but it made him feel uncomfortable and guilty. He discussed it with his psychiatrist at the university, which helped him to face this possible reality and to understand the mechanisms involved. The services of a psychiatrist were available free of charge and James decided to consult her. His father had been hospitalized, it seemed, for depression, and he had questions about mental health. His sister, a nurse, had received the highest grade in her course in this area. She, too, was eager for information about this topic that had affected her family life. If someone close to you had suffered from depression, you were inclined to question your judgments and your mental health status. Many people said that doctors were pursuing psychiatric studies to find answers to their mental health problems. James trusted a psychiatrist more than a psychologist because of their broader and more extensive level of knowledge, and he would strongly advise against any general practitioner venturing into this field.

On some occasions, his behaviour towards men was possibly a reflection of attitudes developed in the face of the older brother who held a certain delegated authority and which stifled him to a certain extent and which he assumed out of duty and according to his personality, of course. Faced with this authority, many members of the family, especially the younger ones, felt oppressed, provoked, challenged, uncomfortable at some point, especially in adolescence and adulthood for some. It was difficult to help the family as an elder! Aware of one's reactions to a certain important male authority at a certain point in one's existence, can one fully realize and glimpse a more complete relationship, say of a son and father instead of brother-brother ties? Had the attitudes developed at that time become reflexes? Was the acceptance of strong and readily accepted authority in high school and university a continuation of a childhood and adolescent experience? Could we expect reactions, manifestations of challenges to authority in adulthood following graduation when in the workforce?

Jacques in his adolescence had no image of a couple; his father and his mother. The image of a man

seducing his wife and those small gestures of sensual and sexual connivance. When he was older, he

will try to substitute images of such a couple in their best years to those of a male body when he allowed himself moments of individual enjoyment. This method, a practical and perhaps therapeutic approach, could produce results; a sexual perception of the procreating couple, an increased masculine affirmation, a better identification with his sex, ... To think of his father and mother who had

In the course of his life, Jacques may have gradually integrated some elements of the paternal model that was partially absent from his experience. His mother had told him that his father had always behaved to his great satisfaction in the sexual domain as a lover. After his departure, his mother had probably sublimated her sexuality completely or in part, somewhat like the religious; she, for the greater good of her family, and the religious, for spiritual purposes.

Reflecting on his sexual behavior in this way, drawing on his intellectual resources and sharing, he realized that his personal development was perhaps failing because of his family environment. This environment was not ideal. Who has benefited from such an environment! What is an ideal environment that is always composed of imperfect people? Ideally, individual resources made up for these deviations from the family model. What was the reality? Other family models were offered to him in his adolescence, notably the families of his older sisters. Obviously, these models were perceived from a distance.

During a discussion with a friend, Jacques wondered why men and women showed such homosexual tendencies. We were talking about 10% of the population, including many leaders who were being tossed around by and between forces they had to deal with. Even as Premier of Quebec in the Canadian federation, one risked being branded a "hot dog" eater by the Canadian Prime Minister. Such altercations were not likely to flatter the "ego" of Quebecers. A Liberal political attaché he met socially also told him that other political leaders had an interest in having their political activities scheduled early in the morning because they tended to want to forget in the drink some of the many deals they had to make or were making. Jacques was curious to know if sexual orientation was influenced by the size of a country, for example, Quebec, a small country and ethnic group relative to the United States, a giant country. What a psychological impact it had to be always considered a second-class citizen within that country; all official Canadian federal documents always had French, as far as he knew, in second place, in the very last place!

This fear of homosexual relationships, of revealing his apparent homosexual tendencies, may have been detrimental to his interpersonal relationships. On the other hand, if he had assumed this situation earlier, he might have discovered that in practice this attraction was not real and that it was simply a matter of fantasies to be lived out, to be burst like balloons. Perhaps he had lacked courage in the "assumption", the concrete acceptance of his sexuality? Was it better to be prudent? On a few occasions, observers believed that English speakers and the British, in particular, because of the decline of their former empire and their sophistication, offered a disposition to homosexual orientations. To generalize this observation was probably to show narrow judgment!

Being in a new, foreign environment with strangers from different cultures helped to liberalize morals, it seemed. The temporary nature of the relationships formed also facilitated an original sexual development.

In the capital of an American state, on another occasion, he was lured by someone to his residence in the country and there his companion was waiting for them. He spent the night there and it was not very pleasant. Maybe he was more curious than he was enjoying himself? He wondered about this experience. In Montreal, in the saunas and showers, he contemplated male bodies a bit like female bodies; beauties of creation, of nature. He was intrigued by some men who shaved manually to soften the contact, he thought! In public urinals, he recognized men interested in sexual relations and, rarely, he felt attracted because the hygienic, aesthetic, legal and human conditions were not favorable. In companies, urinals were used for the same purpose, especially on Thursdays, it seems! Later he learned that in Germany toilets were paid for and supervised by an attendant.

In the end, James may have been bisexual, but he preferred to affirm himself as heterosexual, and he had to live family life intensely and with great satisfaction from all points of view. Discovering a complementary being to oneself must have been a source of joy and fulfillment superior to the alternative. For a nature lover, what could be more natural than a man, a woman and children; a family! Life as a couple offered many joys and pleasures, one of them being the pleasure of lying next to one's mate and being able to caress her. Is there any greater satisfaction, any greater feeling of fulfillment, any greater degree of contentment than that achieved after having satisfied his basic needs for procreation and male or female affirmation, depending on the sex. He deplored his desires and sometimes homosexual fixations that sometimes forced him to masturbate in order to satisfy these fantasies and reduce his sexual tension. It was difficult to know whether this dual sexual tendency reduced or increased his performance with his partner. Perhaps it contributed to some stimulation and diversification of relationships. James admired the priests who succeeded in sublimating this most important force in human beings, leading, among other things, to the reproduction of the race. James had heard on television the testimony of a seminarian who emphasized that his love for Christ based on an ardent faith was enough for him. He believed that young people under the age of eighteen should be protected at least from homosexual solicitation in order to ensure a high birth rate, among other considerations. And why prey on children when there are so many consenting adults interested in sensual and sexual relations. He questioned the medical and administrative control of peripatetic practitioners as a measure to reduce the spread of AIDS and the number of rapes and violent acts. He was not entirely convinced of the effectiveness of this measure, but he considered it worth studying.

Being reserved, Jacques had not had the leisure to discuss sexuality often and openly with friends in concrete terms and a few discussions of a personal nature with friends whom they esteemed and respected helped him to evolve, to progress sexually by attenuating some fantasies, others of an ephemeral nature, and encouraged him to pursue these steps, this approach, this openness to relaxed and frank exchanges . In a whisper , Suzie said to him

occasionally that he was not distinguished, reserved, but "pogued" in various ways. Her boyfriend was embarrassed when he told her that he occasionally thought of him during personal sex and encouraged her to think of someone else because he was focused on women and gave free rein to his instinct for possession and penetration.

Another discussion with a friend had led him to wonder if the development of his sexuality had not been handicapped, delayed in some way, to some degree by the absence of a paternal model. From the father and son exchanges to which his friend referred, James realized that he could not say the same. In the absence of the father, a certain animosity had developed and settled towards James' older brother.

Jacques remembered the accuracy of the words he had heard to the effect that sex was first experienced in the brain, the head! Consequently, James wondered what kind of model he was for his son and, proud of his fatherhood, the sensual and sexual relations between parents and children, which were regularly reported in the newspapers, were repugnant to him. Fortunately, the quality and quantity of sexuality courses offered to young people had increased, providing them with knowledge that could enlighten their behavior in this area , did he believe?

In Baltimore one summer, a sexually thirsty James met a woman dressed in black, elegant and a little older than him, in a bar. He was in a hurry to perform and kept her on her toes all night. Normally, he would have had to wait until the next evening. She turned out to be a doctor and was very successful with this setup. James was going through a pronounced, acute period of catching up. Fortunately, this "illness" would turn out to be non-chronic and that frequent and appropriate "treatments" would alleviate this urge, this pressing need and lead him to discipline this instinct, to self-discipline.

For someone who aims or hopes, during coitus, for a simultaneous orgasm in both partners even if it is a secondary point, Jacques wondered if the clitoris could play a more important role in someone who marries older, or has not had sexual relations younger, in the absence of physical vaginal excitations. And in a similar way for the man! The identification of this common goal allowed them to move quickly in this direction.

Jacques was not surprised by the high degree of penetration and spread of AIDS in New York, knowing a little about the homosexual situation. Because of the number, diversity and nature of sexual exchanges observed in Montreal and elsewhere, the high rate of spread of AIDS was easily explained, according to Jacques. In addition, AIDS was spreading among children and heterosexuals of both sexes. James did not consider himself to be fully aware of the issue, but he felt it was necessary to learn more. He also attended a summer screening of homosexual pornographic films and was impressed by the intensity of homosexual relations. He did not attend nude shows for men only; however, he did see a nude men's show for couples and especially for women and non-violent pornographic movies and children. In addition, he did some erotic readings.

A "vicious" circle seemed to exist; broken families providing models of broken, fragmented families for children and so on. It was not only a vicious circle but also an inverted circular pyramid, i.e. the phenomenon was rapidly increasing despite the advent of AIDS; the latter constituted a certain brake on this generalized "stampede" at the international level. The fear of AIDS, of death, would perhaps lead many to live more stable family relationships, to establish more durable affective bonds, ...

In his view, it was almost suicidal for individuals to expose themselves as an artist and comedian had done before falling into disrepute, into disuse with his audience. The same could be said of someone who specified his sexual fantasies, he believed! An account of more or less conventional or socially accepted sexual acts could cause an uproar among the public and reduce the popularity of the author or the person involved. These predictable reactions were akin to or showed a certain hypocrisy given current mores and were likely to discourage anyone! After all, perhaps people were not as morally liberal as James thought! Western and Quebec religious and moral values still existed to some extent.

Jacques thought he would like to attend naturist camps with his wife, being curious about nature and having heard positive comments about the quality of the climate of these centers. Jacques understood the meaning of the words "beautiful creatures" often pronounced by our ancestors. He had, moreover, lived through an experience of nudism with two couples which he had not hated and which turned out to be of no avail. James waited until his son was over eighteen years old before showing his possible dual sexual tendencies because he preferred and hoped that his son would be heterosexual so that he would blossom in a family environment in his turn. He wondered if as he grew older some of his homosexual fantasies would resurface in an insistent way. Since the margin between desire and action was often considerable, many latent desires would persist as fantasies. Some people spoke of vicious old men and James realized that there was often a lot of leisure available at these ages.

Unless you are very stressed individually in the face of the liberalization of morals, it is, more and more, easy to find a confidant who will not judge you too harshly, will keep his friendship, his respect and will be more or less discreet according to his degree of maturity, his personal balance and his interests.

It is very difficult to help someone, Jacques thought, if only on rare occasions, well privileged. To speak openly about sexual expression, about love affairs, was to some extent and from a religious point of view, to confess openly, publicly. Would talking about immoral acts not performed in the marital context encourage others to follow this bad example? Could we limit ourselves practically and exclusively to the family setting? Yes, preferably! Being aware of and jointly responsible for the consequences of one's actions, was necessary at all times! Personal and marital intimacy was generally very important for an individual or a couple and only a few rare confidences were generally accepted socially. It was difficult for anyone to assert themselves sexually while respecting moral and religious principles at all times. Continuous and stable relationships in a context favouring the blossoming of the offspring were humanly, morally and religiously desirable. Certain circumstances could place one or both partners in embarrassing situations, painful in these respects, when a couple broke up or separated.

He had been selective about sex, as he had been in other areas, and he had had to open up and broaden his horizons in order to gain some practical, concrete experience. James believed that most people had been or were more active than him or had had more partners than him. Personally, he wanted to limit himself to as few partners as possible and preferably to one.

Jacques questioned the accessibility of information related to sex. He wondered if an open and respectful diffusion of the human being would not contribute to reduce the illegal proliferation in several cases of literature, audio-visual documents, ... Young people could be better informed if data were disseminated as in other aspects of life, while banning violence and the involvement of children in sexual actions. The taboos in this field prevent, sometimes, the objective and scientific presentation of these fundamental data about life, about the human being, about one of the most determining instincts in the human being among others. The natural curiosity, the need of knowledge in any matter could be suppressed and palliative measures could be defined and taken in order to avoid the diffusion of this knowledge in an unofficial, hypocritical and illegal way in certain cases. Fortunately, our young people were receiving a more and more complete and scientific sexual education in order to adequately satisfy their thirst for knowledge in this field as in many others. Jacques considered that an informed person was less vulnerable to the assaults, to the solicitations of society and to exploitation in this field. Because of the religious education received, discussion of these topics could be morally facilitated. To advocate abstinence as James had long practiced was a solution at some point, but sexuality had to be actively lived for the majority of people, sooner or later. James assumed that sexuality had to be assumed, like other fundamental needs, at the rhythm of each person, with more or less success, as in other domains, according to the natural abilities and dispositions and the environment of life.

This subject was delicate to deal with because of the many religious, moral, legal, demographic, ... connotations, but it was nonetheless of great importance in the conduct of his life because it was a question of sexual, love, family and societal life where personal and collective enlightened experimentation had no substitute. James was surprised that he gave so much importance to the subject of sexuality in general, that a lot of what he said concerned this subject, but not enough to feel worried. His concern probably reflected Quebec's societal conscience; pornography, abortion and birth control, prostitution, alarming demographic indices, sex education at various academic levels and of the population in general, popular morality, professional ethics, euthanasia, ... The easy solution here would have been to abstain from participating in the debate and to refuse to make his humble and sincere contribution, referring to the values inherited from our western society and from our experiences; knowledge complemented by personal and collective experimentation. In the course of his life, Jacques had learned that no matter how unique his situation was, someone somewhere had lived, was living or would live such a situation! Individuals could be unique but their *modus vivendi* were similar.

One day, he was to be surprised by the steady gaze directly into the eyes of a babysitter at the home of a close relative, an uncle, as well as by the beauty of this man. He was not very surprised to learn later that this man was staying with the father of the children he had babysat a few times. The father of the children had maintained a "responsible" and harmonious relationship with his children and his wife for many years, considering the situation. His professional training and natural candor enabled him to match his behavior to the demands of the situation. James believed that it was very risky to get involved in the private life of a couple, as the relationships and bonds were very complex. It was perhaps easier to do more harm than good!

A remark by a young lady made him think. She told him that she only made love with nice people. James looked at her and realized that very few boys were not good! When you start having sex, you usually keep going from one person to another until you meet someone interesting with whom you would rather stay than continue to fool around, James thought.

James said to himself that the fewer sexual partners he had in his life, the better in terms of problems, hassles, etc. He always had and restricted his instincts, his desires, ... Multiple conquests meant little to him. He had learned that a colleague, handsome, brilliant, who had pursued the search for conquests without ever founding a home had finally ended his days very young, too young! He had already seduced many people intellectually, sentimentally, amorously, sensually and sexually and he did not consider it a challenge. Perhaps seducing a group, a crowd, would still have been a challenge. A brief impromptu address to a hundred professionals where he had been warmly applauded had pleased him and he considered that he had shown himself to be natural.

At one point, Jacques bought an American erotic book of homosexual orientation written by a doctor! He learned a lot about this mode of sexual affirmation and about sexology in general. Rightly or wrongly, he liked to satisfy his curiosity in this matter as well as in many others and also to keep his senses awake even though he disagreed with some of the practices put forward. After having experimented with various sexual experiences as a couple, the Laberge's had come to choose a ritualistic way of functioning that suited them.

During a Quebec election, he was to learn that one of the candidates was living with a man and that he was of homosexual orientation. He was probably playing the role of a woman with his tight jeans and long curly hair at the back of his neck. His advertisement included a picture of him, a woman with a child, which suggested, from his point of view, the possibility that he was married or had a wife and child, thus avoiding presenting a homosexual image if not a bachelor. His sexual orientation had not necessarily benefited him in his former role as Canadian ambassador. A friend said that he preferred male company at home, which was his privilege. Since all political parties have leaders of this persuasion, it was a matter of threatening someone from the opposing party to force their discretion.

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V- EUROPEAN STAY

On the liner, he was given a history lesson by a Western Canadian scholar on his Norman ancestors who had left their indelible mark in France and England and at the highest level of the hierarchy. In England, he was to find, among other things, pubs or breweries bearing his name and in France, important commercial enterprises bear this prestigious name. As he slowly passed Quebec City and Rimouski, he felt a twinge of sadness realizing that he was leaving his parents, friends and country for a year. Moreover, he lived the hotel life on the liner, the *Franconia*, relatively luxurious and comfortable; gastronomic meals, games, entertainment, swimming pool, dance and show rooms, ...

Several receptions were organized by the British authorities for Fellows from the Commonwealth countries, demonstrating great skill and experience. He made friends with students of music in London, literature in Cambridge and political science in Oxford. He was to visit these campuses and acquaintances during the year and on his return to Montreal would contact the doctoral student in political science, Robert Jim Stanley, who became responsible for the training of parliamentarians in Ottawa and a professor at the University.

In Birmingham, he was housed in a modern, comfortable residence near the university designed for Catholic students from the United Kingdom; Ireland, Scotland, England and Wales as well as Nigeria, Canada (New Brunswick), the United States (Texas), Spain and other countries. On occasion, the chaplain enjoyed conversing in French, sounded like the former Protestant minister he had been, was admirably assisted by a very nice lady and even came to meet his friend in Montreal when he was representing England at the Montreal World's Fair. The physical facilities, the accommodations were of a higher quality than those found in private apartments where, for example, the heating in winter was often deficient. Later, whenever the media talked about cold temperatures in Europe, he sympathized with their lack of comfort. Jacques was close to an engineer from New Brunswick who revealed to him his physical handicap and whom he unfortunately did not see again after his return to Montreal.

It was easy for Jacques to interact with the residents who were open to international affairs, but who were staunch defenders of British values and interests. The residence was the site of weekly social and religious events. One of the residents, a Spaniard, with whom he conversed in French and with his fiancée, invited him to Madrid on his future tour of Europe and this Felipe Nunez became Minister of Foreign Affairs of Spain. Jacques was invited to their wedding after his return to Quebec. His financial condition did not allow him to attend. The residents shared a community room and a kitchen where each had a pantry. The Sunday meal was prepared by one of the residents in turn. Jacques served a pork roast with lentils, potatoes and apple sauce as a main course.

The American and Texan resident obtained his doctorate in theology and practiced his priesthood at St. Joseph's Oratory in Texas. He was very happy to have his picture taken with the Princess at a reception. This father completed his doctorate and was sometimes psychologically shaken as it happens in those moments when these individuals are asked to draw on their ultimate intellectual resources. This situation reminded him of a student completing a doctorate in biochemistry at the University of Montreal. This student was hiding behind his beard a certain temporary emotional instability due to the stress resulting from intense and sustained intellectual efforts. As in other European circles, British students had little appreciation for the invigorating truths promulgated by this American, rigidly molded into the crucible of his society like many others.

The accent of the people in Birmingham was strong; these people were warm and the ladies had a charming habit of calling you "love. In England, he realized that accents varied and would differ from region to region and probably in a more pronounced way than in the United States. In France, there were also accents and languages identified with the various regions. Thus, he was not scandalized when English speakers in Montreal and even French speakers (from France) told him about the Quebec accent that justified their "serious" communication problems. When someone told him that he only understood Parisian French, he concluded that he did not know French. These studies of the Hispanic language led him to identical conclusions.

Maintaining ties that are at least emotional by corresponding with a friend in Montreal, he resisted the advances of charming and kind English women and other ladies interested in coming to live in Canada from their point of view. Forming a Franco-Spanish, or Quebec-Spanish duo with his Spanish friend in a sports car, they participated in the nightlife of Birmingham, Birmingham, at night! He had become a regular at the parties of an international eyewear manufacturer who came to meet him in Montreal at his family's home on several occasions. Jacques was invited to receptions at the Maison du Québec, the Royal Society of Arts and by the Chairman of the Commonwealth Scholarship Commission in London.

Jacques wore a beard that he cut off on his return and he kept his mustache. A beard and even a mustache allowed him to assert a certain masculinity.

His trip to Dumfries, Scotland, for the holidays, allowed him to meet about twenty other students from Russia, Argentina, the United States, Zambia, Mali, Japan, the Ivory Coast, Iceland, France, Germany, Saudi Arabia, etc... Despite the inviting looks of an American woman, he got closer to a pretty Russian woman and an elegant French woman while learning about some of the characteristics of Iceland where one of the participants taught. In a short humorous play presented as a token of thanks to their Scottish hosts, following the withdrawal of a German who had been asked to do so, he played the part of a German commander, who never made a mistake except that he forgot to wear his pants that morning, and he borrowed from a Saudi student some long underwear, required for the occasion. Edinburgh was a lovely city to visit in the sunshine. On the way back, the aridity, the bareness of the Scottish mountains in the absence of trees struck him as a visitor from Quebec. Moreover, the Russian student who had sung a few verses for her Scottish hosts and refused Jacques' advances because she was afraid that the echoes and noises coming from her room would have upset her Iranian neighbors, allowed herself, in the train, a concealed caress to Jacques' buttocks and invited him to visit her at her university campus relatively close to Birmingham. Jacques was never sufficiently motivated to go there.

At Easter, he obtained permission to stay a few days in Paris where he joined his friend from Lyon and took the opportunity to visit the City of Light. What splendor! So many sites to visit: Notre-Dame, the Arc de Triomphe, the Eiffel Tower, the Louvre Museum, the Halles, ...! In Pigalle, he had to allow himself a first exploratory physical contact "in love" with a duly accredited professional. Probably his moral principles had prevented him from taking advantage of the chances that had been offered to him and he considered this gesture important for his personal balance. He thought he was at a disadvantage in this area of concrete love experiences, at this relatively advanced age, he thought! Thus, he began his "practical" sexual apprenticeship and it was not until he returned to Montreal that he began to express himself sexually; to live his sexuality after another brief and relatively happy experience in Birmingham with a nurse, mother of two children whom her husband had left following a depression from which she had partially recovered.

On many evenings, Jacques found himself singing Irish tunes with students. To show their friendship, they would add "Allouette, ..." to the repertoire. Jacques did not remember singing in Quebec. As a dance lover, he had become familiar with the popular dances in the huge dance halls of the various large cities.

He knew several Russians, one very sociable and approachable from Leningrad who was studying operations research and he did not return after Easter. Jacques thought he was getting too close, too interested in Western methods at that time from a Russian point of view. Another one was repatriated in extremis, he had learned! They seemed to be watching each other. A Russian classmate was particularly interested in dictionaries, textbooks, ... This one reminded him of the sturdy Quebecers, residents of northern countries, who were direct and often frank. The first mentioned Russian later stayed in the United States and in Montreal during the period of USSR-EU détente. During that year, Jacques would have liked to go to Russia as well, because trips were organized by train at affordable prices. However, he chose other directions and travel routes and devoted himself to the preparation of exams held at that time.

In the company of seven fellow students from the University of Birmingham, he sailed for a week in a yacht, sailing on the sea near the English coast. Jacques was not the best sailor or navigator in the group.

He remembered the hours spent helping with the navigation, fishing, reading or just relaxing after that long academic year. His compatriot broke a leg "thanks" to the clumsiness, the well recognized clumsiness of one of the crew members; greatness and dexterity do not always go hand in hand nevertheless an accident was always

possible and quickly arrived! What a wonderful week! In the evening, the boat was anchored at both ends and in the morning they returned to the open sea after shopping in the small coastal villages; Jacques had kept a few postcards bought at that time. They even had the opportunity to observe whales in

group. Jacques took the liberty of swimming near the coast and remembered having tasted the fruit of his peach prepared by a Hindu friend with onion and curry, it was a real treat so hungry they were. A year of studies and laboratories had fostered close friendships.

Jacques probably should have asked to pursue his doctoral studies in London in order to fully benefit from his scholarship. His emotional and romantic ties with his friend in Montreal weighed heavily on him, and she had even suggested that he wait to visit the other countries in Europe.

In retrospect, he noticed that the friendly McGill graduates had been in large numbers; seven out of nine. Only two from the University of Montreal! This financial support from Quebec was helping young Quebecers from all walks of life to prepare themselves to play a more important role in society by completing their education in international settings and by fully developing their intellectual potential. The Athlone Scholarship program, from which many Quebecers had benefited and a number of whom were in key positions, was eventually to be abandoned and reinstated. Jacques deplored the fact that the Commonwealth program, which had been abolished, was not also reinstated. The latter program was one of the most comprehensive and generous scholarships available, allowing Quebecers with superior academic skills to pursue professional development at the international level, particularly in the Commonwealth, a group of essentially English-speaking countries spread around the world. The evaluation of this program by the Council of Universities and Colleges of Canada and the Association of Commonwealth Universities was, we believe, insufficient, probably because of the social position of the recipients, who were few in number compared to those of the Athlone Scholarship. Jacques never learned of these results. These recipients probably shone discreetly in their fields of specialization, especially in university teaching and research. Jacques, a Francophobe, took advantage of this opportunity. The United Kingdom was one of the main investors in Quebec and this country represented an interesting English-speaking alternative to the United States and another access to the

European Community in addition to France. In the field of business, it was better to have several entrances rather than just one. And what about the many countries of the Commonwealth, a true international community! It was desirable that the Quebec government try and develop a counterpart, a more important and priority program in the world of the Francophonie and eventually with the Latin countries, he thought!

After submitting his master's thesis at the end of the summer, following multiple visits to a car parts manufacturing company where he was offered a job by the manager, which he refused. The manager complained kindly about helping Quebecers and Canadians and then not seeing them again. Jacques understood and sympathized with the economic and social problems of Great Britain, problems inherent or attributable, among other reasons, to the antiquated nature of many industrial and commercial facilities relative to Japan, Germany and Quebec. Afterwards, he flew to Paris. His prearranged European itinerary offered him the flexibility to choose the days of departure from Paris by train, Berlin by airplane, Munich by train, Rome by airplane, Madrid by airplane, and finally from Paris to Montreal by airplane. The constraint was a planned meeting in Madrid between Felipe Nunez, his fiancée and American Father Smith. On a limited budget, he stayed in student residences, mostly.

He was stigmatized by the sound of communist boots on the Paris-Berlin train. The strained looks of the passengers testified to the harsh climate behind the iron curtain. The passengers were looking for and requesting exchanges of simple objects; gum, shoes, and mostly American cigarettes. He has so much to say about such a trip! After visiting

London, Paris also seemed immense to him, but less massive, more elegant than London, even if any comparison was difficult to establish and frequently proved subjective.

The visit to the Berlin Wall and an important historical monument on the communist side made him think about the importance, the rigidity and the impermeability of the communist regime. The cold war climate was evident on these walls, these monuments and especially on these faces. The two churches in Berlin, one old and almost demolished, the other new and modern, were another testimony to a former world conflict. In spite of all these symbols and memories, other conflicts, even global ones, were always likely and inevitable because they were inherent to human nature.

with many faults and deficiencies. Peace and perfection were difficult to achieve because of our limited intellectual potential, our vindictive instincts, our low level of knowledge of natural phenomena and realities. Frequently, humans would correct a problem, even partially, only to find out later that perverse effects had resulted from these actions or measures taken. Jacques realized that the human being can only aspire to perfection, to total quality (a popular term today), to the optimization of results taking into account all the components of a situation, but only to the extent of his abilities, his capacities in the most optimistic of worlds or scenarios. Knowing and accepting our limits was the beginning of human wisdom in his humble opinion. In Munich, the atmosphere was more relaxed, especially in the "beer house". He was impressed by the functional and simple aspect of the public buildings that would be found more and more in Montreal in the years to come. will follow.

In Italy, in Venice, he occupied an antique and comfortable "suite" at a low price because the tourist season was very advanced. St. Mark's Square was always overflowed by flocks of pigeons, each one as hungry as the next. In Rome, where the visitors were the most solicited, in his opinion, he had to watch closely his purchases and his wallet. There are so many squares, castles and fountains to visit in Italy, and what can be said about the Colosseum and the ruins of the walls of Rome? In Florence, the famous bridge supporting the houses that were integrated into it had seduced him as well as the basilicas of pale and varied colors photographed. In Spain, he bought some souvenirs in Toledo, marveled at the beauty of Madrid with its parks, its squares, its museum El Prado where he took some pictures of famous paintings pretending not to know that it was forbidden and he visited the Oratory built in the rock of the mountain near Madrid.

On his return from Europe, he must have appreciated our subway system compared to the major cities he visited; Montreal's was the cleanest and safest.

Back in Montreal, he rented a room advertised at the airport. He found his friend in her family environment. For various reasons, he could not reconnect with his friend who kindly welcomed him. They were not on the same wavelength, simply put, in terms of electronic engineering; Jacques was penniless, unemployed, a camper with French, Japanese, and other newcomers, and inexperienced in love. He also saw a friend associated with this family who was to become a deputy minister in Quebec City. After a year away and the World's Fair in Montreal, Quebec was not the same as the one he had known before he left. He still had a few days to sneak a look at the Expo pavilions and observed, he thought, former Premier Lesage, on the site, less surrounded and solicited before; alone.

Even though Jacques considered a car to be one of the worst investments, despite the need for transportation, he bought a gleaming red Parisienne convertible because it was spring and he would have had to wait two months to get a dark green car. He realized that this sports car was a reward for the many years of study, effort and waiting. After that, he would keep his cars for periods of about ten years.

At the wheel of this powerful car, sometimes alone, he pushed his car to great speeds, for example, between Montreal and Quebec City where he had established his personal performance. At these speeds, few drivers passed him and if they did, he often found them in the background, especially when the pavement was wet. On his way to Rimouski, past Quebec City, he raced a Mustang. On a straight course, he was gaining speed on the Mustang and in the curves, he was losing his lead because of the car's lower maneuverability. Later, he shared his experiences with his son and discouraged him from following in

his footsteps. A minor accident had made him cautious. His car had skidded slightly in the rainy conditions at a toll booth on the highway. He realized that accidents happen quickly and easily and that it was best to observe the speed limit and study the behavior of drivers to the front, right, rear and left of his vehicle.

His first \$1,000 investment on the stock market through a reputable broker turned out to be a complete loss in the Western Canadian mining business within six months.

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VI THE LABERGE FAMILY

Desiring to avoid superficial relationships with various partners, Jacques was fortunate to meet a person who possessed the qualities or attributes he valued. They met at the discotheque "au Mât des oliviers" in downtown Montreal, an easily accessible place. She was accompanied by a friend who was to marry a Moroccan. It was not love at first sight, nevertheless, they got to know each other gradually. They met frequently at her aunt's house in the east end of Montreal.

The following letter testified to the nature and authenticity of the true bonds uniting two beings; a woman and a man. Bonds of love, of love lived intensely. This missive reflected at a given moment the natural convergence, the state of the potentially lasting union of this man on the job market and this woman brilliantly completing a return to school.

Saint-Norbert, August 26, 1969

Hello! my darling,

Tuesday night, 10:30 pm; last week we were in each other's arms at the same time. Tonight I am alone and bored. Yes, I miss you, my "Minou", this dear presence who was by my side during my stay in Montreal. One phone call and, voila, you were by my side. Now all we have to do is look forward to the present time.

Since Sunday night, I have been reliving the happy and unhappy moments we had together. I consider that everything that is beautiful, that can make us really happy, has to be earned; everything that is easy cannot really be appreciated. For both of us, "making love" has now become "easy". Will we enjoy it for long? I think that to discover each other in order to truly love each other, we must learn to sacrifice for each other. This is quite difficult for you to do because you are used to having everything. However, you are able to admit that in life, when you want to achieve something good, you have to repress certain desires. You know, my darling, I find it difficult to admit that we can build a solid foundation by living our love as we are living it now. Not that I don't want you; on the contrary, I can't forget those wonderful moments when I gave myself to you. Especially last Sunday, weren't we happy, my love?

You can probably guess that far from you, I can analyze our situation coldly. Not that I don't ever want to "make love" again, but I feel that some restrictions to our desires are necessary. I believe this will strengthen our love. Have you analyzed the situation? What conclusions have you drawn?

I can't wait for you to see my little home. I won't tell you more about it; it will be a surprise. I chose it with you in mind, thinking: "If he were with me, would he choose this apartment? You will always be welcome here, because my place is also your place."

I saw Roberte today. Her love affair with Edmond wasn't going so well, they countered their trip to Lac Saint-Jean. A little disappointment for us, but why don't we organize a "little" trip to Quebec City to see your sister? You told me last week that you would like to visit her. This is only a proposal, it's up to you.

Tomorrow is registration day. Apparently you shouldn't get discouraged because it can take two days to organize your classes. I would love to have you by my side to advise me. The confidence I have in you would make me much more confident in my choice.

It is now midnight. The hour obliges me to leave you because I fall asleep. I think the best solution would be for you to call me on Thursday night at supper time. We'll decide what we're going to do over the three-day weekend.

I give you a big kiss, my love.

I love you, I'll fall asleep thinking I'm in your arms.

"Your pussy"

P.S. I'm bored, can't wait to see you. Tel: 534-5432"

In this letter, strongly tinged with love and a desire to respect moral and Christian values, pointed out the manifestations of initiative coupled with a slight hint of dirigisme.

1- The Laberge family as such

In the winter of 1971 and in the midst of a storm, Jacques united his destiny with that of a beautiful Mauritian woman (from Quebec), an administrator and teacher by training; one of the most demanding and successful academics. The Laberge couple made their first trip, their wedding trip to Mont Tremblant in freezing weather conditions and they found a way to warm up the atmosphere; they had a lot of affection and love to live intensely at this advanced stage of their existence in order to reach their emotional, sentimental, amorous, sensual, sexual plenitude... They loved to ski and they did not want to borrow money for a trip at the beginning of their marriage because they still had student debts. Jacques was familiar with the Laurentians where he had rented a winter chalet with three classmates including a Quebecer of Algerian origin. He had recruited and found these colleagues by organizing a club meeting in Outremont with a good friend.

A son was born to them a year later. Jacques planned to attend the birth of his son after taking prenatal classes. Unfortunately, last minute medical complications prevented him from attending. Suzie's mother had died during the birth of a child and was probably traumatized by this event. In addition, James learned that Suzie might not have had children because of a medical history. Her son spent a few days in an incubator. The Laberge's encouraged expectant mothers to visit their doctor regularly as the birth of their first child approached. Obtaining medical information by phone, even from a hospital, is not an adequate substitute for a consultation when in doubt.

As parents, they appreciated the professional qualities of several members of the medical staff of a Montreal children's hospital. The accompaniment of their child in his growth, his personal, intellectual, physical, scholastic, moral and athletic development allowed Jacques to better integrate into society in the school, municipal, athletic, religious, hospital and recreational fields. His mother had the opportunity to compare the evolution of her children while Jacques and Suzie, with only one child, probably reacted more strongly.

Her son took his first English language course at a nearby English-speaking preschool. After the first semester, he seemed to be somewhat at ease. This learning process seemed painful to James.

Simon's care was an operation that James and his wife, Suzie, treated seriously. The most important criteria they saw in a babysitting family were love for the children, especially the mother, a small number of children of the same age or close to it, and the proximity of the babysitters. On one occasion, he discovered that the father of the family where Simon was being cared for was cold and did not really like children, unlike his wife. Fortunately, Simon was a little older and quickly told his parents about this situation. James had thought of a family of three children where both sexes would have been represented and the conditions observed at the birth and development of the first child modified their expectations, especially those of Suzie.

Suzie, his wife, loved to cook and James believed that the husband who did not appreciate cooking and his wife's cooking in particular, from the beginning of their marriage, would have to suffer the consequences for the rest of his life. His wife had experienced some difficulties in making pies at her parents' house earlier and Jacques, having had some success with a simple pie recipe from his sister Helene when he was single, took over and advised her. She regained confidence in her abilities and became a true cordon bleu. Her son was not only a gourmet but also an excellent cook, which made him less dependent on his mother's and sometimes his father's cooking. On some occasions, watching Suzie busy herself like a bee, Jacques thought of the many activities her mother feverishly engaged in from

evening to morning as she said. It was the same in the field of clothing; a husband who was attentive to his attire and advised his wife in this matter ultimately encouraged the latter to frequently put on her most beautiful assets. Even modest attire, well harmonized and arranged according to the circumstances, could be more appropriate than expensive clothes.

Concerning the process of development and sexual assumption experienced rather late, he believed that this development had been slowed down possibly by inculcated moral principles, a limited knowledge of sexuality, a pronounced respect for women (coming from a large family and being supervised by sisters), an aloof personality, more or less precise desires, above all, limited financial means that did not allow him to consider marriage without stopping his studies, etc. He realized that the pursuit of studies and a late marriage were perhaps at the expense of earlier loves and a better personal balance in some cases. He realized that furthering his education and marrying later might be at the expense of earlier loves and better personal balance in some cases. His societal point of view was that demographic and sociological trends; later marriages, a decrease in the number of children per family, a reduction in the number of marriages, an increase in the emotional and affective instability of spouses, an increased search for comfort by family members, liberalization of morals, and a change in values threatened the survival of the French-speaking ethnic group in Quebec, especially in Montreal. This threat was accentuated, he thought, by the choice of newcomers and the quality of their reception and integration.

About his wife, he could write pages to describe the devotion with which she took care of her child and her husband. She had no model of a mother except that of her aunt and she invented one of the most complete, if not perfect, humanly speaking. How much energy, attention and devotion she showed! One of her uncles who came to visit them had kindly composed a two-page text, reproduced in the appendix, in praise of the young Laberge couple and Jacques had kept this text. The two children of this uncle practiced law brilliantly in Montreal. The husband, Jacques, appreciated the efforts of his wife to welcome his brothers, sisters, parents, ... He saw her becoming more and more beautiful and mature, during these years, in spite of the adversities encountered by her husband, by her son and by herself in the job market and in society in general. It is superfluous to add that like any person, she had the defects of her qualities.

After living near the university, the Laberge couple moved to Rosemont with their offspring in a large apartment whose owner was Italian. How nice these Italians were; simple, welcoming when their advances; wines, cakes, ... were eagerly accepted and appreciated. Jacques often thought that our Italian friends were a lot like our brave Quebecers working in construction and their wives, sometimes, in the factory. What can we say about their tedious weddings to which they kindly invited them! The family spirit was omnipresent and they were willing to welcome as family members, relatives, accommodating tenants, in fact. Here Jacques began his experiences as a handyman by renovating his home as agreed with the owner. The American father Smith, known in England, would have been reassured to see him interested in the family's work, he who was worried about Jacques in this regard.

In 1974, the Laberge family bought a house in Varennes and Jacques did some work: laying hardwood floors and painting before moving in. The handyman was put to work finishing the basement, landscaping the house and the grounds after having erected a fence. He had to familiarize himself with all the trades; carpenter, electrician, plasterer, plumber, ... As a technician-engineer, it was easy to do this demanding job in terms of availability, time. How many hours spent studying, choosing, ordering and growing seedlings indoors, flowers, ornamental plants and trees, fruit trees; decorative and grape vines, apple, cherry, pear, and plum trees, seeds and seedlings at home and community gardens. The addition of a garden shed and an in-ground pool was a major investment for the Laberge couple and the family enjoyed it for many years. At the end of the summer, they harvested and tasted the green and blue grapes first, which ripened faster than the red grapes. Simon was particularly fond of these fresh fruits; grapes, strawberries, raspberries, apples, pears, Luceville cherries and plums. One fall, Jacques, advised by specialists, made a few dozen bottles of white wine. In other times, many birds would gorge themselves on frozen grapes during the winter and spring when an unexpected frost ended the harvest season at the Laberge's in Varennes. After filling several small albums with photographs of fruit trees, flowering shrubs, flowers, ornamental plants and others, Jacques chose other subjects to exercise his

photographic talents. At one point many indoor vines invaded a good part of the dining room until Suzie got tired of them and only a few specimens were kept.

A cold room had also been built where the numerous jars of strawberry, raspberry, yellow and blue plum jams, apple, grape and chokecherry jellies, tomato juice, tomatoes, green, red, salty and sweet pickles, beets, carrots, cut beans, ... From

In addition, a large cedar closet was built on the first floor as well. For the living room, he had made a large bookcase in melamine as well as a computer cabinet with a removable support for the printer and a separate leaf box. Every year he would touch up the bodywork of his cars when they were faded and rusty. At first he used cement and then he preferred fiberglass and pressure paint canes.

For a few months, Jacques had briefly initiated himself into abstract oil painting by playing with shapes, colors, arrangements, ... He had thought of practicing this hobby in the absence of teachers, of courses because until now he had almost always followed courses. He visited art galleries and exhibitions comparing his paintings to those of others. He had kept many of his paintings and eventually retained only a few of them. One had been hanging on a wall in their room for a long time.

He smoked a pipe for a few years and harvested his own tobacco. Especially on American soil, he smoked cigars and appreciated the difference in price of cigars without the heavy taxes of Quebec.

The Laberge's had several neighbors. It was mainly through their son that they had the chance to meet them. Couples whose wife at home was brooding or overprotective of her child, others who had no apparent authority and whose children would eventually use drugs and were prone to violence, and parents who closely followed their children. For sports, Jacques and his wife accompanied Simon to soccer, swimming, field hockey, skiing, ... and socialized with other parents in town. Some friends may have thought the Laberge couple was perfect. Not perfect! Only, happily human. Suzie considered the best moments of the family those spent on Mont Saint-Bruno while Simon was taking ski lessons and the Laberge couple was skiing on those short slopes waiting for him. On the street, they were flanked by a member of the federal secret service and a member of Quebec security. Jacques recalled informing the local police of a possible drug distribution point, he was surprised by the number of questions asked about his own contact information instead of the potential distribution point and refused to identify himself. On another occasion, he and his son brought back a wallet that his son had found at

Montreal. The local officer advised them to report him to the Montreal police. Jacques refused and finally the officer accepted it. He and his son almost felt guilty for bringing in the wallet containing money and personal cards. James would have liked the officer to acknowledge Simon's kind gesture when he thought he was simply adding to the officer's duties.

Accompanying Simon in field hockey, Jacques met a father who also followed his son's progress. The parents talked about field hockey and current events. This man, while driving his truck to work, was hit by a drunk driver who regularly re-offended. This family man died a few days after the accident. James was pleased to learn that new legislation would help reduce the number of such accidents. These drivers rarely suffered the consequences of their actions because they were relaxed or lucky.

Simon's parents used to go around the residence with or without clothes until he was old enough to compare his situation with that of other children. So they stopped this practice to avoid social problems, they thought! Later, in Simon's absence, they continued this habit of living as bare as possible, especially at the cottage far from the road.

As Simon grew older, they became less familiar with the neighbors on the street and especially the newcomers and it was surprising to see the many moves of people who were transferred, wanted a larger home, etc. The situation always appears more rosy in the neighbor's house and often Suzie compared their situation to those projected by the neighbors. The Laberge's considered that they were spoiled, in general, in this regard. They had developed friendly and functional ties with them. The exchange of materials and services became a natural way for neighbors to help each other.

Jacques had laid out the patio over several cubic yards of sand and cemented stone, and in the summer the Laberge's were surrounded by grape vines, Engelman ivy, clematis, hops, tree buckthorn, climbing honeysuckle, and aristolochia clinging to trellises supported by steel posts. Near the house, they reserved this space for grape vines, and in the other half-ellipse competed the other ivy that Jacques trimmed during the summer weeks. The hops were particularly invasive. A small rockery of ground cover especially framed the descent from the patio door to the patio. The chimney facing the street was arched into a rockery covering the side of the house from which Boston ivy, Engelman ivy and a vigorous ground cover were rooted. In the spring, this rock garden was in bloom and other flowers took turns during the summer and even the fall.

A second table with umbrella occupied a corner of the courtyard at the far end of the in-ground pool, close to this water feature, leaning against the fence hidden under Engelman ivy, mature weigelia and a Rugosa rose with velvety roses.

At the other end of the pool, a white ball hydrangea partially hid the fence. This shrub came from the neighbor's property and had grown over the years. In return, the neighbor had inherited the cherry tree from Luceville and, for his part, Jacques had kept only one stem of this cherry tree after having cut down and cut into firewood the huge tree that had become the cherry tree transplanted from his parents.

The fence ensured family privacy at least for swimming because it was a support, a trellis of Engelman ivy with five leaves intertwined with white bell-shaped flowers drowned in the greenery and opening in the sun a bit like the morning glories from his native village. Initially, a border of white pebbles covered the ground between the fence and the sidewalk of the pool and gradually the vine grew in size and scope to eventually take over a portion of the sidewalk. At least Suzie liked this corner of the backyard.

James preferred fruit trees in his yard because in the spring they formed huge bunches of flowers, reached reasonable sizes and produced abundant fruit.

Suzie sometimes decried the invasiveness of these ivies and James made sure that a pair of pruning shears was always at hand. She would have liked to see a single type of ivy that projected a uniform image of continuity. James had experimented with various ivy and had kept the most vigorous. One variety had seduced them; the silver lace and, unfortunately, it did not prove to be sufficiently rustic. This ivy decorated the trellis beautifully in late summer and from the kitchen window the view was pleasant. The shed was hidden by vines and a lilac tree whose aromas Suzie enjoyed in spring.

The vegetable garden added a rural, country touch to their shared background. Coming from a region with a more rustic climate than Montreal, Jacques was particularly fascinated by the ripening of grapes, first, and then pears, despite the extra shade provided by the proximity of the majestic maple trees surrounding their property. When Simon was young, he had the opportunity to taste strawberries laid out on the edge of the property near the fences. Later, it was raspberries that he could eat to his heart's content, just like his parents, because they harvested about ten pounds of them. In order to enjoy the fresh tomatoes from the garden early, Jacques transplanted plants with flowers and small tomatoes, plants bought from nurseries, three plants were enough. From the middle of June, some years, they enjoyed these fruits. In the evening, they would ride their bicycles to discover and admire the landscaping in the neighboring streets while exercising their calves.

Two of his sisters living in Montreal had joined their lives to a Frenchman and a Swiss-German respectively. Jacques got to know them and, to some extent, their countries as well. Having spent a year in Europe, he realized that it was not easy for them to adapt to a new country; English-speaking workplaces, pressures to integrate even illegally their children into the English-speaking environment, new customs, desires to migrate across the Quebec (US) border, advertising pitfalls, different values and material facilities. Jacques admired them in many ways and they traveled as much as possible usually accompanied by their families.

On occasion, the Laberge's liked to store on St. Laurent Street in Montreal. They were interested in the few stores that had some international products. Jacques subscribed to a Latin American video store in

the area. Some of the stores offered acceptable quality products at affordable prices, but it was better to know what was available. They had noticed progress in the use of French. Jacques returned a few times to a friendly, competent Greek barber whose prices were reasonable from his point of view, and this barber unfortunately spoke only Greek and English, although French took precedence in his announcement.

He had a special experience when he realized that he had received more interest on his Quebec bonds than he had expected. After mentioning an anomaly to the public debt management department in Quebec, they sent him interest

additional. Jacques wrote to the minister in charge at his county office and never received an acknowledgement of his letter even though the direction of the said department was changed. Fortunately his financial records were up to date!

From his records, he rectified the data from the Department of Finance and many letters were exchanged as a result. He was shocked that such an important administrative function for Quebec could have been so disastrously assumed. Some of Jacques' political friends saw this situation as a personal trap aimed at his integrity and eventually his freedom of expression and action. Anything was possible! Especially in politics where appetites were fierce!

A friendship established from professional relations and maintained by semi-annual family visits proved to be lasting because of the personalities involved; two scientists interested in other subjects than science (politics, morals, business, ...) and two wives working in similar, related sectors of activity. They witnessed the evolution of the members of each family respectively, a harmonious evolution on the whole; two stable family nuclei. This friend was a volunteer in the management of a large cooperative movement, liked to write articles based on the knowledge he had acquired in classical courses and was thinking of writing the history of his family line, the Labelles. Someone had worked for ten years on such a project, he was told!

Family decisions were made by both of us! After discussion with his wife and the study of various solutions, decisions were often finalized by James. He appreciated the arguments and information presented by his wife, whom he considered intelligent and talented. Often during the study of transactions, Suzie would defend another proposal or develop arguments opposing those of James, a decision-making process that led to mature decisions and that sometimes left Suzie in a position to criticize if the expected results were not obtained. However, jokingly, they said that whatever decisions they made, they often erred, it seemed! Suzie often objected to making important decisions. It was never the time, and it was necessary to continue the study of the file, whether it was for the purchase of a car, a house, a cottage, ...

Short of a second salary during certain periods, Jacques renovated one or two rooms in the residence each year to modernize it. Under better financial conditions, the Laberge's would have bought a new house now that Simon was in agreement, now that Simon's friends were no longer mainly located on the street because they considered real estate investments to be excellent. In those years, the traditional annual house cleaning, a tiresome and monotonous task, was done by the owners without outside help.

Their son had access to alcoholic beverages since his adolescence. He gradually learned to taste and learn about it in order to avoid abuses often due to a ban that was abruptly lifted at a given moment. On the American side, they believed that waiting until twenty-one to drink alcohol in a bar was an excellent measure to reduce road accidents and was a situation where young adults could turn to drugs instead, even if they were allowed to drink at home. Here again, James placed great importance on the gradual assimilation of knowledge as a safeguard of personal integrity. An experienced and informed person was less vulnerable to the solicitations of the environment! And God knew there were many!

In his choice of clothing, Jacques chose clothes that were appropriate for his profession; suits, ensembles harmonized in color and style of jacket, pants, shirt, socks, tie and shoes. His favorite colors for the nature of his work were blue, gray, black and brown. For a few years, brown was banned from fashion and Jacques regretted it because he considered this color to be one of the great masculine colors. He

liked khaki less, because of its image, its association if not its military connotation, which was very popular at one time.

He preferred to vary his clothing daily, at least on a weekly cycle. He usually wore a tie and, on rare occasions, a turtleneck sweater except at home where he loved this warm and comfortable garment in the cold seasons. In the summer, he wore shorts in fashionable and mostly neutral colors; blue, gray, white, black. Suzie said he was conservative in his clothing and sometimes influenced her and her son in this area. For his part, Simon spared no effort to dress fashionably and tastefully, often at great expense. Fashion allowed people to wear more and more revealing clothes. The construction workers with their short jeans were an example.

After having assumed their sexuality, Jacques and Suzie noticed the importance of this function of conjugal life, of life that allows two complementary beings to realize themselves, to accept certain inconveniences of life, to continue to walk together. The sexual harmony corresponded to the effective cement holding two individuals together. Obviously, this harmony was one of the key components of a life fully lived from many points of view.

Her mother died at the age of eighty, she had been feeling ill for some time and refused to die in the hospital, a place she knew well from having undergone some medical procedures. James encouraged her to undergo tests but the results were not encouraging and he found that she was no longer motivated to fight. Her father had already been dead for about six years and she was buried in her home parish near her husband. Their eldest son is also buried near them.

Jacques observed on occasion that Suzie when upset poured out on him a lot of verbal gall with almost hysteria and accused him of all the defects, of possible incapacities; manifestations of verbal violence, he thought, to which he learned not to answer. Suzie showed a realism slightly nuanced with pessimism. Nobody was perfect! Each one had weaknesses, starting with Jacques! We have the defect of our qualities, he thought! Suzie, a perfectionist, was perhaps becoming obsessed with James' lack of work, which was understandable, but James wasn't sure. These manifestations led nowhere except to separation when the reply was constantly given and an escalation resulted. It was easier to deal positively with these assaults when one was rested, James believed. By focusing too much on details, the big picture and the overall perspective slipped away, became blurred, and as a result, important points could be overlooked. Moreover, her son Simon sometimes reacted with great exasperation to such reactions of his mother. A nucleus, a family unit in which the spouses argued according to their personalities, was probably representative of several sectors of activity where hot debates, numerous power struggles existed and continued. The political system was frequently based, in practice, on bipartism.

James was favored over Suzie because he rarely had a headache while Suzie frequently suffered from migraines and back pain. She had tried everything: conventional medicine, acupuncture, chiropractic, physiotherapy, exercises, ... With an excellent stomach, James periodically reduced his weight to near his normal weight as calculated by a physical educator: one hundred and fifty-two pounds. His method was very simple: reduce the amount of food he ate and drink water. This way, his diet was balanced because he continued to eat the same variety and range of foods. James waited and chose a particular moment, a change to start a young dieter. They had also successfully experimented with a honey-based gargle with essential and natural oils of eucalyptus and peppermint to treat a scratchy throat and nasal congestion.

As they grew older, like other couples, the Laberge's received fewer relatives and friends despite the many solicitations and opportunities in Quebec, Canada, the United States and elsewhere because they were less willing and motivated to cook and spend time and money on it. Active in various organizations, they met people from different backgrounds with different concerns and exercised their discriminatory power according to their preferences and interests as perceived.

Some of the Laberge's acquaintances and even Jacques' co-workers imagined that they were rich, often because they were younger or did not have similar training. The financial requirements in urban areas and in regions or in the country differed a lot, the value of residences, ... They were far from being rich,

as Suzie often said, having to maintain their current level of comfort sometimes without a second salary. Their pension funds also suffered from these difficult times because James could not invest interest income in a pension fund. Someone had managed to accumulate enough money to live adequately on his income and he worked to keep himself busy and continued to accumulate other money by natural reflexes, by professional deformations. He could not work voluntarily. James appreciated money as a means of purchasing utilities, leading to a certain degree of comfort and above all to a degree of independence that is difficult to achieve. It was said of some people that money stuck to their fingers while others could not bear the thought of owning any money! James had already noted this different way of ensuring security in his own family.

Another mode of cultural expression that Jacques enjoyed was the theater. The Laberges had attended a few plays. At the university, on Sunday afternoons, Jacques had attended several mini-concerts and occasionally, the Laberge's were rocked by the harmonious sounds of orchestras and choirs.

2- The vacations

Every summer, the Laberge family stayed in Rimouski, enjoying the presence of their parents and grandparents. Jacques and his family appreciated his father's kindness and human warmth during these visits. Always welcoming and smiling! Suzie liked her father-in-law always pleasant! Simon, their son, was his grandmother's avowed favorite, a matter of temperament, they say. One week was a short period of time to visit the four sisters and three brothers of Bas du Fleuve, her native parish and the surrounding area. From year to year, the number of farmers in the native range and in this backcountry village decreased. Sometimes they would continue their annual pilgrimage, as Jacques called it, to Percé, New Brunswick or elsewhere. Jacques liked to join all members of his family even when slight differences existed. He considered that one should not isolate anyone because at other times the person left behind could one day be him. Sometimes he went on cod fishing trips on the river with his brother accompanied by a professional. In the early years, they brought fish back to Montreal and they realized that often fishing products and seafood were available at good prices and in good conditions in Montreal. Once, he went fishing with his young son at a small river near Saint-Donat and they caught a few small speckled trout that his elderly mother tasted, she loved it, those little salmonids coated in flour and roasted in butter. During these pilgrimages, they also brought back one or two pheasants bought from an old acquaintance in the backcountry. Jacques realized that his mother was learning how to live together again with their oldest son. He had discussed sex life between her and his father. She had revealed to him that it was late for them and he recognized the magnitude of the rehabilitation process somewhat like two strangers.

After returning from the Lower River, they would go to the Mauricie region to his in-laws' farm for a few days. The aunts and uncles took up a lot of space during these visits. One of his uncles had come to winterize their second home in the United States with a small team of men accompanied by their wives even though they did not speak English. A neighbor of the Laberge's on the lake, a widowed Franco-American woman, generously agreed to act as interpreter. There are great people everywhere, aren't there? as the British used to say!

The Laberge couple went to Martinique. It was probably their most beautiful trip; the sun, the landscapes, the flowers, the hotel "on the surface" rather than in height, the gastronomic meals with folkloric shows, the lunches washed down with a thousand different juices, the friendliness of the Martinique people, the quietness of the place, the visit of the historical sites, ... In the company of their young son, they also had a wonderful time in Ixtapa, Mexico; room at the level of the beach, quality of the water, excellent food in the hotel and nearby, isolation from the tourist complex that the President of Mexico frequented at that time, warm and comfortable temperature, warm welcome of the Mexicans,

...

3- The bitch

His son insisted that his mother buy him a dog despite his known allergies. He undertook an exhaustive study of the dog world and his choice was a small West Highland terrier with woolly hair to which he was not allergic. His wife became a fan of the newcomer and took care of her like a child. It was only by observing the poor quality of the dog's coat that Jacques realized the poor health of the puppy. His medical history was to confirm his diagnosis as an animal lover. In vain, she was operated on to correct a lameness in her left rear leg. It seemed that these problems were common in small breed dogs.

As she grew older, the little dog became part of the family's activities and was an enriching bond, a link between the family members and a companion for the one who was left alone at home. She even followed the programs on television and would bark at violent scenes where dogs appeared. Near a body of water, she would watch the bathers and bark when someone stuck his head in the water. She was especially interested in children! When visitors arrived and were indifferent to her presence, she would bark to attract their attention. Jacques had inherited a small, rustic high chair for children. It was the same chair used by

He himself had used it as a child and his brother's family had benefited from it. In turn, Simon, son of Jacques, had used it and to finish this banal story, it was the little dog who was the last beneficiary. Instead of being solicited individually, the Laberge's had decided to place the dog within their reach, in the high chair. Jacques never thought he would come to adopt such a method; handing over the child's chair to a dog. The elderly could benefit from the presence of such companions, he thought! The dog was an active presence for all three members of the family. She often occupied a middle position between the family members and loved to lie on their clothes. Her main preoccupation was her food and the most generous to give her a few crumbs at mealtime was her favorite. It was undesirable for James to kiss Suzie in her presence; she was jealous and possessive. In the car, she preferred to lie on Jacques' shoulders, right up against the top of the seat. Of course, he could not bear the pressure of even a dozen pounds for very long.

Their dog often lingered to feel with her little black nose the small skin problem of Jacques near the ear which he treated on occasion with cortisone at 2.5 % which the dermatologists recommended. He also used lip protectors and polysporin to prevent the skin from chapping as cortisone seemed less effective, however, its medium-term effectiveness was not assured either. Jacques was happy to be effectively treated by a young dermatologist. In a few days, his slight but persistent and growing skin problem disappeared. What an unexpected relief! The medication involved was a corticosteroid cream of mometasone furoate, 0.1%. The dog had seemed empowered, able to detect these abnormalities and James was not overly surprised to read in a newspaper that a woman had had a leg problem detected in time thanks to her dog's repeated attention to that area. Incredible isn't it! In addition, she had developed the habit of licking the sweat off James' neck when he sweated while working. Some dog owners would cut the hair partially covering the dog's eyes. The Laberge's had observed a couple of friends that their dog's eyes were ringed with yellowish secretions in the summer and they decided to respect their dog's hair nature.

If someone was playing dog with her, he had to stay away from her food dish if he didn't want to be threatened by the owner; growling, barking and even biting after warnings. Jacques had amused himself by setting up a two-step ladder for her so that she could keep an eye on the cats and people outside the house and so that a family member would not have to place her on her observation post. When it was time for her walk, she would nudge Suzie to remind her that it was time and that she wanted it badly.

She spent her days watching the cats mostly, and the neighbor's dog. One summer, she became interested in a family of grey squirrels whose members were taking aerial walks on the telephone wires at the back of the house and near the vegetable garden. She was proving to be an efficient guardian of the Laberge family heritage, especially since a groundhog was wreaking havoc that summer in the neighborhood. When Suzie and Simon were talking loudly, the dog would come and take refuge near Jacques, not understanding the nature of the exchanges, but recognizing the tone.

The dog had a real data bank connected to her instincts. For example, on summer evenings, because of her "terrier" nature, she would dig a new hole in the ground where she would cool down an old spot near the patio and she would lie down there cooling her belly and consequently lowering her body temperature. Suzie was desperate to see her dirty her white coat. Then, the dog would shake herself, just as she did after Suzie had combed her hair. She preferred her hair in its natural, free state. What could be more natural!

Some of Suzie's friends gave her a decorative plaque with Fanny as the theme because they had witnessed Suzie's attentions to her little dog. The plaque read "Fanny

Frank, sweet and sincere

With intelligence thrives

Noble and natural

Endowed with the most beautiful qualities

There are no two like her!"

Funny, isn't it?

4- The sport

Jacques and Suzie loved cross-country skiing in a maple grove where, along the way, they admired the varied forest scenery: multiple whitish birches, fir trees and hemlocks with a permanent green color, maples of various sizes, fields of cattails, ... Throughout the twelve kilometers often covered in sixty minutes or so in excellent conditions because Jacques did not have anti-backwards skiing, their bodies were oxygenated semi-aerobically because their pulses rarely approached one hundred and twenty beats per minute. Jacques had participated in a few half-marathons. The first one in Rivière-des-Prairies with a broken finger, then the eighth Montreal Marathon in the twenty-one kilometer event and the Kino-Quebec marathon in Longueuil of twenty-two kilometers.

These running experiences ended in tendonitis and Jacques knew several experienced joggers who suffered from joint problems in their knees and this confirmed his decision to hang up his running shoes. He took fitness classes in his municipality and the fitness instructor became a chiropractor who would later treat his wife. Jacques trusted doctors and also trusted chiropractic for certain back and joint problems after X-rays were taken. Jacques had been relieved of a chronic pain in his toe. After two treatments, his most experienced and equipped "old chiro" relieved him definitively and quickly from these discomforts. After that, he limited himself to walks and bike rides in Varennes and the Adirondacks. Suzie insisted on taking her daily walk.

As a sports experience, he practiced karate assiduously for a semester and acquired the rudiments of it. From this experience, he learned to have more control over himself. He had already observed that he generally kept his composure, his cool and his composure in critical situations. These intense exercises developed in him a physical endurance which he noted, among other things, in the following way; he could delay his meal times without suffering any apparent inconvenience when necessary.

Jacques was an alpine skier for many years. He started skiing at the small Mont Plante in the Laurentians with a teacher, school principal, from Lac Saint-Jean. He often skied at Belle-Neige, an easy slope near the chalet rented in Val David. Occasionally, he would go to Mont Tremblant where a friend acted as a patroller. The few ski slopes near their second home were a bit remote and he lamented that the old ski resort on the other side of the lake had been closed because the mountain was among the highest in upstate New York and halfway between Montreal and the White Face ski resort. His son had a natural aptitude for teaching skiing, he felt, pointing out areas that could be improved in a short time.

One of the sports that Jacques enjoyed was golf. Although he was not an excellent player and had never played intensively and belonged to a golf club, he loved to be on those relaxing courses in natural surroundings and in the company of companions interested in relaxing.

On several occasions, he swam a fictitious course from his dock on the lake to a floating dock at a neighbor's house down the road. He swam back and forth, varying styles; front breaststroke, backstroke,

front and back crawl, backstroke and reverse breaststroke. He had a few goggles fitted for swimming and water skiing (with float). Another useful accessory when he went to the indoor pool was his carbon-framed goggles that were heat resistant to the sauna. The family pool was nice for play and especially for cooling off. However, as an adult, there was no question of getting physically fit in it because of its small size relative to municipal pools. With the air conditioning, the Laberge's felt less need to swim in Varennes. At the cottage, especially after some work had been done, they cooled off even though the water was colder than in Varennes. In this natural setting, they liked to swim to a rock a few distances from the edge of the lake.

As a member of a community organization, he played one season of softball, a sport he knew little about. He was surprised that he almost always caught the ball when he was at bat, acting as a batter. He was weaker in the field, he thought! Preferring to go to the cottage on some weekends, he sometimes missed a few games. In baseball, at the Olympic Stadium, he would sit still during the "O Canada" chant and more and more people were adopting this attitude.

A sport that Jacques qualified as social and that allowed him to reduce his weight by a few pounds during the many evenings of dancing to ancient and modern music with Suzie. Especially when the music was that of an orchestra of several musicians, they felt moved, carried by the harmonic vibrations and musical rhythms proving and translating many cultures; Latin American, Hispanic, Viennese, Bavarian, French, English, African, ... Jacques had taken and organized dance classes at the university.

Another important sport for a cottage owner was obviously fishing. Jacques and Suzie often spent two hours on the lake trolling at low speed and picnicking. Successful fishing consisted of a few rainbow trout and salmon that were stocked in the lake. Generally, they used the motorboat and occasionally, the rowboat powered by the electric motor. Often, at sunset, they fished in front of the cottage near a small rock that could be seen from the surface. Jacques and Simon spent many evenings catching bass, perch, trout and even salmon. Water-skiing also kept James and Simon busy. Especially Simon, he performed feats that attracted the attention of the other owners and often other skiers came to decorate the scene with their well "watered" zigzags, well accentuated. For a few years, sailing was popular with the Laberge family. These sports were practiced in an enchanting natural setting.

In the fall, hunting allowed pleasant walks in the nearby forests in the company of the dog and Jacques practiced shooting partridges, hares, ... On several occasions, Jacques had suggested the study of a Quebec-New York agreement to reduce the cost of hunting and fishing licenses in both regions, given the number of American and Quebec sportsmen and women who paid school taxes, for example, without their children benefiting from them. They were fond of a road in the forest that had been laid out for a neglected railroad. An old orchard fascinated them and attracted game. Unfortunately, there were few places where hunting was allowed, and sometimes they went to his American friend's house. James had thought that as a right-handed person, his best eye was his right eye. Well, no. Following the advice of a gunsmith, he had to admit that his useful eye for hunting was the left one. Besides, he was skilled to varying degrees with both hands. As a result, he had to re-learn how to hunt, to some extent. Four-wheeled, all-terrain rides had long been popular with Simon in particular, and James, accompanied by Suzie, had also come to know the trails in the area well. Generally, they would drive into the forest to the top of the mountain in a motorized manner and then continue the hunt on foot after loading his weapon.

VII- SUZIE'S FAMILY IN BRIEF

His wife's family was a two-bedded one, as his father remarried when his three daughters reached adulthood. He was probably lonely on his farm inherited from his father, mechanized and well equipped to reduce his labor. His first wife had died at the birth of the fourth child of a hemorrhage and the child had not survived. In the appendix, details are provided by an uncle, Ernest, regarding the death of Suzie's mother. With his second wife, a generous human being, a relative of an important federalist politician, he had had two boys, his second generation. From their ancestral home, they had an excellent view of the Saint-Maurice River. In the evenings, his father could tell endless stories about the construction sites where he had worked for many years, mostly as a scaler. His stories often involved a country and construction doctor, a long-time friend. His second family gave him the motivation to face operations on both legs and to rehabilitate himself; a tough ordeal that many older people face! His son, Simon, had undergone similar operations at a young age and thanks to the expertise of a wonderful Montreal surgeon, there was no trace or after-effects. As an example of successful operations, this surgeon used, in seminars, Simon's case illustrated with his X-rays.

Suzie's aunt, who had acted as her mother's substitute, stayed with "her three daughters" until they reached maturity and then worked as a "madame curé" in presbyteries in the area. James and his family visited her in two parishes and got to know the clerical and ecclesiastical teams. This aunt had lived for her three children and she continued to care for them generously. Suzie's relationship with her aunt was much stronger and closer than James' relationship with his older brother who had played a similar role to some extent. However, Suzie's mother had died while James' father had been away for a long time. They saw this aunt die at a relatively young age after convalescing in a special home. At some point, they realized that she was no longer interested in life, being too handicapped to continue to help her loved ones and unused to being served. Unusually, Suzie had never had the pleasure of welcoming her father into her home, only her stepmother. He was always preoccupied with his farm. James encouraged Suzie to take advantage of the presence of her father who was still alive because he had lost both his father and his mother.

Jacques' two brothers-in-law on his wife's side were professionals; one in social sciences, tall, flexible, sociable and the other in science who had decided to stay in his field. His wife and sisters made an excellent team, even though in a group of three, often two of the members of the group have more affinities. His sisters were a teacher and a nurse respectively. One couple had two boys and the other had three. James was particularly familiar with the aunts and uncles on Suzie's mother's side. One of the uncles in particular had a large, highly educated family; lawyer, psychologist, guidance counselor, social worker, accountant, ... Two aunt-sisters contributed to the harmonious family relations. One of her close relatives had married a lawyer who became a judge.

An aunt and uncle on my father's side living in Montreal were really warm, human. Hearts of gold! They lived simply and always made the Laberges feel welcome; it was almost like a second home for Suzie and Jacques living in Montreal. A mentally handicapped relative had made an impressive piece of handicraft of respectable dimensions for the Laberges which they proudly kept in their living room. Another well-established uncle in Montreal had followed the three sisters closely and his own children, a boy and a girl, were practicing law. Following a visit to the Laberge home, he had to send them a warm personal testimony from a close relative. This text appears in the appendix. Another uncle had come to the cottage to do winterization work, inspired by his own maxim "a warm woman was more likely to be happy".

The Laberge couple made many trips to the Mauricie region to visit Suzie's cousin, her regular seamstress. Jacques got to know the many members of this typical family as well as the vigorous humor of the seamstress.

VIII- THE AMERICAN WAY OF LIFE

In order to escape sporadically, if not regularly, from the urban environment of Montreal and Monteregie, our former countryman found a green space, a watering hole, a mini-forest essentially made of hardwood, a second comfortable and rustic residence, another cultural environment accessible year round. At first glance, Jacques and his wife would have preferred to invest in southwestern Quebec, but their long search led them to the other side of the "Quebec" border in New York State. Examination of a map of the regions south of Montreal revealed the existence of lakes near Montreal and across the Quebec border. Over the course of at least ten years, they gradually became familiar with the American culture of the northern states. Jacques learned to water ski and fish under the guidance of a local expert, to hunt small game and deer with a Franco-American, to four-wheel drive, to sail, to cook with natural charcoal, to yacht and to preserve a body of drinking water.

During the summer, he marked and sprayed the unfortunate dead trees on his property. His birch trees, which he was particularly fond of, were especially affected. The maples, beeches, hemlocks and other species were in better condition. As a result, his firewood was mostly birch and he had difficulty heating it all, burning it in his indoor and outdoor fireplaces.

On the American side, the seller was assisted by a lawyer who provided legal services. Jacques and Suzie nevertheless called upon an American lawyer who turned out to be the former lawyer of the sellers of the cottage. They considered him slow to produce the documents. The transaction was completed smoothly.

The young Americans had learned to respect their flag. Jacques had left the Quebec and American flags on the ground for a few moments. Immediately, the American took his flag in hand and folded it properly and handed it to Jacques who did the same with the Quebec flag.

Even though he was particularly fond of Hispanic and Latin American cultures, especially since he had met a friendly Spanish couple in England, he was surprised to realize that official American documents were offered to him in Spanish upon request, even though he knew that nearly a quarter of the population of New York was of Hispanic and especially Latin American origin. The states bordering Quebec could have accepted French as a second official language because of the large number of Franco-Americans living there. Jacques believed that legislative measures could have been encouraged to promote French. A group of Franco-Americans made representations to the Bélanger-Campeau Commission. In a perspective of free trade between Canada-Quebec, the United States and Mexico, he thought that Quebecers could take advantage of their Latin origins to get closer to Hispanic countries, a language of Latin origin just like French. Moreover, being on American soil brought him closer to his American-born father and he remembered his father's hometown, Salem, the witch city, in Massachusetts, which he had visited while driving his son to an American summer camp in New Hampshire with his wife.

It was interesting to compare the basic services; electricity, gas, telephone, ... offered in the United States in terms of quality and price. Long distance charges seemed to be less expensive than in Quebec and they consumed electricity during the night, preferably at a lower cost than during the day and recorded with a double meter. The Laberges minimized energy costs by heating water at bedtime and using electric heat at night. They relied on several energy sources; for heating, electricity was the basic source supplemented by kerosene and wood. The stove was fueled by propane gas and backup electric stoves were available. The power company produced bar graphs that simply and clearly illustrated day and night electricity use.

To American customs officials, he sometimes replied that he was a Quebec citizen or that he was from Quebec. Most customs officials understood these political references and a few exceptions insisted on hearing the words Canadian and Canada.

Seeing the Americans build large garages often near mobile homes in rural areas, Jacques understood the behavior adapted by a close relative who had stayed several times in the United States. He had also borrowed their enthusiasm for trucks, mechanics, mobile homes, ... Jacques imagined that the Americans

in these areas often had to repair their cars themselves because it was not very profitable to offer mechanical repair services, hence the need for large garages as well as for storage purposes.

With a French-American friend, Claude Robert, he made friends simply by trying to repair an old seventy-five horsepower Evinrude engine for his yacht. Claude searched with him for old parts in Burlington. Because of his country background, Jacques was close to Claude. Jacques, his wife and son were invited to attend their twenty-fifth wedding anniversary in a municipality bordering Quebec. Claude indulged in a few western songs with one of his older sisters. His small family included an engineer, a criminal law graduate and a teenager. Claude was a skilled handyman, a skilled mechanic, a gifted carpenter and was at ease in many areas. Jacques got to know his many brothers and sisters and they went blueberry and blackberry picking with one of his sisters because his wife, Suzie, loved these excursions to the "plains", the savannah and the mountains. Jacques considered it important to know Americans for his personal culture and also in the event of problems on American soil. Claude being generous by nature, Jacques tried to avoid abusing his good nature. He spoke French and understood it well, but Jacques spoke English to him, being in an English-speaking country. Suzie insisted on staying at the cottage, which was understandable, but Jacques wanted, if possible, to build a network of friends and acquaintances. This friend, inexperienced in towing a water skier, pulled Jacques along at high speed because his boat engine was more powerful than hers and when he fell, he did not sink as he usually did; after a few moments he found himself standing in the water supported by his seatbelt and he wondered what had happened because his skis were far from him. The other occupant of the boat told him that he had jumped twice on the water before sinking. James was to discover that he had broken two small ribs on X-rays taken three weeks later. However, these types of fractures were not treatable. His friend was embarrassed, if not unhappy, about this somewhat dangerous situation and James could not hold it against him. One fall, his friends had problems with a raccoon that was attacking their ducks, turkeys, geese, ... and Jacques was happy to provide them with a trap brought from the Lower St. Lawrence. This friend suffered an unfortunate accident at work and since then he was in great pain and used painkillers and an electrical device to alleviate his pain. He visited him one summer and found him confined to his chair in very hot weather with a collar to support his neck. After seeing him in good health, Jacques sympathized with his misfortunes. This friend who loved hunting had to deal one fall with neighbors who hunted with the help of dogs that located the deer and chased them, which allowed these neighbors to wait for the deer being chased because the dogs were equipped with electronic sensors that facilitated the identification of their geographical position.

Another Franco-American friend, Robert Fournia, a former member of the U.S. military staff, allowed her to enjoy fishing on the lake and skiing on the water. It was Suzie who first met this neighbor during a flat tire. She had asked him for permission to park the car in her parking lot near the road. Jacques and this neighbor tried to unscrew the wheel bolts and had to cut one with a cold chisel. It was not until the next day that they completed this operation and got to know each other. This neighbor was renowned for getting results, meeting his objectives. This man was very efficient, a natural teacher and retired. Jacques knew his double family because he had remarried. Robert did not speak French or Spanish even though he had been in Panama. As you can see the French names were abused, altered, here the "er" had been replaced by "a". Jacques believed that these modifications were made on a phonetic basis. Accompanied by this expert fisherman neighbor, Jacques made a "miraculous" fishing, they caught fifteen rainbow trout and six legal salmon. Each time they fished a specific spot where the school of fish was supposed to be, they caught one or two. After twenty-one catches in four hours of fishing, they shared the harvest asymmetrically. Jacques had just been initiated to the secrets of fishing on this lake after many hours of almost no success except for several yellow perch, small and large mouth bass and a few rock and sunfish and a few rainbow, brook and salmon trout. One summer, Jacques confided to his buddy who had been a member of various administrative councils, how the annual meeting of the OIQ had been conducted and also the details of the unfolding of a national convention of the PQ followed by the renferendum in order to overturn the resolutions voted democratically by the party members. Quebec, like other societies, was living in a pseudo-democracy dominated by federalist or federalizing tendencies and forces. Was it a dictatorship in disguise and of equal duration, corresponding to the number of terms of office of a given government team. In order to get a job or a contract, one had to show "federalist credentials" or join forces with a federalist.

At the lake, the Laberges lamented the small number of young families, young children, potential playmates for their boy. The first neighbor they met was Mrs. Taylor, in her seventies, who spoke French to their young boy who had ventured onto her small sandy beach. Jacques tried to sell her cottage in her name, later advertising it in Montreal without success. He wanted to thank her for so many services rendered and he learned that she belonged to the last generation of Franco-Americans who spoke the French that their parents had taught them before they were forced to assimilate in school. She also knew and recognized the beneficial and significant economic impact of "Canadian" tourists, which Jacques preferred to call mostly Quebecers. His cottage neighbor had won the photo contest for the annual calendar of the association for the protection of the lake and few copies were sold of this sunset signed in the French-speaking Quebecois, it seemed! This neighbor deserved this prize as he was very active in this association. Jacques had submitted a photograph in which a portion of the opposite shore of the lake was reflected in the calm waters, a mirror effect. He also did some research in Montreal and more precisely at Saint Joseph's Oratory for its former owner who was a relative of Brother André. The Oratory confirmed it to him in a general way.

On many occasions, the Laberge's benefited from the support of an American family living near the cottage. This typically country couple, simple, informed on all local activities, influential, was always ready to assist them in solving, confronting problematic situations; car breakdown, moving a boat support, sure references, ... The wife enjoyed Suzie's company very much and had little time for social purposes.

The Laberge's had offered an old piece of furniture to the neighbors and found a buyer in the person of a bilingual English-speaking Laval man. A few years later, this same neighbor had to help them solve a car breakdown during the holiday season. These neighbors were very fond of the American environment and stayed there every weekend. One summer, their daughter was married to an American and the celebration took place on their lakefront property with about 50 guests on a beautiful sunny summer day. Onlookers strolled along the lake to observe this rather special event.

A couple of neighbors welcomed them to Chateau Laberge, a white wine, a Bordeaux named after a former constable of France, governor of Guyenne from 1400 to 1453. It was a delicate gesture because, moreover, this wine was not within the reach of everyone. Several cottage owners were complaining about the noise of a racing boat engine; its owner was practicing and tuning on the lake. The lake protection association had tried in vain to stop these tests. The owners of the cottages were so conscious of the protection of the environment that Jacques would not have dared to wash his hair in the lake, firstly out of concern for the environment and secondly for fear of being denounced by a neighbor or another owner. The point of view of some owners was changing. Someone had told him he was against motorboats, but the following year his finances possibly allowed him to buy one so he could be more efficient at fishing, he thought! Trolling with a rowboat was not easy even for someone in excellent physical condition! In addition to trolling for hours with Suzie, Jacques would fly fish near the dock where he usually caught a few yellow perch, bass and fortunately trout while admiring the sunsets. During the day, he would cast a line from the dock and raise it between jobs. Fishing was the highlight of his day. These few fish cooked in aluminum foil on the fireplace, a natural wood fire, were often the starter for the evening meal. When the sky was reddish, one could hope for a beautiful day the next day. Usually in the evening, the wind fell or blew at a reduced intensity. Often in the evening, a fire would be lit on the water's edge and the family would enjoy marshmallows and warm themselves by the flames of dead wood on the land that Jacques meticulously reclaimed to keep his property clean and also as a source of firewood.

One neighbor, among others, was made aware of the requirements for the protection of the lake by the members of the association founded for this purpose, such as the non-spreading of insecticides, the planting of shrubs near the banks, the monitoring of the habits of the other owners, etc. However, the verification of his sanitary system with the help of two dyes, one for the main tank and the other for the secondary tank, was impossible because he had decided to no longer use his septic tank, only an outdoor toilet. It would probably have been better if he had taken a concrete interest in the preservation of the lake and, first, his own portion. He was a member of the board of directors of this association

representing Quebec or rather Canada.

Life at the cottage represented some aspects of village life where the owners got to know each other and the warm greetings that were customary especially in English-speaking circles encouraged socializing. One detail that amused them and highlighted their historical ties to Quebec was that the Laberge's could get good quality "Old Quebec" bread. Vermont residents seemed more welcoming to French-speaking Quebecers than those in Plattsburgh because they were taking French classes, ... However, the situation was evolving positively in New York State.

At the cottage, the dog sat on the windowsill watching the "Swiss" who had built a network of underground tunnels to escape predators and cold weather, birds, fishermen who ventured near the shore and other intruders. She was always happy to meet a large dog who made her almost daily rounds of the neighbors. The little dog would stand and greet her, touching her nose. From the enclosed porch, the Laberge's were constantly watching a family of swallows housed in one of the huts nailed to birch trees on the corresponding level.

They had been worried since

A few years ago, when the woodpeckers were seriously damaging the health of a maple tree, they had drilled huge holes in it to feed themselves and eat insects. On the walls of the veranda, one could read the fisherman's prayer which was translated into French as follows

"God give me grace

To take a poison big enough to allow me When I talk about it later To never have to lie".

Thanks to a long, enclosed and insulated veranda overlooking the lake, they enjoyed the lake even when its waters were rough, whipped by the strong, often cool winds blowing generally in the same direction. In winter, these prevailing winds were sometimes freezing. The presence of white foam, of whitish ridges on the undulating surface of the water served as a warning to boaters, fishermen, ... His former neighbor had told him that this lake had taken many lives being very dangerous because of the strength, the vigor if not the violence of the sudden storms. Jacques had tasted the throes of Mother Nature when on the lake in his motor boat. Fortunately, the winds were blowing towards the cottage rather than across the lake because his old nine-and-a-half horsepower Evinrude motor and the boat's light weight did not allow him to navigate anymore, only to drift abruptly on the rocky shore near his property. About twenty white birch trees with bushy foliage at their tips complemented by an old maple tree framed the cottage especially on the water's edge. To replace some of the dead birch trees, Jacques had transplanted a few and regularly monitored their growth. At the back of the cottage, giant elms acted as a parasol in summer, extending their long, fleshy, leafy branches onto the steel roof protected by an aluminum coating. It was never hot in this residence even on the hottest days. Often a "fire" of wood was needed in the fireplace to "kill" the humidity on cool evenings.

The front of the cottage had a huge rock garden of mostly yellow and white perennial flowers such as coreopsis, rudbeckias, matricera, chrysanthemums, gaillardes, red and pink weglia, ground cover and ivy with white flowers and light reeds, all with green clumps; natural ferns. This rock garden occupied the space between a low wall to stop surface water and a stone retaining wall. These flowers were a constant presence throughout the summer and were visible from the kitchen as well as the living room. Near the exit, phlox panicles leaned against the low retaining wall made of stones marking the difference in level, ensuring the transition between the two levels of land. Jacques had inventoried the climbing vines, wild or not, that he observed on the fences, in the trees, ... as well as the plants in their natural state nearby. The former owner had also developed a flower bed of mostly local flowers near the woods and it suffered not only from a lack of sun but also from a lack of humidity during the weeks of summer drought.

The Laberge's discovered the taste of meats, vegetables and seafood cooked on natural charcoal in the fireplace outside the cottage compared to those cooked on purchased briquettes and gas. Even in winter, Jacques had discovered the virtues of the outdoor fireplace because of his experience in lighting the fire. Jacques drew a parallel between this natural method of cooking and that of harvesting vegetables and fruits directly from the garden. Another analogy could be developed between the quality of oxygenation during a walk in the urban environment of Varennes or Montreal and that done near the lake in a rural

environment.

Jacques allowed himself to smoke a few cigars outside the cottage and the car. Smoking the American way was no less damaging to his health. Smoking in spite of the risks seemed to be a need for many people, a slight element of risk, of self-destruction, of defiance to reason, to implacable logic, an absurd ingredient, another manifestation of our imperfection, ...

One spring, Jacques built a modular dock suspended on stilts and made of treated wood to replace the old one. The modular construction allowed him to install and dismantle it himself. He also had to renew the roof, the top of the drain field and the main septic tank. At an uncle's house, he had discovered a canopy bed made in 1906 that was about to be destroyed and he stripped it, painted it and remade the metal slatted bed base that he obtained in Old Montreal. This bed became his son's at the cottage and it was very heavy. Jacques stripped old furniture from the cottage or elsewhere to embellish the furnishings which went well with the antique style of the cottage. The master bedroom was furnished with antiques left by the previous owner or brought from Quebec as Jacques had purchased a large trailer for this purpose. In the winter, they heated the mattresses electrically for a few minutes before resting on them to eliminate humidity.

It was surprising that it took a few years to feel fully or almost at home on the American side, that is to say, to know many people, many of their habits, the physical and material facilities including stores, services offered, to be known by many of them, ...; to be at ease with the Americans! It was necessary to note that the Laberge's stayed there only periodically. They learned to identify advantageous purchases by analyzing the advertisements distributed in their mailbox at the cottage and to compare these prices to those of Montreal. The Laberge's had insisted on keeping the rustic American character of this vast residence with its hardwood floors, which testified to their desire to integrate into this community and also to vary the decor of this second residence.

One spring, the Laberge's had collected maple water on their property at the cottage, boiled it on the outdoor fireplace and cooked it into syrup on the indoor gas stove. Another spring, the weather conditions had favored the formation of "crust", a hard surface on the snow and the Laberge couple preceded by the dog walked one weekend in the neighboring forest facing the lake so they could hardly get lost and they took advantage of this unheard of mobility. They discovered a partridge, hares, wild turkeys, foxes or coyotes, weasels or ermines, squirrels, "Swiss", blue and grey woodpeckers and other birds... What a relaxing and natural environment! Suzie often hesitated to come to the chalet because of the preparations, but she took full advantage of the place. At the exit of the wood, an old man taking his daily walk in this marvelous scenery said in French to Suzie "fait attention". He asked Jacques if his French was acceptable because he had learned at a young age the so-called Canadian or Quebecois French which was very different from the French of France. He seemed uncomfortable using it. With a name like Silver, Jacques did not expect him to be able to express himself in French. His wife preferred to take her walks in the village itself, where they lived.

Especially at the cottage, Suzie devoured many books, novels and it was her way to relax. She loved to pick bouquets of natural flowers during her daily walk with Jacques and the dog. She also made beautiful bouquets of dried flowers to decorate the living room, the dining room and the large bathroom.

In international tennis, a seasoned champion was being dethroned by a teenage girl who was having fun at the game. Jacques told Suzie about his experience learning to water ski. His son was having more fun than he was. Suzie took the opportunity to point out that he was stressed in his professional life and that this was the cause of his problems in this area. He had to raise his voice to counter these discouraging remarks continuously expressed by his wife. He could not count on her moral support, even at the cottage.

It was natural for teenagers to enjoy sports activities, especially when their efforts were successful.

On the American side, Jacques bought a bilingual wristwatch with a choice between English and Spanish. He chose Spanish as his time zone. If bilingualism had been practiced in Canada, such watches

could have been offered for sale, leaving the freedom of programming; English in Canada and French in Quebec. But this was not the case!

Suzie preferred to return from the cottage on Monday morning to avoid waiting at customs when she did not work early on Monday. Jacques would have liked to be in Varennes knowing that important decisions were made on Monday mornings. On the other hand, his presence in Quebec on other Mondays had not taken him very far. He would miss the Saint-Jean-Baptiste in Montreal this year after having participated last year in this most successful event.

In New York State, the Laberges met a shopping mall owner who was a self-confessed lover of French. He explained the popularity of Spanish over French by the high birth rate of the Latin American group and the fact that Franco-Quebecers integrated quickly with Americans, refused to speak French a few months after their arrival, and frequently argued among themselves. His pronunciation was excellent and he came from the same area as Jacques' father from Massachusetts, Springfield instead of Salem. He thought that the unions had wiped out the industries in that area. James doubted it, it was probably a combination of technological innovation, markets, production costs including labor costs, ... At a garage sale, they met a couple in their seventies who were still conversing in French after many years on American soil and surrounded by a large family. Jacques hoped they were taking advantage of the French-speaking electronic media in Quebec.

At a banquet of the cottage owners' association, there were many musical pieces by a group of three musicians whose repertoire was of a folk nature adapted to rural audiences and sought after by the many instruments used, including the ancestor of the piano. This music and songs did not lend themselves to dancing and in spite of everything the Laberge's danced a waltz, a polka and a Quebec set. Their table neighbors were two Montreal lawyers and their wives. Jacques was once again subjected to the moods of English speakers unhappy with their lot in Quebec; children who would probably not stay here after their education, high taxes, a climate of political uncertainty, political leaders educated in both official languages favoring a strictly French education, the possible difficulties for a Franco-Quebecer in the United States, their own integration problems in the United States and what not. Jacques, with a gentle pout, shared with them his optimism for the future of Quebec and Canada, his wish that they would not destroy each other, that people who are unhappy in Quebec would look elsewhere, and mentioned that taxes were also high in the United States; He mentioned that taxes were also high in the United States; those of the cottage constituted an example, his desire as a Quebecer to live in French in Quebec while enjoying communicating with the English-speaking citizens of the United States and citizens of other countries, including the Spanish, underlined the lack of profitability for Quebec to educate young people who practice their professions elsewhere, their relative success in rubbing shoulders with Americans and integrating into this society. Jacques told them that Franco-Quebecers were less mobile because of their language, while Anglo-Quebecers shared their language with the rest of the North American continent, which made one of the lawyers say that the assimilation of Franco-Quebecers and Anglo-Quebecers as well as of Canada was foreseeable, especially following the fragmentation of the current Canada. The other lawyer, less bilingual, had understood or admitted the notion of two countries. He was surprised to learn that the Leader of the Opposition had previously worked for a Quebec Liberal minister and the federal government and that Mr. Duhaime had experience at the Bank of Canada and in several Quebec ministries when many ministers had deserted their mentor, Mr. Lévesque. The first lawyer apparently wanted to confirm or inform these statements. They concluded that financial attraction was the driving force and that members of the networks of influence protected each other. Even Mr. Trudeau, after harming his Liberal successor, had protected his interests by allying himself professionally with the Conservatives. Jacques had no taste for political discussion and only reacted to what his tablemates said. One of them was concerned about the political uncertainty in Quebec and Jacques told him that as a professional lawyer he took advantage of such situations to defend the interests of his clients, he believed. His reaction confirmed his assertion. Jacques took leave of the latter specialized

The two of them were involved in divorce cases and wished for a happy Quebec-Canada divorce even though they were not convinced of this possibility. They were happy to play bingo and Jacques jokingly told them that they were typical Quebecers.

The Laberge's met with some of the association's leaders, some welcoming, some not so much. The organizing couple facilitated their dancing during the evening and introduced them to other local couples. They also saw again the daily walker whose health he had admired at seventy-five; a real giant accompanied by his wife, this time. Their two neighbors who were active in the association until recently were conspicuous by their absence, although one of them had bought two tickets. Another French-speaking couple we met who had owned a cottage for forty years in the area represented potential fishing and water skiing companions. Occasionally, Jacques struggled with his English words, having not spoken and worked in English recently, and Suzie felt more at ease than she had anticipated. She was the first to enjoy getting to know the two wives of these Montrealers and, in addition, she planned to attend an upcoming bingo, a popular activity locally and for vacationers looking for family entertainment.

The following evening, the Laberges were invited by the family of a Montreal lawyer to attend or participate in a bingo held in a nearby village. The hall was filled to capacity. The fire protection station served as the game room. This activity proved to be very popular with the local and vacationing population. Hay festivals also attracted many people and the Laberge's, accepting an invitation from a teacher, had watched the parade and participated in such a festival in a small village near the Quebec-US border. This family was looking for this kind of activity.

One summer, they bought an intermediate level windsurfer, a competitive one, it seemed. The board did not have a strictly flat underside; it had concave curves adding to the learning difficulties and possible performance. The center of gravity of the sail appeared high due to the fat head shape of the sail given the physical stature of the owner. The practice of water-skiing, windsurfing and cycling stimulated Jacques to condition himself physically and even morally, a little less the use of the small sailboat. Suzie gradually learned to join Jacques on the lake during his windsurfing training in bad weather either with the small boat powered by the electric motor or the outboard boat and for water skiing because Simon was not always present. At the lake and at the family pool, Suzie found Jacques sexually provocative with his tight bathing suits or short "shorts". He answered that it was normal, if not desirable, to stir up her sexual desires without any particular effort, responding to her instincts, her natural needs. Moreover, it was the same for Jacques.

It seemed that Jacques quickly learned to master windsurfing by reading a few manuals. First, his balance on the board, then the sail under the wind and the desired direction. He even found people in boats to encourage him to continue his learning. A neighbor captured his experiences on film. The practice of windsurfing encouraged him to visualize, to compare the life of an individual to the practice of this sport. With individual and family resources corresponding to the board and the rigging: mast, sail, ..., the individual found himself on the lake of life, sailing according to the winds to the best of his abilities. He first learned to master his balance, his directional movements and his accelerations. In life, the conditions were not always favorable to his advancement in terms of learning or development. Thus, in the summers, Jacques regularly experimented with new water sports or perfected his skills in these areas. He would have liked to proceed in this way in the work environment, professional which would have maintained his interest and aroused his affirmation, his realization, his surpassing however for various reasons mentioned in this writing, he stagnated during long periods and fortunately he was accessible to voluntary work to satisfy some of his social and professional needs.

One summer, in order to repair the outboard motor, Jacques had to act as an electrical technician. He cleaned the brushes and segments of the electric starter rotor, thus saving a new starter and its installation, or at least several hours of work at an increasingly high rate at an honest dealer. In addition, the boat was located a few miles from its launch point. This experiment proved to be very successful and Jacques was rewarded for his efforts when the engine started like a spinning wheel. He was all the more happy and relieved because it was usually necessary to wait at least a week before the personnel of a specialized company could touch the engine. Besides, in Varennes, they didn't have the part and they thought they had to order it from the United States. Jacques questioned the design of this part of the engine, the starter was placed vertically and the gears required the use of lubricants that could leak onto the electrical parts despite the few palliative measures taken. This was not his first problem with

the boat; a clog in the oil and gas auto-mixer tank, an engine that needed to be cleaned of gaseous traces left during trolling sessions, partial propeller breakage, ... During this vacation period, he and his son were unable to practice water skiing, walking and fishing.

The annual maintenance of the four-wheeler required a few hours to change the oil, oil filter, clean the air filter, check and even replace the brake pads especially at the rear, grease the rear axle, replace the spark plug or clean it, adjust the chain and install new chain brackets, check the electrolyte quality of the battery. And what else! Flipping through the service manual made it easier to systematically service the vehicle his son loved so much. Jacques often said that the more property and equipment you own, the more repair and maintenance work you have to do.

The Laberge's wanted a change of scenery and a variety of activities so they went to a local dance hall. Even though they knew almost no one, they occasionally enjoyed dancing and hearing western music adapted to popular dance rhythms. A few of the men danced dances other than the slow ones; "plains". Not having had the opportunity to dance often, to take lessons and not having a stable partner, most of the dancers did not have the ease of the two Quebec dancers. The average age was in the twenties with a strong contingent of young people who appeared younger than twenty-one, the age of admission in an American drinking establishment. One of their requests to the three musicians; the Marco's was fulfilled; a polka and they failed to play a waltz; their repertoire being very rhythmic and at a "tempo", a uniform beat. The orchestra finishing the polka at a frantic pace allowed them to expend a little more energy, to lose a few fractions of a kilo, but the Laberges knew that they only had to reduce the length of their steps to follow the musical variations. For a few dollars, they spent a pleasant evening mingling with this group of young Americans, of whom they were probably the first to know.

elders.

In the past, the lake level was lowered every two years by four to six feet in August to allow for the restoration of the shoreline after the annual ice storms. This process possibly favored the destruction of the algae on the periphery of the lake and the renewal of a portion of the water by the rain. Jacques hoped that the rains had not become more acidic over the years and that this operation would be postponed until October when boats are usually removed from the lake. Many members of the association's executive had deserted and Jacques thought he could easily have joined the executive, especially since meetings were now held quarterly rather than monthly.

On their way back to Quebec, they had the misfortune of hitting some young wild turkeys. After successfully avoiding one, they had to run into a row of five elegant grey turkeys. What a beauty! Under rainy and foggy conditions, and moreover in the evening and under such poor visibility, nothing could be done to avoid these birds. Two hit, unfortunately, the car. That same autumn, about twenty wild geese, bustards, came to stroll on the calm waters of the lake. Like a sailboat of geese led by a goose, they were ahead of the group spread out in a giant V shape. With the help of their ever available spotting scopes, the Laberge's watched these large birds with their yellowish-white plumage and black heads as they mirrored and moved quickly in the reflections of the mountains on the other side of the lake. Such scenes justified the move from the principle residence to the cottage. As always, a few gulls kept the lake clean even at an elevation of a thousand feet above sea level.

Following the stripping of the trees and shrubs of their leaves, the surroundings of the cottage were bare. The hidden road in the summer revealed the movements of the citizens, the neighbors. Fortunately, their immediate neighbors left after the first frost, leaving the Laberge's some privacy. One fall, Jacques discovered that a tree, a birch tree, had fallen on the electrical and telephone cables of a neighbor without breaking them, the support cable having resisted the shock and still resisting to support the broken tree. Using his judgment and familiarity with this neighbor, he cut the tree with his electric saw and transported the logs, sections near the outdoor fireplace. He had previously made sure that the electrical cables were not cut, as such situations caused many casualties. In the end, James didn't need the firewood because he already had a pile of five-foot stems ready to be cut, as well as three large dead but standing birch trees near the cottage. The previous fall, he had salvaged a fallen aspen tree near his property. He

had done it without enthusiasm because it was a soft wood whose calorific capacities he did not appreciate. Back in Montreal, he would meet with his neighbor to tell him the good news and the bad news that a tree had fallen on his electric cable and that the tree had been "cleaned up". This neighbor still had to check if his power supply and phone were still functional.

The many electrical outages at the cottage were the result of falling trees or branches. Fortunately, the repair services were efficient. Within an hour, a team would arrive and work efficiently. It was not possible to do anything differently and even clearing trees near power and telephone lines was an inefficient measure. The installation of an underground telephone cable had been considered by the company and refused by Jacques and vehemently by his neighbor who feared the brie of roots and consequently the loss of several trees precious to them. In the day following this repair, the double clock of his meter associated with the day and night rates was readjusted on demand by the electric consumption reading team.

Near their second home, they observed the construction of a small rustic house set back in the forest and learned that a member of the Federal Bureau of Investigation had taken up residence there. So they were well protected!

By frequently going to the cottage in the United States, especially on weekends, Jacques had the impression that he was considerably reducing his presence locally in Varennes, Quebec, especially since he generally shared his travels with "allies" who would assert themselves in his absence according to the circumstances and requirements. He stayed in another country even though his business cards and his telephone answering machine mentioned his address in New York. Often moving away from his environment, he showed a certain detachment from it, having the possibility to forget in another setting. This migration defused many of his initiatives, lessened social constraints and reduced his personal, professional and societal assertiveness in some ways, at least in the short term, he thought! The attitude of his allies to his movements, to his withdrawal from the local arena and to the pressure he was under, was mixed. A greater local presence could have led to the expansion of his experience and knowledge. You never know! This situation made him feel a little guilty. In the background, he could observe and comment, but the quality of the information at his disposal and his means of action were obviously reduced. He wondered if he was not showing apathy, for which political and personal disillusionment was possibly the reason, translating one of the idealistic aspects of his personality. At times, he considered himself unmotivated, determined, and did not share the policies and political strategies of many organizations. In the meantime, his presence on American soil assured him a certain cultural enrichment!

The Lake Protection Association was looking for members to complete the Board of Directors following several resignations as some directors were concerned about having to reimburse the several thousand dollars spent on legal fees while the association's revenues were low. It was also a question of replacing volunteers who had been active over the past few years. Jacques knew many of them. Monday night meetings across the border throughout the year did not excite him, although he would have liked to help manage this organization, which was recognized as influential with U.S. government agencies in New York State in particular. In addition, these volunteer activities involved expenses significant. The dilemma always existed; you had the time and you were afraid to spend money, you had the money and you didn't have the time.

IX- THE CAREER AS SUCH

Jacques worked mainly in large companies where the language of work and communication was English. He loved to familiarize himself with the organizational charts, the personnel, the management methods and philosophies, the development projects, the technical processes, ... of these companies by favouring new technologies, the most recent administrative processes and representing the best potential. His adhesion to the culture of these companies was partial; he refused to be assimilated linguistically and ethnically. He was able to endure these environments for three or four years, after which his dissatisfaction became apparent.

An important factor influencing many of the Laberge career decisions was the dual job system of Suzie and Jacques. For example, when asked to apply for a job at Bombardier near Quebec City, Jacques had to consider the fact that Suzie had a stable job and could hardly leave it and follow Jacques to a job in the private sector that was always uncertain, as they had learned to their cost.

1- The work

An important component of Jacques' career could be presented as follows: Working often in the management, staff function, rather than in a position of authority (line), James was very vulnerable. In times of business slowdown, these functions were the first to be eliminated. In principle, his functions should have been maintained in order to solicit and facilitate the addition of other projects and products. Two of the multinationals he worked for saw their workforce cut in half, which is characteristic of private enterprise. In addition, due to the nature of his work, often assigned to large projects, he found himself without a job when the project or projects were completed. Frequently, in consulting engineering, for example, an entire sector of activity depended on a large-scale project such as participation in the engineering of a heavy water plant. In large industries, the production of an entire division was sometimes dependent on the popularity of a product or the satisfaction of the needs of an important client, otherwise operations had to be rationalized and often jobs were eliminated, including Jacques'.

Some colleagues were floundering and others were swimming with more or less ease in our free enterprise system, a system that is nevertheless preferable to many others and still perfectible. After receiving a job offer by telegram, he accepted a job in an aircraft manufacturing company, an English-speaking environment. He was very happy with the job; a committee, a work team reviewing the company's information systems and his boss, an industrial psychologist by profession, assistant to the president was dynamic and communicative. This boss was concerned about his salary level because a salary that was too high could have made it difficult to find another position even within the company, especially at the beginning of his career. In an English-speaking environment, Jacques applied himself and mastered the spoken and written language of Shakespeare, but he was not particularly interested in losing his French accent. His linguistic (Francophobic) and nationalistic sensibilities were a major hindrance to him as he did not adhere to the values of the company except on the administrative and technical levels. In retrospect, this situation became clear to him and he wondered if the work environment would change over the next few years at this major employer. The linguistic battle was being fought on the first front here, and if it was lost in Montreal, it would subsequently be lost quickly throughout Quebec. This battle could not be won without the massive commitment of the Quebec population, because Francophones, as we know, were clearly in the minority on the American continent," he wrote in numerous writings sent to newspapers at the time.

In this English-speaking multinational, one employee, Jacques remembered, was a very paternalistic and experienced old supervisor in his sixties. He was interested in mining as a risky personal investment and every day he checked the often off-list quotes on the stock market. James prepared a recording of a supervisor's course with him. On another occasion, a bilingual supervisor was so impressed with signing the front page of a procedure that he told James he was cumming. He and James had worked for a few weeks on writing and revising the document. During a meeting already described in some of his writings,

he had discussed with this supervisor a manager responsible for three thousand employees, an American in Quebec for nine months. This manager spoke to Jacques in French and the supervisor asked why he did so and he simply replied that it was not for him that he spoke French. Jacques had already written some procedures in French for this manager.

A second Montreal electronics manufacturing company welcomed our Jacques into its English-speaking fold, probably referred by his last employer. In this world-class company, he did not stay long and left with at least two other professionals who decried English as a working language in the media against their professional interests in such a high-tech company. A senior English-speaking executive, who had learned French, was kind enough to greet him as he left.

So much energy spent unproductively from a French-speaking Quebec nationalist point of view, thought Jacques! How many vital forces neutralized or at least misdirected! How many careers withered as soon as the day broke, the dawn of professional life! A few Francophones managed to integrate into these workplaces, either because they had little interest in social issues, or because they came from a bilingual cultural background, or because they gave priority to their immediate job, their career. Many of these individuals would later move into leadership positions at the highest levels of the hierarchy and , hopefully, into the future,

he thought, that they would have some interest in the future of Quebec even if they had been rewarded for their adherence to the culture of these companies.

Four years of working in French in a major school board was appreciated, but staffing was reduced and priority was given to the most senior employees. He was appointed as the school board's equipment delegate to the Conseil scolaire de l'Île de Montréal. Many executives of public and private organizations were recruited from the executive members of unions, professional and management associations. They came to know the strategic planning of the company and were then integrated into it. At that time, he met a friend who became a senior executive in the public service of the metropolis, as well as some other acquaintances. He joined an important contractor working on a major sports infrastructure project. Even though this work was short term in nature, he quickly assumed heavy responsibilities for personnel and technical management. An analysis of the progress of the work led him to conclude that it was impossible to complete the Olympic mast before the games. Jacques was happy to meet a Quebecer of Egyptian origin who facilitated him the task of publishing an article in a professional periodical. On the other hand, Jacques assisted him in the writing of his doctoral thesis in school administration, as a consultant, he partly took over from his thesis director. The subject of this thesis was based on the principles of project management that Jacques had developed from the documentation of IBM, Control Data, PSDI, ... and other sources. He attended a party organized by Middle Easterners who were celebrating their compatriot in the presence of Quebec's political and religious representatives and community leaders.

Jacques considered going into business with two other engineers, but they quickly realized that it was safer to work for a large company. They had already landed a project management contract and had time to briefly experience the three-person business environment where affinities usually develop between two particular partners. One of them had seen his father deprived of his retirement fund, having been laid off before he could benefit from it, which motivated him to accept a position in the parapublic service. One day, a friend, Normand Thivierge, invited him to apply for a position with a service company. Jacques suggested that another colleague, Clément Claveau, be invited to apply as well. Jacques was asked during the interview if he would work for Normand and he said no, even though he had great respect for the intelligence and integrity of his colleague. Jacques had a graduate degree and did not clearly realize that this recruitment exercise was mainly aimed at advancing Normand within the organization where he had support. Thus, his colleague, Clément, was chosen and entered the box, the company. Jacques realized once again that often it is not so much what you know that is important but who you know.

When faced with a choice between a French-speaking parapublic organization and a private company that was supposedly bilingual and offered a higher salary, he opted for the latter, having previously worked in a parapublic organization without getting a promotion but still receiving an acceptable salary increase. It was probably not the best decision of his career! Who knows? At this consulting firm, work

was done in Quebec and in French, only if the client required it. At that time, Jacques became acquainted with the Office de la langue

He complained about the poor quality of an internal document, among other things. While working in this consulting office, he met an engineer from Baie-Comeau who had pursued his engineering studies in Nova Scotia and who told him about Mr. B.

Mulroney in rather glowing terms. In retrospect, Jacques realized that he had received some unexpected support as he sought a new challenge. One of his neighbors had

He generously arranged an interview with a parapublic company for the position of manager and was accepted. Unfortunately, he thought, he would have to return to the parapublic sector where salaries rose rapidly, taking advantage of this wonderful opportunity offered by the diligence, practicality, sympathy and efficiency of this executive. Perhaps subconsciously James considered this opportunity too easy because he had to work hard all the time.

Jacques was offered a position in San Francisco by an American consulting group with an international reputation. Jacques was surprised to learn that this was a family business and that the project management company had been active in Quebec for a very long time. Jacques did not want to move away from his family and he refused.

Staff fluctuations were frequent in these offices, and they were highly dependent on the contracts obtained. This was the case at an internal consulting office of an aluminum smelter, one of the flagships of Quebec industry. Fortunately, the decentralization of activities had accelerated francization, the use of French as a working language, and Quebec legislation in this area. Here again, a number of those who identified with the English-speaking and sometimes bilingual culture were rewarded and promoted in order to perpetuate this system as long as possible. Ten years later, he was not surprised to learn that in the last ten years, a survey confirmed his apprehensions, that little progress had been made in francization; one percent in ten years. The programs were applied so laxly that it was a pity. He reacquainted himself with a typically "Scotchish" English-speaking friend whom he had met at his first employer. This friend, who was socially strong, made his integration easier. Jacques appreciated his humor, his frankness, his efficient indirect support, his warm camaraderie and he felt relatively confident.

A short break from his work was imposed after some discomfort led him to an operation to remove some stones from his left kidney. Subsequently, he was informed of the medical, not to say technological, progress in this field; the stones could be pulverized by shock waves and eliminated by natural means. His specialist, a nephrologist, admitted to him after a few years that he could feel the stone in his kidney, whereas previously he used to joke when James made a few allusions to this subject. The specialist also mentioned that these health problems originated from a "too good diet". One of the goals of the annual follow-up was to motivate James to drink plenty of water and reduce his consumption of high-calcium foods. One of the eustachian tubes in James' ear had temporarily closed and an orthorhinologist perforated his eardrum without formally notifying him even though James had signed an authorization for treatment. The specialist smiled wryly if not sarcastically when James asked if his eardrum had been perforated. James had to change specialists even though the first elderly specialist he consulted might have been competent. Fearing infection, he cleared his eustachian tube every day by blowing air to ventilate the back of the eardrum. He did not consider these situations to be medically problematic because they were not in any way a handicap to his personal and professional activities. In order to reassure a former employer, a specialist, an orthorhinologist had kindly written that Jacques would never become deaf.

Professionally, Jacques was not thinking of teaching at the time, but a university suggested that he prepare a course in scientific and technical French. This he did for a few semesters and he also taught project management, his specialty. He also learned by preparing these French courses as the saying goes that one learns also by teaching. Because of the poor quality of French among science students, especially some newcomers, and less so among those who speak French per se, Jacques had to provide a refresher course in the rudiments of the language. As a consultant, he also worked on the James Bay Phase II project studies to define the content of the contracts to be eventually awarded. He began some

courses required for admission to the Joint Doctorate in Administration after teaching at that university and later had to choose between his courses and a position in his specialty; he chose work. He still felt that he could have been accepted at that time and was offered a few course loads which would have provided him with a supplemental income. However, when he met with the director of the doctoral program, the director emphasized his background in the Quebec Liberal Party in contrast to Jacques' background in the Parti Québécois.

Another time, he returned to practice his professions as an engineer and administrator, in the English-speaking private sector, and moreover in the field of telecommunications, where project management functions awaited him again, as well as a salary.

reasonable. He had been interviewed a few times individually by his immediate boss and his manager. His big boss was black and he bravely supported him until he was transferred and eventually left the company. Again, he stayed for four years and received a salary increase, but was never promoted. He came out of his weekly mayoral routines (an exceptional occurrence) of updating project schedules and budget forecasts; his neck and back were sore from working so many hours at his computer and it was only a few months later and with the help of the Nadeau technique that he got rid of these ailments. A few years later, he learned through the newspapers of the death of the project manager, the soul of this telecommunications group whose members almost all belonged to the same graduating class of an English-speaking university and they would have found it very difficult to work in French even if they had wanted to. Jacques was accepted into this team as a potential successor to a manager who was three years away from retiring, as long as he was willing to take on this specific role. Before Jacques, several people had already acted as assistant to this manager before leaving the company, so Jacques had no illusions. The boss was surprised and ironic that James humbly admitted that he had learned a lot about organization, products, etc. during his four years with this employer. He might have learned more if he had been promoted to a more senior position. However, James had benefited from important and effective support in some respects during his time with this employer.

When comfortably, cozily installed in a company, in a position, one had little motivation to help someone else and it was also true to say that it was not easy to do so at certain hierarchical levels in the organization. James remembered someone calling him periodically about a job. He seemed to have a career profile that might qualify for a position similar to James'. Without a guaranteed promotion, Jack could not risk assisting this individual with his employer. So was a consulting firm anxious to offer their services and suggest the use of their modified, locally adapted software. James had adopted a different software.

At that time, a friend told him that the two Johnson brothers had visited his employer. One with a small deal, it seemed, as a minister in the government and the other as Leader of the Opposition. What a political team! The company had to maintain links with various circles, including political circles! A PQ activist was surprised that the vice-presidents would indulge in such business. Jacques viewed such business ties favorably and unfavorably if these exchanges resulted in significant and multiple contributions to politicians and political parties indirectly from corporations. Jacques preferred Quebec political interference to federal interference. Moreover, a manager supported by these two politicians was potentially favoured.

In order to obtain a given position, one had to almost unofficially assume these tasks with a certain connivance of the superiors before being officially confirmed in a position. In a tacit way, the superiors and the entourage evaluated the situation, the reactions and if no one objected strongly, the candidate was appointed to the position. If you accepted that even bilingual English speakers continued to pursue their careers in English, they favored you as a candidate for the position, and even encouraged you to proceed, making sure that their methods and approaches would not be altered, especially if they were manual methods used by someone a few years from retirement. If you were lucky, you could be seconded by a friend, an acquaintance sharing similar methods, approaches, principles. Your promotion, for example, was not to be detrimental to his own personal and social image. On the contrary, it should be perceived by this supporter as a potential improvement to his immediate environment and likely to benefit him in the short or long term.

While waiting to pursue his studies in administration, Jacques completed his elementary studies in

Spanish at the Groulx Pavilion of the Université de Montréal. It was an intensive course in Hispanic studies and he obtained a grade above the average of his class composed mostly of young female students and taught by a female professor from Uruguay.

Five years after dropping the prerequisite courses for his doctoral registration, he resumed those studies and had to complete the two prerequisite courses for admission to the joint Montreal (four universities) doctoral program with a B average. One of his papers concerned the free trade treaty, which he dealt with honestly by evaluating the pros and cons in a period of polarization. However, he was disappointed with the administration of the exams; among other anomalies, almost all the students left the exam room unattended during a theory exam in the absence of the right to grades. He complained about this to the professor and to the Quebec minister concerned after he had been denied a doctorate because of the quota. The assistant to the department head had warned Jacques that he would have to be closely monitored. He thought that if he had been accepted for the doctorate, he might have been able to change this state of affairs, whereas being refused, he had a moral obligation to report or point out this situation to the appropriate person. Faced with such methods, he could not see himself continuing his studies in an environment where the law of the majority, of the pack, prevailed over the sound procedures to which he had always been subjected in the pursuit of his studies, both at college and university, as well as in his own administration of examinations at the university, this very university! A professor pointed out to him that the training at this level was the programming of the individual and he did not believe that James would really suffer from it. He understood that in the absence of conventional, federalist-flavoured postgraduate programming, he would still come up with solutions, original and often wise responses that would make important contributions to his community. It was a question of programming, among other things, with conventional federalist values that encourages the propagation and perpetuation of the current system and that hinders renewal, resourcing and authentic creativity. Moreover, this professor said that financial journalists and other journalists of the big newspapers and periodicals were generally former dropouts of Polytechnic, Social Sciences, High Commercial Studies, ... and that they did a terribly poor job in these matters. Jacques realized that the work of a journalist was demanding and that they had to endure many constraints that prevented them from presenting their complete views of events that had to deal with the interests of newspaper owners and political and economic leaders. He observed that a senior business executive, a doctor of administration, even if well "programmed", had setbacks as a manager and was recovered by the federal government because of his contacts and his degree.

Jacques had applied for a job as an engineer in the public service. He was entered in a competition for a position in the Quebec City area at a salary significantly lower than his last job. He would have had to pay for a third residence, be away from his family for a week, resign from his position as administrator at the Ordre des ingénieurs du Québec, support his grown son from afar, who apparently still needed both his parents, ... For all these reasons, he postponed the elimination exam based on his ability to analyze, synthesize, and general notions relevant to project management and document writing. As he had little interest in the position, James did not see the point of possibly failing unnecessarily. The positive aspects of this position were not negligible; safe job, known sector of activities, ... Was this a good decision? Jacques had already regretted not having accepted a job in the parapublic service! With such a salary, Suzie would not have been able to take a sabbatical year because this salary did not allow her to maintain the same family standard of living. For Jacques, joining the public service meant that he had to gag himself, not publish his opinions, not publish his essay. In the end, our society was very illiberal, Jacques thought. An employee of a state-owned company who had publicly revealed privileged information knew something about this, and had experienced it at his own expense! Thus, the new president of the Caisse de placement et de dépôt du Québec pointed out that his predecessor, as a retiree, had taken the liberty of asserting himself as a sovereignist and that he was too young and too active professionally to make a statement. He wanted to make the most of the current system!

One of his supporters or political allies who had been out of work for a few months had encouraged him to accept this position in Quebec City in order to pursue his career or make a new start. This gesture meant for Jacques the end or modification of friendly, political and business ties. Jacques did not have the same values, the same interests as his friend, or to different degrees, could not associate himself with

his political approach, which had, in many ways, slowed down his career and put a strain on his income for several years, while he had nevertheless benefited from certain experiences. His demands in political matters had led him to refuse an active participation in his political party, judging the price of compromise too heavy. His friend tried to prove him wrong, both personally and in terms of his career, as well as politically, because it was the lesser evil, the better of the two options. However, politics was sometimes defined as the art of the possible and Jacques understood the positions of many activists who were satisfied with sovereignist measures to varying degrees and thus fulfilled some of their needs, including that of obeying a strong leader to say the least. A great leader! Yes, but big enough to stand up for himself! His refusal to get involved politically, at that time, would probably lead him, as usual, to a work environment where independence concerns would be even more distant, the big company. Thus, Jacques suspected that he would return to work in an English-speaking or at least bilingual environment because too many leaders were on their knees in front of the Anglophones, the federalists and among them were many politicians, our national decision-makers, our elites! What a victory! What a relief! The most pro-independence elements were thus neutralized, gagged, and the federalist-sovereignist negotiations continued to the great pleasure of our leaders.

Jacques kept up to date with the news in various fields. He regularly received publications of a general nature: *La presse*, *La Relève*, *La Seigneurie*, *El Correo*, *le Sommet*, ..., of a nationalist nature: *L'Action Nationale*, *L'Autr'journal*, ..., of a professional nature: *Le Plan*, *Le Plan régional*, *L'Ingénieur*, *Engineering Digest*, *la revue des diplômés de l'Université de Montréal*, *la revue "Birmingham Magazine"*, *Direction informatique*, *Action informatique*, ..., of a religious nature: *Le Colombien*, *Columbia*, *Le Fureteur*, ...re

At one time or another, Jacques had written to Fernand Daoust, Jacques Hébert, Jean-Paul Desbiens, Alain Stanké, Louis Dumais, Robert Jim Stanley, Marcel De Cotret, Guy Joron, Felipe Nunez, ... mostly to express views on workplaces and Quebec society as a whole and as personal correspondence.

On the South Shore, in Saint-Bruno de Montarville to be precise, it seemed that more leaders originated from this city than from anywhere else in the Montérégie region, given its population, an environment very conducive to the development of prosperous quarries, a most fertile breeding ground, a decision-making environment, the Outremont, if not the Westmount, of the Montérégie region, closely followed by Saint-Lambert, Jacques believed. Perhaps the homeowners' association was an effective consultation tool that Jacques did not know existed in his municipality. The jobs available in the suburbs were often of moderate size and did not suit Jacques well. In Varennes, the core group of municipal leaders and perhaps business associations seemed to be less effective in providing professional support than in a municipality like St-Bruno. Professionals did not seem to benefit from formal and/or informal networks, perhaps because of the small number of professionals in senior positions.

2- Related considerations

Many Quebecers who came to Montreal from other parts of Quebec often felt less accepted than immigrants from other countries, even after decades in Montreal and frequently following a Montreal education. For example, Jacques had lived for twenty years in the Bas-du-Fleuve, twenty-nine years in Montreal and one year in Europe, interspersed with brief stays abroad. Immigrant friends had often integrated him into their relatively well organized and efficient networks.

Jacques had observed that in difficult times, he would turn to his family and friends to catch his breath, to make his contribution to local and professional associations before pursuing his activities in other areas and diversifying his professional and personal experiences.

If you were an activist for independence and sovereignty with little or no time to do so because you had a busy job and were sufficiently flexible, it was preferable from a federalist point of view that you played this role rather than being active in a political party and eventually in the National Assembly. However, the executive had to limit himself to the rather personal dimension of his convictions and his development was favoured by a predominantly French-speaking work environment as the Quebec work world should be. Thus, these few executives favored by fate were developing and realizing their full

potential in harmony. Jacques hoped that independence would encourage more of these personal successes. For these executives, it was already an interesting minimal contribution, but it was far from a full societal involvement. An acquaintance, a professional, had met with René Lévesque about his career plans and concluded that his chances of advancement would be very slim, so he moved to the federalist side and became president of a pan-Canadian group.

His wife encouraged him to identify the reasons for a few job changes or the lack of promotions even though his salary progression had been satisfactory. As objectively as possible, he considered the following reasons: little or no adherence to the company's culture (working language, investment policies, for example, outside Quebec, non-preferential purchasing policies in Quebec, recruitment and promotion policies, etc.), weak Montreal roots, modest origins, moral principles and professional ethics, support for francization, etc. Let us note, here, that one of the motivations to pursue his studies was the conviction that his words would be more credible if he had a university education. At that time, in one of his numerous articles, he underlined the fate of the Quebec society; loss of jobs, anonymity, ... to one of the first avowed independentists: Marcel Chaput whereas the leaders, the leaders seeing to their personal interests and favouring the federal policies were cheerfully promoted, often, from the governmental offices. He wondered what the price of his convictions was in significant salary losses to the detriment of his family as a whole?

Sometimes James lived in a climate of suspicion generated by his temporary professional inactivity and Suzie's inquisition as an intelligent and dynamic person responding to social stimuli and her thirst for knowledge, to know why this was so. This climate placed James in a defensive and insecure position which contrasted with the serene and positive climate, if not of confidence, desirable for personal and professional affirmation, especially during interviews. In these periods of professional or business setbacks, it was necessary to understand that the effervescence of love could be altered in the Laberge family. Suzie was very serious and mature under these adverse circumstances. They were trying to defend and maintain the family's assets so as not to add to the problems of the moment. It was quite a challenge!

James had often asked Suzie to avoid getting involved in his professional life because it was very difficult to help someone, even a spouse. They were in very different environments. A spouse or a friend could do more harm than good by getting directly involved. It was probably a rewarding and often harmful operation if not responsible for unnecessary delays. The time to realize the nature of the debates, several weeks, months had passed without significant contributions. In his family, we were not or had not to intervene in his affairs, we listened to him, encouraged him, presented him with suggestions, in a constructive climate realizing that life represents a challenge for each of us. And that the perception of his future and the modalities of his development belong to him.

Jacques allowed Suzie as much latitude as possible in order to allow her to react to situations that were sometimes unpleasant, to live her emotions naturally, to express her dismay and her aggressiveness, often justified by the variances noted between the objectives and reality. It seemed preferable to him "to let the reed bend rather than to maintain it rigid for fear that it will break".

During an interview, he had to realize and underline that his main professional and personal success consisted, among other things, in having mastered the management of projects carried out manually and with the help of simple and, especially, sophisticated software that less than ten professionals of international calibre could effectively use. Jacques, while pursuing his complementary studies in administration, had acquired not only a specialized knowledge of given functions but also a general knowledge of management, culture of private companies and parapublic organizations. During the same interview, the future boss asked him some questions about his propensity to write down his remarks and observations about his work environment, culture, politics, ... as well as the number of hours he spent in the service of his profession as an elected administrator. Fortunately, Jacques generally limited himself to being active in one organization at a time, despite the fact that he was constantly solicited.

While discussing with a fellow engineer who was stagnating professionally for various reasons, Jacques perceived that he had reached the next level as an engineer in a multinational company in the field of

high technology. James listened to this man for a long time and tried to advise and encourage him to get his act together. He believed that by helping others, he was helping himself by increasing his knowledge and familiarity with their organizations and problems. In this way, he increased his influence!

After having visually recognized and been recognized by an executive of a large municipality at a reception, Jacques was surprised that the executive remembered his name. Jacques introduced him to a colleague who had worked on the same project and pursued his studies in administration and law, but he did not remember him, only Jacques, who was somewhat embarrassed for his colleague. He concluded that his concern to "get it right" had at least been recognized by the client, if not by his former employer. Even the professionals did not escape political and administrative pressures at all levels of the hierarchy.

In the exercise of his profession, his engineering and administrative professions, Jacques travelled little in his opinion. He took a course in mechanized corporate information systems from the American Management Association in Chicago. He would have liked to go to Australia and spend a few days at his own expense in the Fiji Islands while working on aluminum smelter projects in that country. However, he was able to appreciate the modernity of the research laboratories and plants of various multinationals in Toronto and Ottawa. He was given a helicopter tour of James Bay and the pilot must have been surprised that one of his passengers was not sick, Jacques in this case, who "got by" by constantly looking at the ground. Fortunately, Jacques had travelled at the Commonwealth's expense (paid by Quebecers) and on his own account! When you advocated the dismantling of Canada, you were left behind your desk! A common technique was to offer someone a trip as compensation for a missed promotion. Or to get you out of the way if you were an obstacle or unwanted at a particular or strategic time. Or, if you were demobilized or nervous, a change of scenery could help you relax. Of course, the demands of the job could also lead to displacement.

In the workplace, Jacques was _____, a Scotsman, of remarkable, respectable and respectful Ontarians _____, from _____ This paragraph would have seemed to Jacques to be the shortest possible translation of many years of daily contacts in a constructive and generally harmonious working environment. This paragraph would have seemed to Jacques to be the shortest possible translation of many years of daily contacts in a constructive and generally harmonious working environment. Many English-speaking colleagues knew of his political leanings, but they cleverly asked him to join their various associations, believing that they could help him more effectively. They would have liked to see him settle in West Montreal and become part of their community. He would have contributed to the consolidation of the Anglo-Quebec community and especially the Anglo-Montreal community like many Francophones. Thus, Jacques would surely have had an easier life professionally.

On the union level, he was involved in the board of directors of the engineers' association of a high-tech industry. He was a member of the professional association when employed by a major school board. Later, when he returned to the engineering field, he was again a member of an engineering association. These were not unions as such. Nevertheless, their methods were often borrowed from or similar to those of the latter. Often, the leaders of these associations were integrated into the company's management.

Suzie, Jacques' wife, sometimes believed that by harassing Jacques, she could change certain professional and political orientations. He explained to her that no one had ever pressured him before and that he had been relatively successful in his personal and professional life. In times of professional lull, Suzie did not feel able to assume the role of breadwinner unless it was at the cost of a lot of stress and James understood her. In Jack's family environment, they encouraged each other by building on each other's abilities. After having obtained a certain material security, he wanted to be a little more himself, to respect his societal values, to realize some projects that the demands of professional work in private enterprise, a certain slavery often well paid and interesting, had prevented him from carrying out. He wanted to get involved socially and professionally, as he did for many years. After many years of work and achievements, he was not always ready to sacrifice everything for his professional work.

Too often, a zealous or tyrannical boss unnecessarily was forgotten from the day of prevented the professional worker from becoming socially involved, especially if he or she did not share the same values, for example, federalist and independentist. Often, a nationalist was placed at odds, he had to choose between his "cause", his values and his personal interests and in a predominantly English-speaking work environment, this was easy if not frequent. Jacques realized that intellectual workers were often overwhelmed when at work, in the system; extra time, ... while others temporarily rejected by the system had plenty of time to think and they were really inactive and frequently isolated. In a Quebec society project, it would be necessary to recognize the right to work at least to those who wanted it. Another subject on which he had reflected was that of access to a given position. It seemed to him that the methods used by certain candidates were often unorthodox and that the use of such methods would that the use of such methods their promotion or appointment.

His outspokenness and the frankness of his writings about concrete situations; Olympic site, school board, private companies, ... and problems of ethics and professional integrity were not always favorable to his advancement.

A former minister used to say lightly that "the most beautiful girl in the world can only offer what she has". The same is true of friends from humble backgrounds. To get more, you have to do as some politicians do, among others, to approach big financiers and big people. And you have to comply with their rules and demands. At a lower level, one must behave in a similar way in order to avoid biting the hand that feeds us, helps us. On the contrary, one must anticipate, foresee their desires and anticipate their demands and actions in certain cases. To show them a lot of deference, submission, loyalty, to bear the inconveniences of the situation courageously were desirable measures. It was desirable to indicate our satisfaction, our appreciation; some small gestures of gratitude especially to flatter the ego of the leaders. Sometimes, instead of using the services of people outside the organization, it was better to turn to a member of the organization if not to an ally even if the nature of the services was not identical. Everything had to be put in place to consolidate the group's activities and highlight its interventions to decision-makers likely to promote its progress. Personal contacts of all kinds had to be cultivated by any means possible. This formula might not be a winner every time, but it was probably a good one in any given enterprise at any given time, James thought. He would have wished good luck to those, the upstarts, who could conform to such an approach!

Not belonging to any political party at any given time, Jacques had ventured to write to Mr. Bourassa to mention his failure to receive more than three hundred offers of service for positions of various kinds and at various hierarchical levels in the search for a job, he knew in advance the protocol response of the members of his Office, yet he wished to see his name and his pedigree circulated in this milieu. The contact information for the Quebec public service provided by the PM's office turned out to be wrong. He submitted a job offer to a few business leaders: Claude Béland (Desjardins), Laurent Beaudoin (Canadair-Bombardier), Pierre Péladeau (Québecor), Guy St-Pierre (SNC), Richard Drouin (Hydro-Québec), Larkin Kerwin (Agence spatiale de Saint-Hubert), ... and apparently without any convincing success. Jacques almost got jobs at Sidbec-Dosco in project management, at the City of Montreal as an industrial commissioner and at the IRSST as a design and project management consultant. He was said to be a good runner-up when he should have been first and his weak political support was sometimes deplored. In addition, he had been recognized as qualified as a computer systems coordinator by the Montreal Urban Community and interviewed at the Ecole de Technologie Supérieure as a professor of electrical engineering and dean. He had also met with the head of project management at Oerlikon and had just been recruited from a company that had made several layoffs.

Jacques rarely refused to support a candidate for higher education or to assume professional or community responsibilities, despite the risk that bad people - yes, there are some - would use these supported persons against him. In spite of everything, Jacques preferred to adopt a positive attitude and to support the dynamic elements of his environment, himself having been on several occasions the

beneficiary of such support.

Suzie encouraged James to question his attitude towards authority! Was he against all authority, all leaders? Would he have wanted to take their places, to be in their places? Was he willing to put in the effort to get there, to be promoted to those positions? Did he really want to exercise such functions? Did his personal experiences in leadership motivate him to do so? Was it important for him to reach high positions? Did he know how to give free rein to decision-makers? Did he take advantage of opportunities? Was he afraid of responsibility in terms of its impact and consequences on society? Could he accept that his contribution to decision making was fragmentary even as a senior manager? Why invest so much time, energy and money in shared control, partial power? Why not focus exclusively on income-generating activities? Why not try to make every activity profitable? Why not forget societal interests and focus on personal interests? How had his childhood and adolescence affected him? Did they influence his path, his personal life, his career, his commitments

social and other factors? Did the partial absence of a fatherly role model largely influence his behavior; his attitude toward authority. Did he address the leaders often enough? Did he keep alive, operational links with senior

leaders, the superiors? Was he afraid of them? Was he resistant to them? Did he consider his superiors as allies, necessary or even essential collaborators? Did he deprive himself of their advice, guidance, directives, knowledge and information? Did he or she demonstrate an unrealistic need for autonomy? Did they realize their intrinsic dependence as a team member at any level? How well did he communicate with his superiors? Did he or she fear harsh evaluation and criticism from them? Did he or she value relationships between colleagues at the same or lower levels of the hierarchy? Did he constantly try to build a team of supporters? Did he advocate his own theories and methods to those around him? Did he conform to the clearly expressed wishes of management?

These are many questions to which James could have added many more! Does he want to be omnipresent? Did he want to rule everything? Did he accept the contribution of many leaders in the multiple spheres of activity? Did his personal approaches match the hierarchical reality of the various environments? Did he work backwards, against the grain? Did he neutralize his efforts? Was he thus drowning out the results obtained or expected at the cost of many efforts? Was he depriving himself of more meaningful experiences by seeking personal autonomy, individual independence?

This questioning fed and deeply animated Jacques' inner life, reflections and actions! This questioning was carried out serenely as a scientist who will never become the monopoly of truth, nor of knowledge, but only a tiny vein. He would have liked to make the most of his efforts in the multiple aspects of his personal, professional and societal life. The number and diversity of his questions testified to and clarified the degree of internalization in Jacques. However, he reserved these questions for periods of professional and personal calm. On the whole, the answers to these questions favored his advancement in view of the observations and remarks expressed in this story, he believed!

A close acquaintance influenced by friends constantly told him that one had to take risks to prosper! He was less convincing after the father of one of his friends went bankrupt. To take risks was also to risk losing what he had acquired. It was still a positive attitude for a young man under twenty to develop. The Queen's Day, or rather the Dollars Day, seemed to be a day of opportunities for Jacques. On a few occasions, new avenues had opened up for him. A matter of chance, he thought!

People sometimes talked about scientists getting distracted while doing trivial work. James visualized this situation as possible when someone concentrates, monopolizes his or her intellectual energies to accomplish a difficult and large task requiring an effort of memorization and reasoning. Solving a problem or continuing to think about a subject while performing a routine task was common and could lead to poor results or reduced performance relative to the individual's possibilities and potential. So much for a plausible and experienced explanation! Thus, even after having mastered a subject at a given moment, someone had to remember the data and principles of either the process or the activity, especially after several months and years.

Every time Jacques went back to work in a company, he had the feeling of being cut off from public debates, of ceasing to live publicly, having little time to follow current events, to analyze political approaches, to define his own positions, ... As a result, he had the impression of losing, of sacrificing several important elements of his life because of his societal sensitivity. The expression "to have the impression to lose one's life" escaped him in a discussion with a friend and he could not help thinking that this expression was strong and to a certain extent pretentious.

Quebec family businesses were as always vulnerable. Désourdy had been sold to French interests, Lavalin was in serious trouble, Steinberg was fortunately taken over by Quebecers, Pascal was closing, ... Too bad for the Quebec economy!

Our political leaders wanted to join some scientists, some rare engineers as docile political executors, technical of the political wills of the great elites in the matter. The little societal scope of the scientists dedicated them to a meritorious servility, it seemed! For reasons of survival and economic and financial development, the

engineering professionals, among others, lived under the leadership of majority politicians of different backgrounds or without any particular training. Their low political credibility meant that they played a mostly, if not exclusively, economic role, for which they were frequently blamed. A member of the profession rightly pointed out at the time of a rare public recognition that the poor credibility of engineers originated from their weak literary production. Jacques wondered if engineers would have been more prolific if their efforts in this area had been better received, researched, valued, supervised, ... He remembered that a weekly newspaper had refused to publish an article on the engineering profession, while the same week's issue reported on similar situations among architects trying to obtain professional mobility in Canada, a mobility already acquired by engineers, some of whom favoured increased international visibility and representation for Quebec engineers. In the age of technology, society was still deprived to a certain extent of the contribution of scientists both in terms of scientific writing and commentary and in terms of society, i.e. an original contribution as a scientist.

X- SOCIAL INVOLVEMENT

From year to year, he always found subjects of current events justifying the writing of texts, allowing him to get involved in the debates of the day. Expressing his points of view was a safety valve for his personal balance. He believed, rightly or wrongly, that texts presented to editorial committees, even if they were not always published, that they were read by opinion leaders, certain decision makers, ... Although he did not get the credit or the advancement that comes with the recognition of these suggestions, of these analyses, he appreciated the materialization of certain measures suggested earlier. The ideas were gradually making their way. For example, more and more members of the Ralliement pour l'Indépendance Nationale du Québec were convinced of the merits of their cause. Then the members of the Parti Québécois followed a similar path and, afterwards, those of the Liberal Party were exposed to the idea. Jacques was not even sure that the members of the Parti Québécois were independentists as a whole, he suspected them of being sovereignists to varying degrees. On the other hand, he was convinced that once you embrace independence, it is for the long haul. A popular Quebec nationalist songwriter, Gilles Vigneault, who came from the same region as Jacques and from the other side of the river, had composed a very popular and catchy song in which he referred to Jacques' name. The ever-present Quebec nationalist elite fed the nationalist circles and assumed a certain coordination on a reduced scale. Left-wing movements waiting for a context in which they could expand were often accurate in their criticism of both government and opposition actions. For example, the fact that the Parti Québécois always moved its primary objective to second place, subsequent to the exercise of power if the context so required!

1- The policy

Jacques was striving to find ways to promote the interests of French-speaking Quebecers in a system of independence, while his advancement was best served by supporting federalist measures and bilingualism, if not just English. To encourage bilingualism in Quebec was to contribute to the assimilation of Quebecers, it was to promote the use of English here when outside Quebec bilingualism did not really exist; it was in practice to promote only English in Quebec and not French outside Quebec. If you supported a sovereignist approach, your ideas and suggestions were taken up by the supporters of this trend and integrated into their actions regardless of your position in the organization or the credit you deserved or should deserve. The cause was first served for the benefit of the leaders in place, whoever they may be.

Many Anglophones in Montreal and outside Quebec discouraged Jacques from buying and owning a second home on American soil. They preferred to be the only ones to assume the external representation to English Canada, as unfortunate linguistic oppressed by the French-speaking Quebec perverts. It was never appropriate for a Quebecer to be present in the United States. Americans who respected their flag were intrigued by the Laberge's two flags of similar size leaning against each other; one American and the other Quebecois symbolizing in Jacques' mind that a piece of American land was in Quebecois hands. The English-speaking Canadians and Quebecers on the lake preferred to fly their Canadian and, sometimes, American flags. In addition, Jacques had installed a small Quebec flag on his boat. A neighbor had told him that he flew his flag on St. John's Day to please her. Jacques was not entirely convinced of this because even after working for NASA and living with his first family in the southern United States, he had apparently taught the leader of the Opposition and worked for the Vice President of the PQ. His second wife had introduced him to the Laberge family as Dr. Nadeau. Jacques had thought he was medically protected, but then he learned that he was a doctor of chemistry. Sometimes, it seemed, he was called the man with three flags.

It was difficult to assert oneself openly as a sovereignist in a society dominated by federalist values well anchored in the mores of our leaders before their positions, their advancement to strategies and actions in line with this, had observed Jacques over the years. One would not know how to cut the bridges with the French-speaking Quebecers working in federalist organizations, on the contrary, at the risk of an assimilation to their own often important activities, the values conveyed by convinced and sincere Quebec nationalists would be progressively integrated, all in all, by compatriots who would eventually

see the relevance of these values even according to their pecuniary interests when the law of the great number and of the majority would favor them.

He had collected hundreds of pages of articles written mostly in French but also in English and Spanish and published at the whim of the newspaper owners. Because of the number of articles written and often published one could almost say that Jacques kept a public diary.

He had studied the structures of the Montreal Catholic School Board, including the role of the elected trustees, and expressed his conclusions in writing. During a trip to New Brunswick, he noted that some Acadians would have liked to be Quebec citizens and his remarks were published in the newspaper *Evangeline*. Following his return from Martinique, Jacques drew a parallel between the situation in Quebec and that of that French overseas department. In 1974, Jacques suggested that in addition to the Parti Québécois, there should be a leftist independence party and a federal one. The suggestion of a party for Anglophones was also put forward. In one of his articles of the same year, he pointed out the possibility for a couple that one of the partners would come to strongly and definitively orient the decisions of the household. In 1977, he compared the private and public school systems, favouring the latter. Moreover, he testified to situations unfavourable to the francization of businesses. The measures of francization of the companies did not seem to be applied very seriously because the advantages of a promotion appeared more attractive, important than the promotion of French. In 1981, with respect to the abolition of mandatory retirement, he had expressed his opposition to this measure to his deputy minister of the time. In 1982, Jacques wondered how many

departures of English speakers were fictitious among the real ones ! He also discussed the relevance of sovereignty compared to sovereignty-association. The influence of opinion polls also caught his attention. He was looking for a shortcut to sovereignty at that time. He publicly and locally justified his proposal for a vote of no confidence in the leader of the PQ. At that time, he emphasized his confidence in a Quebec currency and questioned the business community about sovereignty and the relevance of the PQ presence in Ottawa. In 1983, some economic links between Quebec and the United States were highlighted in an article. Another of his articles underlined and deplored the partial loss of the new generation, the youth and questioned the consequences of the liberalization of morals. He questioned the cost of bilingualism in Quebec in the field of education relative to that of Ontario. In Quebec, we had a double, if not quadruple, education system; English, French, Protestant and Catholic. In 1987, Jacques practiced his Spanish by drawing a parallel between the situation of Quebecers and Haitians after a long discussion with a Haitian. Afterwards, he did it again, in Spanish, with the newspaper *El Correo*, giving them his political comments. In 1990, he drew up an overall portrait of the political context in Quebec.

i.) The Parti Québécois

Jacques became socially and politically involved by becoming a member of the county board of directors of a political party where he was in turn treasurer, official agent and president. He was surprised, among other things, by the lack of existing services in one of the municipalities, in particular, and he suggested in times of relative prosperity that money be invested in the environmental field and in particular in water purification, deploring the quality of the water flowing slowly near his residential town.

At a meeting of the Board of Directors chaired by Jacques, a couple of friends came to speak. The topic was about essentially the husband and James gave the floor to the husband. However, the wife, being one of the most dynamic, demanded the right to speak and, after having obtained it, she contributed very little to the debate. Again, James recognized that the life and dynamics of a couple should be respected. They were a friendly couple and, above all, a former colleague.

He did not accept the financial drain on Quebec civil servants who had contributed effectively to the birth and promotion of the party. A convinced sovereignist, he was upset by the fact that positions

adopted by a majority at a national convention were not ratified by the party's board of directors, which included experienced leaders and members of the government, including ministers who were obviously emulated by Mr. Lévesque. On several occasions, Jacques was told that Mr. Lévesque had been highly traumatized by his experiences in the wars as a reporter. Jacques and a few convinced militants promoted hard-line sovereignty, as the journalists and discreditors of sovereignty and independence liked to call it. First, at the county level, then at the regional level and finally at the national level.

They applauded the resolutions, the most pro-sovereignist and so-called radical interventions, they intervened in due time to influence the assembly having mastered the procedures of deliberative assemblies and others, they heckled their opponents, they carried out in practice, democratically the promotion of their beliefs, their objectives and the official program of the party as transformed. Going to the microphone was their democratic way of going to the barricades! Jacques and the activists of many counties had provided the leaders in power with the opportunity to lead a sovereignist, independentist party and preferably an independent country. These leaders and especially Mr. Lévesque did not expect so much! Mr. Lévesque saw in them effective agitators whereas they were simple militants seasoned in the defense of their political ideal that they were made to hope for during the fundraising campaigns, at the National Holidays, ... These militants had democratically delivered the "merchandise", independence and not the sovereignty-association with rose water which was eventually to take the form of a beautiful federalist risk thus confirming the apprehensions of these experienced militants and tired of these eternal discussions, debates. Will we be further ahead in a few years, they wondered? Perhaps the language will be different, but when will the reality be? Mr. Lévesque had possibly gone along with and favoured a certain Quebec nationalism that had led him to power, necessarily surrounded by a team like the former Quebec prime ministers. However, for a good number of strategists, it was desirable for the cause, independence, that the population identify this beloved leader, adulated at a given time with this objective pursued by so many activists, Quebecers.

Jacques had also prepared a request for a leadership convention under these circumstances. He did not present this request, even though his proposal for a blame game received a lot of support on the convention floor, according to some media and observers. Some journalists said that the hard-line PQ leaders had backed down in a fit of dizziness. Were they talking about the militants or the elected officials? The militants seemed determined! Jacques remembered the sarcastic look on Mr. Lévesque's face at the time, who was assured that he would not be seriously worried by the results of the referendum. Mr. Lévesque was quoted as saying that he would have voted for a partial reprimand of him, it seems. In addition, Jacques learned that some ministers had warned him that the next time he defied the official authorities of the Party, they would no longer support him. This "democratic" convention, like many others, had been orchestrated and the conclusions accepted in advance by the party elites. Resolutions from the grassroots were not taken seriously if not as disruptive and destabilizing. Often, resolutions from the grassroots reflected the true nature of the changes desired, the actions required by members, activists and society that diverged from the interests of the entrenched, establishment leaders. In the course of his political activities, he had the opportunity to help an important and now experienced politician to solve an administrative anomaly by informing him in due time. On his return from the numerous congresses, he saw himself on television a few times and was amused by the expression of being part of the "tapestry" of the small screen. On the occasion of a symposium organized by the PQ, Jacques underlined to the President of the Quebec Employers Council his appreciation of the quality of his representation, among others, as a resident of the South Shore and a former Rimouski resident. The latter did the same to Jacques. Later, Jacques found that he was a good representative and an effective defender of the values of the bosses in the current system; federalism with an anglophone flavour. At the local level, he was surprised to be invited in writing to join the ranks of the Quebec Liberal Party as a communicator who had presented some critical political findings in the local newspaper, *La Seigneurie*. Many PQ activists had made the analysis, even and long before the setbacks experienced by Mr. Lévesque's successor, that sovereignty, and above all, the independence of Quebec was the only acceptable and desirable path. That the promotion of independence was carried out more effectively when the PQ was in opposition, judging by the degree of support for sovereignty and for the PQ until it came to power. Thus, it was natural for the party to return to its original orientations, especially after losing power, refuting the conclusions of a national convention, and dismissing some potential

successors to Mr. Lévesque. In making its federalist turn, the PQ ignored the support of forty percent of the population for sovereignty and a larger percentage of its members. What personal, partisan interests could justify such an infamy? The Quebec Liberal Party seemed unlikely to follow suit! In practice, the former leader of the PQ, head of the government, was replaced by Mr. Bourassa in the latter position. After twenty-five years of service, the latter should leave the Liberal leadership and find his grey or white hair.

The politician that Jacques respected, admired, the most, was Camille Laurin, despite his sweaty hands which possibly reflected his professionalism, for having passed a language legislation with seemingly lukewarm support from the Prime Minister of the time. Like many Quebecers, Jacques had sent a letter of support for this law. This law had a considerable impact, determining the chances of survival, if not the durability of Franco-Quebec society in the short, medium and long term. Moreover, as president of the county, he had advocated his coming to the county at the time he was defending his reform project, his school restructuring project. He had kept a short presentation text prepared for this purpose. However, the MP reserved the right to introduce such a person; a matter of protocol! His ascendancy over his party was most decisive. As a fine strategist, scholar and professional, he used his knowledge to promote the development of Quebecers as a whole and especially the Franco-American majority in Quebec, the last bastion of the French language on this continent.

Jacques was impressed by Mr. Lazure's presence and intellectual power. As County President, Jacques had spent many hours with him at various national conventions and councils as well as at various local partisan activities. At the risk of reducing his popularity, Mr. Lazure often and vigorously defended causes and projects that were very commendable but did not always represent a collectively recognized, shared concern at first glance. On the political level, Jacques was not impressed by a personal warning. Jacques was surprised by the reactions of Mr. Lazure, whom he had warned about his candidacy for the county presidency. He may not have believed that he would be elected to the position based on the feedback he received from his constituency office. This warning had changed his perception, rightly or wrongly, of the stature of this politician. Perhaps it was a practical consideration from his perspective, a management style?

A young minister who seemed to be disillusioned with his political life; values, compromise, rhythm of life, ... had arrived at spectacular personal misadventures translating his psychological and perhaps physical exhaustion?

Jacques had to agree with many governmental and partisan policies. However, he studied the issues as seriously as possible, evaluated the advantages and disadvantages while consulting with party members and citizens, and presented his observations to party authorities and sometimes to the public. The evaluation of policies was based on principles and ideals, knowing that in times of intense activity, decision-makers were hustled by events and influenced by pressure groups and their political entourage. The solutions were not always obvious and the margins between theory and practice, application of principles and respect for political reality, ideals and pragmatic positions were often considerable. As a starting point for reflection, Jacques preferred to be inspired by principles, knowing that active politics required a great deal of compromise, concessions, ... when the obstacles seemed insurmountable while the objective, the goal pursued was of primary importance.

At the grocery store, he saw a former colleague from work, a demographer and economist, a municipal politician whom he had politically neutralized in a completely unexpected way at a riding assembly where the delegates to the next national convention of the PQ following the referendum were elected. With the support of a neighbouring member of the executive, they presented a team and it was the team of the decider "hardcore" sovereignists who were elected, disconcerting these new candidates as PQ delegates in the riding.

In these last interventions after leaving the presidency of the county, he recalled a meeting where he had insisted on the need to involve business leaders in the debate on sovereignty, independence. Indeed, it was a verbal extension of his locally published writings. His experiences in industrial circles in particular had taught him the little latitude left to employees in terms of time, ideology, ... His point of view was

not clearly understood by teachers, civil servants and even industrial workers, some of whom had not observed the preponderance of arguments presented by the business community either unofficially or officially. Some activists saw some ministers as "preachers", American preachers from the top of their departments. To a certain extent, ministers were expected to define directions and even means and methods while remaining as responsive as possible to citizens and activists, especially after a few years in office. Other ministers sometimes spent a lot of energy on creating and maintaining their image and perhaps not enough time on studying, examining and reviewing public management methods.

In discussion with a friend who was keenly interested in politics, he came to the conclusion that he was willing to support any leader who favored sovereignty, as completely as possible, regardless of that leader's background. The desire to defend the party's unity of thought, the authority and image of the leader led to the suppression of dynamic, ideological elements and agents of renewal within the party. If someone from the grassroots had a good idea, it was put at the service of a leader instead of serving the initiator. Jacques remembered that he had started smoking cigarettes as a sign of support for the Leader of the Opposition, who had been roundly criticized for this. A friend and political ally, he thought, played an unassuming role in politics, leaving his wife to play the leading roles that corresponded to his strong personality. Discussing with one spouse, one would get a point of view while the other spouse would proceed differently. This process was quite common; a couple being composed of two personalities! All means were valid to force the Leader of the Opposition to promote sovereignty and his career plan included this binding requirement at least until the PQ took power, after which he could always adopt positions similar to those adopted by Mr. Lévesque. What more can be done in this area! As long as the Leader of the Opposition responded favourably to the pressure exerted on him and spoke as openly as possible about sovereignty, given his previous statements, his relatively low popularity was forgiven. Jacques felt that this had gone too far and was symptomatic of an apparent lack of leaders, of independence leaders. He did not believe in the effectiveness of this kind of arm-twisting, of pressurizing a developed, intelligent brain because of the importance of the means left at the disposal of a leader of the opposition, and even more so of a leader of a government at the peak of his political career. He would have much preferred simply to be able to rely on such leaders with his eyes closed. Many activists told him that the Leader of the Opposition was a man of transition. Transition from federalism to independence - that would have been too good. Federalism and sovereignty-association, perhaps, given his earlier statements!

Some activists had told him that the wife of the Leader of the Opposition was a political liability for him. Jacques was not convinced of this because she was a well-known Canadian personality of international stature, a popular writer. In politics, people thought they could do anything!

During an interview, the Leader of the Opposition was encouraging people, activists to pressure him to talk about independence instead of sovereignty and about Quebec currency instead of Canadian currency. Unbeknownst to him, he was confirming to Jacques that as Premier of Quebec, he would bend, he would bend like a reed obeying the shifting air, the winds in the absence of orientations, of a program of actions defined before coming to power, possibly following the next election. On another occasion, in Western Canada, the leader of the PQ was surprised that his proposals for associations were rejected. He had apparently learned little from the last referendum and appeared to be frozen in the old positions of the PQ.

The Leader of the Opposition said that he was organizing a press conference to announce Mr. Ménard's potential candidacy for the position of Minister of Justice because this subject was not agriculture, as he was responding to a question from journalists. This comment was presented a few times on TV news. With the electronic media, it was so easy to blunder. The personalities involved were revealed except for politicians who had developed defense mechanisms, appropriate reflexes. Jacques wondered if this point would be raised, noted by the party in power. And yes, it was the current Minister of Agriculture who would do it again. Jacques thought that the PQ was lucky in many ways to have Mr. Parizeau as its leader and he recognized his great qualities. This did not prevent him from respecting his duties as a citizen and activist. Neglectful citizens and activists did not allow democracy to be really exercised, the people were reduced to undergo a "democrassie". Some militants went very far in the defense of their

leader to the point of talking about biting their pants. They let themselves be conditioned to excess by the PQ aristocracy, it seemed! To bite a pair of pants, you generally have to be a dog. Although Jacques liked the dog breed, he did not associate himself with it directly, so closely. Reporting a major deficiency in public management as a citizen was a duty and writing directly to a responsible minister increased the chances of being heard. In other circumstances, he was content to discuss it with relatives. On one occasion, the Leader of the Opposition said he was happy with the postponement of the Great Whale hydroelectric project, which worried Jacques because if this project was adequately integrated into an energy and environmental policy, it constituted a non-negligible economic contribution to Quebec in this period of waiting for the American economic revival. Especially since a first postponement opened the door to others and, perhaps, to its abandonment. On a public interest program, the host made the Leader of the Opposition admit that he had long wanted a sovereignty-association, an economic association, ... like the latest Liberal party program. Jacques had admitted to a journalist that the positions of Mr. Bourassa and Mr. Parizeau were intrinsically similar; they sought an economic association with Canada preferably without having to achieve sovereignty, the independence of Quebec. Why would the Anglo-Canadians make concessions to Quebecers? Their interests came first! An independent Quebec would offer a better negotiating position. Negotiating from a position of dependence could only lead to the granting of Quebec powers.

From a democratic point of view, the process of becoming a party leader was crucial. Jacques had noticed that between Pierre Marc Johnson and Bernard Landry, financial backers, Quebec, Canadian, American and international business leaders had not hesitated long before backing the more federalist Mr. J. Natural political allies for Jacques had been and were Bernard Landry and Pierre Marois because of his university background and Mr. Lazure having been known thereafter as one of the four "L's" of the National Assembly; Lévesque, Landry, Lazure and Léonard. It was Mr. Lazure who introduced Jacques to his mentor, Jacques Parizeau, at a PQ convention. Over the years, Jacques had acquired a political maturity with respect to the other players in this field without having an idol as in his early days. Bernard Landry had promoted enormously and efficiently the economic empowerment of Quebecers, an industrial and social development policy.

He was a technological leader, to a certain extent, and he occupied a fairly considerable political space, albeit reduced following his failure to become leader. When Mr. Parizeau was elected leader, other candidates who could have undermined his prestige, his power, his assertiveness, his image, the nature of his support and his ascendancy over the party were eliminated. Consequently, one could say that the problem of electing a leader of the PQ respecting above all the choice of the members still existed even if it had been circumvented on one occasion. Notice to those interested in taking over! Some potential candidates and other stakeholders had already analyzed the political context and adopted positions corresponding to these requirements. Even crowdfunding could be happily circumvented; it was a matter of a few individuals subscribing several times three thousand dollars and letting the leadership know. Benefit dinners were another formula. The current system was probably superior to the previous one, where at one point, it seemed, all government contracts were systematically discounted by ten percent, rather than favouring only or mostly elements of the ruling party. Jacques was not convinced that favouring only or heavily members of one party was a significantly fairer situation than the ten percent method of requisitioning from all bidders for contracts. If it were not hypocrisy, parties could have shared contract rebates by unequal percentages depending on whether or not their party was in power. On occasion, he had debated this subject with a friend. Jacques had noted the relative ease with which P. M. Johnson had become premier of Quebec by referring to the federal system, while his successor as party leader seemed to take a longer detour if he ever became one.

Local allies seemed to be unconditional supporters of the PQ leader, having known his predecessors to be less sovereignist, especially if they referred to the leaders of third parties, namely the QLP. The PQ as a major political vehicle was closest to their hardcore pro-independence objective as an activist.

Jacques could not blindly count on local political allies because he believed, rightly or wrongly, that despite their independence motivation and integrity, they could "easily" be fooled by leaders who were often full-time and aware of their priorities. One of his neighbors was one of the first activists in the riding to encourage and openly support the candidacy of the present Leader of the Opposition for the

leadership.

For them, it was a question of responding the party's leaders were able to meet these expectations, apparently or for a period of time, until they were integrated and eventually absorbed into a whole led by the PQ elite, according to the requirements of the exit from the wait-and-see attitude of power, as soon as possible. For experienced leaders facing sincere militants, it was easy to discredit by stealth those elements of the party that did not accept their apparently democratic dicta. Even so, he found his allies very savvy and matured by many failures as independence activists. It was not necessary to ask, to expect the improbable if not the impossible! His allies, the militants, had little information and few means. They could only react positively or negatively to various measures advocated by the leaders. They also tried to protect their local interests. These so-called model activists, out of loyalty to the political leaders in title, out of respect for the unity of the party at the local level, cheerfully demolished arguments and people who did not advocate the current doctrine of the party. Some measures might seem draconian in the short term, but in the medium and long term they would prove to be judicious. Principles had to be applied in a broad-minded way, and to do this the best possible background of knowledge was desirable. It was better for certain things to be said by activists than by political opponents at inappropriate times.

Someone who mentioned the weaknesses of an organization and submitted numerous suggestions should have been offered the opportunity to contribute to a higher degree to the management of the organization, to implement its projects and this was not always the case, especially when the remarks came from a low hierarchical level.

Jacques would have liked to apply for a position on the PQ national executive. However, he preferred to play only one volunteer role at a time and was currently at the Ordre des ingénieurs du Québec. When an activist strongly espouses a party's position, it was not necessary to give him or her a personal advantage; it was better to keep his or her assets to attract potential supporters. Some militants refused to work for the party or elsewhere in periods of financial precariousness, in search of employment in order to avoid that one abuses their availability. Some of Jacques' allies were greatly embarrassed by his reduced activity periods, not understanding that a qualified and experienced professional could not use his personal and professional contacts to easily obtain contracts or jobs. Under these conditions, they hesitated to support him, to give full credibility to his words, his ideas, his analyses, his proposals and finally his actions. Moreover, someone who dared to submit a vote of no confidence in a party and government leader, moreover, was surely seen as sufficiently determined and likely to embarrass other leaders. Probably a formal, written acceptance of the "wonderful" federal system would have made it easier for him to return to work. Activists were asking for a lot! Were they asking for less principle and more compromise? Were they aware of this?

In the heat of the action, there was little time for reflection, so the PQ had to plan their actions and activities before taking power. Jacques had noted that ideas and measures proposed by certain militants were carried out by others in executive positions and that these people often misunderstood the scope and the modalities of implementation of the suggested measures. It would have been better to delegate these responsibilities or to promote the initiators of these measures. As few intermediaries as possible, and especially in the case of intermediaries with limited resources, very limited knowledge, little information, small stature, highly impressionable by even low-level leaders, eager to receive the smallest monetary or honorary benefits, feeling the need to please at all costs, poor communicators, willing to act as advisors rather than implementers, and who in difficult situations considered themselves out of their depth. Instead of continuing to promote the interests of the mentor, the local leader, and to trust and rely on their abilities, they took advantage of privileged information and were stingy with information that could enlighten their mentor, their leader, and influence his or her direction. James sometimes found himself in situations where he had to perform in the absence of or with limited means, so he would point out his problems to superiors or allies and observe their reactions, wait for their suggestions and support, and often perform honorably from his humble means. These constituents tended to concede the field to the opposing parties. On some occasions, even after James had pulled himself up by his bootstraps, he did not receive recognition for his actions because of the concessions made. If he had been bolder or even more presumptuous, he might have benefited. However, as a result, some recognition of his abilities was established. In the end, despite their good intentions and integrity,

these allies frequently erred in making decisions under such conditions that often amounted to half measures. In addition, James' participation in volunteer activities was likely to interfere with his political and professional activities, making him unavailable at pre-scheduled times. By planning two activities simultaneously, Jack had to sacrifice one and/or respect his commitments.

He waited several years before returning to the party, not being able to accept such a hitch in the democratic process, a referendum, as well as the lukewarm and slow process; multiple mini-referendums, towards the independence of Quebec as advocated by the Leader of the Opposition. In spite of this not so positive appreciation of the political context as he would have wished, he had to respect politicians and felt a propensity towards this activity in principle determining for the future of Quebec. If he embarked on this path, he would have to accept at the outset the possibility that he might not live to see the realization of Quebec's independence, even though he considered this goal essential to the survival of the francophone community of Quebec. Otherwise, such an experience might have proved as painful as any before. There is an old adage that suggests that one must first learn to fall before walking! Let's hope that the Quebec Liberal Party referendum will not be based on the five demands recently refused by English Canada, he thought. It would be ironic and efficient for English Canada to do so and catastrophic for Quebec.

Many pro-independence and strong sovereignist activists were opposed to the creation and maintenance of a pro-independence party. They feared a division of the sovereignist and independentist votes. Jacques had already campaigned for the Independence Party because he preferred to belong to a smaller political vehicle, a boat that sailed in the right direction, that is, independence, rather than on an ocean liner whose course was sovereignty-association. The dilemma had been resolved at some point, the Independence Party had disappeared as had the RDI, the Democratic Rally for Independence, which had turned out to be a decompression chamber, a waiting room, a reserve, and above all a support committee for Mr. Parizeau for the sovereignists of the Parti québécois. The RDI served to temporarily regroup the sovereignists while waiting for the call of the elite. After that, the Parti Québécois again became the rallying point. Jacques was always wondering about the course of the PQ liner, not being aware of the detailed voyage plan, the strategic planning. These many years of follow-up and political involvement had made him discover that the shortest distance between two points was the straight line, independence, a clear message, allowing to progress seriously and not in zigzags confusing for everyone and fooling in the end even the initially determined militants. The state of these steps, among others, summarized some actions undertaken by independentists, sovereignists in favor of the accession of independence rather than to favor, in particular, the access to power. Jacques would have liked it to be otherwise; a frank approach would have satisfied him. If the Parti Québécois did not deliver the goods, another independence party would quickly emerge, dividing the votes, perhaps, while responding to the deep aspirations of the activists, the volunteers. The reward for the activist was not only the political support received in return, but also the advancement of the cause.

Many activists admired Mr. Parizeau for taking on several Canadian finance ministers and pulling his weight elegantly. They believed that he was well informed, had a good grasp of the issues and often played his cards close to the vest. Moreover, they respected this politician because of his many years of service as Minister of Finance, his aristocratic demeanor, his attitude as a loyal soldier on Mr. Lévesque's team, and his role as an advisor to several ministries and governments in addition to his work as a university professor. At a national convention, he seemed to support the independentists for a moment, only to back down before his mentor. Between the militants and his leader, he had chosen ministerial comfort like many others.

On the other hand, several comments he received led him to believe that people felt rather distant from Mr. Parizeau, that they did not identify with him. For his part, Jacques was closer to Mr. Parizeau's ideas than to those of many other PQ leaders and he greatly appreciated his many qualities, but he did not know him personally, or knew him very little. Mr. Parizeau gradually changed his appearance, probably acquiescing to the wishes of his advisors and supporters whose fate was tied to the performance of their leader.

On several occasions, the Leader of the Opposition had lain in the cozy double bed of Quebec power

with the head of government, his premier. This attitude brought him closer to the ultimate power in Quebec and undoubtedly helped to present him as a "first degree minister", as a potential premier, to increase his personal popularity as a party leader, to bring the Parti Québécois closer to the centrist position occupied by the Liberal Party of Quebec, PLQ. However, joining the PLQ Liberals would imply the political convergence of the two parties and the disaffection of the independentist members; the latter could either refuse the active engagement or look for other political instruments responding to their orientations, their demands, ...

Jacques saw risks to the achievement of the PQ's main objectives in entrusting many key roles to new federalist recruits who were quickly converted to either partial, piecemeal or situational sovereignty. It was more difficult to stay the course on independence, and the sirens of pronounced associationist songs would make conquests, particularly as the elections approached, the popular vote. In constantly trying to broaden the electoral base in this way, the leadership ran the risk of placing in strategic positions elements who were not convinced of the merits of independence, and the possibilities of further federalist shifts were always present.

The county had been represented primarily by individuals from outside the county, with the exception of one appointment by the Premier of Quebec. Activists seemed unable to identify with a local leader and, in turn, local leaders had little or no identification with the party "establishment" given the authenticity of their pro-independence beliefs. In the absence of acting as an elected, reenumerated and functional leader, these local leaders continued to be, to the extent of their means and the means at their disposal, opinion leaders in their respective workplaces, their entourages, their voluntary activities and others. In Jacques' eyes, it seemed risky, if not dangerous for the independence cause, that key positions be entrusted to numerous newcomers recruited to broaden the party's base.

This is how a new PQ activist who became a member of parliament managed to get elected to represent an entire region of Quebec in just a few weeks. This state of affairs testified to the value of the new recruit, the quality of his advisors or the weakness of the party at the local and regional level; lack of organizational cohesion, conflicts of personality, interests, ... This situation reminded Jacques of his arrival at the Bureau of the Ordre des ingénieurs du Québec, a group that was larger and more stable than the group of regional deputies, the existence of old and new teams, a particular mentality, certain traditions, the influence of former presidents and officers at the Bureau and elsewhere, former vice-presidents who wanted to become president, a certain improvisation in management, an insecurity with regard to the leader's abilities as a spokesperson, a manager who had to master several files, ... Jacques had been less successful in this new environment than this new activist!

A former premier, associated with the fine federalist risk for Quebec, who may have been promised the job by René Lévesque, who had not finished law school, because of his family background as the son of an ex-premier, and his dual university education and fine personal federalist luck, was picked up by English-speaking institutions and communicated to federalist values in Quebec. As expected, he was recycled into durable pro-federalist political products. Later, the Leader of the Opposition was to use the same process against the Leader of the Bloc Québécois to get him on side and then the "deluge" would follow.

The more federalist the Quebec Liberal Party was, the less independent the PQ had to be to be recognized by the population as being close to Quebec's interests. We were once again heading towards the election of the PQ in order to ensure social peace without Quebec's independence being achieved. Thus, history was repeating itself, as we often heard. Independents had to learn to support a convinced independence leader, even one who was not very important, rather than always looking for someone at the peak of his or her career and hoping to convince him or her or to force his or her hand.

The PQ's discourse was evolving; after proposing multiple piecemeal referendums, its leader spoke of an eight-month gestation period following the election of the party. The referendum then presented would be on sovereignty-association including a common currency, ... It was difficult to seriously consider the proposals, the words of the Leader of the Opposition. Only citizens interested in politics as such and without specific national objectives could get involved without risking disappointment. On the

other hand, the public interventions of certain politicians allowed us to detect their determination to see Quebec's independence realized. Jacques-Yvan Morin, for one, clearly defined an effective way to proceed; drafting a Quebec constitution and holding a referendum followed by an official declaration of independence a few weeks later. Rodrigue Tremblay became very febrile in nationalist circles. Jacques had mentioned to a PQ activist that he might be interested in returning to active politics. He was a panelist at a PQ national council. This fact added to Jacques' claims. A former protagonist of a Quebec within the United States, he probably favoured a common Canada-Quebec currency, if not Quebec-US currency. Camille Laurin said he was ready to return as a member of Parliament. Although he had lived with sovereignty-association, he had nevertheless shown determination by succeeding in passing a law protecting a distinct characteristic of Quebec, an important feature of an independent Quebec, namely its language. Jacques was not aware of his positions on the degree of independence desirable for Quebec. He had often thought that if Mr. Laurin had been the principal leader of the PQ and the Quebec government, and if he had been convinced of the merits of independence at its best, he might well have carried through with this process as well as with the adoption of Bill 101. Is this a realistic or foolhardy view? Jacques may never know! Could he himself have successfully taken up such a challenge?

Jacques believed that it was only a few months before the election that he could predict the outcome with any degree of accuracy, as the political context was changing. Thus, the emergence of a distinctly English-speaking political party or parties in both eastern and western Quebec was likely to accelerate the affirmation of Franco-Quebecers as the majority group in Quebec. Now the PQ leadership was seeking to define its demands from the English-speaking minority group, as was the Quebec Liberal Party, which for years had been contemplating the possibility of bringing together francophones and anglophones in order to come to power or retain the reins of government.

In order to avoid giving in, to counter the conventional attacks of the Canadian Premiers, the Parti Québécois and the advocates of Quebec independence should speak openly about it, otherwise they would discredit this option in front of a population that appreciates a clear message from convinced leaders. The debate on independence had to be conducted by the PQ because, voluntarily or not, the debate would be conducted on this terrain at the call of the federals, the opponents of this thesis.

An insurance broker made him aware of the difficulties encountered by his small business following the nationalization of automobile insurance and recent changes in Quebec's financial services sector. These brokers had to join forces with international networks to survive and prosper. Jacques realized that this traditional sector of activity, many of which often acted as nationalistic agents, had been seriously disrupted and left to the benefit of the community and large corporations, it seemed to him!

Jacques was surprised at the need for the Mouvement Québec when a so-called independence party, if not a sovereignist party, existed. In his view, a party was a more effective tool as long as its leaders were willing to achieve Quebec's independence, not a sovereignty-association that was the equivalent of a federalist-decentralized party. Using a movement to demand Quebec's independence instead of using the PQ for that purpose seemed to him symptomatic of that party's lack of determination. It would have been better to recruit independentists from within the PQ! Support from outside the party was desirable, and preferably not identified with a single party, because the leaders of the parties have always sought power above all. It goes without saying that the movement was as credible as its leaders, given their professional and political background.

With the approach of the Quebec elections, we heard more and more about former PQ members in the media. These PQ members had been active in the federal, Liberal, Conservative and neutral (apolitical) sectors.

Mr. Parizeau was pleased that a study from a reputable institute presented in Toronto favoured a common currency between an independent Quebec and Canada in order to reduce the economic risks for both future countries. In addition, the study mentioned the benefits of maintaining political ties. Under political pressure from activists, he said he could accept a Quebec currency, but his intellect and interests favoured a Canadian currency, it seemed. Thus, not all monetary policy options were studied at their true value, since studies favouring monetary union received a much greater echo,

which was likely to encourage researchers and economists in this direction.

During a question period in the National Assembly, he had observed that the local MNA had asked a question about international relations with much less urgency than the other opposition members. Following a response from Mr. Bourassa, he did not follow up or follow up with additional questions.

This type of debate, usually of an electoral nature, favoured the Opposition party, accredited the Opposition leader and put him on federalist ground. This is an excellent situation for the Leader of the Opposition and possibly less attractive for Quebec independence! Who knows? A surprise! One might have thought that Mr. Bourassa would prefer to pass the torch of power to a political opponent like Mr. Trudeau, even though his personality was very different.

The National Assembly's commission on the study of federal proposals by inviting Clark and Trudeau provided another platform for two federalists and, therefore, the promotion of federalism at its best. Jacques did not understand why the PQ representatives had supported this Equality Party resolution. The people invited were no less experienced than their hosts!

Once again a member of the PQ, Jacques could have, was tempted to attend the annual meeting of his riding and his party claimed to support sovereignty, undoubtedly the sovereignty-association of its leader assisted locally by a former NDP Canada candidate defeated in Montreal. Passively attending the meeting was not very appealing to him, as he was not used to getting involved in debates and assuming responsibilities. Being a close witness to local partisan actions was of little interest to him. He was already getting information by reading the local newspapers, talking to long-time activists, etc. The newspaper pages were as always out of date, and he was not used to the fact that he was not a member of a political party. The pages of the newspapers were, as always, outrageously taken up with the many political debates, many of which contributed little to the advancement of society. The role of MP could have interested him after several years of voluntary service to the party often in the background or unofficially. Spontaneously, a politician he met at a regional consultation session suggested that he send his manuscript to a nationalist, independentist magazine. Jacques and this woman seemed to share many political points of view.

The MP for the riding seemed to have a lot of difficulty mastering economic issues; Quebec Liquor, Petromont, the moving of the railroad, ... By chance, it was a classmate of Jacques who announced the bad news to the employees of Petromont regarding the company's financial problems. The PQ was offering a model of homosexuality and celibacy to the population and to the young people in particular. This example was unlikely to encourage the creation of family nuclei while reflecting the presence of this element in our society.

In a riding near Varennes, a by-election was held. The results were uncertain because the Liberals had elected a female candidate and the PQ had not fielded a ministerial candidate! Normally, the PQ candidate could expect to be elected because the former Liberal MP had forfeited. The fact that there was talk of a single referendum following the PQ election instead of multiple popular consultations could be used as an excuse for potential failure by the PQ leadership, although in a by-election the debates were more local and regional than national. Perhaps a local candidate was already well established! In addition, a short election period gave the Liberals an advantage in terms of being ready to start their campaign and disadvantaged someone from the outside. It seemed that the polls were in favour of the PQ. Thus, they had a chance to win unless the candidates were not of equal strength. Jacques tried to visualize what he could have done as a PQ candidate on the issue of the buildings near Lake Anjou. Was he better prepared as an engineer-administrator than a young lawyer? The riding of Anjou near Varennes was interesting, but Jacques should have been dropped in by the "national" while many activists resided there. He had not been directly solicited! Jacques wondered to what extent the independentist activists had to support the PQ candidates presented by the "National" or coming from the area. Should we leave the riding to a federalist until the National and potential candidates understand? This is a fairly firm position, but one that is difficult to achieve. The young PQ candidate in Anjou was attributed by the press all the desirable affinities with respect to his party and political leader: long-time activist who rejected Pierre-Marc Johnson, sovereigntist, unbeatable candidate at a

convention, ... However, the family stamp of yesteryear was missing from the image of this candidate.

A game show host ironically mentioned that one of Mr. Parizeau's proverbs was: "When he had a toothache, he would call on an *indépendantiste*". A humorist wondered if the Quebec national anthem would not be of the same nature as the currency, citizenship or Canadian; O'Canada. Mr. Parizeau himself appeared all the more independentist as he was surrounded by people who were more or less indifferent to this option that could lead to power. Thus, he did not have to suffer too much from the moods of hurried and truly orthodox independentists. Eventually, the citizens would get tired of the current government!

Following a successful television interview with Ms. Beaudoin, Jacques realized that an individual's personality was shaped over the years by the demands of a position requiring more or less apparent determination. He tried to visualize the reasons for the political failures of this long-time PQ activist who had enjoyed a brilliant professional career. Could people not identify with her? Could they easily benefit from her attention, her understanding, her support, ...? James could not spontaneously answer yes from the perception left. Personally, he thought she was very accessible and available!

Mr. Laurin's candidacy as a member of Parliament was announced, and only the leader of the PQ appeared on television talking about accommodating anglophones, and the principal interested party did not speak, at least on television. Thus, Mr. Laurin's political comeback would please the activists and its media impact would be mitigated by the fear of Anglophone reactions. Already, the PQ was kneeling before the Anglophones and, in particular, its leader under the pretext of harmonizing Anglo-French-Quebec relations. History was repeating itself, à la Lévesque! Yes to Mr. Laurin, but he had to be strictly controlled. Probably his comments about the attrition of Bill 101 over the years did not enthuse the Leader of the Opposition and his cronies. Two former leaders of the Parti Indépendantiste, of which Jacques had been a member, managed to publish while Jacques had been struggling for months with publishers. Their words were similar to those of Jacques, who had not yet read these works. They were probably less threatening than he was, than his writings for the leaders of the PQ! The former leaders of the now defunct PI were considered politically burned, while they were demanding sovereignists. They had presumably tacitly or actively obtained the imprimatur of the Leader of the Opposition, if not of certain members of his staff. In principle, the leader was defending social peace, but in reality, he was defending his own interests, his personal ideologies, and so much the worse for the supporters of other sovereignist and especially independentist approaches.

The Achilles heel of the PQ may well be its weak representation of the economic and industrial sectors. It was one thing for economists and professors to work in government, and another to bring in practitioners from these sectors. Too many politicians lacked concrete, practical experience of the French, English and bilingual business communities. They had not had the opportunity to visualize the real world of industry and commerce. Their vision was theoretical, hypothetical. They represented little concrete danger for the current leaders of these circles because they could easily be fooled by them. The proof of these statements was the merits of concrete proposals brought and applied, successfully implemented by former businessmen who had a very limited training in the matter.

With great publicity, the appointment of a former PQ minister to a board of directors was announced. He would sit as a volunteer! What extraordinary news when thousands of volunteers had already been working for a long time! Of course, the image of this former politician was well thought out as he was already being considered for even more important tasks. Moreover, this seemingly non-political politician represented the singular example of the PQ member, a sovereignist whose professional progression and career continued despite the fact that his political party was in opposition. For a star "mounted as a scarecrow", many nationalists, sovereignists vegetated when lucky to follow the liberals cheerfully promoted.

Mr. D. Lussier, always omnipresent in politics, brought his literary contribution to the sovereignty of Quebec especially by collecting declarations of personalities sympathetic or not to this step. Jacques perhaps overestimated this intellectual because he expected original writing from him. Once again, the publisher in question took few risks in publishing such statements, which were, moreover, rather coldly

received.

The local party leader asked Jacques to be a canvasser for the annual fundraising campaign. The organizer had opposed Jacques' candidacy for county president, so she endorsed someone from another municipality. Jacques mentioned that he was concentrating on his activities at the Ordre des ingénieurs du Québec, his manuscript, his readings; Canabec, Ennemi intime, Indépendance, ... which he had recommended for purchase at the local library. Moreover, he warned the executive of the party against encouraging the deputy to civil disobedience in front of a service society. He felt this was a risky move even for a political doctor, and James questioned his judgment on the matter. The local deputy attacked Hydro-Quebec for making monetary concessions to "good customer" Natives. Jacques felt that this gesture by Hydro-Quebec unduly disadvantaged Quebecers, however the source of these difficulties for Hydro-Quebec in this matter consisted of problems of accessibility to the native territory, a territory under the responsibility of the said opposition MP responsible for the Montérégie. Preaching by example by officially refusing to pay for the electrical services received represented

for Jacques one of the most effective methods of being imitated. The increasingly widespread disruption of the activities of Hydro-Quebec was at the expense of Quebecers. Encourage the civil disobedience was not the best approach to undertaken by a member of the National Assembly. Access to Aboriginal territory was the responsibility of the federal, Quebec, Ontario and American governments. Moreover, the impact on international relations of these exchanges was considerable and the regional member was also responsible for these relations for his party. The realization of Quebec's sovereignty and preferably its independence could not benefit from such a climate created in party and in principle by future leaders of Quebec's assertion on all levels. His supporters were delighted that he got the local headlines and occupied the headlines of the Quebec newspapers but at what price! Playing the often improvised star was an entertaining activity but not always profitable for the cause served! Politically recuperating a spontaneous popular initiative consisted in "surfing" on a wave. Jacques commented to the utility's customer service and public relations staff that a politician was encouraging subscribers not to pay for services because natives were being given preferential treatment as an incentive. In fact, the natives enjoyed many other privileges; hunting and fishing rights, exemption from taxes on tobacco consumption, government allowances, ... The real problem was basically the integration of Aboriginals in Quebec at the social level , judicial, ... Consequently, pressure had to be exerted at the federal and Quebec levels in this matter. Jacques

s did not approve of Hydro-Quebec's accommodations towards the Natives, however, Hydro-Quebec had limited means at its disposal, limited to those granted by the Canadian and Quebec states. To accentuate the problem of service payments by generalizing it to the level of Quebec seemed to him irresponsible on the part of a member of the National Assembly. Despite his political allegiances, Jacques also expressed his opinions to the local executive of his party. These recriminations were part of a growing movement of criticism of the state-owned corporation, a movement initiated by the natives, among others, and spilling over into the international arena. The success of these criticisms encouraged other local stakeholders to take advantage of this forum to promote their public image instead of safeguarding an institution that was very important to Quebecers, and particularly to French-speaking Quebecers. The idea of retaliation from the MP came to him However, he was probably the signatory of this letter and he endorsed a movement of civil disobedience. Letters of protest had already been sent to Hydro-Quebec and a class action suit had been initiated resulting in fees to be paid by the subscribers. Despite the fact that a moratorium was decreed by the leader of the Opposition on this subject, the local MP continued his action, notably on television. A background in political science might have led to the development of political judgment after a few years of experience, but the temptation to make headlines was always great. The MP's supporters made efforts to maintain his credibility as a young MP. Moreover, Jacques believed that it was difficult, even for a politician who had been trained and had worked for the NDP-Canada, to identify with Quebec's

values, to be imbued with them! That independence was promoted by such politicians had many pitfalls; the creative force of an individual was preferably guided by deep motivations, personal beliefs. Here is a small example of the beginning of collective hysteria leading to social disorder, all carried out casually, not to say innocently. Media, politicians, and other stakeholders too happy to be heard by advocating a shameless easy solution. Jacques had to share the costs of the letters, the additional costs of managing the new delinquent accounts, the public relations, ... and possibly the financing of the uncollected revenues, possibly (200,000 subscribers @ \$300) \$60,000,000.

Attacking a pillar of the Quebec economy in this way bordered on self-destruction. We were far from building Quebec! Far from the affirmation of Quebec! Far from its independence! The resistance of elements of Quebec led to destabilize, disrupt important cogs of the Quebec economy! The solution put forward by the PQ, namely to ensure the power supply at the entrance of the reserve had many disadvantages; abandonment of the expensive electrical network, interdependence of the networks, maintenance of the network, loss of control of elements of the network, ... The local MP and the PQ MPs suffered from a pronounced lack of administrative and technological knowledge and experience. Administering a state-owned company was not an easy task, let alone an independent state. It became almost embarrassing to declare oneself, to claim to be Bertrand County. This situation, detailed here, illustrated certain aspects of Quebec politics from Jacques' point of view. The Société Saint-Jean Baptiste was organizing Quebec Independence Mondays and had invited, among others, an associationist and essentially statist sovereigntist. Jacques hoped that these sovereigntists would take important, significant steps towards Quebec's independence. Moreover, the annual parade would not be ideal for Quebec sovereignty if it were up to its president. Thus, it could obtain many sponsors, sponsorships. Jacques remembered the words of a former president of companies attached to the interests of Quebec who pointed out that economic powers were more powerful than political powers.

Again, his buddy who was playing political matchmaker seemed to contribute to Jacques' dumbing down because of his political subservience to the current leaders and, of course, his personal stature inherent to his origins, his college education, ... said in a non-pejorative way! Simply, the strict reality! However, the personal ties remained. Rightly or wrongly, Jacques believed that this friend had started smoking while the leader of his party, the PQ, was being strongly criticized for this deadly habit, contrary to societal values. After two hours in the presence of this friend who had smoked six cigarettes, Jacques realized the probable discomfort of the collaborators of the Leader of the Opposition, such as the one of Jacques who had to ventilate the room following the departure of his friend who was penalized on the health plan by this habit because a practice of the Nadeau technique of the most complete revealed that Jacques was in better shape than this friend, it seemed! Jacques was surprised by this and probably his interlocutor.

ii) The Quebec Liberal Party

He considered that the Prime Minister of Quebec should start speaking French abroad as other heads of state did in order to represent and promote the specific cultural character of their country. Especially since the official writings of the Canadian leader often did not reflect the linguistic duality of Canada at the time. This leader, originally from Quebec, came from a family that was at least bilingual, as were several former prime ministers of Canada, people who were well integrated into the English-speaking element.

To see the Quebec Liberal Party talk about sovereignty at twenty-two notches (Allaire report) while waiting for the federal jurisdictions transferred to Quebec, referendums close to elections and the Parti Québécois talking about sovereignty, not even independence, with several elements missing, referendums a few months after coming to power, a Quebec commission that will probably come up with a suggestion for referendums, Jacques would have liked to be assured that independence was for tomorrow, or at least a sovereignty-association obtained following a declaration of independence for Quebec, preferably consummated. How to negotiate without a firm and clear mandate! Moreover, just as René Lévesque had held his party hostage by threatening to leave, Ryan was applying the same highly inspired scenario, but this time with the support of the Prime Minister. It was unacceptable that one person, despite his or

her merit, would go against the vote of officially elected delegates of a party to assume decision-making. Quebec's brief history had shown that these pillars collapsed quite quickly and unhappily delayed the evolution of Quebec. Mr. Ryan publicly questioned the relevance of a French society in Quebec and said that it was unrealistic. Some of Mr. Claude Béland's reflections led him to believe that as a leader he had not often rubbed shoulders with the English-speaking community. He seemed, at first glance, to be following an honest political path that was representative of that of many Quebecers. His testimonies advanced the debate leading to Quebec's independence. As expected, his effective interventions provoked reactions and reprisals from federalist elements inside and outside the movement he was leading. In carefully following the work of the Bélanger-Campeau Commission, he noted once again that the experts were little consulted, heard and, above all, listened to. Generally, they recommended obtaining a clear mandate of independence before entering into new negotiations with Ottawa. Jacques, who was not caught up in, if not lost in, the detours of partisan politics, had long since come to these conclusions. Through the Ordre des ingénieurs du Québec as an elected director participating in the committee drafting a brief for the Commission, he had submitted his views and reacted to the draft report presented. His views were also reported in a local newspaper, where Jacques pointed out that the future of Quebec was in the hands of the ruling Liberal Party, a federalist party, somewhat independently of the findings of the Bélanger-Campeau Commission and to some extent of the views of the public.

The current Premier of Quebec, after having benefited from the support of his in-laws and twenty-five years of political life, had probably forgotten his humble origins which facilitated his understanding of certain issues and provided him with arguments that did not always serve the poor of Quebec. The Quebec government, even when led by an economist, did not advocate many measures to support economic development and job creation in addition to supporting the James Bay project. On the other hand, a colleague pointed out to him that it was difficult for the Leader of the Opposition to forget his humble origins and that one of his problems consisted rather in approaching the Quebec citizen! A very active political player and a declared friend of the Prime Minister, Pierre Bourgault, seemed to him to be ready to do anything to promote Quebec independence and to support a leader determined to achieve independence regardless of his origins. Jacques gave Mr. Bourgault a lot of credit for his years of promoting independence, even for his "descent into hell", for his authenticity, ...

The members of the National Assembly were unanimous in congratulating themselves and others involved in the Saint-Amable fire. Nevertheless, the consequences and aftermath of the fire were not very happy for the local population; contaminated sands, thousands of tires, contaminated soils, the state of health of many people uncertain, ... One had to conclude that the disaster could have caused more damage!

Mr. Bourassa, if he had wanted to achieve sovereignty, the independence of Quebec, he would have done it now, if not a long time ago, thought Jacques. To argue about his ability and capacity to do so was a waste of time. His political and personal interests were tied to the federalist system. He had always strived to defend federalism, unable to achieve more, to better defend Quebec's long-term interests. His reflexes were defensive, wait-and-see attitudes (a real mollusk). A pro-active attitude did not fit his personality. The ambiguity he maintained reflected his inability to make decisions, to define Quebec's orientations, to innovate in any field, to rely on Quebec's dynamic and innovative elements. Young people were left without jobs, without international opportunities. His numerous appointments reflected a historical favoritism and a concern for the status quo. Relying on his experience to keep Quebec in the Canadian federation when English Canada had repudiated us appeared to be the move of a leader awaiting his federalist golden retirement and reflected the weak vitality of the party he represented. If the federalist system was so successful, it had to deliver the goods; ensure Quebec's prosperity, create near full employment, obtain capital for research and development, manage the recession more effectively than the Parti Québécois had done previously, promote French as a working language, assume Quebec's financial responsibilities instead of passing them on unilaterally to a lower level of government, represent Quebec internationally, encourage the establishment of head offices or at least regional offices by companies benefiting from the Quebec market, ... The leadership of the QLP should have been left to a young liberal nationalist from Quebec. Mr. Bourassa should have given the same chance that Mr. Desrocher had given him.

Mr. Lévesque prided himself on representing the population as a whole, having been elected not only by the PQ. Mr. Bourassa by ensuring by all means the supremacy of the federalism ignored the will of the two-thirds of Quebecers who wanted sovereignty. The Leader of the Opposition had

Jacques hoped that he would not forget the will of Quebecers. Thus, Mr. Lévesque believed it was his duty to represent the population! However, it was not the case of Mr. Bourassa, he continued to defend the interests of his entourage, his financial backers and others, a little like in the old court of kings, instead of representing the sovereignist Quebec population.

Minister Claude Ryan was in favour of federalism as long as it increased his personal influence. But when the federal government interfered in his political activities, he was much less happy. He had had a similar experience during the last Quebec referendum. Given the rigour, the degree of thoroughness, the conclusions drawn and the actions taken in a file concerning Jacques, he could not say he was impressed by Minister Ryan. A studious attitude is no substitute for tangible results!

Mr. Guy Saint-Pierre, when he became president of SNC, was followed by a host of directors who appeared to be English. Several directors subsequently realized profits in the order of one hundred thousand dollars by selling shares received from the company, possibly tax-free if they had not yet used their capital gains margin. Taking advantage of his alleged personal contacts with his former boss, Mr. Bourassa, the president of SNC contributed greatly to the re-launch of this important company. Not only were Liberal leaders promoted, but they were also kept in power by benefiting from the support of Liberal networks: media, markets, directorates, ...

The Oka conflict seemed to be a way to destabilize Quebec by using Canadian and American elements integrated into the English-speaking North American majority. The permissiveness with which Quebec, Canadian and American laws were applied was an encouragement to civil disobedience and escalation.

On at least one occasion, Jacques observed that instead of acknowledging the work and humanitarian contribution of a member of the community during his lifetime, they waited to pay tribute posthumously. The political authorities in place took advantage of these circumstances to reinforce their hold on the population regardless of the beliefs and affinities of the deceased.

Following the federal Meech proposals, the Conservative government returned to the attack, aiming once again to integrate Quebec into the Canadian whole. Following consultations with all the provinces and territories, the government intended to present its electorate with an integrated Canada, or one that would include French, English and Aboriginal elements. The federal Conservatives could count on the support of the Quebec premier, it believed. After a provincial referendum on the federal proposals, Mr. Bourassa would continue on his federalist path, barring any unforeseen Franco-Quebec nationalist developments.

It was still pleasant to see Mr. the following equation:

$$\begin{array}{l} \text{Political autonomy} = \text{Shared sovereignty} \\ \text{Economic Union} \end{array} \quad \text{Bourassa play with}$$

Moreover, he would refer to discussions with R. Lévesque prior to the advent of the PQ. These discussions made it possible to better situate the respective positions of the QLP and the PQ in this matter at the level of the speech. Pronounced on the occasion of a symposium where total quality was in the spotlight, one could suppose that these remarks translated an effort to defend the interests of Quebec and to administer it in the most efficient way. However, an approach respecting the criteria of total quality in political matters, given Jacques' political objectives, would have involved the independence of Quebec in his eyes.

At one point, Mr. G. St-Pierre, a business leader, publicly testified to his apprehension about the prosperity of his company and of the Quebec and Canadian economies in a political context where Quebec would govern itself. This business leader had found a formula, an effective strategy in the federal system and anticipated the upheavals, the necessary readjustments in a different political regime.

He had taken advantage of the circumstances to point out the negative aspects of Mr. Trudeau's recent political interventions. While another federal commission was painstakingly pursuing its consultations, the Leader of the Opposition in Quebec City was strengthening sovereignist and associationist ties with the United States, and Mr. Bourassa was going to France before the Francophone summit, while the United States generally welcomed him during his periods of relaxation, as did Mr. R. Lévesque. The said federal commission was co-chaired by a pillar of the liberal party who appeared in a less glorious light, disillusioned and lost in the organizational and multipartisan "details".

After having been very absent in the field of Quebec's economic policies and having been subjected to federal interventions, the Liberal ministers began to make their mark in economic planning, technological, industrial and commercial development. In short, the Liberals were beginning to do their homework, but one had to wonder whether the Official Opposition could correct and criticize them, since the Liberals were drawing on the national human resources in these areas.

Mr. Bourassa tried to double-cross the Parti Québécois by suggesting, during a European trip, an original formula of sovereignty-association. To a perhaps more formal degree, this approach required the contribution, the collaboration of English Canada; association not only economic, diplomatic but also political through a super parliament whose members would be elected. Mr. Parizeau waited for the results of a poll to express his apprehensions about this proposal. The political system chosen by the PQ still involved joint structures. In both cases, Jacques foresaw a predominance of Canada over Quebec in all respects, and the requirement of tacit or real agreement by Canada. This situation, compared to the one leading directly to independence, penalized the negotiations, mortgaging from the outset the fullest possible assumption of powers currently held by Canada.

iii) The Bloc Québécois

Jacques had thought he perceived, even in the absence of privileged information, a disillusionment on the part of Mr. L. Bouchard in the face of, among other things, the essentially anglophone federal bureaucracy, just as Jacques had experienced (without making projections) in the face of the anglophone administration of the large Montreal companies. At some point, you see that it is a rock of Gibraltar and you back away from a certain integration, an enslavement à la Chrétien, for example. Mr. L. Bouchard had probably realized that he would never become the Prime Minister of Canada; his parents were not Anglo-Quebecers and that, however, his career plans might include the position of Premier of Quebec. He seemed popular with the public, straddling the federal and Quebec political systems with a volubility developed over the years. It was problematic for the PQ not to support the so-called pro-independence Bloc Québécois now that such a Bloc existed. A certain alliance, concertation in the political action was imposed by itself, however the Leader of the Bloc had to play his cards in order to ensure a representativeness, the widest possible including the PQ, the Liberals, the Conservatives, the ethnic groups, the Anglo-Quebecers, ... and thus to position himself as a potential future Prime Minister of Quebec in order to take advantage of possible political opportunities. In a political analysis in 1982, Jacques had refuted several arguments in favour of the creation of a pro-independence political party in Ottawa following his active involvement in the PQ.

On the other hand, at the federal level, a commission consulted Canadians, another group examined the Canadian constitution and its amending facilities, a campaign to promote federalism, generously financed by the public, was launched... Federal government spending was to be controlled, except for spending that favoured power, or the maintenance of the federal system as such and the present Conservative government. Anything to keep the Canadian straightjacket on Quebec!

Mulroney, short on resources and as a last resort because his party had very little popular support, promoted his former political opponents (for the leadership) from within the Conservative Party of Canada, CPC. He was desperate for re-election and was willing to leave the sinking Conservative ship to potential rescuers if they could not get it back in the water by the next election. With the federal election only a few years away, the relative strength of the CPC was the multiplicity of parties, the weakness of the Liberal Party of Canada and particularly its new leader, entangled in the complexity of the situation and lacking in specific policies other than to please the majority group in Canada and to

accommodate the subtleties of Quebecers.

At the federal level and at the time of the vote, Quebecers, voters would hesitate to cancel their votes, to vote for the Bloc Québécois. People have been conditioned by many years of participation in the choice of the Canadian Prime Minister and they generally have a positive attitude towards the electoral process, even at the federal level. Unless there were very strong election campaigns, the hypothetical support noted in the polls would fade.

Jacques was surprised that the Bloc Québécois was founded in Monétégie rather than in Saguenay-Lac-Saint-Jean, a nationalist PQ stronghold where the founder was born. They may have wanted to broaden their operational base. The resources of this new party, especially financial, were not very important and its financing was a challenge. The Vice-President of the Parti Québécois was present at this founding convention, while the leader of BQ did not attend the PQ convention. Mr. Bouchard would probably have liked to see the vice-president of the Liberal Party of Quebec, the NDP-Quebec, ... Jacques knew that Mr. Landry now had a foothold on both sides of the St. Lawrence, in Montreal, and that he would like to seduce a new electorate, a southern electorate, after having suffered a negative popular verdict. On a few occasions, Mr. L. Bouchard seemed to be torn between his former federalist positions on the environment and the affirmation of Quebec's independence.

After having adored the relatively young Trudeau and Mulroney families, we were offered the second family of L. Bouchard as a model to imitate. Under these conditions, Mr. Parizeau was no longer in the race, he should at least remarry a young woman like Mr. Lévesque and the sooner the better!

Attending a hospital foundation dinner concert as a representative of the President of the Order of

Ingenieurs du Québec, Jacques questioned the relevance of such a decision by the President. The OIQ could not afford to contribute to all the foundations in Québec, however, this one was directed by a public representative of the Order. This evening was appreciated by the Laberge couple who were very well received by their host, a municipal politician who was well integrated into her community, surrounded by members of the hospital's board of directors. Jacques casually discussed political scenarios with a federal MP. In the next federal election, the Liberal Party of Canada could be elected and the Bloc Québécois could form the official opposition in Ottawa despite a predictable reluctance of Quebecers to almost cancel their vote by voting for BQ. Jacques believed that Quebecers could elect the QLP under these circumstances secure in the presence of the BQ in Ottawa. Moreover, the QLP would force the PQ to defend pro-independence positions in addition to the new strategic refusal of any association by English Canada with a future independent Quebec. This member apparently perceived Mr. Parizeau as more pro-independence than L. Bouchard and saw the collection of all taxes as a significant measure of national affirmation even if negotiations could lead to a division of powers between Ottawa and Quebec. Jacques realized that the living conditions of a simple federal MP were difficult. The MP had to enjoy the work of multiple representations to the population during weekends, among other things, and trips to Ottawa and back, especially when he had no home base. In addition, the task of fundraising was very time consuming and challenging for this party. A neighbor at the table, who claimed to be of English descent, vigorously attacked Mr. Péladeau for investing or would invest in Mexico. Jacques was apprehensive about free trade but could not share these opinions despite the failure of the Matane paper mill and it seemed normal to him that Quebec investors were evaluating the potential market in Mexico and why not Mr. Péladeau!

Mr. Chrétien maintained the traditional image of the Liberal Party of Canada vis-à-vis Washington, at least on the issue of free trade, by demanding its re-examination. The eminence of an American election did not favour much openness on the part of candidate Bush. Mr. Mulroney could be pampered relative to the more assertive Mr. Chrétien. Nevertheless, the question had to be asked whether Mr. Bush would still be the American interlocutor after the election.

Once again, Jacques observed while watching the winter games that the international sports events represented an exceptional operation to promote Canada in preference to Quebec, both in Quebec and abroad. Remarks concerning discrimination against Quebec athletes within the Canadian team were

made constantly and particularly at each of these international events. However, the performances of the Quebecers were not lacking in brilliance; five Quebec medals out of a total of seven decorated by Canada.

iv) Some considerations

By giving priority to work, family, religion, ... in relation to Franco-Quebec nationalism, our society was only a province largely driven, administered from the outside, imperturbably and systematically integrating culturally and economically with Anglo-Canadian and American societies.

The creation of many jobs for francophones both in Quebec and outside of Quebec depended on the collective intransigence of Quebecers to demand French and ideally on a strong independentist government. Francophones outside Quebec had, moreover, stressed this to the Bélanger-Campeau Commission. Jacques had witnessed many situations where his demand for French had contributed to a Francophone obtaining service in French. His services had also been appreciated as a Francophone in predominantly English-speaking businesses under similar conditions in both Quebec and Ontario. Promoting a Franco-Quebec culture as a whole was, in fact, concretely promoting employment, empowerment, the creation of a climate of cooperation, increased social cohesion and, consequently, greater impermeability to the very dynamic and lively Anglophone culture and society.

Doris Lussier, who was constantly found in the company of nationalist personalities, could not have been elected because of the lack of seriousness of his remarks as a public entertainer, Jacques thought. People saw in him more the entertainment aspect of his personality than that of the academic and the amateur, the fan of Quebec politics. Probably, financially, he was not a loser otherwise he would have had to trade jobs as a university professor and artist for that of a politician. It was risky to talk about personal matters. For example, other people had been introduced to him as university professors, but they had only one or two teaching loads and therefore were far from a professor's salary. This was not the case with Mr. Lussier, Jacques believed. He himself had benefited from this ambiguity in the minds of many people when acting as a consultant and lecturer at the university.

Frequently, it was a question of decrying a situation or a generalized measure so that exceptionally, a case was highlighted in electronic headlines, as it was often said the exception that confirmed the rule. Thus, this denunciation was temporarily countered and quickly forgotten and moreover the situation was perpetuated. The leaders could then be satisfied with their camouflage operations. And when will the next one be! With the electronic media, television, the response was almost immediate. On the other hand, a sporadic and even concerted reaction from the base could give good results, but a planned and orchestrated action at the national level could not even be perceived by the base, especially in a climate of confidence, success, euphoria and sometimes panic and crisis.

Someone who made a serious critique of an organization's methods and policies and suggested various solutions or palliatives should have his or her observations communicated to the members and the public in order to improve the organization's operations and possibly contribute to the renewal of its leadership. All too often, these types of comments were kept quiet so as not to inconvenience the current leaders and the suggestions were passed on to them in the hope that they would react positively. This was what Jacques called half-measures on the part of activists anxious to underline their support for the "establishment". Placing a puppet in an executive position who borrowed the language of others or repeated suggested speeches could not turn a pro-federalist into an effective independentist, for example. His friend often or generally proposed actions that he considered altruistic and that required personal expenses in terms of energy, time and money: writing several books, selling party membership cards, etc. whereas Jacques would have preferred to make the investments in terms of time, energy and money profitable: publishing a book, accessing remunerative positions like other citizens and militants.

Jacques explained the low rate of participation in elections by a lack of interest in a given political level, similar candidates, similar programs, lack of major issues, low personal impact, candidates not known personally, especially in times of intense personal activity.

At the municipal level, a chief executive officer allowed an uneducated and experienced mayor to

administer. The choice of a less experienced general manager could have reduced the success of a management team in running the business and also their re-election. In his municipality, being from the community seemed to be particularly important in the distribution of merits, for example, the number of years of residence in the municipality was emphasized first. Clearly, the decision-makers in place wanted to maintain their ascendancy. After a few years, one might have thought that this was a criterion of little importance and that knowledge of other municipalities might even have been an asset. A former mayor and a former industrial commissioner were omnipresent in monitoring and participating in the management of the municipality's affairs, it seemed. They were said to be involved in important projects as consultants. A defeated mayoral candidate promised to minimize work done by consultants and others and to give as many mandates as possible to municipal officials. The municipal opposition congratulated the leaders on the preparation of the budget, which was unusual for an opposition that eventually ran out of arguments. Jacques knew the mayor was skilful and this situation confirmed it.

Some sovereignists said that they had seventy percent of the population's support in their professions or in finding jobs or contracts. The thirty percent who were federalists often held important positions and probably controlled more than thirty percent of economic and commercial activities. Many Francophones had to work in English even though polls showed them to be in favour of sovereignty. In many areas of activity, it was not clear that the leaders were so supportive.

Jacques had reflected on a remark made by Mr. René Lévesque to the effect that a political party was a "necessary evil", possibly because of its heaviness, the energy required to create it, its maintenance even after having obtained the privilege of leading the nation. Nevertheless, one could not proceed differently in order to respect a democratic and effective process as regards the involvement and participation of the population, among others.

If you were not from a wealthy background, it was natural for you to rise to important positions. If your origins were humble, if you did not come from the thighs of Jubiter, there was every reason to slow down your advancement unless you obediently followed a member of the Quebec federalist elite or were a former minister. On several occasions, Jacques questioned the quality of Quebec's democracy, wrote about it, and spoke out of spite about "democrassie".

Looking at the overall political situation in Quebec, it was not clear that Quebec's independence would happen tomorrow or the day after tomorrow, yet a certain consensus seemed to be emerging even beyond the interests of Quebec's political parties and business and other leaders. The latter wanted to maximize the results of the positive spin-offs for their respective formations and interests. Their primary objective being power or profit! Moreover, many experienced politicians had seen the federalist services of their many friends too well rewarded and frequently at the end of their careers not to care. Other leaders had similar attitudes.

Why independence? To ask the question for an independentist was to answer the following questions: Why be master of our own house? Why administer our own affairs? Because it was our responsibility and we had to assume it and manage our well-being, our future! Nobody was more interested in our well-being than we were! In the long run, Quebecers would benefit from their public management and they would learn a lot from the independence of Quebec in the first place. What powers are currently assumed in the name of Quebecers in Ottawa! This step would have a stimulating and empowering effect on all members of our community. The answer to this question rests on the confidence of Quebecers in their own means and the enormous risks of leaving to others the right to manage our files, our future, completely or in part. How do you create a climate of cooperation when you only hold a portion of the powers in Quebec! In the country of Quebec, the two linguistic solitudes would be closer, almost forced to bond, to collaborate. A question from a co-chair of the Bélanger-Campeau Commission left him perplexed as to the usefulness of this commission dealing with precisely this subject, as to the interests of our elites in simply assuming their role as responsible citizens. Many of Jacques' writings were aimed at convincing his fellow citizens of the importance of creating our own country, our own living environment. Quite simply! Quite naturally!

During a call to Revenue Quebec regarding a registered retirement savings plan, Jacques was told that

the harmonization of policies and data in this area was carried out by Revenue Canada, as Quebec was becoming less and less independent.

With the advent of English-speaking political parties in Quebec and the beginning of the rejection of racist English-language newspapers in Montreal, Jacques felt that the political climate in Montreal was improving. Anglophone views were being presented fairly directly and honestly to the people of Quebec and they were better informed to react appropriately. However, listening for days on end on the open lines to talks by people sympathetic to the plight of English Quebecers, he suspected that such debates would influence the polls in their favour and that, with these favourable results, they would insist, if not demand, that out of respect for democracy, suggested and increasingly intrusive measures be carried out. Jacques was aware of their self-confidence and their confidence in their enormous means. Periodically, groups of businessmen reacted positively to this most effective lobby based on North American Anglophone affinities.

While waiting to go to a banquet, Jacques sat in a restaurant sipping his coffee while reading the annual report of the MUC. At the next table, he observed an individual who was waiting and Jacques said a few banal words in French to which the latter replied in English with a hint of Spanish. Jacques took the opportunity to practice his Spanish and a discussion ensued on the opportunity or merits of investing in the Canary Islands and Spain, a country in economic expansion, the second largest in Europe, the cultural and economic differences between Spain and Latin America; different accents and levels of education, international integration (American free trade and common market), the dangers of tripartite free trade (U.S.-Canada-Mexico) for Quebec, and the importance of the U.S.-Mexico relationship (Canada-Mexico) for Quebec because of low Mexican wages and their slow economic development (ten years and more), the advantages for Canada to keep Quebec under its rule and Jacques convinced him of the importance for Quebec to be independent and close to the Latin countries. Sergio, his interlocutor, greeted him warmly and Jacques repeated one of his favorite expressions and for the first time in Spanish "El mundo es mas pegneno"; the world is small and it is not surprising to meet, for example, a neighbor in Europe or elsewhere during a trip.

That evening at the banquet, a fellow bilingual advocated as a compromise that language and culture be left to the Quebec government and that the economy and other functions be jointly administered. Jacques pointed out that he did not share these views and admitted that such sharing could well occur with some nuances, details, with two parties advocating Quebec-Ottawa associations. Jacques made his friend see the relevance for Quebec to obtain a mandate for independence from the population as soon as possible in order to avoid the self-destruction of Quebec and Canada by nationalist fanatics. A government with such a mandate could minimize the damage and optimize the results of the distribution of powers as suggested by the experts at the Bélanger-Campeau Commission. One could believe that the distribution of powers and respective assets had already begun in Quebec City, Ottawa and the other provincial capitals. Moreover, the economic leaders were officially representing the interests of their companies rather than those of ordinary members of Quebec society. "Tell me what interests you represent and I'll tell you what constitutional positions you defend! How can you think that a highly paid businessman whose company straddled both provinces could openly advocate the autonomy of one of them when the whole thing was overseen by the federal government?"

One weekend, he could have attended two political events. He was invited to a fundraising banquet organized by a left-wing independence and social-democratic movement because he was a subscriber to their newspaper. In addition, the local Parti Québécois was organizing a conference at which a member of Parliament who favoured the sovereignist referendum election was a speaker. Jacques helped Suzie to make and install a valance in the living room.

He was a little afraid of the left-wing movements, as some members had been in the hands of the RCMP, the Royal Canadian Mounted Police, he was told! However, he shared some of their political analysis. If he had been invited as a celebrity, he might have gone instead of simply swelling the audience and contributing to the funding!

Jacques wondered if he was not reacting in an overly critical way against the leaders, including those of

the PQ. He had lived through several political experiences that he had not yet "digested", integrated, and accepted, it seemed! After assuming responsibilities, he was less motivated to simply attend events. He maintained his decision to be actively involved in one organization at a time while belonging as a member to others. He was not happy about spreading his energies too thinly and felt it was inefficient. It was better to be available when needed! However, he did appreciate being informed of the progress of such activities. If he reached a plateau in his chosen organization, he might question this approach.

We brought to his attention the case of a multinational company well established in Quebec in health products. He was made to realize that the corporate philosophy had been disrupted at least locally following conflicts of a linguistic and racial nature, since it is necessary to call things by their name; French-speaking Quebecers and Quebecers versus English-speaking Canadians. The English Canadians had won as it was often the case nevertheless they underwent important counter blows and consequently Quebec. In an independent Quebec, our Quebecers would have had better chances to defend and keep their jobs, many jobs, he thought! He himself had seen a boss from the western provinces crying because Jacques wanted to break up Canada. This human manager had also realized the negative impact of such an attitude on Jacques' career in such an environment.

Our English-speaking friends in Quebec were justifiably proud of their contribution to the development of Quebec. In the absence of their support, of their presence, the Francophone elements could perhaps have made up for it. Many of the accomplishments were made possible by federal funding, the tax dollars of Quebec's predominantly French-speaking population. Even, the private financing was based on the profits made by companies benefiting from access to the Quebec market and often generous federal and Quebec subsidies accompanied by tax credits, access to natural resources, renewable or not... Their collective will to maintain the federal beylical cord spoke volumes about the source and origin of their prosperity. Moreover, the sharing of a continental language contributed enormously to both economic and cultural exchanges.

Jacques had observed the cultural contribution, the significant contribution to the francization, the use of a French technical vocabulary of the French firms during the realization of the Olympic works. At the time of the establishment, in particular, of the Michelin factory in the Maritimes, Jacques had written that the French negotiated, offered especially cultural goods in Quebec while their tangible investments went elsewhere while often borrowing the Quebec passport, the Quebec entry in North American ground.

Hydro-Quebec appeared to be under attack from all sides; governmental interference, Quebec, Canadian and, moreover, American environmental controls including the Amerindians, ... These attacks confirmed the importance of this organization in the Quebec economy. Destabilizing Hydro-Quebec contributed to demolish one of the main symbols of Quebec's success, to destabilize the Quebec economy, to shake the collective will of Quebec's affirmation. On a personal level, Jacques had mentioned to this company that the statements issued by the trustee were in English. For some time now, French has been given priority over English in federal documents. Jacques would have preferred unilingual French statements that would require only French-speaking people to prepare, while many jobs in the financial sector required English. People close to Jacques did not realize the importance of requiring French in order to create jobs for Francophones. They were traumatized, afraid of a Francophile affirmation in a country, Canada, where English was a fundamental federal requirement in every environment, even in Quebec.

Time and again, Trudeau's nostalgic supporters, with his active support, tried to find a way to get him back into Canadian politics and to promote Canadian federalism, which is so profitable for those in power. They wanted their offspring to continue to benefit from the system that had made them successful. They were trying to resurrect an old magazine with the connivance of the mainstream media. Mr. Trudeau, or rather Mr. Elliot Trudeau, was trying to mobilize his English-speaking friends against the distinct society of Quebec as defined in the proposals of the federal and Conservative governments. The Franco-Quebecers who had been struggling to assert themselves for centuries were suspected by the illustrious former Prime Minister of Canada of wanting to deport the Anglo-Quebecers, a minority

so well treated and provided for. He reacted with reason, according to his own methods, measures of which the French-speaking Quebecers had paid the price and continued to assume the consequences, among others, of the policies put forward under his direction, notably an artificial pan-Canadian bilingualism leading in reality to the bilingualism of Quebec while the assimilation of the French-speaking people outside of Quebec continued perhaps at a slightly less accelerated rhythm. By the firmness of his words, this public man, often provocative and idealistic in his own way, was perhaps awakening a nationalist spirit among both Anglophones and Francophones in reaction to many years of attempts at standardization and levelling. Quebecers were less accepting of Mr. Elliott Trudeau's diktat, a sign of a collective Quebec affirmation or simply that "his time was up or that he had done his time". Jacques saw the importance of Quebec for French-speaking Quebecers on American soil in a way similar to that of the State of Israel for Jews worldwide, although any comparison was imperfect. In this sense, two situations, though similar in many ways, were not less different.

What about the polls? Who funded them? What sample was taken? Jacques preferred that the polls be taken from many, many sources, ideally from sovereignist and preferably pro-independence sources, despite their limited resources, rather than from federalist sources with enormous resources. Polls favouring sovereignty, favouring highly associationist and sovereignist leaders, could lead to the election of a party representing these tendencies; the Parti Québécois, and essentially contribute to the restoration of social peace without, however, bringing Quebec to independence, a prerequisite for sound negotiations with English-speaking Canada.

Mr. Chrétien had to play the role of thinker, facilitator, coordinator, rallying force, liberal spokesperson after having often expressed the opinions and implemented the projects of his former bosses. He had little time to adapt to his new duties if his personal capacities allowed it. After a few statements, James wondered if he was too outspoken to be a conventional politician. In principle, his chances of becoming the next Prime Minister of Canada were excellent unless Quebec became independent before the federal election.

Someone close to Jacques had decried Malenfant's business methods early in his meteoric rise. In this region of Quebec, contractors systematically refused to work for him and demanded guarantees or payments in advance. In the absence of unions, the workers may not have been entirely safe either.

He saw again a classmate, naturally marked by the after-effects of age, whose Montreal company had fallen financially into American hands. This takeover was accompanied by numerous rationalization measures. Did free trade bring such consequences and to what degree? Few studies or statistics seemed to reflect the state and evolution of the situation. The political and business leaders in charge at the time of the signing of the treaty had acquiesced to the wishes of the American giant and were rather stingy with details and preferred to simply rely on their initial positions. They had to be commercially proactive in such circumstances against a giant whose decisions were frequently concerted at the highest level. The diversification of the political and other tendencies in Quebec did not facilitate a similar concertation in the absence of a national spirit of survival and affirmation because the Quebecers were always crushed by political and other forces directed from outside and torn apart by political parties, organizations having weak bases, affinities, ... Quebecers and Francophones. It was convenient for a political leader, for example, to be optimistic at the wheel, surrounded by other beneficiaries of these powers, barded with interested friends. What about the average French-speaking Quebecer? Did they have the same reasons to be optimistic about the future, considering the current state of things, their possibility of personal and collective advancement, ... Entire regions were left to themselves and were deprived of the tools that would allow them to come to life, to work together, to take charge, to organize themselves, to take root commercially and financially on a collective basis instead of waiting for a parsimonious pittance, to give themselves the means; cooperatives, societies, ... in order to truly build Quebec, the regional Quebec, the only hope for the survival of Quebec because Montreal was living under the yoke of multiculturalism with a pronounced Anglophone flavor and this city seemed to be a city on borrowed time given the forces at work. A city on borrowed time and also a Quebec in a very precarious position, Montreal being an important economic engine and of a determining demographic weight while the economic and demographic expansion of the regions proved to be problematic.

Jacques did not admit or had great difficulty in admitting that religion, family, work, ... were put before Franco-Quebec nationalism. This simple set of values made the promotion of Quebec independence and even the defense of Franco-Quebec interests problematic. Workers in French-speaking areas were favoured, and yet Jacques had known many of these workers who advocated federalism and had little appreciation of the importance of a homeland as a guarantee of their continued status. They always wanted more, now and at any price!

Observing that a demonstration of rejection of the conservative Francophones was being prepared in Ottawa, Jacques once again saw the need to create our country in order to administer itself, to control the national news as a majority just like the Anglophones in Canada. Franco-Quebecers sacrificed their nationalism for the monetary, honorary and other benefits of living as Canadians rather than Quebecers.

A Spanish student on a language training course in Quebec stressed his attachment to his native language, Catalan. He considered the chances of an independent Quebec to be better than those of an independent Catalonia. He emphasized the fact that his mother tongue was not an international language. Jacques admitted that it was easier for a non-Spaniard or non-Catalan to consider the country as a whole as well as foreigners in relation to Canada and Quebec. However, as a Quebecer, he sympathized with the nationalist concerns of this young Catalan. In Quebec, the spoken and written French language was under attack in many areas; dubbing of films, publishing, ... aiming to ensure not only the cultural but also the economic supremacy of the former mother country.

What could we expect from Ottawa? Federalist measures, surely! A natural propensity for centralization! The exercise of power by the Anglophone majority! Economic control, the lifeblood of the war in all matters! What was the natural reflex of the leaders of the time when you suggested Quebec measures? These measures were desirable but too costly, too expensive! By advocating the centralization of economic powers at the federal level, Ottawa was forcing Quebec to join the federal ranks or to assert itself as a country.

Another important point of view for James was the ease with which some successful entrepreneurs could obtain subsidies for a period of time. The expression "welfare for the rich" struck him as relevant. Another more accredited expression was "Everyone commented on expenditures of less than a million and few people recognized the expertise to appreciate larger projects. Closing a recent plant that had required substantial state support for its construction merited careful consideration.

Gradually, revelations about Mr. Mulroney's background led to the identification of his negotiating methods as one of his major strengths as an administrator and politician. Having smoothly liquidated the American-owned Iron Ore, he was perhaps the ideal leader to break up Canada, as staunch federalists invariably said. However, in liquidating his former company, he had done so in the best interests of his bosses, and one could believe that his new bosses were the English majority of Canada assisted by their American friends. As for Mr. Lamarre's setbacks, Jacques came to believe that they were not only administrative in nature but also political, since many of his successors in the various positions he held were clearly linked, if not identified, with the Liberal Party.

At first glance, in defending democracy in Haiti, the allies and the Americans in particular seemed less eager to invade that country than they were to invade Kuwait and Iraq. The economic stakes were different, it was believed. However, it was better to have valid information before making a decision and undertaking retaliation. The American experience in these matters was considerable and had serious lessons to offer. Aristide's statements in favor of corporal punishment were possibly due to the influence of his immediate environment. Even if you are the president of an organization, its spokesperson, you cannot impose your views entirely. Probably he had to deal with his entourage in order to keep his position. What a dilemma! Supporting a democratically elected president who advocates human sacrifice instead of an interim president and eventually a new president elected under what conditions? The local MP and the PQ approved of Father Aristide and his former team. Here, it was necessary to aim at, to support the respect of the democratic process. Jacques rejected the morbid thought that the tires of Saint-Amable could have been useful to the President of Haiti. In some countries, economic power influenced the choice of leaders as well as their popular support through contributions to certain

candidates, for example, by dismissing opinion leaders unfavorable to their theses. While in other countries with more violent mores, such as Haiti, personal disruptions affecting not only an individual's employment and family, social role, and quality of life, but also life ultimate

punishment.

The predominance of men of law in public institutions: Mulroney, Bourassa, ... perhaps favoured the holding of numerous debates, the presentation of interesting documents, multiple useful commissions. However, concrete measures in economic matters, especially in the chapters of job creation and maintenance, industrial and technological development and in political matters were becoming more and more urgent and rare.

A debate calling on Mr. Bourassa, requested by Mr. Parizeau, about the federal government's preliminary proposals had been organized, placing Mr. Bourassa in the vague, fuzzy terrain in which he excelled. Some

Several listeners said that the latter was not in good shape, whereas this debate favoured him according to the telephone consultations with the public. Several listeners lamented the lack of new information and suggested formal briefings by professional trainers. One commentator blamed the former professor's smug attitude for the low level of popular support for his words and his political approach. Outside of official debates, Mr. Bourassa seemed to like to personally flatter the personalities involved, his political interlocutors thus promoting political counterparts that suited him well, after all! A hushed, conventional opponent suited Mr. Bourassa well!

The natives were definitely serving the interests of English Canada. After blocking the Meech Lake agreement, they invited the Premier of Quebec to attend an assembly of provincial premiers, an activity he had refused to do in recent months.

A star host was interviewing an author who had analyzed the Quebec political context and concluded that Quebec Francophones were heading for a false political solution, sovereignty-association served up in a PQ or Liberal sauce, whereas the lasting solution, in his eyes, was Quebec independence. Jacques and many activists had come to this conclusion for years! This host was playing the star, monopolizing the debate while sacrificing listeners from the least complete presentations and interrupting it at the first start.

Bravo to superficial "stardom"! The listeners, while sympathizing with the author, were more interested in the subject than in the effervescence of the debate. If the author deserved to be invited, he deserved to express himself and to be heard if not understood!

The Canadian military seemed to be mature and realistic, influenced by both French and English representatives. The Francophones had been able to assert the interests of Quebec in light of this statement of principle. A former defence official confided that even in Montreal, he worked in English only. Young French-speaking recruits were assimilated in less than two years, being intentionally immersed in English-speaking environments. It was only recently that new officers who had difficulty mastering English were promoted, he said. The arrival of René Lévesque in power had contributed to his advancement as well as that of many Francophone civil servants. He himself was retired and admitted to being more familiar with written English than with French. Jacques enjoyed the company of this gentleman and took the opportunity to briefly study his life as a retiree, his philosophy; being active, open to people, ... At the reception, however, Jacques met several acquaintances and personalities from the engineering world and congratulated an engineer who had just been promoted for his efforts to promote federalism. As a director of the OIQ, he considered this gesture normal and ritualistic. Jacques had dressed appropriately, and he found himself greeting so many people in the adjoining rooms. He had decided to continue an interesting conversation rather than briefly greeting many people, a less warm activity.

Some Quebecers, even as professionals, felt helpless in the economic context; domination of Quebec markets by international players, diminished success of Quebec leaders, high unemployment rate among Quebecers, perspicacity of newcomers to position themselves on the labour market in stable jobs and

establishment of networks of influence, stalling and political indolence of leaders in constitutional matters (duplication, ..), in the definition of economic policies, technological, regional and other developments, in the creation of jobs, in the reduction of deficits, in the stabilization if not the reduction of taxes, in the planned decompartmentalization of markets, etc. Despite their respective skills, they were afraid to take on the management of Quebec affairs, accustomed to a supporting rather than leading role. Jacques believed strongly in the abilities of Quebecers and had difficulty sharing the view that Quebecers were best placed to promote their interests in any environment and even at GATT where important measures were being taken that would have considerable economic and social repercussions, particularly in Quebec.

For example, Hydro-Quebec found itself in a competitive energy environment with local sources of power: hydro, nuclear, thermal and recently gas. Projects in New Brunswick, gas turbines in Labrador, hydroelectric power plants, and gas turbines installed by the Americans, all at projected competitive unit costs (kilowatt hour). This state-owned enterprise was subject to numerous political constraints that severely limited its maintenance and preferably its growth. It was increasingly limited as one of Quebec's economic engines; its contractors were increasingly coming from outside Quebec. Hydro-Quebec seemed to be suffering from the unfortunate consequences of the poor state of relations between the Quebec and Canadian governments and the natives. On the other hand, the low level of transparency in Quebec's hydro activities did nothing to improve its image. Again, HQ had probably complied with or met the expectations of the Quebec government. Now that certain problems were becoming public, the politicians were playing Pontius Pilate, holding the leaders under their political control and forcing them to obey or resign.

Minister Tremblay's technology development program was essentially an identification of current poles or major technology sectors in Quebec rather than a strategy. This program, along with the professional manpower program and others, was a start to defining Quebec strategies. However, in the absence of full constitutional powers, these Quebec strategies were fragmentary, incomplete, ... both in their definition as such and in their hypothetical realization. Even a country (independent) and therefore with increased means was subject to international constraints, but its field of manoeuvre was enlarged accordingly. On the other hand, the integration of French-speaking people into the English-speaking world continued. Research, engineering, manufacturing, and other work for the U.S. government, including the armed forces, U.S. government agencies, etc., had to be written in English. To a slightly lesser degree, documentation produced for the Canadian government was also in English, especially for large-scale projects. The economic and political context was progressively prepared, intentionally or not, to make French-speaking Quebecers insecure at the time of the possible future referendum on sovereignty. Cuts in federal transfers, antagonistic statements by anglophones regarding Quebec's affirmation as a society, the multiplication of advisory committees, the establishment of groups promoting federalism at great expense, and the deep recession were some of the preliminary measures to the referendum.

A western premier was forced to admit that his regional population feared bilingualism. The Canadian policy maker said that the purpose of the policy was to allow Westerners to live in English, among others, as well as English-speaking Quebecers. This premier was simply confirming the English-speaking character of his province and the desire of his fellow citizens to live in an English-speaking country, and he was denouncing the superficiality of this national policy, which was established primarily to promote the interests of English-speaking Quebecers. Only an independent Quebec could favourably and effectively negotiate certain reciprocal agreements in linguistic and other matters. However, such agreements should not jeopardize the protection of French in Quebec as such, especially since Canadian policies of bilingualism had been little respected elsewhere than in Quebec.

Jacques was surprised by the large number of shareholders who attended the annual meeting of a Montreal bank. The presence of personalities from various backgrounds and the quality of the buffets were elements of explanation. The meeting was rigorously conducted according to the planned agenda. All the proposals and resolutions were known in advance, except for the question period, which made it possible to publicize an alleged fraud and to skilfully highlight the unilingualism of the company

president. The president made an understandable and anticipated plea for Canadian federalism. The bank was obviously operating in Quebec and English Canada, and its head office was in Quebec, which made it highly dependent on the Quebec and Canadian markets. Moreover, their experience in the United States was proving to be fruitful!

Jacques was surprised by the consideration given to an offer of service made to the President of an opposition movement in a major school board. The opposition had blocked the hiring of an interim leader and Jacques had wanted to apply at that time. His surprise came from the fact that his candidacy was brought to the attention of the President of the school board, the leader of the governing party. The style of the President's response reflected the heated administrative climate. This daring offer in a volatile environment was met with a narrow response!

A nationalist celebration led to an endorsement of Quebec's independence, a formal proposal to that cause from over three hundred supporters. Jacques actively participated in a workshop dealing with the currency and debt of an independent and, presumably, some degree of sovereign Quebec. The literature and presentations by economists took the use of a Canadian currency especially in view of a period of economic instability and the potentially negative impact on election results. A high percentage of support for a Canadian currency was preferable to a lower percentage for a Quebec currency, they argued. Always the same pre-election scenario! Jacques emphasized the importance of having optimal latitude in negotiations with English Canada and that linguistic and cultural control implied that economic powers be acquired first. The portion of Quebec's debt had been revised upward, almost to match the figures of an English-speaking economist at McGill University. It was aligned with Quebec's ability to pay. Jacques preferred lower percentages, especially in the context of negotiations. Many participants were present to learn and obtain information. Two economists present had changed their opinions in the last six months, rallying to Mr. Parizeau's point of view for fear of frightening the electorate, respondents to the next referendum or voters in the next election, as always. One of them had written Mr. Parizeau as the future main decision-maker in Quebec! Failing to present any conclusion or reference to the Canadian currency alone, Jacques reluctantly suggested at least a Quebec currency in the long term and a Canadian or other currency at the outset, depending on the state of negotiations. Specialists and economists thought they were reserving the so-called technical subjects; currency, debt, ... However, such complex subjects were publicly debated. These so-called technical subjects could not be treated separately as they had a significant impact on the economic policies of an independent Quebec. Overall, Jacques was satisfied with the opening proposal of the meeting, a declaration of Quebec's independence, and did not feel the need to be seen and heard at the microphone. Jacques greeted several former PQ activists. The PQ was very present at this event! The women's element did not appreciate a minority vote on their egalitarian involvement in the composition of a constituent assembly. M. Doris Lussier who spoke on this subject was amicably taken to task in the evening. Jacques would have liked to attend the banquet but preferred to save sixty-five dollars because the family income came mostly from his wife. "Just in case," he still brought a shirt and tie that he had left in his car. In addition, he planned to read this magazine, the magazine published by this organization at the local library rather than pay for his subscription. Here again, his deputy had conveniently signed up for the same workshop. He recognized a former company president for whom a fellow member had worked for a few years. It was a nationalist worshipper, he thought. Jacques talked at some length with a former PQ riding president in his early thirties; about leadership conventions, PQ personalities and their backgrounds, ... He was reluctant to address the presidents of the movements present; Mr. Bouthiller, ... He wondered who would be the recipients of the two prizes with a nationalist flavor. The head of the magazine to which Jacques had presented his manuscript was absent. One day in the company of independentists gave him more satisfaction than several months in the sovereignty-associationist milieu!

A few days later, Jacques noted that the President of the Mouvement National des Québécois officially supported the exemption of a new tax in the region near the Canadian capital. It was said that gasoline taxes were already lower than elsewhere in Quebec. The regions near the United States were also under economic pressure as a result of the low cost of American gasoline.

He was a small shareholder of a bank that was soliciting comments, he offered these: "Following the

independence of Quebec, your bank will have to adapt to this new political context. As a Quebec corporate citizen, why not adapt now! Leaders who are paid handsomely by Quebecers, among others, should represent the values of Quebec society and avoid clinging to a status quo that reflects outdated views. Leaders who are more clear-sighted and less cut off from the average citizen would better defend the interests of the bank's shareholders. A club of millionaires does not necessarily constitute an excellent board of directors! Quebecers had advantages in expressing their opinions to these economic pillars, these decision-making centers.

The reading of two independence books, one written professionally as a political scientist was a plea for independence and a support for the PQ and its leaders, and the second one, closer to Quebec's political history, reflected the personal involvement of the author, and allowed Jacques to appreciate the paths, the arguments, the positions and the nature of the respective support for the cause, for the PQ and its leaders. These two independentists had fought a battle without too much personal involvement, both had spent time in the National Capital and benefited from the largesse of the federal government at some point in their careers. One of the books was structured like Jacques'; personal and political background including some complementary writings already published or not. Quebecers were challenged and invited to assert themselves as such by distancing themselves from Mr. Bourrassa's shifty actions.

Jacques had conceived a petition concerning the Independence of Quebec. It read as follows: "We, the undersigned citizens of Quebec, demand the Independence of Quebec. We ask that a referendum be held by the end of October 1992, or that a referendum election be held. We ask that the question asked be the following: I want the status of independence for Quebec. yes no " Thus, people could give their support to such an independentist step without reference to any organization. The coordinates of the President of the National Assembly of Quebec were given as the shipping address. Another petition supporting sovereignty was circulated by the Mouvement Québec, among others.

Too many people wanted, felt the need to adore a politician, too many political actors collaborated in the artificial creation of a political "super star" contributing to distort the political judgment, among others, of the population and also of political activists. The visual optimization of a political character and others was often achieved to the detriment of the respect of the truth, of the camouflage of human and character weaknesses with the intentional or unintentional help of the media reacting to these societal forces. A greater maturity, a collective acceptance of the limited means and resources of a human being would have led to a more judicious supervision of these agents of power that were the politicians. The business community, well established in one or more niches, constantly consolidated its assets at all levels by examining all possible avenues, by evaluating the relevance and profitability of such and such an alternative by showing the most realism possible in the appreciation of the resources available in relation to the new challenges envisaged. The assessment of the fair value of past performance and results was a fundamental basis for such an approach. More and more people were identifying and deploring, not to say decrying, the fact that so-called specialists, often with language that was not easily accessible to the public, were using their knowledge to serve their own interests, either professional or personal, and to enslave the population. These societal actors with frequently divergent official points of view favored the creation of a vague and imprecise climate and the maintenance of the status quo in various matters, including constitutional ones. The non-respect of reality or at least the absence of research of realistic data led to results of ephemeral nature and of restricted scope weakening our society globally relatively to others whose leaders showed pragmatism, clear-sightedness based on realistic and sought after enlightenments facilitating them the definition of society projects, modalities of realization and evaluation of the defined and collectively accepted projects. These last lines could have constituted a short article which could have been entitled "There is politics and politics".

2- Society in general

When someone was active at work, he had less time to exploit his own weaknesses, his fantasies, James thought. His mother often told him that idleness was the mother of all vices. A person belonging to a society that allows and favors his material, intellectual, physical and cultural development will be less prone to turn to drugs, drink,... to forget his problems and to detach himself from the reality. Thus, the notion of pleasure had a negative connotation in James' ear and eye.

A futile activity, He remembered, It was a secondary way of wasting time, energy and money without any tangible and lasting results. the expression "pleasure of the flesh" marking a reprobation. However, pleasure brings a lot to our quality of life when we widen its definition, its scope.

Active in several organizations, he befriended a political activist and discussed mostly politics. The two protagonists shared many nationalist views and discussed strategies in this area. It was in his company that Jacques would later become involved in a humanitarian and religious movement. The two families got to know each other at many social events. His boyfriend's wife's personality seemed to complement his own, as was often the case. He then continued to volunteer with members of his engineering profession.

He was intrigued by the notion of confidentiality of information held by a party in power, and by the very fact of access to information as observed in Quebec, among other places. Were we unduly depriving the population of important information? Were we favouring management in a vacuum and the specific interests of a party, of officers? What was the point of being democratically elected! In some circles, the so-called confidential information generated for the leaders was used only if this data confirmed their approaches, their personal interests, thus a partial and biased use of this information resulted. The public would be better served if access to information for all was respected. Already, the requirement to assimilate this data was a constraint. The leaders in office kept Quebec in a federalist rut by directing the efforts of government personnel to their own personal and partisan advantage rather than to the growth and development of the Quebec nation as a whole. As long as Quebec did not have full control over its political institutions, underemployment would be a fundamental feature of Quebec's socio-economic context.

During the debate leading up to the signing of the Canada-U.S. free trade agreement, many politicians and theoreticians sheltered from the throes of international competition in the national assembly or active in the public and parapublic sectors strongly favoured free trade. This was the way of the future, especially when a country controlled its internal and external policies first, or had its own political tools that allowed it to assume itself as such, especially in the presence of a country of gigantic dimensions in almost every respect, as Jacques explained to a Franco-American who was open to such a debate. Several sources of information indicated that an unofficial agreement had been reached during the free trade negotiations leading to the parity of the Canadian and American currencies in order to meet American requirements. Furthermore, Jacques had learned that reciprocal agreements had been signed between Ontario engineers and those of certain American states, while Quebec, so close, neighbouring the states of New York, Vermont, ... had not yet established similar professional and economic links.

When Jacques wrote, he sometimes gave more details on the subjects that concerned him at that time. On several occasions, he was refused publication of articles in newspapers of neighbouring municipalities even when a Quebec election was approaching. Newspaper executives reserved their pages for local speakers. However, their future MP had to be someone from Montreal who was active (a defeated candidate) in a federalist party. However, he was grateful to the local newspaper owners who generously and graciously opened their pages for his societal involvement. At the national level in Quebec, La Presse had always refused him access to these pages and he had published a few articles in the Journal de Montréal. Often someone who was not well known, not recognized as a personality, was refused various services, publication of articles and press releases, speaking rights and interventions which, otherwise, could have contributed to create a public image or to improve his frank image. Adopting the slogan, "The more they are talked about, the more they are sold and the fresher they are",

we would rewrite this one: "The less they are talked about, the less they are promoted and the less they are popular, known".

On the other hand, potential leaders were periodically sought in the political fields, etc.; the succession is prepared at any time and in any environment! Sometimes, if not often, a strong parochialism played against the "regionalization". On the South Shore, Jacques deplored the poor economic and other infrastructures in the Montérégie region and some steps had been taken in this direction.

Frequently, the media published insipid and uninteresting texts of personalities wishing to ensure a presence in public opinion, to maintain a lively, recent image in the community, while many serious texts of illustrious unknowns or little-known people were not published, not contributing to the circulation of the newspaper.

Of course

This selection of texts required a great deal of judgment on the part of the editorial board members, and they preferred to base their decisions on the reputation of the sender of the text. Frequently, Jacques preferred to succinctly elaborate on a topic rather than react to editorials as suggested by the editors so that they could continue the debate on topics they considered relevant and relevant to them; indirect control of the information. If you were not well known, your ideas had to appeal to an influential group in society, which had to have a vested interest, otherwise, no matter how well you expressed yourself, how relevant, how accurate your words were, they were never presented publicly, never published. The media helped to emphasize the qualities of the federalists and mitigated, if not hid, their weaknesses. It was quite different with the dangerous independentists whose slightest weaknesses and failures were often provoked and highlighted, not to mention the threats they represented for the "establishment" of the Anglo-Franco-Canadian and Quebecois homeland with an Anglophone majority. One editorialist opined that it was better to defeat elected officials whose performance was questionable than to scrutinize the pedigree of the candidates. This was a far cry from the total quality applied to all stages of a process and the intellectual rigor of yesteryear. Jacques wished him a deputy with the to the extent of its requirements, to the height of expectations!

The newspaper *Le Devoir* seemed lost in their perfectionism if not literary and journalistic snobbery. Their formula seemed to suffocate them, to cut them off and dissociate them from societal debates, from reality, from daily life! One could almost speak of an intellectual atrophy that was not apparent. Severe judgement! Without

doubt! However, these and other remarks could explain their problems of existence and survival. This media had made the success of several editorialists who often occupied an important place in public opinion and life because of their social involvement. Jacques had not read *Le Devoir* recently, their opinions had distanced him even though he generally liked to know the arguments opposed to his own which sometimes allowed him to mature his own points of view and to detect the strategies underlying their positions. It was clear that the absence of important sovereignist and independentist media would not contribute in any way to the promotion of this ideology and to its realization. What a nation! What a country! English Canada had to reject us and that was not enough! Accustomed to carrying out orders, they should have achieved independence for us. Usually, the intelligentsia was interested and defended the autonomy of its ethnic group. Here, they were conditioned, shaped over the centuries, and were content with the rewards and honors inherent in service to the defense of the status quo, and having in principle only one life to live, they preferred life close to the federalist leaders in power. Moreover, this newspaper, like others, copied and included many articles from the *Canadian Press*. One wondered when Quebec would benefit from an agency that would handle information from a Quebec perspective, to the advantage of Quebec.

Jacques preferred to appeal to fewer people in a simple and authentic way; which meant sincerely discussing various subjects instead of appealing to conventional clichés, than superficially or socially attracting the attention of many people unless he was pursuing an electoral objective or seeking democratic support in the defense of causes where the majority or the law of the majority was significant,

refusing however to make certain compromises that would take him away from his principles.

Jacques had observed that Europeans generally felt qualified to address any subject, while Quebecers felt less comfortable, refusing to present generalities or repeat arguments whose content was more or less understood and assimilated. One editor, in an interview, had appeared arrogant, whereas in practice, he was perhaps courteous. It had to be said that he had just received a prize. A typically Quebec phenomenon where foreigners were encouraged to abuse our milieu with an arrogance that recalled that of

Mr. Trudeau. He should have claimed more arrogance than excellence! In the end, these people skimmed the Quebec markets while exerting only a tiny influence on Quebec culture!

His many experiences as a professional and as a volunteer made him recognize the value of taking on the most important role possible in an organization. At first, he had believed that people doing so were only looking for honors. With experience to back him up, Jacques had been subjected to the incompetence and lack of motivation of too many superiors not to be convinced of the value and relevance of his approaches and skills. The additional experience and contribution to the organization was all the more significant at a high level. In other words, having worked in a variety of organizations and sometimes endured the wrath of inexperienced leaders, he recognized that an experienced volunteer or administrator had to rise to the highest level of an organization or he would have to be very patient.

Whenever possible, Jacques preferred to send his documents personally without using the postal services. This way, he was assured of the confidentiality of his messages, which, if they were of a secret nature, turned out to be of a confidential nature and his documents reached their destination more quickly.

This Quebecer had another enriching experience as a member of a Catholic humanitarian movement and of its local board of directors as secretary-treasurer. Jacques had often been impressed by the accuracy and relevance of the words of the leaders of the Catholic community in Quebec, which was also animated by Christian principles of charity, fraternity, unity and patriotism in the broadest sense. He thought that our politicians could benefit from being inspired by and drawing on their teachings. Always eager for knowledge, in addition to

He was interested in the organization of the movement, its international ramifications, its objectives, its means of action, the impact on Quebec society and offered comments and suggestions as a somewhat experienced volunteer at that time of his life. His suggestion that an English-language journal no longer be distributed in Quebec materialized. Another magazine with a majority of English-speaking readers could have been published and international articles could have been added to the strictly Quebec magazine written in French. He questioned the percentages of money allocated to the training of Franco-Quebecers relative to the money received here because he had not had the time to dig into this issue. The written and oral presentations at international congresses, mostly held in the United States as it was generally the case for this type of organization, could progressively be presented by civil and religious authorities in French following the example of other ethnic groups, countries. Originally from a row, Jacques had never acted as a mass server and he learned about it. Jacques also found confession, the sacrament of forgiveness, to have a therapeutic function and he enjoyed the community celebrations. There he rediscovered the relevance and value of religious readings done publicly and privately. He was happy to hear the word "mystery" because he did not understand all the doctrines and he was trying to make sense of them. James was impressed by some of the homilies of an African priest who came to evangelize with reason our society which was moving away from Christian doctrines. He did so with logic, examples and arguments reflecting his own culture. Some parishioners discussed the accent of this Zairian pastor and few comments were heard about the content of his homilies. This pastor returned to his country of origin. Jacques admired their faith in these doctrines. Being close to the church brought him closer to his childhood, his adolescence, his very devout mother, the life of a boarder surrounded by priests, ... In an old church, every time he sat in the heart and looked up, he was confronted with a globe on which Canada was clearly identified. He would

have preferred to see Quebec. At the time of Lent, James thought that these annual fasts were not only a religious need, but also a physiological, medical need. It was, perhaps, easier to practice it collectively. In this movement, James had the opportunity to reflect on the notion of sin and the human weaknesses of the members of the local Colombian community. These reflections led him in the following months to an increased acceptance of his own weaknesses. Looking at oneself, one feels sorry for oneself and comparing oneself, one takes comfort! Many members of this community inspired him with great respect and admiration. In the 1970's, Jacques had noticed that Catholic dogmas were always proclaimed in the Italian style because the popes were always Italian and Rome was located in Italy which increased the chances that a pope would be Italian. The truth was always proclaimed by an Italian and he was happy to welcome the election of a pope from another country. Suzie had already been more fervent. She was sorry to see people prospering without ever setting foot in church; not a very theological reaction, but human. James preferred to evolve together as a couple, as much as possible, at their own pace. Besides, she reminded him with accuracy that she had already known moments when the situation was reversed. James had followed her to a local bazaar where they were greeted by young children wearing the attire of knights of a religious sect. He saw again the importance of the demands, the spiritual needs, the knowledge of the afterlife, of where we come from... More and more, the sexual experiences of religious people were mentioned in the media like those of civilians and Jacques saw in this a manifestation of sexual liberalization and press at least in this field. Nobody being perfect, being all human perfectible, he considered desirable that this information of societal nature be known.

Being a member of an association or participating in some of its activities was one thing! Being active on the board of directors was another! As a member of the board, you were regularly in contact with the leaders and had to be associated with them as a member of the team adhering to their values and methods. Many politicians and personalities were members of the association and few were active.

This volunteer task turned out to be one of the most laborious, if not the most laborious, that he had ever undertaken. In addition to the monthly meetings, the documents to be prepared, the activities to be organized, he had to be available one evening a week at the local. The result was a rather unique fraternity. Jacques had seriously committed himself to the demands of the job and had to project a public image that matched the scope of the local movement. Suzie readily admitted that it had been a pleasure for the Laberge's to contribute to and participate in almost all the religious, humanitarian and social activities of this organization. In later years, he would attend only one or two activities as he was busy elsewhere. In terms of time and money, he had to be selective while looking for new challenges.

A local politician praised the merits of the community movement to which Jacques had belonged for some years. Some would have liked him to join their ranks. However, this politician's marital status did not allow him to attain leadership positions and even his admission was problematic despite the support of local figures willing to recognize an elected official among them, James believed. Even if this politician were to argue about the merits of the movement, he had never been a member and it would be wrong to alienate any group of his constituents without good and sufficient reason.

After making several suggestions to friends who acted mostly as advisors rather than leaders in various organizations, James was happy to see his ideas materialize, but he deplored how little benefit he was getting. They were abusing his altruistic nature, he thought. If they proceeded in this way, their sources of suggestions would quickly dry up, especially since the way his ideas were put into practice was sometimes questionable. To benefit from your imaginative efforts, you had to submit them directly to the main leaders if you were sufficiently motivated, otherwise the interests of the intermediaries were served first. What could be more human! Where there are men, there is manliness! Moreover, if you were a member of a board of directors, at first, the leaders in a position of authority quickly detected your intellectual power, your presence and your ability to influence the other members and they did their best to counter the actions and influences of the newcomers. However, over the course of the months, they gradually appreciated the values and contributions of the newcomers.

By communicating and living with a few friends of lower educational levels, he thought he was expanding his field of influence, becoming familiar with their concerns, their versions of things, their

means of action, ... He found that their actions were very limited, a power of reaction rather than action or illusion of action. It could not be otherwise! It was better that they maintain this illusion of power for the maintenance of social peace. Talking with his buddies occupying unimportant positions, he frequently obtained suggestions that he evaluated as onerous, not very remunerative, not very advantageous, not very rewarding and he tended to distance himself from them progressively. They stated principles that they did not respect in practice, and allowed themselves compromises that were difficult to accept in his eyes. Without realizing it, they contributed to bringing James closer to their environment. What could be more natural! One does not give what one does not possess! Jacques had prepared the first agenda of his council and the publication of an announcement by the PQ member of parliament left him wondering, since the movement was meant to be apolitical, but it was the member of parliament elected by the citizens.

James explained part of the youth's violence against their parents by the fact that the parents gave their offspring everything they asked for. As soon as a request had been satisfied, the young people thought of other things. It was nice to be able to respond positively to their needs and desires, but they also needed to be made aware of the family's financial limitations; they needed to be involved in financial planning and budgeting as early as possible. It is important to share the family's financial concerns with them. This financial education will help them later on! Also, the influence of drugs should not be underestimated in these circumstances, he thought!

Jacques thought he understood why a man often died during the year following the death of his wife. This departure caused a major upheaval in the man's life : the absence of an active presence, new tasks that were added; cooking, cleaning, links with the children, the progressive and very slow forgetting of the partner, ...

A certain craze for private secondary schools led many young people in their fifth year to experience painful moments. The management of some schools, eager to keep the strongest students in order to improve their students' academic average in the Ministry of Education examinations, did not appreciate students whose academic performance was close to sixty percent, and some decided or were forced to continue their studies in the public sector after the private school had benefited from the related income during the first four years. The Ministry of Education raised the pass mark from fifty to sixty percent without any noticeable pedagogical adjustments or additional support measures. The stakeholders in the field then struggled to find solutions to the high school dropout rate, which considerably penalized Quebec in terms of college and university graduates.

The high unemployment rate in many parts of the city was partly due to the humble origins of people who had to overcome many psychological, moral, cultural barriers... For every barrier that was crossed, years of advancement were lost, as well as the related loss of enumerations. Even if you had an education, you had to know potential employers, relatives, colleagues and friends working for private companies or public organizations. If your parents were not educated, were they motivated to help you? Did the environment offer you examples of success among your relatives?

A simple experience that Jacques had lived illustrated to him the vulnerability if not the volatility of the Quebec markets. Among the three types of furnaces offered under Hydro-Quebec's subsidy programs, the Quebec model was criticized as having many difficulties, especially in the initial phase of its marketing. Even if a product was acceptable, it did not take much to turn such a development project into a commercial and therefore financial failure. Unfavorable recommendations from installers and service personnel influenced sales representatives and consequently affected product sales. Perhaps there were other incentives to promote Ontario products as well. Jacques had been influenced by the sales representatives despite his strong preference for an all-Quebec product, thus encouraging the creation of jobs. However, he was afraid of problems! Moreover, apparently, the Quebec company had adapted an existing process that had become the standard on the market. What incongruities! The prejudice in favour of Quebec products did not prevail! The nationalist spirit was countered by external elements! Fortunately, the furnace in question had been manufactured in Quebec, if not engineered there.

Quebec medicine as practiced in recent years was a fundamental value of Quebec society. Universal access to medical services was an egalitarian measure. At least in this area, the principle of justice

social justice still prevailed! Frequently, Jacques was told that the only measure, the manifestation of justice, here on earth, consisted in the death that all of us had to undergo, regardless of our personal heritage, be it financial, social or other, as well as our achievements following our birth in these fields. James was intrigued by the variety of services offered to a given patient who requested various medical services from several institutions and which led to the opening of several files and their maintenance for a certain time. When he was told that the patient was responsible, the only one responsible for his or her physical and mental health, he saw the real significance of this, namely, that a record reflecting a patient's medical history, including medication, had yet to be created with the new electronic and computer technology. Jacques was under no illusions as to the difficulties and obstacles obstructing this path. The quality and rigor of compiling such a record was paramount. The control of drugs

In Jacques' opinion, it was desirable to protect the patient and to monitor the general use of medication. From his experience, the free choice of the practitioner was always imposed in spite of the professionalism of the majority of the doctors he had met; each one benefiting from precise knowledge, given specializations, particular personalities, professional and personal approaches, various experiences, ... How many medical cases involving a doctor who was out of his depth, refusing to admit his powerlessness to relieve and treat a patient who continued to suffer and moan and whom he treated as a psychosomatic patient, especially when the choice of doctor was limited? As a manifestation of black humor, it was said that doctors buried their mistakes. It would be advisable to humbly refer them to a colleague who might have adequately treated a similar case previously or who would identify the medical problem and make an appropriate diagnosis. In some institutions, diagnoses were made jointly, which also allowed for the sharing of responsibilities.

The confidentiality of such a file became problematic considering its possible impact on the activities of an individual. Even professionals bound by professional secrecy could have difficulties in practically respecting this secrecy. With the accumulation, the compilation of many personal files on each individual, especially grouped and sorted according to social insurance numbers, we are moving towards such a file. We are heading towards such a central file in the medium or long term, Jacques believed. The data collected for credit purposes would likely include medical data, a factor he felt was incidental to this. On the U.S. side, residents were constantly solicited by agencies to compile such records.

Today, his friend told him that defensive medicine was practiced using antibiotics and laboratory tests instead of rapid diagnoses as was the case for meningitis detected early by doctors in the past because this disease was and is dreadful. Jacques had experienced a situation where he had presented his own diagnosis to the doctor who laughed at it and, following analyses, he had to confirm this diagnosis. He realized that it was not easy to diagnose a disease from a patient's observations and to prescribe the appropriate medication with little time, continuity and follow-up. In times of salary negotiations, physicians as well as other professionals were forcing the outcome of such conflicts all the more effectively because they could influence the medical care that might be required by executives, as they now openly said. James had always been struck by this assertion, this possibility.

Obviously, the privileged ones of our Quebec health system were not only its users but also the practitioners providing the care. The doctors who were well compensated owed it to their intellectual abilities, their sustained efforts in study and in some cases to their family supervision. Some were rightly or wrongly concerned about the quality of tomorrow's physicians, who were selected primarily on the basis of their Z-scores and academic records! But what other criteria were applied? That interviews would be conducted was something Jacques had heard about. Pharmacists also benefited from this generous system which was the envy of other societies, particularly in America.

Another delicate subject to deal with was the following. James had observed that, following a fall, his father had been well treated and his general health was improving considerably. James believed, rightly or wrongly, that his treatments were stopped, discontinued after he mentioned to the attending physician that his father had to go to an institution because his mother could no longer take him home. By doing so, they were reducing the demand for such services.

Jacques was following the news and the resignation of an Ontario minister, for having posed dressed in

a specialized and sensual magazine, led him to believe that in addition to the official reason, there was a reason for this resignation. The reception of Mario Lemieux by President Bush had once again made him realize the absence of our country. As a star player of the American and winning field hockey team, the President did not know his name probably because he was a Quebecer, sorry Canadian. Here, again, in high places, we were talking about Canada rather than Quebec. A fortuitous and very important publicity! At least part of the interview was held in French, probably at the request of journalists. He was also not surprised that the trial of the young Chrétien took place before a judge only!

At the beginning of 1991, almost every day, the photo of the rector of UQAM appeared in the newspapers. In March, Jacques learned that he had been granted another five-year term.

Even for such a position, the support of the "big" press was not to be sneezed at. He had not had the same luck in trying to get himself nominated as a candidate for the Quebec Liberal Party. His appearance matched his name.

An independentist politician recycled as a "writer" was proud of her soap operas where couples interchanged their partners. Jacques admired her as a host, an efficient politician, a writer but not necessarily her modern and possibly feminist way of forming or breaking up couples. This attitude struck him as he respected the private life of couples and particularly admired the stability element. To each his own point of view! Many social workers, faced with the complexity of family relationships, gave Jacques the impression that separating couples was the magic solution in this era of liberalism in many respects.

Jacques was told that at Polytechnique we were tired of talking about the December 6, 1990 massacre. A film featuring, among others, one of the victims of this tragedy testified to the vitality of women and their professional affirmation. With a year's hindsight and, consequently, less emotion, the images of these women having lived intensely through serious situations allowed the population to better perceive the importance of certain societal values; respect for the person, their objectives, their efforts, their work, ..., rejection of moral, verbal, physical violence, ..., welcoming and acceptance of minority and dynamic elements within the community, ...

A comparative evaluation of Canadian universities led to a very low score for this university, which had carried out an aggressive advertising program aimed at highlighting the virtues of their teachings while presenting graduates who had done particularly well. Some joked "despite their affiliation with this university". James believed that the culture of the university itself was at fault for having studied there. Its external image seemed to him to be a secondary factor at the time. The dilemma of quality and quantity was present in this environment as in so many others. A dizzying growth in terms of the number of students, programs offered, ... implied that eventually a qualitative consolidation would be recognized as necessary by the management.

By broadcasting the trial of a member of the Kennedy clan, the Americans showed intellectual and moral rigor as well as transparency. Women played an important role; alleged victim, judge, lawyer, ... In spite of this transparency, David and Goliath faced each other; the parties had different means at their disposal. The importance of the media and the commercial value of the information were such as to encourage the repetition of such proceedings.

The debate about the racism of Canon Groulx amused him a little. How can you be a nationalist without giving priority to the interests of the ethnic group to which you belong, Jacques wondered. Citizens of all countries do it! Why not Quebecers? This kind of debate contributed to make Quebecers feel more guilty, much to the delight of the detractors of our French-speaking Quebec society. Adapting a thought of the philosopher Rousseau to the Quebec context, one could write that Quebecers were fundamentally authentic but that the current federalist political system was distancing them from their own interests.

A forum on the development of Quebec was professionally announced. Unfortunately, only about thirty people attended and witnessed these exchanges animated by a journalist. The economic sectors of Quebec were reviewed. The pulp and paper industry was in a state of decay; outdated equipment, high

production costs, ... The asbestos sector had followed the traditional, if not typical, cycle of Quebec products; extraction and sale of raw materials, little local processing, finished products developed outside, new or replacement technologies developed outside Quebec. One might wonder if the absence of a complete national identity did not contribute to this state of affairs. Aluminum and electricity were two other sectors where little processing or value-added to these commodities took place.

In the face of sustainable development, the constant search for profits on the part of investors, although mobilizing, often proved to be a handicap in the field of environmental protection and the maintenance of local employment. The blatant disregard for the environment, the pronounced violation of social ethics consisted in the disappearance of products that were often replaced by substitutes that were just as polluting, for example, asbestos substitutes and the highly polluting nature of the residues from the manufacture of recycled paper. Resources should not only be allocated to large-scale projects, but also to multiple regional industrial and commercial initiatives. In addition, government regulations could constructively protect certain economic sectors, as Germany has done in the past, and is skilfully implementing measures that favour these industries in its economy.

Many habits in the recreational world were highly questionable and even more so than those of certain industrial circles, namely the lead from bullets left in nature during hunting excursions, the impact on the lives of some animals of various measures while hunting leads to the extermination of many animals, the reduction of green spaces at the top of our most impressive mountains to make way for ski slopes, ... The questioning of current values or usual and conventional practices was desirable in order to discover avenues, more advantageous solutions for our society, our economy.

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XI- THE PROFESSION ITSELF

Jacques had published several articles of a professional nature, such as one dealing with project management in schools in a magazine specializing in vocational education, another dealing with engineering and administrative training, and a second article entitled "The engineer has a duty to participate in the enlightenment of societal choices" in the magazine for engineers. In this last article, he referred to the fundamental values of the OIQ: responsibility, competence, ethics and social involvement.

i.) The elected director

In order to get closer to the members of his engineering profession, he participated in an annual general meeting of the local chapter and was elected to the board of directors as secretary. The quality and diversity of his volunteer work at the regional level earned him election to the Quebec Office of the Order as the Montreal representative. In this Order, he was involved in commissions and committees. He put forward several ideas: the "bi-sexualization" of the name of the Order, dissatisfaction with the distribution of a unilingual English periodical to members, criteria for the acceptance of directors' expenses, gradual familiarization with the Morin Code and increased use of deliberative assembly procedures by the various bodies, international recognition of the title of Quebec engineer, presentation of all the members of the Bureau in the annual newspaper advertisement, etc.

However, he seemed to be in an adverse environment; the leaders did not entrust him with any tasks except those he was given directly by the Bureau, by all the administrators. Following a first meeting, the head of the Commission to which Jacques belonged reprimanded him for having debated in the Bureau about subjects discussed in the Commission and he refrained from reporting. Fortunately, Jacques had been elected directly by the members. If the president was elected directly by the members, there would be less "fiddling" and scheming in the Bureau and perhaps also at headquarters, especially if the positions of president and executive director were merged into one. However, an unfortunate choice could prove doubly painful. At the regional level, he had evolved in an atmosphere of trust and his many and varied skills and experience were put to good use. At the Bureau, it was the opposite! He was denied responsibility and credit for his actions and proposals. Most of the time, his proposals had to be refused or postponed to a committee instead of being submitted to the Board because Jacques considered that he had been elected to the Board and not to a simple committee where all his ideas were usually aborted. Jacques had submitted some proposals to either the President or the Administrative Committee and believed that his proposals would be added to the agenda of a committee or the Bureau preferably and that the related documentation would be included in the workbook of the committee or the Bureau but this was not the case. Such a process would encourage directors to be more involved in the management of their corporation. Each director had to be assigned a file and the numerous tasks of representing the Order required a lot from the five members of the Administrative Committee and especially from the President. Some responsibilities could have been advantageously delegated to the many other elected officials. The regional organizations would benefit from a more elaborate framework, based on experience. He was concerned about the large number of head office employees who had left the College in recent years. Given his career profile, he felt that his colleagues lacked the breadth of experience, knowledge and sometimes maturity to perform these administrative functions. The principal officer of the Order came from a large service company where it was well regarded to be socially and professionally involved, and a friend had told James that he had not been promoted often because of his former involvement in the professional engineering association, as had James. Nevertheless, James trusted time, his colleagues and his abilities. He stressed to his colleagues that he was "currently" available to take on any tasks they might want to assign to him. He mentioned that he generally studied an organization, its functioning by playing a role in the board of directors and that he did not stay long, especially if his responsibilities were not increased. For his part, he objectively considered a three-year term to be a long one.

He had submitted many of these comments in response to an internal survey of seven thousand members

conducted by the College. A commendable initiative by the pollster allowed the leadership to see the comments of the surveyed members as these comments were collated. He had trouble understanding why the responses of the unemployed, he understood, were excluded from the analysis of the results. He believed that the same was true of the salary survey. James would have liked to see the data relevant to the unemployed compiled, analyzed and distributed to the administrators. For all these reasons, Jacques had presented his candidacy for the presidency, if not for the administrative committee, even though this gesture seemed presumptuous at first glance and unconventional because he was used to learning the habits and customs of the Bureau in order to perpetuate them. He had submitted by fax his electoral program to the administrators insisting on Quebec orientations, openness to the world, delegation of tasks, use of the Morin code, administrative training and experience, ... Notwithstanding these few observations, Jacques believed that his professional corporation was probably no less well administered than others, according to the information published in the media. Had he not resigned as an elected director, Jacques might have applied for the position of executive director after consultations. The former director had obtained the position immediately after leaving his position as director in the absence of a competition, and this action was reproached to him at the general meeting by a former holder of this position. As a delegated director to represent the Bureau, he had suggested that a standard speech, an outline, be prepared for the fifteen annual meetings scheduled in the regions in order to standardize the content of these presentations and to facilitate the work of the directors. He had to write his own speech in the absence of support from head office. His son pointed out that this was to his advantage, since he could do it easily. Finally, the standard speech arrived just before the meeting and he presented his own speech that was more in line with local activities and values.

James gave a short talk at an annual meeting as a representative of the Board. He was nervous at first and became more confident as the talk progressed. A friend told him that he had spoken a little quickly, which James had tried to avoid by reducing his pace and reciting his speech in a relaxed manner. Moreover, this friend had observed that Jacques did not use his usual language. James had wanted to be close to the engineers, but his level of language had to respect or be similar to the level of official, written language. The president told him that the text he had written had been elegantly and harmoniously presented. The president of a similar association present expressed his very favorable appreciation of this little speech and would have preferred Jacques to the speaker already delegated for his annual meeting but Jacques did not subscribe to this advance. Every year he tried to speak in public and the opportunities were not numerous. He knew that in order to be more comfortable, more natural, he had to do it often, speak often in public! Being able to present his opinions in public was an important asset for James who was not lacking in originality and resources in this area. In addition, he believed he had a certain mastery of the language and an effective vocal tone. His voice was gripping, it carried and, on this occasion, to create a more relaxed atmosphere, he had placed himself in the background, a few inches from the microphone in order to attenuate, to reduce the range of his voice for this small speech of an official nature and of a certain duration. As a sign of appreciation, Jacques received an excellent digestif to complete a relatively well-stocked bar in this regard as his former regional president had had the opportunity to observe during a visit to his home.

Jacques perceived the attainment of quorum at regional annual meetings as problematic despite the fact that the members present rarely asked for verification. These associations were already under the umbrella of the Order. At the College's annual meeting, usually about 100 members attended, which is about one third of one percent of the membership. At the Plein-Sud regional, more than fifty engineers participated in this activity, that is, about 1.2 percent, and at the Richelieu regional, there were about ten members, representing more than five percent of the members registered with the Order. Thus, the two regions had not reached their respective quorums of sixty and fifteen members according to the statutes, despite a participation rate far superior to that of the Order as such. Jacques suggested that the number of members attending the annual meetings be recorded and that these meetings be legally recognized, among other things, in order to encourage these active volunteers and also to improve the image of this level among the members. The usual procedure was to have the annual meeting resolutions passed at the next event with a number of members exceeding the quorum requirements. Why stick your head in the sand? One of these regions had held elections because of the large number of volunteers applying for available positions on the Board of Directors, a clear sign of vitality. The decision to place a region

in trusteeship had to be made based on several factors including the participation rate in the many other activities offered throughout the year and the determination of the members of a region. Did they want to organize differently? The procedures for creating regions had been followed and challenges were always possible. While representing the Order to the regionals, identifying with the experience of the regionals and trying to suggest changes and improvements to the current system, which is sometimes criticized, he noticed after reading the minutes of the last annual meeting of the Order that the quorum was fifty and that the manual prepared for the regionals required sixty members. He could not explain this difference. The regional quorum could have been less than the College with its 33,000 members and he suggested that the quorum be revised.

Having the opportunity to present someone for a position of responsibility, he was pressed by a professional integrated into the federalism system and another less experienced professional sensitive to the defence of the French language. His preference was for the latter, although it was a question of availability, the first one obtained the authorization of his public organization of a federalist nature. In the private sector, where the potential candidate worked, obtaining such authorization was problematic and, moreover, she was playing an important support role in this same organization on a voluntary basis and at a lower hierarchical level. In principle, the nominations to the Bureau were for potential presidents of the Order, or at least as many ministers as possible, which according to Jacques gave them an advantage in the elections.

Too often in Quebec, the measures taken were only the imitation, the adaptation of decisions taken, of measures adopted in the United States and in English Canada. Our Quebec society was caught in a North American and soon American (including the South) vice. Quebec's leaders hesitated a lot before committing themselves to new paths. The simple fact of adding the word "engineer" to the name of the Ordre des ingénieurs du Québec was a small example. The term "engineer" in English included both the masculine and feminine. Therefore, in Quebec, we needed the two words "ingénieur" and "ingénieure" to reflect our Quebec culture in this area, even though in France the masculine term, "ingénieur", included the feminine, according to several speakers. In another area, the Liberals in power in Quebec readjusted and aligned education and municipal spending with that of Ontario, Ontario being the official template for our leaders.

Another issue that drew his attention during debates at a committee of the Order was the high dropout rate of young people in high school. Furthermore, the decision to pursue a career in engineering was made at this stage of training, Jacques believed. If a student was weak in science and math for various reasons, he or she would not choose engineering. Also, without a high school diploma, job opportunities were very limited, especially in those years. He wondered if the Quebec Ministry of Education should not promote them in this major and sometimes temporarily disturbed period of personal development. Some of them could perform more seriously when they are more mature, more aware of this social requirement. Similar remarks were made by the Canadian Council of Professional Engineers in the unilingual English magazine, Engineering Digest. In his own way, Jacques sometimes felt that he was contributing to the development of his fellow Board members.

Jacques was indisposed by a complaint concerning the support of a regional board of directors for his candidacy as a director of the Ordre des ingénieurs. Out of ignorance or pettiness (false principles), this support was decried instead of being considered as a positive and normal gesture on the part of administrators and regional directors. It was recognized by the authorities that Jacques had not violated any regulations. On the other hand, a director going to the polls was given the front page of the magazine and, as president, he only came second in the polls. Jacques realized that it was difficult to regulate everything and that volunteering had to be lived in a creative, positive atmosphere where the volunteer participants developed and fulfilled themselves by accomplishing activities that they considered beneficial for society, their environment and their profession. He was told that four of the former presidents of the Order had lost their jobs while working in this capacity; the volunteer work in particular was very demanding, requiring full days off work. In fact, one engineer had already been paid by her

employer to hold this position full-time. In this environment, he noted once again that Quebec federalists and Quebec nationalists neutralized, to a certain extent, their energies facilitating the promotion of allophones, generally federalist immigrants and, here, on the administrative committee, there was only one out of four engineering graduates from a Quebec university. Not surprisingly, the number of directors on the Board had to be monitored to ensure a quorum. Many of the appointments reflected the professional background of the principal officer; they were graduates of the same university and often had been employed by that major service company where that officer had worked. It was easier to recruit someone from one's own alma mater and one's former major employer, James believed. However, he would have preferred that a broader consultation be conducted to ensure better representation of engineering in academia, industry, government, etc. In addition, the frequent appointments to the OIQ of personnel from federal political circles were orchestrated by the executive directorate and members of the executive committee. As an administrator, it was simply a matter of ratifying these choices and decisions; a "rubber stamping" operation given the few alternatives available. The composition of the Board and the executives had to ideally reflect the image of Quebec society and its trends. They even went so far as to choose, to represent a Quebec professional corporation, a person who had only been educated in an institution outside Quebec, and other similar appointments were to be expected. Why not a senior executive without administrative training and with a third degree university diploma strictly in one or more technical fields?

As secretary of the region, Jacques had drafted the minutes of the annual meeting early on and had asked for their review twice during the year by the other members of the administrative committee. As he had anticipated, it was not until the next annual meeting that attention was paid to the document, which had been ready for several months. The minutes could have been sent with the agenda and the notice of the meeting. Jacques thought that there was some doubt about the content of the minutes and that after hearing the recording of the annual meeting, they had decided to distribute them at the annual meeting attended by only a few members instead of distributing them to thousands. The minutes noted that the principal officer of the College had welcomed the election of the Regional Secretary. Thus, regional officers who had already suffered the wrath, reproach and repeated warnings of the College President for supporting one of their own in an election were literally and practically afraid to support Jacques by publishing his report prepared as the former regional secretary. One head office staffer even spoke of conflict of interest! All of these details were highlighted by Jacques to underscore an example of an unpleasant, in some ways unconstructive, climate that one occasionally finds while volunteering in a given organization at a given time. Fortunately, volunteers were gaining knowledge and experience. James, here, was denied the results, the fruits of his labor to some extent, and the volunteers saw their dynamism held back by a lack of discernment on the part of the leaders. The latter had accepted the reproaches of static elements of the organization in the face of a creative, pro-active action of the regionals. By giving completely right to the authors of these reproaches, they had to undergo, in addition, a complaint of one of them to the concerned minister. A candidate who was defeated and disappointed in one election could have run in the next and did not. This state of affairs was another illustration of how reality approaches fiction, if not exceeds it! This situation was not exceptional in Jacques' eyes; the level of knowledge of the functioning of organizations and of political judgment of volunteers frequently led to such consequences. The volunteers were well-intentioned, but the consequences of blame were most often borne by the members at the base of the power pyramid. It was almost superhuman to defend oneself against the central authorities of an organization.

Jacques had published an article in the front pages of the Plan on corporate choices and submitted a draft interview on project management, his specialty, which had been on the shelf of the new communications director since her election as director. His vice-president commented that Jacques' articles should not be published because they were about him, and Jacques replied that they should not be published because they were about him, to the amusement of the other members of the Commission. A reader of the periodical complained about a self-indulgent article about a project management software.

Following a personal consultation with the legal department of the Office des professions du Québec, OPQ, regarding regional support for his election to the Bureau and prior to a monthly meeting of the

Bureau, Jacques learned that a defeated candidate had written to the Minister in charge, with the support of the President of the Order and the Bureau. Three months had already passed and no one from the Board or from headquarters had brought it to his attention. What a fulfilling climate! Jacques had already suggested that important correspondence be presented to the directors. Before suggesting the addition of the word "engineer" to the name of the Order, he had also consulted the OPQ and the Office de la langue française to avoid missteps. By insisting, he obtained a copy of the correspondence with the Minister encouraging the complainant to address the annual meeting. The latter did not show up at the annual meeting, thus putting an end to this rude tale of a bad loser.

Unusually, five directors happened to be from the same graduating class and represented two different disciplines. It was likely, one would think, that having seen the name of a fellow director, Jacques, had decided to run for the position. However, this was not the case because he had been asked by the outgoing administrator who became the principal leader of the Order. On the occasion of the twenty-fifth anniversary of his graduation from Polytechnique, he suggested the following short humorous text for publication in the magazine *l'Ingénieur*:

A vintage promotion!

One of the aspects of the promotion can be presented in this way:

A vintage with an administrative flavour, judging by the number of members of this class sitting on the Bureau of the Ordre des ingénieurs du Québec.

A vintage with a bouquet flavored by a commitment to the profession.

A vintage dress in the colors of their alma mater, the most important school of engineering.

His role as an elected director was rewarding, especially since he had not been nominated in the first place, he had been elected when eight candidates were running for only three positions. He had the support of more than two thousand colleagues and had placed second on the ballot ahead of someone who had just been appointed to the Board. Being a graduate of Polytechnique, the largest engineering school in Quebec and Canada, well known in several large companies, enjoying a certain ease of expression as well as a pleasant image, he had succeeded in being elected to this position. Moreover, he would have preferred to be more active professionally, to be able to talk about contracts and professional commitments! Under the circumstances, he was trying to take advantage of this situation!

One evening, Jacques, accompanied by his wife, saw a colleague whom he had already worked with in two companies and they discussed, over coffee, his personal and professional situation. His friend had left him and was looking for another job, as he said "he was in transit". Jacques understood that even among professionals, full employment, an important and desirable societal objective, still represented a challenge for the profession as such. Moreover, professionals "outside the circuit or system" suffered from isolation. Announcing that you were looking for a new challenge to colleagues who might be able to help you was not a very rewarding undertaking, even if it was necessary and as soon as possible after being laid off. Private enterprise, including consulting engineering, frequently offered precarious employment, often directly related to the company's activities and markets. Professional corporations should protect the public and also promote the interests of their members. Part of this protection included the quantitative and qualitative documentation of the situation of members not only as a whole but also of those in temporary difficulty, for example. Documenting these cases required a lot of courage in the absence of possible partial or still adequate solutions. Jacques considered that this challenge had to be taken up, primarily for the next generation of professionals. Playing ostrich could only contribute to the peace of mind of the wealthy, who themselves had often enjoyed the support of colleagues at one time or another in their careers. Professionals changed employers on several occasions in order to achieve their goals as quickly as possible.

Jacques observed a senior executive who encouraged, if not initiated, quarrels between colleagues at a university to better promote his own colleagues. Presented gently, not to say innocently, these measures produced surprising results and were effective. Often, by putting someone on the defensive, you neutralize them and allow others to be promoted. This leader had probably learned

these methods from the English speakers.

To allow the new executive director to become familiar with the workings of the Board, he attended without participating, only as an observer, an apprentice, it seems, without being paid. In addition, he read the minutes of the meetings of the Bureau, the commissions, and the committees of the past year and was trained by the former director general.

A member of the general management told him that he had to learn. Jacques would have liked to have been so forgiving. This person had to be a federalist and preferably a liberal, and he had to come from the same university as the outgoing top executive, chosen by a recruitment consultant, he thought. New graduates from the Quebec Premier's Office, the Olympic Facilities Authority, Télé Métropole and elsewhere probably enjoyed similar treatment attached to the liberal beylical cord. Recruitment or placement consultants, in his humble opinion, largely took into consideration the affinities of candidates to the party wielding political power.

After a year in office, his fellow members found his policy statement as a presidential candidate to be serious, feasible and desirable. His vice-president admitted to the members of his Commission that he should have voted for him in the elections held at that level. Jacques did not know if he would run for president or vice-president again, but such comments were likely to motivate him to do so. He was warned that this was an election tactic to gain his support.

In addition, he had to denounce the fact that even the preliminary advertisement of the most important activity of the Order, the annual meeting, was made in the periodical of the profession because it appeared in the middle of the periodical and not at the beginning. Many members had not read the announcement after a first reading of the magazine, as did Jacques. This activity was nevertheless a complete success. The participation rate tripled. At a steering committee meeting, the main leader was described as rolling on the floor, laughing his head off, which showed his lack of confidence in the program. This most experienced leader of the group, if not the College, seemed overwhelmed by the expertise of some committee members and the Communications Department. This leader had extended his active life at the Order after his first retirement and was to receive many expressions of appreciation, as was the Communications Officer. The Forum, the first part of the Engineer's Day (re), was covered by the press and attracted four hundred engineers following nearly five hundred registrations. The subject matter of the Forum was narrowed, however, and was more focused and a little less close to the profession as such. It had to be admitted that the main leaders had their say and that they had to assume the consequences of their leadership and their initiatives. The annual meeting was most animated and the members asked that the president of the OIQ be elected by a vote of the members by mail. However, even after a recount of the votes, the debate continued and finally, following this debate, another vote was held and overturned the previous position; the president would be elected next year by the directors again. The leaders of the Order had panicked at the prospect of the president being elected directly by the membership. Jacques had voted for an election by the directors, but after a positive vote by the assembly in favour of an election by the members, as also stipulated by the law, he readily agreed to this option. It was important that the members adopt the democratic modalities of their choice. A fellow member of his class had already submitted this same proposal the previous year without any objection. Even at the College, the situation was changing. The influence of the former presidents of the Order was decisive in such situations. The current leadership often appeared to be overwhelmed by events and relied heavily on the experience of the former. It would have been desirable for the current leaders to react in light of more recent data while consulting their predecessors whenever possible. Jacques himself had experienced the weight of similar decisions in other circumstances. As a member of the organization's policy committee, Jacques had insisted that the meeting be conducted by a moderator familiar with deliberative assembly procedures in order to avoid any disputes at the end of the proceedings. The former president intervened after the vote had been recounted by the tellers in the room at the request of a member of the assembly and relating to the election procedures. The chairman of the assembly should have called him to order or suggested a reconsideration of the vote with the support of two thirds of the assembly and a request from a member against

the defeated proposal, defeated as Jacques remembered these procedures. The former President intervened after seeing the defeated proposal because every year this proposal passed like a letter in the post, more or less true expression. The Moderator and the President of the College tried to conduct and control the meeting. A former Vice President of the House of Commons was recognized as competent to assist the President as Moderator. The procedures in the House of Commons were better defined than those of a general meeting of a corporation where the procedures of deliberative assemblies were used according to the experience of the participants in this matter. It was difficult for the President or moderator to recall the former President who was often cited as an example and who had apparently sponsored several directors and volunteers. Unfortunately, the members were in a hurry to leave the room because of the reservation arrangements. Even as a simple administrator, Jacques observed with dismay certain measures and actions undertaken and conducted by his Order.

Following the presentation of a group to the executive (slate), Jacques did not present his candidacy. Again, the future president told Jacques that the choice of president was decided in the urinals and Jacques showed no interest in this activity. There were many directors and several had been serving for a few years, forming a relatively stable core. Several former vice-presidents were in line for the presidency and, why not, former presidents. Elections were held for almost all positions; four out of five and all members of the team were elected. The President-elect was a graduate of an Ontario university and, coincidentally, also a graduate of the alma mater of the former and new Executive Directors. Two of his fellow graduates, who had come to the Board before him, supported this federalist, it seemed, or they believed that their turn to join the Board had come after waiting at least the "statutory" year. The situation being what it was, Jacques revealed his ballot to his colleague to assure him that he had voted for him, and gave the list of active files from his former committee to the other who was running for the new team. The new chairman, his former committee chairman, had not been able to attract any of the members of his former committee to follow him, and following Jacques' example, he was working on his own. Engineers and other professionals were interested in their financial situations. One former president went so far as to show a few greenbacks or dollars to illustrate his point at a general meeting. Engineers who did not participate much in political and social life were all the more aware of their work and the related remuneration.

As a result of the election, South Shore lost the interim executive director, the president, the vice-president of corporate affairs and gained a new director. By not becoming vice-president in his second year, Jacques' chances of being president in the last year of his term were almost irretrievably compromised. He had never considered a second term. Again this year, he had chosen the Professional Affairs Committee. Last year, he had won the Development and Peace Commission.

Planning. He took the easy way out; that of letting the executive council decide, even if it meant suffering the consequences, instead of pragmatically dealing with the likely leaders, the groups, the slates. This was not always easy or did not necessarily produce results or the expected results. Last year, the man who had defeated him for the vice presidency had chosen him as a member of his committee. He had neutralized his actions, or tried to, and would surely do so at another level. He did not seem any more comfortable than the former president in the use of deliberative assembly procedures, and he had not answered two simple questions addressed to him personally at the annual meeting. The answers were provided by the Director of Communications. Thus, Jacques' respect for others, for his fellow members, was not going very well! His presence in high places could have been beneficial and even more profitable than that of many others. Jacques found it difficult to convince himself of this and to motivate himself in such a climate. During the elections, Jacques was happy to be able to relay because he was not on the list, not a candidate for any position. After a year during which some people had repeatedly raised the spectre of his resignation, refused to consider his proposals normally and little solicited his candidacy for various positions, he had thought it wise not to participate actively in the elections. He preferred to act as a simple

administrator, thus avoiding the current administration, allowing him to submit proposals relating to the underemployment of young people and inactive or partially active engineers, to the more Quebec-based accreditation bodies for engineering programs and admission requirements, ... and to publish his "fictionalized" autobiography. Perhaps it was better to proceed at a grassroots level slowly to promote Quebec nationalist measures given the current leadership. Only one member of the executive board was in Montreal to provide representation at the many events and he had said he was very busy with his work, however, they had discussed this as a team. The President's expenses may be higher this year in terms of Abitibi-Montreal transportation costs. Nevertheless, the emergence of a president from anywhere in Quebec was important to him! Regarding the English magazine, *Engineering Digest*, whose editorial would possibly become bilingual, Jacques did not approve of distributing it to Quebec engineers without their own request. A survey could have clarified the issue. Even the bilingual editorial in the *Plan* magazine was not justified because the law required a working knowledge of French for professionals practicing in Quebec. An announcement of the *Plan* in both languages was seen as another failure to comply with the law. Jacques had received a letter of appreciation for his participation in the College's leadership conference. He was promised another one about the organization of the Engineer's Day and the annual meeting.

Jacques was partly suffering the consequences of his cavalier arrival at the Bureau. By suggesting his candidacy at the outset, he antagonized some members of the Bureau, especially since it was a relatively large and stationary group. It was the result of experimentation, the amusement of an experienced and somewhat weary if not jaded administrator. His stubbornness in wanting to change the name of the Order earned him resentment and animosity towards him. Again, James did not mind the experience of shaking up his colleagues and even some of his sisters. As a result, the leaders in office were happy to exploit this situation. Moreover, Jacques found it difficult to accept the role of vice-president when pro-Quebec decisions and directions could have been set by the president and the presidential candidate was a federalist, he believed. As vice-president, he would have had access to more information and would have participated in more decisions in a closer, more direct way. How impatient this Jacques was! Impatience, presumption, diversion, which translated a nonconformist, a more or less consummate maturity, a poorly hidden fear of failure, an individual sensibility possibly bristling with the susceptibility of certain members. In spite of everything, he received more and more appreciation for his actions, his recommendations, ..., he moved at a pace perhaps identical to that which a conventional approach would have given but at this stage of his life, he obtained a greater satisfaction in proceeding in this way. The word policy meant power in the true sense of the word; really including the most important sectors of activity.

Jacques indirectly defended the former president, who was under fire from all the directors for his cavalier, if not disrespectful, behavior. Jacques felt that he was defending certain principles in his own way, and in a clumsy way, and that he was promoting a certain operational excellence. Yet, he had good reason to rejoice in his discomfiture because he had adopted a very firm attitude towards him at one point. He had understood her intellectual path and was not surprised, but he did not share her conclusions. Again, he was somewhat the same.

After the official departure of this former officer, the former president admitted that he should have simply retired from his utility company without continuing his professional life at the College. His own departure as a former officer moved him greatly! In retrospect, the ex-president was under no illusions about the contribution of this executive! Nevertheless, he had to respect the many years of service of this former pillar of the Order who would probably continue to influence the many leaders he had recruited. Other honors surely awaited him.

Each year, as the elections approached, Jacques was approached, discreetly asked to act as President of the Regional. These gestures were very flattering to him and they interpreted them as signs of appreciation. However, he preferred to continue his work in the Board even as a simple administrator attached, representing the large metropolitan territory.

Beyond the links between colleagues from the same class and other considerations, Jacques intended to play his role as administrator; to participate frankly in the debates of a commission, of committees, if necessary, that is to say if he was appointed, and of the Bureau. As last year, he would continue to promote the Quebec identity, openness to the world, etc. Some of his ideas had been implemented; for example, the official announcement in the newspapers of the complete composition of the Bureau and not only of the executive or administrative council.

He was awaiting a positive response from a publisher and in order to inform the Board members of the publication of a book, Jacques had prepared the following draft proposal in advance: "The Board members have been informed of the writing of an essay by one of the elected directors of the Board. The views expressed are those of Mr. Jacques Laberge in his personal capacity and do not necessarily reflect the official positions of the Board. However, we highlight the literary contribution of an engineer to Quebec society. He presents a personal, family, professional and societal journey. An announcement of this book will be published in a future Plan as a support."

At the risk of being ridiculed, Jacques thought of a Challenge Club in order to gather the available engineers, draw up a list of volunteer participants, exchange information, organize meetings where engineers would introduce themselves, regroup, help each other, ... with or without the assistance of the Order's employees. He had started to plant the seed of the idea and a fellow administrator was ready to assist him.

The official announcement to the volunteers by sending a bulletin to their address of the election of the members of the Administrative Committee and, in particular, of the President, was presented in a political light, in the provincial style. It would refer to the links, first, with a minister and then with the Premier of Quebec and furthermore with Canadian institutions. In principle, the election of the administrative committees is carried out by the members of the Bureau and, here, this election had the appearance of a political appointment. It was possible, normal for Board members to communicate with politicians, but to flaunt it at this particular time was to suggest that they had influenced Board members with their political contacts. In a context where the members had initially requested the election of the president by themselves. Jacques

saw the possibility of increasing dissatisfaction with the election results. Elected officials were counting on the apathy and inexperience of members and volunteers in the administration of community, political and professional organizations. This situation contributed to the politicization of the OIQ's leadership positions and to the exclusion of candidates, engineer-administrators who were primarily interested in their profession and who offered a position that was not necessarily identical to that of the government or to that which the government would like to promote. Jacques noted that the Minister mentioned had coincidentally been the one to whom the complaint regarding regional support had been addressed. Furthermore, the Quebec government seemed to directly associate the choice of a professional order leader with a level of professional competence in a given field of activity. They seemed unable to decide on professional competence without political reference. The system was probably as biased, if not more so, than that of the old Duplessis regime.

Power had been in the hands of the same team since. For several years now, the Quebec government has been struggling under nebulous Liberal political forces originating outside Quebec, from Ottawa. The Prime Minister's strong hold on his party, the unofficial sharing of power between the two major parties and the virtual absence of an official opposition augured less and less in favour of the affirmation of Quebec, of Quebec as a distinct society and of Quebec independence. In his riding, the elected official seemed to associate with, and essentially report to, the leaders of the government party. His training led him to use all means to defend his interests. Jacques wanted his interests to coincide with those of the riding and of Quebec. He had to make an official correction to his MNA's bulletin distributed in the riding; it was more than a typing error and Jacques realized once again that no one was perfect, only perfectible, in spite of serious efforts to project an impeccable public image. The leaders of the government party thus benefited from sources of information, additional resources and unsuspected support, which did not necessarily translate into concrete results for the riding. Perhaps after the next election, if their candidate was elected, they would be generous. If the Prime Minister had not been elected in Jacques' riding, he had allied himself with an

elected official from that riding. Politics was definitely touching everything! Even the professional orders!

Jacques continued his work as a director, in particular by pointing out an offer of employment as an office engineer, a designation that is not very compatible with the requirements of the profession, that the procedures for deliberative assemblies had not been respected at the last annual meeting, by referring in a letter from the President to his nomination rather than his election, by refusing to support the hiring of the President's father-in-law, by inquiring about the new elements brought forward by the advisory group formed concerning the Soligaz project as well as the importance of maintaining the BAPE by suggesting the addition of the word "groupe d'experts" in the summary of the BAPE report instead of "groupe-conseil" because the word "groupe-conseil" did not appear in the report itself, by inquiring about the appropriateness of paying royalties in advance to the Canadian Council of Professional Engineers and by advocating the establishment of a Quebec accreditation board for engineering programs and the conditions of admission to engineering programs. He was appointed to the orientation committee of the annual meeting for a second year and was the Board's representative to the Association des Ingénieurs-conseils du Québec, notably at their annual meeting, at the golf tournament of the Plein-Sud and Haut-Richelieu regions and at a conference organized by the Plein-Sud regional. His former president personally expressed his appreciation for his role in the organization of the last annual meeting. However, even if Jacques had not considered getting involved in this file, he noted that he could have chaired this committee whose new president was famous for his asides. In addition, he suggested his involvement in the annual meetings of the Consulting Engineers of Canada and the British Columbia Engineers and was awaiting a response on this subject having expressed his interest in the external affairs of the OIQ and having registered for public relations training sessions offered by the Order. During his external representations of the Order, he would have liked to reflect the specificities of Quebec with respect to language, exclusion of geologists and geologists, etc., ... as experienced. However, he wondered if his fellow members of the Administrative Committee would trust him as a representative of the Bureau outside of Quebec knowing that he was an independentist. As an elected official, he had to play an administrative role! Jacques noted, as did other colleagues, that comparative tables of expenses and forecasts had been prepared for different periods of time, which did not facilitate a comparison. A static table of the number of members could not be explained. At his level in the hierarchical pyramid, he took advantage of the platforms at his disposal and it seemed that his field of activity was not and it seemed that he had more room to maneuver.

than in the presidency, for example, where the most important were taking place at less of ten and would end without new doubt quickly in the case of nationalistic measures yet, it Quebecers, it seemed to him. To the aimed to maximize offered given opportunities that were him humble its means and supports.

A public relations seminar proved to be interesting and challenging for Jacques . He recorded a In a three-minute presentation suggesting the "quebecification" of engineering program accreditation and engineering admission control, he made several points. At the Corporation of Physicians, the President also acted as Executive Director, while at the OIQ, it was two individuals, one of whom was elected. Physicians seemed to be well represented for some years by this spokesperson. Jacques was concerned about the decrease in "media" resources, in audiovisual communications in the Quebec regions. He questioned the interventions of the OIQ within political advisory groups and its public image. A mock interview with two journalists in which he played the role of the chief engineer allowed him to experiment with a somewhat aggressive attitude and to evaluate the results during a public relations development seminar. Journalists could comment on the climate of the interview! A conference given by a consultant and dealing with total quality allowed Jacques to recall various concepts often of Asian origin; just in time, zero defects, quality circle, ... aiming at a sustainable increase in production and therefore in the prosperity of Quebec companies. The speaker would refer to the Minister of Industry and Commerce as well as to the Prime Minister in promoting his management consulting services. Many participants considered the total quality approach as a "fashion" and according to the speaker, the advantages of such an approach brought changes to the processes with the help of the workforce

including the union and the management. Jacques had been delegated on this occasion to represent the Board.

Jacques was wary of the Order's interventions at the strictly political level, for example, as a member of a tactical group. He advocated involvement following the preparation of briefs, ... and studies of files carried out by committees and working groups. Improvising individually in the fields of interest related to the profession seemed unacceptable to him because the collective approach based on the work of a committee, even if it did leave room for a certain amount of improvisation, was based on the expertise and related experience available. In addition, the principal elected officer had given himself a mandate to help the most important executive. Jacques hoped that this was not a situation often described by the expression "The blind leading The blind". It was certainly a harsh statement but one that seemed relevant to him.

As the Bureau's representative to the Association des ingénieurs-conseils du Québec, Jacques attended a meeting of the boards of directors of both organizations. The consulting engineers were rightly concerned about the consequences of the announcement of an investigation by the OIQ into the Olympic Stadium. The OIQ does not have the means to verify in detail the engineering work done for this project and has in principle played its role over the years. Even experts with little information and time could hardly effectively criticize the work of Quebec engineers associated for years with this project, it seemed. Time will tell! The investigation, an inquisitive term that was suggested to be replaced by inspection, conducted by the OIQ could lead to blatant, open or public conflicts between members of the profession and its sub-groups, since the journalistic milieu had been on the lookout for the slightest information relating to this topical subject for many years, and the engineers, by virtue of their training, generally presented their observations frankly, leaving them to the interpretation of people who were little or ill-informed, distant or disinterested in the reputation of local skills at the regional and international levels. Promoting local skills helped sell engineering services and technology internationally. In this case, the general design was by Taillibert, but the detailed design was the responsibility of Quebec engineers and had to be promoted. In this case, Mr. Bibeau seemed anxious to make the Olympic facilities profitable as he was very close to the file and Minister Villerant defended their safety. The two were a team, their actions complemented each other!

The purpose of such an investigation had to be clarified otherwise the public that the Order aimed to protect would be expecting important results from a process that was much less extensive than expected. It was a matter of verifying to a certain extent the professional recognition and qualifications of those involved in the Olympic file. In this case, as in many others, the engineers had to assume their role as social actors, to present their point of view directly to the population while protecting the image of the profession. The word credibility was mentioned a few times as a quality of the OIQ's spokesperson on the stadium issue. Possibly, an engineer not involved in the Olympic site, a representative of the members of the Order and not of employers or interest groups, an elected member.

Jacques returned to the charge in a matter that was close to his heart, that of reciprocal professional recognition between Quebec and particularly the neighbouring American states. To the surprise of the President of the Order, he was seconded by the President of the Association of Consulting Engineers. Again, Jacques had to argue that Ontario had already concluded some similar agreements. The graduate President of an Ontario university seemed to ignore this. This President had apparently met with the former President of Alliance-Québec, appeared to have little knowledge of Quebec culture and, consequently, it was difficult for him to promote the interests of the majority of the members of the Ordre des ingénieurs du Québec. His references and analytical grid were mainly Canadian, and few members of the Board of Directors and the Bureau were inclined to help him perfect his knowledge in this regard. One member of the Board admired the President for his ease in expressing his views, coming as he did from a predominantly English-speaking Ontario background. This Quebec-born director, who had been subjected to other societal constraints, was more reserved and aspired to similar personal growth. Jacques had also noted that working in the public service, he relished any manifestation of advancement and defended the slightest prerogatives of his functions in an almost ceremonial manner.

In the end, Jacques would have a limited role rather than a social
been the one to take on one was still happy to have the
the AICQ case. He received OIQ's role expanded
significant support in
at the international level first of all with its important neighbor.

Jacques was informed by the Director General of the Order's refusal to conduct a study of the advantages and disadvantages of "Quebecizing" the accreditation of engineering programs and defining admission criteria. He also stressed the need to establish reciprocal agreements with neighbouring American states such as Ontario. He insisted that a position be taken by an elected body of the Order: the Professional Affairs Commission, the Administrative Committee or preferably the Board.

In response to a letter from the College's principal executive, Jacques expressed his observations and expectations as a member of the College's Board of Directors regarding the management of engineering programs and international representation.

"Mr. President,

Recently, Mr. Silvio De Laval, Secretary and Director General of the OIQ, informed me of his refusal to study the possibility of a greater Quebec involvement in the accreditation of engineering programs, admission requirements in engineering and professional relations at the international level, among other things.

The request for a study by the Professional Affairs Committee regarding the partial, progressive or complete deregistration of the above-mentioned functions, in my humble opinion, should be examined first by the Professional Affairs Committee and then by the Administrative Committee and especially by the Board.

This approach aims to better protect the interests of engineers working in Quebec by ensuring, among other things, better visibility of our professionals in international circles. Quebec engineers are the most competent to protect and defend the interests of the public and of Quebec engineers.

On the 12th of last month, the Association des ingénieurs-conseils du Québec encouraged the OIQ to enter into reciprocal agreements with the American states, and particularly with neighbouring states. Here again, the OIQ will, I hope, follow the example of Ontario, as in many matters, instead of responding to local needs. Many engineers and scientists support Quebec's sovereignty, if not independence. Two important Quebec executives spoke recently, Mr. Larkin Kerwin of the Space Agency and Mr. Ouimet of Pratt & Whitney, and they consider that their companies are already prepared to face these eventualities.

I suggest that the Order adopt a "proactive" attitude in this matter as in others. Following the example of other stakeholders in Quebec: governments, businesses, unions, etc., the Order must be ready to live with the sovereignty and preferably the independence of Quebec if the population so decides.

In closing, without wishing to minimize the importance and goodwill of the officers of our Order, I insist on a response from the first instance of the elected officers of the Order. Mr. Secretary of the Commission will understand me because he has shown on several occasions a great concern and interest in the political orientations of the engineers elected to the Board.

I count on your support in the said matter, I remain at your entire disposal and please accept, Mr. President, the expression of my distinguished sentiments."

He obtained the preparation of a study in Commission and the rapporteur of his Commission spoke of a complementary letter. Decidedly, a major distortion resulting from the pressures of the Order's senior staff had to be countered by Jacques. Any gain in the Quebec claim had to be doubled! One of the arguments inspiring his approach in this matter was the following: An opening, a multilateral approach at the international level was preferable to an essentially bilateral approach, especially with an important partner from a different ethnic background; English Canada. Moreover, the political elements, the

elected officials of an organization should be able to influence the orientations and the debates of this entity. A professional order was an autonomous institution that could manage itself while respecting its own legal framework. During a presentation by the President-Elect of the Canadian Council of Professional Engineers, Jacques did not intervene, realizing that the debate had to be conducted at the OIQ first. She told him that she would write her editorial in Engineering Digest in French; Jacques believed that she would be offered bilingual editorials and preferably an English version of her editorial if written in French. In the Board, he had argued that the Quebec leadership of the Canadian Council of Professional Engineers would not be there forever and that he would rather sacrifice the personal interests of a few Quebecers than those of the majority.

Jacques perceived a weakness in the structure of the Order where eleven directors represented the immense region of Montreal including the island and its suburbs without a defined territory for each one individually. Even unofficial sponsorship of a region or a sector would have allowed a director to become familiar with and to keep in touch directly with the concerns of the engineers and their regional leaders. Obviously, this volunteer work was left to the discretion of the administrator. Already, several regional ones existed: Plein-Sud, Lanaudière, Laval-Laurentides, Richelieu, Haut-Richelieu and others were in the process of being created from the Professional Affairs Committee of Montreal.

Previously, such a structure existed and was replaced by the Regional Commission chaired by the President of the Order. As an administrator, Jacques nevertheless saw the need to make the administrator's role more accountable geographically and sectorally. In regions where only one director was elected, the relationship was generally closer.

To protect the interests of Quebec engineers by making it profitable to present documents to the general public, Jacques favoured a federalist daily newspaper that reached more Quebecers than a specialized periodical, even if its owner lived in his region. The English-language element was reached by a daily newspaper that was well established in the area. Again, assuming similar costs to deliver a message to francophones and anglophones, the OIQ was drawing on revenues from francophones to reach the minority anglophone community. The Ontario and Canadian engineering associations were not doing the same!

His colleagues in the Bureau and also in the Administrative Council realized the relevance of Jacques' words and while respecting the status quo as much as possible, they endeavored to accommodate and gradually implement his suggestions and recommendations. Their personal status was not threatened, Jacques believed. They decided rationally on their respective roles!

A fellow engineer told him that as a member of the Board, he should defend the interests of engineers as such. Jacques briefly mentioned some of his actions as an administrator. It was difficult to identify the instigator of actions because the minutes did not specify the names of those involved except for the members of the administrative committee. Jacques hoped that his proposals, resolutions and documents would be found in the official files, which were rarely consulted. Once again, he noted that the addition of names to the minutes would probably have stimulated the participation of the other members of the Bureau. Those who usually read all the documentation sent a few days (three or four) before the events were recognized as such and Jacques belonged to this group.

At another meeting of its Professional Affairs Committee, it submitted a report, a study describing the activities of the Canadian Council of Professional Engineers which, in its view, should be repatriated to the Ordre des ingénieurs du Québec in order to increase the visibility and representativeness of Quebec engineers at the international level, among other things. This study was briefly discussed and the Commission refused to present it as a policy document to the Board. However, Jacques had obtained a brief study (two pages) from the director concerned, which emphasized the autonomous nature of the OIQ in this matter. He was relatively happy with this result given the state of the file. One of the directors "quietly" pointed out to him that he should keep this political material in reserve. Jacques was accustomed to adapting to circumstances and contributing as best he could to national, professional and other debates.

At this meeting, he submitted a program for a television show aimed at reaching the public, similar to the "How are you?" program initiated by doctors. Several orders, corporations, scientific and technological associations would be called upon to collaborate. This proposal would be submitted, referred to the Planning and Development Commission, his former commission. Furthermore, he pointed out that the term "horticultural engineer" had been fortuitously used in a major newspaper.

In the afternoon, at the Bureau, an ambitious and costly project to market engineers and technology was discussed. It was not necessary to repeat only the governmental themes. Jacques suggested the use of images illustrating the various technologies to which the engineer contributed and the preparation of the budget for the next Engineer's Day and Annual Meeting before finalizing the details. Jacques had not been assigned any new tasks.

These meetings took place in an academic, university and polytechnic setting. Jacques was back at his alma mater, whose spaces were arranged in a more utilitarian way now than they had been twenty-five years ago. Much more "compact"! He wondered if other campuses; Laval, McGill, Concordia, UQC, ETS and Sherbrooke would be visited. The visit to Polytechnique was more interesting for the nine Poly graduates (9/20) than for the others administrators, he believed. They were given several photos that would replace the photos of the non-existent twenty-fifth anniversary of Poly's graduation. The President of Poly believed he had taught James which was not the case and James pointed out his relatively advanced age

Hey, another meeting of his Commission and Board! Jacques brought up the case of his furnace manufacturer who was using the term engineering in an unwarranted way in its corporate name. He informed the Board that an article would probably be published in the Canadian Council of Professional Engineers' Repatriation of Functions Plan. A pleasant surprise awaited him; one document referred to the problem of the Ordre des ingénieurs du Québec delegating to the Canadian Council of Professional Engineers powers originally delegated to it by the Office des professions du Québec.

In the Board, Jacques was surprised to intervene on many subjects: exclusion of the unemployed administrators from the right to be remunerated and the non-publication of the fees paid to some administrators of the Board or the number of paid hours, the delay incurred in the realization of the communication plan following a prolonged reflection on the part of the President, ... Already, Jacques saw in the President a desire, his intention to assume the presidency for a second year. This did not please him! Not at all!

The young president of the regional who had worked for the Liberals was supported and assisted by the leaders of that party. Jacques was not inspired by partisan politics, he was only a nationalist, he thought. Working for an American multinational and in order to secure the political support of the English-speaking population of Greater Montreal, the electoral region, he added a few words in English to his political statement, to his nomination papers as a candidate for the position of director of the Ordre des ingénieurs du Québec. Having agreed to attend an interesting quadruple conference on the environment at the invitation of the members of the Regional Board of Directors, Jacques was again left with the impression and assurance that his presence was desired but that no public acknowledgement was intentionally made. The President seemed preoccupied with his desire for affirmation, advancement, liberal affiliations, ... Jacques was disappointed although the organizer of the evening apologized for not acknowledging his presence, letting him address a few words of congratulations and present the future activities of the Order. He had furtively noted some remarks for the occasion. One of their concerns was his possible official endorsement of the President's candidacy for a position on the Board as Jacques had obtained from the former President, a gesture that had been unduly reviled, he thought. However, his intention was to encourage the engineers to vote in large numbers given the nervousness of the Board members. An executive of the OIQ also attended the buffet conference. Jacques was a bit worried about his re-election if he wanted to continue this experience. On the other hand, the President who was presented as the leading regional leader that she was could, perhaps, earn him more votes.

i.i) Other aspects of the profession

At the professional level, Jacques knew few writer-engineers, few engineers "verbalizing" the experiences of engineers and professionals. There were few engineers expressing their points of view, their perceptions of society, their societal objectives, their philosophy of government management, their positions on public issues, ... Fortunately, the OIQ was becoming increasingly involved in frequently informative and innovative ways, but their involvement was rarely covered by the media. The more engineers as practitioners of science would make their views known, the more complex and technical issues would be demystified, analyzed and serious conclusions and recommendations presented.

Few engineers had worked in politics as deputies, ministers, and had never run for or been considered for party, opposition or government leader. He wondered why? Was it because of their background, their personality, their interests? There were a good number of lawyers as former prime ministers! However, in other countries such as the United States, France, the PLO, ... engineers had assumed the functions of heads of state. Here, few engineers seemed to be prepared to assume these functions. Engineers appeared to have little. This sometimes led to intermediaries reporting on what they had to say. Like Quebec, the engineers needed effective spokespersons and elected administrators who were preferably integrated into the Quebec ruling class.

Some European graduates had it easy in Quebec! It was brought to Jacques' attention that some Italian engineers claimed to have a doctorate when they had a bachelor's degree according to Quebec requirements. A professor, a training specialist, who claimed to have a doctorate, was barely recognized as having a bachelor's degree by a CEGEP. And, how many other examples! On the other hand, there were former politicians and managers, for example, who did not have the required post-graduate degree in administration. Note that in engineering, a doctorate was not yet required to teach at the university level;

a master's degree was accepted.

Women engineers tended to turn to the federal government, the Canadian Council of Professional Engineers and the Canadian Engineering Associations. Jacques would have preferred to see them assert themselves mainly in Quebec instead of dispersing their energies as a double minority group as Francophones and women in Ottawa. The general attitude towards so-called feminist measures, at least those initiated and supported by a man, was summed up by Jacques' experiences in an expression borrowed from a university leader: "I wouldn't initiate this feminist measure, I'm not against it and if the women want it, I'm for it! Women were advised to make their expectations clear and to present them as unanimously as possible. Otherwise any difference of opinion was likely to be exploited to the detriment of the cause defended.

Jacques sometimes wondered if the English-speaking universities in Quebec, subsidized by French-speaking Quebecers, did not contribute to the training of English-speaking professionals who would eventually work outside Quebec, since they left Quebec in large numbers, not having been culturally integrated into Quebec society at the end of their studies. On the other hand, he wondered how many English-speaking students from elsewhere were enrolled in Quebec universities at low cost compared to Quebecers enrolled elsewhere at high cost.

Generally speaking, engineers, because of their interests, their skills, their work environment in the sciences, technical fields and technology, were not very interested in administration, other than for financial reasons, and it was the same for societal problems because they were not directly in contact with the public as were other professionals. Other professions placed their members closer to human, financial and personal concerns and, therefore, directly to society instead of working mainly for a company, an organization, ... Thus, he was not surprised when a colleague told him that a person who was "comfortable" or independent of fortune as it was called in the past was indifferent to the financial field. James' experience showed him that with little or a lot of money,

some people want more and more, whether it is a million dollars as a starting point or fifty thousand dollars. Sometimes, underneath a very pious exterior, the most mercantile interests were hidden. People with little money and others who were thought to have little interest in money turned out to be very susceptible to the slightest influx of money. By constantly, constantly making mental restrictions in order to adjust to social constraints and become a harmonious part of society, individuals lost their personality, their individuality, their originality, their judgment, and became robots striving to improve their lot at all costs. Young adults were sincerely striving to progress socially and at work, and in many cases this positive attitude was replaced by desolation, disillusionment with the results of their efforts and understanding of societal mechanisms.

At the beginning of his career, in 1971, Jacques was impressed by the depth and breadth of the comments of a colleague, Normand Thivierge, and hoped that such engineers would contribute to the debates in society. Communication tools should be made available to them. Written communication tools in certain cases or oral ones depending on the personalities involved and the natural and personal dispositions of each one. Jacques had kept a text of his own and it is included as an appendix to this book. Such thinkers could surely make an interesting contribution to public debates and to the search for solutions, if properly framed. Empirically, Jacques saw the weekly decision-making process in a company as the most important decisions generally being made at the beginning of the week by the most important decision-makers, the leaders. In addition, Thursday seemed to be a day of consolidation.

At one point, Jacques was learning the Chinese words taught in the newspaper *La Presse*. He discussed the meaning of these words with a fellow Chinese engineer who was integrated into the Canadian majority; English-speaking, very sympathetic and open to various debates. His wife hosted Chinese programs on television. The influence of this Chinese national in the organization increased when China opened up to the world and in particular to the Western world. He sometimes acted as an interpreter.

In his municipal environment, two professionals, a lawyer and an engineer, did not succeed in being elected mayor. Both presented a professional image; ease of expression, attractive physical appearance, ... One ran an excellent campaign, which Jacques had witnessed and discreetly supported, and in the absence of obvious dissatisfaction from the population, he believed him to be the loser from the beginning of the campaign. The other was involved in commercial and residential development, James vaguely recalled. Another vigorous and upright professional had also been defeated, his candidacy twice rejected by a less educated opponent. It could be said that engineers had been involved in local municipal politics and had contributed to the running of the municipality at the pleasure of the people. As for the sensitivity of elected officials to the demands of the population, the residents of his neighbourhood had to wait more than a year before obtaining that the access to the bus stop be paved, despite the fact that several requests had been made in this sense.

Jacques realized that almost everything in society contributed to the interests of the wealthy who had the means to change legislation. Few taxes were levied on companies that had tax experts on staff who could match the finesse of the government. For example, if you had no salary income, you could not invest your investment income in a pension plan. If you were employed, you had little time to be involved in the administration of your profession. However, if you were available, they would prefer you to be at work. The same is true to some extent of community organizations. Personally, James did not believe that he would have been able to be socially involved if he had not had periods of professional lull. At his last employer, for example, he felt that he could not do volunteer work, that his activities were closely monitored and that his workload did not allow him to do so. Moreover, in some organizations, executives were paid to attend board meetings, which encouraged participation and standardized compensation (less discretionary).

Jacques was surprised to find that on three occasions, he had been deprived of the interest on his payments, his contributions to the pension programs of three organizations, both parapublic and

private, having left these companies when he had not accumulated five years of service but four years and a few months.

At a dinner in the presence of a former politician, responsible for the management of the Olympic facilities, Jacques pointed out that the fall of a beam was probably indicative of the quality of the complex structure of the stadium and the maintenance of this Montreal infrastructure. It was remembered that the Olympic facilities were erected in the race and that they constitute an architectural and artistic work, thought Jacques.

To celebrate his 25th anniversary as an engineer, Jacques had a group photo and a gala banquet in the "Canada" room of an illustrious château in the Outaouais region of western Quebec. He would have preferred the "Quebec" room, but he had already decided to go there, and he was not going to back down from this usual, if not traditional, federalist reference from his engineering school, one of his alma maters. Ironically, the Parti Québécois was holding a national council meeting in Montreal's west end on the same weekend. This twenty-fifth anniversary of the engineering class was celebrated in an enchanting setting, a rustic castle on the shores of the Ottawa River. In relative comfort, Jacques found about fifty sisters and brothers accompanied by their spouses. He had mentioned to the organizer that he would have liked a Quebec environment more. This friend and his team were organizing this reunion on a voluntary basis and in the absence of dances. Jacques hoped that the souvenir photos to be published in the association's periodical would be excellent souvenirs. He was delighted with a discussion with a colleague who pointed out the interference and distortions in commercial communications by federal politicians and officials active on the international scene and negatively affecting, penalizing the technological development, among others, of Quebec and biasing these communications to the advantage of Ontario, English-speaking Canada. In other words, this colleague deplored the weak technological representation and its development by Canada and especially Quebec abroad. Few scientists made up these relatively weak numbers compared to those from Japan, Germany, England, France, ... As a symbol of the undeniable English-speaking power, the former properties visited by the nationalist Papineau were in the hands of a Canadian company. Jacques was pleased that the current president of his engineering school referred in the introduction to his speech to the text he had produced about a vintage promotion, which he had reproduced and made available for the occasion. A colleague confided to him that she had already read this text in a magazine and she did not know that it was his text.

While in Quebec, the engineers accommodated the English-speaking people by presenting the editorial in both languages in their journal, at the Canadian Council of Professional Engineers their journal was written in English as well as that of the Association of Professional Engineers of Ontario. Here, people felt guilty for not writing everything in both languages, while elsewhere it seemed natural to write everything in the language of the majority. Two realities!

Several weeks in advance, Jacques had asked the General Manager of the OIQ to have his name added to the corporate agenda as a delegate director to the British Columbia annual meeting because no member of the administrative committee had expressed interest in this activity. In response, the Executive Director informed him that the Executive Director was not attending. The expected response was that Mr. Laberge did not necessarily have to be accompanied by the Executive Director. Subsequently, Jacques did his lobbying, his representations to the members of the administrative committee and the orientation committee of the 1991-92 annual meeting. In the meantime, a former officer of the Order was chosen by the Administrative Committee to complete the Women in Engineering Committee. He had objected to the addition of the word "engineer" to the name of the Order and the expression "wolf in the sheepfold" came to mind. They would surely be encouraged to get involved at the federal level.

Thus Jacques asked the members of the Administrative Committee to represent the Board at the annual meeting of a Western province and was preferred to a new director who had been denied the right to address the annual meeting of his region a few months earlier. On his board, directors were asked to submit applications for a professional practice investigator and Jacques encouraged two experienced

and not very active engineers and two other acquaintances to submit their resumes. He had considered a graduate of the University of Quebec at

Trois-Rivières of Zairean origin but he was very young. He was uncomfortable with this procedure, preferring formal competitions. Even if the Bureau approved the hiring of personnel, the layoffs were not always approved. At that time, the Board asked Jacques to represent them. That same weekend, the President asked Jacques to represent him at a dinner concert organized by a foundation, which was already attended by a director but in a different capacity. At another Board meeting, Jacques pointed out that the Engineering Digest magazine was still written entirely in English with no bilingual editorial, that the agenda of the Canadian Council of Professional Engineers (CCPE) was unilingual English, a million dollar anomaly in CCPE's 1991 budget, that the lease on the head office was very long (12 years), that the speech by the Quebec Minister of Industry, Commerce and Technology seemed to be based particularly on Canadian rather than Quebec data, that the by-laws established for the regionals should be the least restrictive possible in terms of publicity and other matters, suggested that a proposal by the Board of Directors advocating interference in the activities of the trustee be declared unacceptable, that it be clearly established that the activity of the annual meeting was not in deficit and by far contrary to what had been declared and written by the Director General. Jacques had also thought to point out that the Ontario Journal of Engineering did not include any French text while in Quebec many Francophones felt guilty about not adding English text to the periodical in addition to the bilingual editorial and that the number of Board meetings should be very numerous in order to minimize some unfortunate decisions of the Administrative Committee.

In preparation for his possible attendance at the annual meeting of the British Columbia Engineers, Jacques had written down the following ideas in English:

"Dear Sisters and Brothers,

I am pleased to have been delegated by the Ordre des Ingénieurs du Québec to your annual meeting. Having been involved in the organization of our last annual meeting and of the Engineer's Day in which more than four hundred members participated, I am interested in learning how other engineering associations organize their activities.

In Quebec, I had the opportunity to meet members of your association who are active in the aluminum industry. During my stay in your region, I will try to rediscover the British traditions that I learned to appreciate during my study trip to the United Kingdom.

Because of the many reasons for the distance between British Columbia and Quebec, we must take advantage of every opportunity to exchange views, knowledge, make deals, etc. The more BC and Quebec prosper, the more our mutual activities will prosper!

This year, the IOQ is focusing its activities on technological development, particularly high technology, and their commercialization in order to improve Quebec's competitiveness and the well-being of engineers.

I had intended to present this text in French but in the absence of simultaneous translation, this seemed impractical. You will understand that my intention is to present an authentic image of Quebec and the Ordre des Ingénieurs du Québec in order to promote effective communications based on mutual understanding."

He did not have to present these notes, having instead been delegated to Sorel for a regional activity of a humanitarian nature. At that time, he learned that another director had lost his job at a state-owned company and he had meanwhile become a simple director after having been vice-president. He had to adjust, to adapt to this new context. Not a pleasant task! Jacques knew "something" about it! On another occasion, Jacques had asked the President what would be the repercussions of representing the Order at the MBA association, since several engineers were already members, including administrators elected

to the Board. Jacques made a point of respecting the President's authority, telling himself that if he ever held that position he would like his authority to be respected and that if he had not preached by personal example he would be uncomfortable rebuking ill-intentioned or willing dissenters.

Noting that the agenda for the next meeting of the Canadian Council of Professional Engineers (CCPE) and that the magazine *Engineering Digest*, and particularly the President's editorial, were unilingual English, Jacques noted that the lack of respect for the specificity of Quebecers was not very encouraging for the representatives of the *Ordre des ingénieurs du Québec* in this body, and he informed the Board of this. Jacques hoped that these talks would lead to a reciprocal agreement similar to the one concluded between the six countries: Ireland, New Zealand, Australia, the United Kingdom and the United States, because until now, only English-speaking countries had been the subject of agreements.

A resolution leading the trustee, in principle independent of the Bureau, the administrative committee and the general manager, was presented for information to the Bureau supporting an investigation into the professional activities of the members involved in the engineering of the Olympic Stadium. Jacques, who had worked on the Olympic site for a few months, took little part in the debate except to indicate that it was unacceptable, while having no objections to any investigation whatsoever. However, in a climate of extreme polarization, he considered this enterprise to be dangerous, perilous for the members and the Order. The social impact and consequences for the image and interests of the members had to be considered. If the OIQ did not protect engineers, who would! The leaders wished they had never submitted this measure, which did not respect the prerogatives of the *syndic*. Jacques was suspicious of false situations; supposedly undue support from the regional authorities during election periods, fictitious deficit of the Day of the Engineer, and what else is to come. When one believes that one controls all the reins of power, it is common to create situations that are favorable to the reinforcement of this authority, of this hold, of this power.

The French architects did not provide detailed plans and specifications unlike the Quebec architects. It is not surprising that Quebec and Canadian architects criticized the Taillibert project because they would obviously have preferred that the project had been designed by them, which would have improved the image of Quebec and especially Canadian professionals in a federalist regime. They wanted to highlight their professional presence while pointing out some real deficiencies. To avoid local ambivalence, Mr. Drapeau called on European expertise. Quebec engineers had considerably less to complain about in terms of responsibilities and participation than architects, who generally had to work with an architect. He was still surprised and disconcerted that the Quebec Orders of Architects and Engineers asked for Mr. Taillibert's return to the file. The state of this file must have been still lamentable: lawsuit, multiple expertises, ... and the role of Mr. Taillibert recognized as primordial.

In the fall, he participated in a symposium in the Eastern Townships with a very ambitious program: criteria for public interventions, promotion of technology and image of the Order. Only the first two topics were addressed. His workshop was the only one to review an evaluation grid for concerted intervention projects. To the speaker dealing with technology development as a federal public servant, Jacques asked if the duplication of responsibilities at various political levels in this area was detrimental to the harmonious and efficient development of Quebec. The speaker believed that the duplication was disrupting mainly the smaller sectors of activity and that there would be American pressure under the free trade treaty to identify and reduce subsidies, government assistance from various levels of government.

At the end of the day, they visited a high-tech company where hazardous waste was well stored and labeled, which led Jacques to comment on the different situation existing in Saint-Basile and Saint-Amable. The President had to thank him for his participation and for his buttonhole in the Order's colors which was given to the people in charge of the reception at this multinational company. Jacques had asked about a classmate employed by this company who was to be the next president.

The day after the industrial visit where Jacques had shown a lot of interest and obviously presented a better image than the President, Jacques was approached early that year by an officer who wanted to know his intentions, his interests for the presidency. Jacques told him that he had already indicated his

availability when he arrived at the Bureau and that this was always the case. However, decisions were made at the appropriate times. If he got a demanding job or discovered a more rewarding volunteer activity, he would have to choose. He was told about the possible absence of opposition in the presidency, which he liked.

On the second day, Jacques was delegated to report on the work of his workshop and the facilitator, who had pointed out his unofficial participation at the previous evening's dinner in a play performed by a theater group, introduced him as a politician. Jacques wondered why? He interpreted this gesture as an encouragement in this direction. He also referred to the young Laberge, a point that Jacques was quick to make. As rapporteur, he stressed that the project evaluation grid should be used with judgment as a management tool. The technological networking project presented globally without precision and theory was rejected by the moderator and the debates continued anyway. He presented the debates of his workshop with a personal touch: the weak integration of engineering schools on campuses or the isolation of engineering students to a certain point not favoring their social integration at this time of their professional development, Quebec and regional levels of intervention respectively for the Office, the head office and the regions, several activities of technological promotion were underway such as continuing education involving engineers and educational institutions, conferences establishing links between promoters of technological services, users and even potential personnel, the awarding of Meritas favoring the promotion of their services, at the communication plan, television programs illustrating construction and manufacturing works based on engineering, such as civil engineering works, assembly lines, while underlining the contribution of the engineer, and even soap operas whose main characters would be engineers-company managers and engineers-researchers, engineers-politicians, because Jacques had seen several Hispanic soap operas in which engineers played a dominant role, the definition of a pilot project preferably by the regions, the importance for the engineer to be at the top of the pyramid of technology and the leader in this matter. He concluded by stressing that these projects should be carried out by regional volunteers, according to their means. He had thought about the exchanges between the associations of engineers and the Chambers of Commerce, the associations of business people, ..., organizations of dialogue and networking. Jacques was delegated by the President to two days of regional consultation and to a cheese and wine tasting organized by the regional and local association of engineers.

Objectively, this conference was not very successful and the plan that was later developed involved the two principal officers of the College as speakers, leaving the administrators and other members of the Board to observe the program from a distance. There was little involvement of the directors who were trained as spokespersons. At this Directors' Day: Commission and Board, Jacques spoke about a reduction in the number of meetings of the Board, a request for a study for a Quebec management of engineering programs, support for the teaching of ethics in the regions, the lack of funds for professional education in the regions (100 engineers were waiting), the addition of statistical curves to illustrate the returns on engineers' investment funds and his contribution to the organization of Engineers' Day was highlighted. In private, he pointed out to the administrator in charge the possibility of obtaining reduced prices for various products, notably heating oil (3 cents off), ...

Jacques attended a cheese and wine tasting where his presence was not recognized as a director although he and his wife were well received by the members of the board of directors. In fact, his presence was requested at the board meetings. The president was very absorbed in the organization of the activity and she was always fearful of any publicity made against a director because of the reprimands received previously. The person who had complained about the publicity had decided to give up his volunteer activities at the College. Jacques encouraged this regional president to run for the next election as a director and believed that she would be elected fairly easily as she was active in the region, an engineer and a graduate of a major engineering school. A consulting engineer noted that he had mentioned at a Regional Forum that many of the existing economic assistance programs were proving difficult to use. Following a regional consultation meeting, he transmitted the following notes written on that occasion, in addition to comments on the considerable number of subjects dealt with and, consequently, the little time allocated to exchanges other than in the workshop; the compromise between quantity and quality being often difficult and delicate to achieve!

"We must encourage the concerted efforts of the main stakeholders: government, employers, unions, professional bodies, etc. The OIQ is involved in various files: environmental (Soligaz, BAPE, ...), economic (total quality, ...), social (Bélanger-Campeau Commission, ...) and others concerning the whole of Quebec or an important sector of it. Often briefs are presented following an exhaustive study of the file.

It seems that many Quebec organizations do not have a spokesperson in the regions, as their activities are not decentralized. Fortunately, this is not the case with the Ordre des ingénieurs du Québec, where there are several regional offices in the Montérégie region, some of which are already members of your organization.

I am convinced that the Order and its regions can collaborate on the Montérégie science report and other activities. We also recommend the preparation of technology reports by industries to complement the reports of companies, which mainly include an accounting or financial component.

At the regional level, a considerable number of activities are organized by engineers related to continuing education, environment, computer science, aerospace and aeronautics, recognition of excellence, ... These activities are offered to engineers and we strive to broaden our audiences especially during scientific and technical conferences, ...

Technology and its development are really the prerogative of the engineer, his main field of individual and collective influence. That's why we want to play a leading role. "

These notes were well received, as were his efforts to involve the regions concerned and the consulting engineers.

The press spoke of social engineering, to which engineers could contribute. Federalist engineer Dupras was used by the federal Conservatives. After highlighting the activities of engineer Bérubé in the Lavalin-CNC file, there was much talk of federalist engineer Saint-Pierre collaborating in Quebec's sovereignty, probably in order to keep his important position, but only after the fact, after having opposed its realization. Because of their training and experience, engineers could surely contribute to the definition and realization of social measures related to employment, technology, the economy, ... Eventually, less conservative elements could emerge among the engineers if the context allowed it, Jacques believed. In addition, in the largest consulting engineering firm with a large number of engineers and scientists, there was talk of downsizing, often leading to many potential layoffs. It was said that English was being used extensively as a working language. Jacques thought he had noticed this during an interview.

The Quebec Ministry of the Environment was reconditioning the St-Amable tire storage site. Was it about

conditions corresponding to the natural environment, we would know it eventually! As for the toxic waste resulting from the

In the case of the St-Amable and St-Basile fires, they would be destroyed in a few years. In the environmental field, among others, bad news was plausible, such as the site of a residential development in Ville d'Anjou. Information relevant to public management is often only accidentally divulged because of its confidential nature, and even more so when it comes to private enterprise. Everyone uses discretion in order to survive!

What hypocrisy! What pettiness! What slavery! What useless constraints! What half-truths! What half measures! What apparent efficiencies! What inefficiency! So many evasions! How many impostures! These exclamations, he expressed them in front of the society as a whole and he said to himself "What a strange destiny was his!

XII- THE PEAK OF HIS CAREER

After twenty years of marriage, he was still in love with his wife, seeking new professional challenges and following the academic, cultural and physical development of his son, Simon, of whom he was proud. Simon was responsive to his family environment and very social; many friends! He was interested in a wide range of subjects. He excelled in sports; he had worked as a ski instructor and was involved in swimming, soccer, badminton, field hockey, ... His work experiences were rewarding. He had already visited Jamaica on his own with classmates and Jacques believed that such a trip was formative; allowing him to compare two ways of life and thus better appreciate Quebec. James would have preferred a trip to Europe, however, he was in favor of it. Jacques considered Simon knowledgeable, balanced, intelligent, honest and responsible. Moreover, they always exchanged information and ideas on all possible subjects. James realized that he could not experiment, live for himself as he often explained to Suzie.

Here are the words he addressed to him on his nineteenth birthday: "Happy birthday Simon!

Here you are, well launched on the path of life!

Your parents are proud of you!

Don't hesitate to push yourself!

They will always support you as best they can!"

James already considered Simon to be old, remembering his brothers at that age, let alone him in his fifties. He considered young people to be more outspoken, natural and less artificially constrained by society than the young adults of his time. They were in some ways more vulnerable and fortunately they were more knowledgeable. He was glad to know that they were generally and resolutely nationalistic, and he hoped that their work experiences would not lead them astray from their natural political goals.

One evening on television, an astrologer described the characteristics of the star sign "Pisces" and Jacques and his wife found some of Jacques' attributes; gentle masculinity, sensitivity, great interiority, the quality of a lover, multiple and diversified interests, love of people and life, intelligence, ... compatibility with "Taurus", his wife being a "Taurus". Jacques did not believe in astrology, but he was amused by this subject, especially when the remarks were positive. His son pointed out that it was difficult for anyone to predict the future for millions of "Pisces" at the same time. The Chinese horoscope seemed fairly accurate in describing Suzie's and James' general traits, being a water goat and a metal snake respectively. The personality of an individual is so complex that it was easy for anyone to find some elements of truth in all these statements, James thought.

One morning, Jacques exceptionally remembered a particular dream. He had observed a deteriorating world whose elements were in more or less advanced stages of petrification. Was this an image of a world, a perception of the actual world, of our environment? Even the leader of the group under his white clothes hid a disgusting physique! James did not know how to interpret this dream! Another dream noted in the morning consisted of an exhaustive interview in English for a position as an electronics engineer. Having been interviewed several times in English-speaking Montreal, this dream was a testament to his background and his desire to get work even in English, he interpreted! By chance, he went to a bookstore and found a book that described the personality of the bearer of a given name. His personality was essentially based on a spirit of synthesis and he preferred to leave the details to others when possible. Many of the other characteristics listed struck him! However, the human being being being very elaborate, complex several remarks could be appropriate for many individuals!

He had written to the Vice President of Sales at General Motors in Oshawa describing the problems with his car and his apprehension about the expiry of the warranty. Prior to the expiration of the warranty, he was to have experienced other warranties and, despite numerous rustproofing treatments, the door paint was rusting and the paint was coming off easily. The last car had just been changed because the locks and the closing of the doors were problematic. Fortunately, with a four-door car, the doors were smaller.

Suzie's natural reaction was one of waiting, caution and femininity to a certain extent in her eyes. When Jacques was looking for new challenges, he generally felt supported by his wife in his endeavors and

she helped him by contributing to the family's financial stability. At fifty years of age and after a few months of reduced activity, it was more difficult for James to find a new job, it seemed! He remembered participating in selection committees and hiring staff. He preferred to hire professionals his own age or preferably younger. She herself had changed employers five times and James had strongly encouraged her to accept his last job offer in the parapublic sector. Sometimes she would mention that she found him complicated and that he would analyze situations and also his behaviour in order to learn from them. During certain periods, he was in charge of preparing meals, cleaning (which he hated but appreciated the results) and acting as a cab driver more frequently. He kept track of the family's expenses on his computer, managed the family's wallets and completed tax returns. For several months, he undertook home renovations, took Spanish classes and then watched Spanish soap operas on television, and became socially integrated as a volunteer in several movements active or working either in Quebec or internationally.

James constantly exercised his powers of observation and often found minor or major flaws, leading him to make recommendations, suggestions that were perceived and received in positive, receptive, indifferent, negative or off-putting climates. Too often, his suggestions were perceived as criticism rather than welcomed as contributions. By talking about topics that affected him, he believed he was making genuine, authentic connections rather than speaking in generalities and offering flattering remarks at every opportunity.

James told his friend who supervises more than a hundred workers that his company's organizational chart seemed weak, to say the least, and that successfully supervising a hundred workers directly did not necessarily qualify him to supervise a hundred professionals, for example. He thought he was doing her a favor. Sometimes, this kind of service was only appreciated a few years later because everyone would like to become prime minister tomorrow. In an act of desperation, Suzie had suggested to James that he work as a labourer for this long-time friend. It was just one of a thousand suggestions she put forward in an effort to help her husband and her home. His wife was nervous at times, refusing to accept that a qualified and experienced professional would lose or waste his professional life and his life. Jacques had to face criticism from her on a daily basis, which required him to make extra efforts to motivate himself for upcoming interviews where he had to sell his services. One day, an important leader of the Order of Engineers expressed his sympathy to his wife whom he had never met. Jacques considered this gesture "inelegant", unworthy, petty if not "disgusting" and he told her so on several occasions. Even though engineers often expressed themselves openly, many of them added form to it and showed delicacy and tact. This executive was no stranger to blunders. His imperative comments had probably not helped him in his professional career. Moreover, he did not remember having seen him with his wife. After having held important positions at the Ordre des ingénieurs du Québec and the Canadian Council of Professional Engineers, this executive considered himself the owner. Moreover, his appointment as principal officer had been contested by the former incumbent at the last annual meeting because he had been appointed without formal competition due to his ascendancy on the Board.

James met on one occasion the wife of this executive who was derogatory towards his wife. He hesitated to tell her about her husband's reactions to Suzie. He simply mentioned that her wife was not familiar with her husband's sense of humor and had been traumatized to some degree. The next day, this executive was no longer accompanied by his wife and she had pointed out this brief conversation to him. In addition, she expressed her desire to discuss the matter with James' wife, Suzie. In addition, James had told her that her husband had a strong personality as well as himself. Jacques deplored these cockfights, these misunderstandings, these waste of time, ... so many things remained to be done harmoniously! This character thanked him cavalierly for not having run either for the presidency or for a vice-presidency, which indisposed Jacques and, had he known, he might have run, but he generally avoided taking into consideration such comments tainted with personal interests. He would have been motivated to run if he had known the position of a member of the general management clearly indicated to his wife during the elections. In fact, this executive wished him well despite the fact that James had mentioned his predictions of the election results, which turned out to be one hundred percent accurate. James' "ego" was not as big as some people thought or as he himself suspected! An encouraging letter from a Quebec political figure reached him a few days after the elections were held at the Bureau, thanks

to the slowness of the mail; more than ten days. This letter could have been a trigger or motivation to pursue a promotion more actively. A personal fact, having sex before the Bureau instead of after could also have contributed to a greater personal affirmation. James remembered the greeting card he received from the new president on his birthday that highlighted his age.

Forming a five-member executive board when there were twenty-four directors on the Board would have meant a significant turnover of executive board members. If Jacques had really wanted a position on the executive board, he would have solicited the prospective president for a vice-president position or tried to form his executive board team as he did last year. Two colleagues who were approached last year told him this year that it was time to run! He was tired, it seems! Not motivated enough! The result of many years of volunteer work perhaps! Feelings of sadness and disarray observed among supporters, executives, sympathizers made him regret his passivity at this strategic moment. Had he given in to the fear of being defeated again? Would he have liked to be more openly solicited? Probably! Generally, many components make up a set, and did he think that two colleagues on the executive board were enough? And what else! Would he like to reserve his energies for other causes: Quebec independence, ..., other tasks: publication of a book, job search, contracts, ... while continuing to acquire knowledge and experience at a reduced pace at the Order. The poor treatment of Jacques' proposals to his commission by the new president did not motivate him to assist him directly! Perhaps he lacked the substance, the energy? Was he more of a thinker, an armchair politician than an active citizen? Did he prefer no or little action in difficult circumstances? Was he a masochist? Did he want to give free rein to time in order to allow the progressive diffusion of his messages, of his views? Was he simply mediocre? Did his approach reflect his intellectual and other potential? Jacques was suspicious of the great talkers who often considered their work completed, having dispersed their energies in communicating, their contribution complete after having spoken, while the work remained to be realized! And so it was with writers! And, life went on at a slow pace for James! Perhaps this flow suited him to drink from various sources!

Jacques had thought he would be in a management position, requiring integration into a management team and adherence to the corporate culture. Teaching could have been more appropriate according to Suzie. Seeing political leaders parading with university elites at the presentation and announcement of grants and other support, Jacques was not convinced that this environment was substantially different from others. A food advertisement said that it was a matter of "changing yourself" so that everything would change. It was obviously easier in principle to adapt to the cultural and political environment than to try to change a context with limited means. Still, it was necessary to want it, to desire it, to be able to do it practically. Suzie rarely approved of Jacques' initiatives, given his recent failures at least in the field of work. She would have preferred to see him write about computerized project management instead of venturing into uncertain territory. Again, a few years ago, Jacques had submitted an article on this subject, along with two other engineers, to a professional journal, which had rejected it because of its lack of originality, and he had presented a global approach to computerized project management to a multinational company working in this field. Suzie's spirit of realism or definition of reality in the current situation consisted not only in recognizing the facts but also in making rather negative projections, foreseeing and extrapolating situations of the same nature as those experienced. James had lived with a positive spirit, with the hope of advancement, of better days while appreciating to a certain extent the advantages of his personal and family situation. Suzie, by creating less and less of a positive climate, contributed to the establishment of a stagnant situation. Obviously, Suzie was only reacting to the societal stimuli of her environment and in such a climate interesting opportunities could be missed.

Jacques wondered if he had the personality of a consultant to solicit decision-makers, to convince them that he could help them, ... He had worked in large organizations with powerful resources and he felt deprived on the "cow floor" alone. His task would have been made easier if he had benefited from the support of a political party as is usually the case. He could have teamed up with a Liberal. He was apprehensive about the maneuvers required to obtain practical contracts, deals, dinners, ...

After a few unsuccessful attempts, his wife, who was trying to conform

to societal values while dealing with James, was sometimes unhappy to see that the career of her man

was not always fluorescent, after he had devoted or consented, so much effort to studies and that the financial contribution of the society to him proved to be more or less profitable strictly on the work plan. She sometimes wondered if she would not have chosen a better spouse if she had lived more before her marriage; to know life better! This remark or reasoning was valid for everyone, James believed. She tried to fight the pessimistic side

and taciturn personality in order to focus on the whole family situation, to put the weak points into perspective so as not to add to the family problem. It pained him to see her spend time and energy supporting him and feeling sorry for herself. Her husband, Jacques, realized that he did not have as successful a career financially and socially as some of his colleagues and he believed as much as his wife that we had a destiny mapped out from our home environment and individual resources. In times of financial insecurity, he would have liked to travel

However, he did not dare to reduce his accumulated retirement funds in order to meet his family responsibilities. Family expenses were cut back as much as possible and many projects were postponed. Often, Jacques would have liked to have been born in the United States or in English Canada where he could have identified with a majority rather than with a minority that had to defend itself constantly being attacked from all sides and at all times. He could have been insensitive to societal problems; language, survival of the French-speaking Quebec ethnic group, ... He believed that his stays in other countries had convinced him that the various ethnic groups of the globe generally had their respective countries, their vital space, ... On the other hand, Jacques considered that he had lived in a "francophone" society in the Lower St. Lawrence region. Nevertheless, he realized that he had received a lot from his society!

Jacques believed that life had its ups and downs in every aspect not only for him but for others as well. For example, by chance, at a gourmet dinner that one of his former bosses, a fellow classmate who had been successful at one time, had gone bankrupt. Jacques knew that his wife had left him and he had detected a marked difference in their views on the conduct of business. He also learned personal details of the family life of this generous and ambitious colleague, who was trying to conform to the materialistic demands of society and to references of success. James remembered encouraging this colleague to exceed his managerial abilities and he had learned that this process could be dangerous. Another relatively young and successful colleague he met on a trip to Mexico had even retired as a senior partner in a consulting engineering firm.

If you had reached a certain stature as an executive or manager, you had to rely on an important leader and preferably refer only to him. You couldn't get back into the economic or political system any other way, James thought. It was unlikely that you could participate in political life without being supported by leaders. Otherwise, you would be swimming against the tide and in the long run, that was difficult. On the other hand, James liked to take time to internalize the events he experienced, to integrate them into his personal value system.

His wife, Suzie, sometimes considered leaving James, feeling exploited when James did not contribute as much as she did financially. She lamented that her husband was not at work every morning. He should have been a happy civil servant at his stable, well-paid job as a neighbor. She said the boy, Simon, was still young and needed his family setting. She was rightly concerned about the quality of the fatherly, head-of-household image that James projected to Simon, his son.

James and his wife exchanged a great deal and he believed that reading this story would not teach her anything. He had informed his wife of his sexual and love history in order to facilitate genuine exchanges and interpersonal communication. Moreover, Suzie, because of her generous and to some extent conventional nature, was always afraid that James would inconvenience a neighbor on the street, someone in a car or in a queue, ... Her concern for justice was very present, perhaps too much so given current societal values. Sometimes she felt that James wanted to move forward too quickly in an organization, that he might hurt or upset one of its members. In principle, James wanted to move forward, to realize himself as much as possible and as soon as possible because life was short, he thought! At first, Suzie generally agreed with the non-members of the immediate family because she was traumatized by certain family problems that shook her personal confidence. For example, Suzie

refused to attend a fashion show for female engineers and humbly admitted that she received a lot of clothing from her younger sister who was a skilled seamstress.

He wondered what the point of no return is when a person is thinking of separating. When will the partner work to neutralize this point in order to accelerate the process of separation, that is, the method of the worst, of the non-return, when she will initiate and pursue an active search for another partner. This can be done in an insidious and subtle way, more or less consciously, by making her husband look bad, by emphasizing the disadvantages of the current and past family situation, by refusing to participate with him in activities that could help him, by distancing him from people who support him, by creating a negative climate (shouting, cursing, etc.). It would be wrong, he thought, to believe that a partner would favor his personal interests to the detriment of those of his partner, especially when they are married in partnership of acquiescence. However, anything was possible in this world! To succeed was a great challenge, it was easier to destroy or destabilize. Success implied a lot of determination and effort to create and maintain a personal and professional image. Everyone had weak points, so it was necessary to mitigate their impact and draw attention to positive and rewarding actions. Some people used to moan constantly, hoping to be pitied, to be pitied, to be sympathized with, to be helped or to be comforted. However, people preferred to associate with people who would not show off their problems because we all had them, he thought. Besides, how could you get support from someone who was already overwhelmed by their problems!

Jacques frequently communicated with a friend who impressed him, given his education, by his balance, his intellectual vivacity, his nationalism, his tenacity, his sense of values and his social commitment. He felt that he could trust him and discussed politics, a humanitarian society, work, family, ... He wondered, however, how far he should go in his confidences because each individual has interests to promote, to defend both at the personal and family level and also limits at the psychological, moral level... Jacques considered that it was dangerous to lose a friend by being too personal.

At home and often at the cottage, after doing manual work: installing and removing the dock, putting and taking the boat out of the water, cutting down trees and quartering them, ..., Jacques practiced muscular exercises for his physical maintenance and he realized that these exercises contributed to reposition his muscles and joints. He was to discover another technique, the Nadeau technique, which he practiced briefly and which he considered effective. While using a robot to clean their in-ground pool, Jacques remembered a South African friend he knew in an airplane shop, a typically British white one, very racy because this robot was of South African design and manufacture. This purchase was made before apartheid became an identified and internationally recognized problem. A real estate broker had told them that by renovating, modernizing their interior and making it a more pleasant living environment, they would increase the value of their home by about ten percent. Jacques was convinced of this assertion after visiting a very well-decorated home that, unfortunately, was already about ten years old. As homeowners, they were all the more attached to these decorative arrangements, to this interior decoration.

Invited by the director of an engineering department of a university, Jacques prepared a conference, a thirty-minute course dealing with hydroelectricity preceded by a presentation of his work experiences. His lecture dealt with the elements of such a project, starting from the energy demand, the hydraulic turbines, ... Numerous "overheads" had been prepared in advance and the curves, tables and mathematical equations had been written on the board while waiting for the members of the selection committee. The preliminary text of his presentation had been given to the director and he was eager to discuss teaching, specialization and research topics while leaving it to a member of his staff to respond to his offer of service. Surprising! No students attended the presentation even though this possibility had been mentioned. However, this meeting took place during the summer. Moreover, he had also submitted his candidacy as Dean of Undergraduate Studies and if he had been elected to the Presidency of his corporation, he would have had a better chance of accessing this position which had just been opened again.

After twenty-five years of practice, Jacques was not sure that teaching was the ideal solution to continue

his professional life after so many years away from academic life and engineering as such. An administrative or political position would have been more appropriate, but he had to be realistic, to take advantage of the few opportunities offered instead of dreaming indefinitely of a position of importance given his societal values, his qualifications, his experiences and his political and professional support. Nevertheless, he feared that a return to a more or less successful academic environment would tarnish his memories, his performances in this environment, the main one worthy of merit, of mention. Because of his requirements in political matters: independence of Quebec, democratic approach, probity, ..., Jacques wondered if he had his "place" in active politics because, already as an observer, he was sometimes frustrated. Did he have the qualities, the knowledge, the skills in this field that would allow him to contribute to the affirmation of Quebec, to play a significant role. He doubted it, given his background in other fields. Many former politicians personally took advantage of a stay in this environment to improve their professional lot! What about James, whose profiteering skills seemed mediocre to him? Did he perform well in a multidisciplinary environment or did he excel in a given field of specialization? He was interested in many subjects, but he felt more comfortable when he knew one subject in depth.

When you were unemployed, especially for some time, despite your many years of experience, those around you - your wife, friends and parents - believed that you should seek a lower-paying position than the one you held previously in order to increase your "employability", to apply for positions at the lowest professional level and even outside of this professional framework. In practice, it was easier for an experienced professional and manager to assume administrative and supervisory responsibilities than to return to the grassroots in a specialized field where the Unless your knowledge had evolved over the years, and unless it corresponded to your field of theoretical and practical specialization, you found yourself in a routine position that offered little challenge and that you held for only a certain amount of time while you found another job, not to mention the salary considerations. Employers were reluctant to pay for such temporary re-employment. Jacques was willing to take such steps while being aware of the situation he was in.

What were Jacques' favorite activities? Discussing politics with his friend Zéon Labbé, reading and thinking about politics, and writing about politics and other topics. Given these preferences, he would have liked to be an editorial writer or politician with many years of diversified experience. His services as an editorialist in a

He believed that his independence of spirit and his independence of thought were the reason why he had not been selected for the major newspaper. His sister, Martine, strangely encouraged him to write a story after she had read one of his articles that he had sent her with his holiday greetings. He was planning to spend a few months in Spain or Mexico to practice his Spanish and continue his study of Hispanic and Latin American culture.

On the other hand, he had thought of running in his riding for the Parti Québécois but he could not consider another battle for independence from within the party itself because the PQ had decided to move slowly in stages, six or eight mini-referendums towards partial sovereignty (sovereignty association) with a monetary union, a joint bank of Canada, a common army, ... A vote of no confidence in the leader of the party and also the leader of the government was more than enough for him! Jacques was suspicious of the changes to the program that some parties allowed themselves on the eve of elections in order to increase their hypothetical chances of success. The chances of achieving independence were better if the party made a commitment and presented a program in that sense, because in the absence of a formal commitment the elected officials had a lot of work to do to get to know their respective files and administer their ministries, as previous experiences had shown. He was in favour of a referendum election to commit the elected party. Moreover, he had been surprised by the ease with which the former supporters of the beau risque in Ottawa had rallied to the new direction of Quebec independence in principle. Otherwise, he could have reached out to the leader and offered his services as an MP candidate in a riding where he had worked so hard to champion the cause of independence. He could have been contacted to discuss this possibility. Moreover, he anticipated the election of the Liberal Party of Quebec which meant that in opposition it would have been difficult to serve the riding adequately; to obtain the construction of high schools, to promote petrochemistry, ...

Jacques would have had to offer his services as if he had been in another job and hope for the best. One of his problems was to be interested in his "causes" rather than his personal interests! Only those close to him could easily perceive this situation and realize it tangibly! Long discussions with his buddy who was also experienced in political organizing motivated him to be cautious or realistic in this area and even discouraged him from going for it. Being boycotted, it seemed, because of his efforts to promote French and Francophone interests (Francophobe), it would probably have been advisable for him to proceed in this direction. Obviously, the PQ leader's views on this matter were not known to him. Despite these observations, Jacques noted that the so-called sovereignist option was gaining ground in public opinion and in all quarters, as the polls seemed to show, as a result of the refusal of English Canada to accommodate it, which, with its majority position, saw no obligation to listen to any of the ten members of the Canadian federation. On the other hand, Jacques believed that there was still a need for a clearly independent party! The existence of such a party would have positioned the PQ closer to the center. It appeared that the leader of the PQ wanted to control the so-called independentist faction entirely. If the leaders of the so-called independence party waffled on the subject of independence, how would they convince the population, Jacques thought for years!

A local business associate had suggested that he change political parties if they did not meet his expectations. This was said in a pre-election period. Jacques knew that it was not so simple, so easy to do as an independentist. This suggestion was valid for two similar political parties such as the conventional ones.

A cottage neighbor asked him to read the manuscript of a writing project. James warned him and his wife that the text was likely to surprise them in many ways. Two days later, the husband had completed the reading of the entire manuscript and his wife had only partially read the political section. This neighbor had been shaken in various ways and was saving his comments for another time. A remark from this neighbor referred to the chronology of the events recounted, which sometimes turned out to be less precise than desired by this reader. Jacques explained to him that he had had to group the subjects together to treat them with more depth, as this neighbor, a scientist with a post-graduate level, himself recognized. To talk about everything at once had seemed at first difficult to James and then impractical given his desire to go deeper into certain subjects. James explained that he had tried to balance the content of his writing to reach as many people as possible and that his balance could not please everyone. This writing was essentially intended for potential strangers and he tried to be as respectful as possible of his perception of society. The writing suited him! The presence of a main character complemented by numerous secondary and tertiary characters delighted him. He was happy to accept the peculiarities and originality of this literary approach while pointing out the narrowness of the French book market in Quebec in particular. In answering Jacques' questions, he admitted that he was interested in the text, that he read it easily and that he gave himself some time to assimilate this data because this perception of Quebec society differed from his own and the fact that he knew the author as a neighbor added to his excitement. Jacques was happy with the reactions that he considered reasonable, coming from a mature person. This neighbor, like James, appreciated the exchange of services. Without wanting to force his remarks, he encouraged him to write down his comments if he wanted to, if he could! While trying to warn him of the content of the text, Jacques had encouraged the neighbor's wife to address her observations directly to him, which she would undoubtedly do at a time of her choosing because she communicated easily with the Laberge family. He would have appreciated it if she had read the entire political chapter because he believed that only insiders could benefit from this information. And, as James knew, insiders frequently used the information made available to them to better control, counter, and deceive activists and citizens by advocating half measures based on half truths. The politicians were defending their own and immediate interests as well as those of the party to which they had been linked for several decades. These neighbors had jokingly said they were not "scandalous" and they were reacting to him at that moment with a lot of support. A few days later, this neighbor said she was disappointed that James came from the hinterland and not from a regional city. She read mostly English books despite her poor education which had not prevented her from reaching management positions in the garment industry. Jacques was surprised by such a reaction, especially since Suzie also came from a parish, a row. This neighbor was happy to welcome family members, although her second husband

had left his first family in the southern United States. She was unfavorably impressed by the content of the story, especially the sexual expression of the character, and the political part did not interest her because of her deep disgust for this environment where people were fooling each other while defending their personal interests. During this reading, she had thought of Suzie, she had identified herself with Suzie. She and her husband were a little embarrassed to have asked for this manuscript and James replied that he appreciated being read and receiving feedback. For his part, he tried to react positively, appreciating the comments. It was then that Jacques learned that a Quebec novel had been rejected by a French publisher serving the international market. They even discouraged the author from translating her text into English because they preferred authentic English texts. Jacques would have preferred that Suzie read and possibly revise this manuscript because we are all afraid of the unknown and to a lesser degree of the uncertain. The same was true of Quebec's independence. The more one described the multiple facets of it, the more one demystified and accredited this national avenue. Jacques wondered if the many hours spent discussing between the two partners of a couple were mostly constructive. Each of the partners having their own personality, a minimum of flexibility and latitude had to be granted, allocated by each one otherwise energies were unnecessarily spent on both sides. Having to endure Suzie's constant negative evaluations of him because of his lack of work, of employment or contracts, of markets, James feared that Suzie practiced the rather ineffective technique of "pulling on the stem of a plant in the hope of favoring, of accelerating its growth". When Suzie harassed her too much and knowing that she was still close to her family, too integrated to separate from them, it was he who threatened to separate her if she did not stop harassing her in this way because life did not necessarily spoil him too.

Suzie frequently talked about going to live in her small apartment, about freeing herself from her family life, about using her personal resources to better advantage, ... She constantly criticized James' every move; mode of expression, driving the car, ... She blamed him for antagonizing many people especially at work. Even if Jacques had tried to assert himself, to take his place in society, others had not hesitated to push him around in many ways. Looking back at his situation, James wondered if he was not as dominated by his wife as some of his friends he described as such.

Another reader commented that she was used to reading either a novel or a biography or autobiography. The format of this writing was similar to that of an autobiography. She considered the content to be "loaded" or dense. In fact, this writing was a testament to James' intellectual power. Written in a succinct manner, his ideas and observations could have been elaborated at length, but before devoting further efforts to this field, he would have liked to obtain tangible results such as the publication of the present work, encouraging criticism, stimulating comments, ... Having been briefed on the comments of a prominent politician, she took them on board while James indicated his interest in the comments and she realized that James reserved the right and recognized his duty to react to them according to his values, his personality and, to some extent, his interests. Again this reader felt very close to the reactions of the main character's wife. Already, he noticed some beneficial consequences of this exercise of personal expression, of writing. No one had criticized the quality of the writing at that time, on the contrary. In the end, he decided to write his autobiography because he still considered himself to be professionally active and he did not want to upset those around him. Moreover, Suzie suggested to him to conclude his autobiography in order to avoid that it resembles too much a diary reflecting too closely the recent developments of his life especially since she was not very enthusiastic about this writing project likely to reveal aspects of their personal, intimate life. In his writings and actions, Jacques tried to consider the impact of his positions, at least, in the medium term and, preferably, in the long term as much as possible, as predictable. He also tried not to get locked into a structure with a thousand constraints where his actions would be automatically dictated by the requirements of his position. He hoped that the requirements of the position would coincide with his personal beliefs. Is it too much to hope for? Perhaps in this strange country that is Quebec or that will become Quebec!

Another reader's comments were collected. He emphasized his interest in the family aspect of the story. From a political point of view, he considered that each individual chooses his niche during his life. The style of this writing appeared to him to be that of a manager. Professional deformation and great variety of subjects, thought James! There is material for several volumes, said this reader. Without any

qualification in the matter and based on Jacques' self-criticism, this reader believed that more delicate subjects than those dealt with here could be presented more advantageously in a more refined and impeccable style facilitating the presentation of the subjects. However, he realized the effort made by Jacques and the difficulties in satisfying indefinite literary objectives, whereas Jacques had allowed himself an approach adapted to his position relative to the subject dealt with, him in large part. The use of the imperfect tense seemed to impose itself from his point of view to someone who refused to present his autobiography too precisely while still active professionally and otherwise. He warned Jacques not to rely too much on a possible editor to make corrections to his writing, but a minimum of suggestions and corrections were expected by Jacques. An editor spontaneously offered him her best wishes for "courage" after a cursory reading of the manuscript and confirmed in writing that the subject matter was of obvious interest. A copy of a

Jacques' manuscript had been sent to a major American publisher close to the academic community. Thus, he and his opinions would be somewhat known in the United States and the English-Canadian channel would be somewhat bypassed. This important American publisher specializing in foreign language writings in the educational field suggested to him, after having read his essay, that he should obviously address himself to non-specialized publishers working in the fields of fiction or non-fiction. He hoped that Jacques' efforts would lead to the publication of this work and that he would continue his literary work. He was thinking of submitting this manuscript to a French publisher as well, why not? Moreover, he had already tried the experiment with a less voluminous manuscript. Many of the topics discussed and experienced were international in scope. So he sent his text to a French and an Ontario publisher. While waiting to receive a positive answer, he completed and added to his text, his essay like a painter who strengthens certain features of his character, underlines nuances, accentuates reliefs while adding complementary details in order to translate more faithfully a fictional or real image. The Ontario publisher wrote that he had circulated the manuscript widely and that some publishers, other than him, would probably be interested. He stressed the merit and comparative value of the manuscript and his assurance that a publisher would soon be interested in the essay. Jacques had thought to facilitate the task of a possible publisher and even a printer by splitting his text into two volumes, one of which dealt mainly with politics.

Many writing professionals were not very busy and paid. For this reason, among others, amateur writers were severely criticized or asked to use the services of these professionals, which was understandable. Meanwhile, important information was not made public. It would have been advantageous for all if a collaboration had led to numerous publications on original subjects as well as to less conventional and/or fashionable forms of expression.

Another somewhat nervous editor made several constructive remarks. Afterwards, Jacques realized, however, that very few of his comments were positive and likely to encourage him to continue with this experiment and, indeed, with other essays. Frankly, Jacques knew from the beginning that his essay would never be published by this small, beginning publisher because

He published small "utilitarian" volumes as his family demanded and, probably, his experience and resources did not allow him to consider more ambitious projects. He learned that his text could be translated into English thanks to a grant from the Canada Council for the Arts. Ironically, the current political system is self-defensive. He had been working on his essay with the goal of reaching French-speaking Quebecers if it was ever published. This same publisher warned him about publishing his own manuscript. He would not be able to sell his books and would have to give them away. The whole thing could cost him five thousand dollars, he learned. A Quebec Liberal MP had to give in to this temptation and it cost him fifteen thousand dollars less the profits from sales, he assumed. Having declared his manuscript unpublishable, the publisher in question seemed shaken afterwards by the many testimonials and encouragement he received. He insisted on making him realize that no publisher had said they would publish his manuscript. He made some interesting suggestions; the use of an electronic dictionary was desirable. A "biting" text, including strong, acerbic words and substantiated facts, would have made the text more lively and would have influenced the literary style. Jacques said that vigorous, scabrous attacks did not correspond to his calm and serene personality. He was naturally calm, weighted. He preferred to emphasize what he saw as facts that could penalize those around him. He

often said that he did not have the "Killing instinct", the instinct of killer that he had observed in certain colleagues, friends, ..

This certain absence of morbidity, of sadism, of

supra primacy of his personal interests, of terracing an adversary, of annihilating an enemy, had perhaps led him not to take advantage of numerous efforts to assert himself positively while disdaining gestures that he would have

Some of these people may have regretted their actions because of their personal and professional ethics and morals. However, others did it without obvious personal questioning! It even seemed to be the norm, the most common attitude. In the case of this publisher, he wished him well when he left, as many writers had been turned down many times before finding a publisher who would publish their manuscript in his entity. The publisher also emphasized the special nature of this story, which has chapters dealing with personal issues and journeys that can enlighten readers about the points of view expressed. Thus, the exchanges with the editor confirmed his literary approach. Following the example of original personalities who persevered in their personal affirmation, Jacques wanted to be authentic and he readily admitted that his essay was first and foremost a personal epistolary approach and he conceived that the reading of his words could be beneficial to Quebecers in particular and to a better knowledge of them in the world. Too many politicians and businessmen were presenting narrow, truncated, fucked-up points of view in order to gain favor with English Canada. Jacques warmly thanked this small publisher who had read his work "out of duty", he said, and so abundantly and, to a certain extent, judiciously commented on his essay. He only partially answered these remarks, these observations, too happy to continue this somewhat paternalistic debate. Jacques questioned him on the legal aspects, the distribution of the book, the literary style, the links between the chapters and the subjects treated; the homogeneity of the work, the depth of the debates, the journalistic approach of investigation, ... Jacques, like a painter who plays with the colors, the tints, the motives, ..., believed to have tinted his account of a nationalist, sovereignist if not independentist bottom. Even if he was weighted in his assertions, the persistence and the constancy of his remarks were convincing. The Quebec horizon embraced by the author was very vast; several subjects were summarily approached and, sometimes, without formal linkage but by association of ideas on an identical theme, a unique heading. Really, a minimum of interest existed on the part of this editor towards the ideas, the personality of Jacques. On the other hand, the personality of this editor and his experience accredited him to Jacques at this stage of his writing. Editing an author implied a certain affinity for his ideas, especially on the part of a small editor, and this editor confirmed this. The scope of Jacques' text made the task of editing more arduous and risky for this publisher.

A clever Quebec publisher asked for ten dollars to redirect a manuscript while the Americans, French and Ontarians demanded nothing and in Quebec, the publishers asked for five dollars and if not, they undertook to destroy the manuscript respecting the author's rights. Moreover, the same publisher no longer guaranteed the author's rights after thirty days. Jacques was disillusioned with such a publisher and very important active businessman. A Quebec author might benefit from using an American intermediary as suggested by an American publisher in New York who had read his manuscript with interest.

Jacques was interviewed for a position with a consultant active in the James Bay project. This was a project, the largest in Quebec, controlled by three groups headed by at least two federalists, both Canadian. One of them had even registered his company in another province. Here is an example of the Quebec model corporate citizen! Jacques knew this environment well. For a position offered in Montreal, dozens of professional workers who had been working in James Bay for several months or years and wanted to return to Montreal, submitted their offer of service by lobbying their respective employers. The salary for this temporary position, which was in fact related to the duration of a project, corresponded to eighty percent of the average salary of an engineer who graduated the same year as James. By participating in these interviews, Jacques presented his opinions, which were generally solicited, and obtained information about the work environment and business in general. He had met with the president of this organization, who was under pressure from all sides, especially financially, when he went to this meeting two years ago to submit his resume. Jacques wondered if by approaching

a professional at a chosen moment and offering him a more or less interesting opportunity, he was not being eliminated from more rewarding positions. They always seemed to negotiate downward when dealing with an "unbuyable" independentist and the opposite when dealing with a federalist associated with the party in power. What a victory! In mathematical terms, the lowest common denominator was sought and it corresponded to the least important position imaginable. A dangerous adversary was neutralized, depriving Quebec society of its lifeblood, which would have had a ripple effect. Free enterprise had many limits with its considerable number of inactive or partially active people, a concentration of powers and resources of all kinds in a few hands, etc. There was definitely room for improvement in this system. If you accepted an interview for a small position, commanding a small or average salary, all other doors seemed to close. You had just reached your limit! During the interview, he had been asked why he had thought of completing his PhD. He believed that he could have integrated his technical and especially administrative knowledge, both theoretical and practical, experimental and empirical, and continue to use it in the Quebec environment.

During one summer, Jacques suffered greatly from the fact that their poorly connected telephone at the cottage made them almost incommunicado from the American world, while in Quebec an answering machine provided local contact. After receiving phone bills from an Anglo-Quebecer, his long-distance charges, he received calls from them. Jacques was aware that American contacts were an invaluable asset for any Quebecer.

For safety reasons, a unilingual Anglophone was fired because he could not communicate with the children on his bus. Francophone citizens who were sympathetic to the driver rather than the children supported him. This situation reflected the mentality of Franco-Quebecers. Fortunately, there were legal measures in place for such situations. Jacques understood the lack of admiration and respect shown by many Quebec leaders, including Mr. Trudeau, for the Franco-Quebec community whose societal spirit was still wavering painfully. On the other hand, Jacques wondered how much of a contribution to the Franco-Quebec assertion these many leaders were making by relying on an aggressive and strong community. The situation was evolving slowly and the media was playing into the hands of this driver, while many unilingual Franco-Quebecers had always been refused jobs by Montreal companies because they were not bilingual, because they were forced to work in English.

The reaction of a young and talented Ontario field hockey player forced to stay in Quebec City spoke volumes about his Anglo-Canadian cultural background. He reacted openly and displayed his overall refusal to associate himself with the Franco-Canadian and, more specifically, Franco-Quebec element as the rest of Canada had already demonstrated when the Meech Lake proposal was rejected. It would have been better if a hockey-Québec team had been created to represent our country instead of encouraging Team-Canada, which would have been another effective way to promote Canada, not Quebec, internationally. We should not forget that field hockey is the national sport of Quebecers. Just like the young Quebecers, the Ontarians were becoming more vocal! In spite of their age and their many years in

Quebec, some Anglo-Quebecers took advantage of their ability to communicate in English to rant about the French-speaking majority in Quebec. They abused their access to journalistic platforms with the English-speaking elements that were in the majority in America. Having lived in a European country, Jacques saw the weakness of the majority group in Quebec. Such fucked up representations would have been hardly possible and would have been roundly decried, discredited by the democratically established authorities. Here, official reactions were not forthcoming! On the other hand, at our national electricity company, the foreign partners involved in the realization of hydro-electric projects were polluting more and more this sphere of activities originally occupied by the Quebecers who had been very successful. Thus, more information was disseminated to the four corners of the globe, more expertise was acquired by future competitors on international markets. It was therefore time and more and more urgent for Quebec to acquire international competence and for leaders to defend our industrial and economic niches, Jacques thought. Breakthroughs in other fields at the international level were not or should not be the consequence of a retreat into fields of activity already occupied, as the Prime Minister seemed to assert. The strongest reaction in the broader American debate about James Bay development came from Minister Lise Bacon. She framed the issue quite well. The way Ottawa was defending Hydro-Québec

and Quebec's interests in this matter, one would have thought that Quebec's questions. independence was a *fait accompli* and that they were watching the natives push the Franco-Quebecers around, hoping to counter their national assertion.

As five current and former U.S. presidents attended the opening of a library in President Reagan's name, Jacques once again realized the importance of limiting the most important office in the United States to two terms. In this way, many leaders ensured an orderly turnover while reducing the excesses associated with a long-established and often stagnant political team.

Because of the numerous government appointments of officers to boards of directors and the quasi-confidential nature of the debates in these circles, Jacques wondered if democracy was being adequately served. These non-elected and even elected directors were often cut off from the grassroots and had to respect a certain discretion. Appointed directors had to respect the political orientations of the government. Thus, administrators who acquiesced to the government's wishes could expect to be promoted after a few years of loyal service.

Jacques attended a conference on sovereignty by a United Nations official. It was a very interesting and instructive conference. Following references to the national political debate by the speaker, Jacques asked her what would be the conditions that would favour the international recognition of Quebec and its entry into the UN. The speaker did not know what to say, but considered the question to be one of international law. Her request for clarification of the monetary policy that would be desirable for a country seeking admission to the UN was not met with any success or response. Jacques believed that a national currency would facilitate negotiations with other countries and simplify Quebec's admission to the UN following the election of an independent government. An answer based on the current statistics of the UN member countries could have been a lead, an element of answer as for the use of the currency of a neighboring country, a common currency. Obviously, these subjects did not correspond to his interests, probably Canadian, and his "programming" excluded this type of knowledge. Jacques' intervention with this UN executive was aimed, among other things, at raising the possibility of Quebec's independence in the academic world and obtaining clarification on this subject. For a country, a national currency would be easier to get the UN to accept even if these measures were primarily of national interest. Other speakers pointed out the overriding influence of industrialized countries in the organization and suggested representation of the populous regions of Africa and South America, among others. The UN leadership was currently opting for the status quo, she said. The management team of the Ecole Polytechnique was present and Jacques recognized, among others, an executive who could have been his future boss because he had applied for a position advertised in a daily newspaper. However, Jacques had no illusions about this position, which usually promoted someone from within who had already been approached. The report in the magazine *Ingénieur* made no mention of these exchanges between the audience and the lecturer, and during the same period another lecturer, Albert Jacquard, particularly encouraged young engineers to be troublemakers, not to accept things as they are handed down without asking questions.

There was no shortage of interventions by international figures in favour of maintaining the constitutional status quo in Canada, encouraged by the Prime Minister of Canada. Even the future king of England preferred a kingdom that included Quebec. Many political observers wondered what favours these personalities were getting in exchange for such support and what the consequences were for Quebec. As a former deplorable of the University of Birmingham in England, Jacques succinctly described his professional situation and indicated as a possible citizenship Quebec citizenship in a periodic report. He ordered a yearbook of graduates from that university and paid for it with a money order in Canadian dollars, although he would have preferred to pay for it with a cheque in pounds sterling, which was more expensive.

Jacques attended a conference in Spanish about bullfighting and joined the local group of friends of Hispanic culture. As expected, he was treated to a parade by the local MP who promised money, books

belonging to his father, ... The latter referred to the Canadian nationality and then corrected himself and added Quebecois. Jacques made a remark about the cruelty in the killing of the bull. About fifty people had attended this first activity forcing the organizers to change the meeting place. On another occasion, Jacques found that total immersion was the most effective way to learn to speak another language. During a brief conversation with one of the organizers, he realized that he had understood what was being said.

Following a busy weekend, the Laberge's could have the following weekend participated in two social events. One, a Chinese fondue organized by the humanitarian and religious association to

which he

and the other, an Italian-style evening to benefit a home for the elderly. Volunteering was definitely flourishing in Varennes! After meeting many people last week, the Laberge's didn't hate, feel, or have a social need to satisfy at the cost of several dozen dollars. Again, the main leaders had been kind enough to request their presence at upcoming events.

As a delegate of the Order, Jacques participated in a regional consultation meeting to which no federal politician had been invited or was present, whereas the majority of the stakeholders in the field were. One would have thought that Quebec's independence had been achieved. The Quebec minister responsible for the region was present, as were the members of the regional government team. The presence of the opposition members was noted on the second day, he recalled. Some organizations were active at the Quebec level overall and had not decentralized their activities much because of their limited resources and global approaches. He was impressed by the number of topics that were quickly covered and summarized. The approach included speakers, workshops and a brief plenary. In addition, he noted that the largest municipality was not represented at the meeting, nor was another municipality whose mayor had been in conflict with the "regional" minister during his election. The president of the regional development organization had been elected mayor of an important municipality, which could place him in a conflict of interest, but Jacques saw him as a unifying agent.

He also renewed his acquaintance with two members of the national assembly. During a discussion, he stressed that "full employment" implied not only the creation of new jobs but also the maintenance of existing jobs through the harmonization of economic, environmental, cultural and other policies. The Minister responsible for the region emphasized that he preferred the contribution of professionals trained in technological fields rather than political ones, referring to the PQ leader of the region, Jacques believed. Importantly, two scientists in important positions showed their willingness to adapt to various political situations, including Quebec independence. What declarations that could clean up and relax the political climate, promote exchanges between the governors, the leaders and the beginning of the affirmation of Quebec!

After having given a colleague the benefit of a consulting contract, a position that Jacques could not hold without conflict of interest, he offered to do some legwork for an unemployed friend. James was surprised to be turned down.

Manifestation of pride, of self-sufficiency! Probably! However, this friend was, in principle, actively looking for a job. Faced with a concrete challenge, he felt that he was perhaps not sufficiently prepared to take on such duties! After checking, he noticed that this professional had taken the steps suggested by James.

XIII- THE ALLUSION TO THE PEAK OF LIFE

James hoped to work until he was sixty before retiring, having missed a few years of work. When they retired, Suzie and Jacques planned to settle permanently at their cottage and buy a property in Florida near the sea where they would stay in the winter.

As James grew older, he envisioned that his love for Suzie would become more and more intense intellectually, sentimentally, sensually and perhaps less frequently expressed physically or sexually.

In order to better manage his personal and family finances, he had taken a correspondence course on this subject. This very complete course, in his opinion offered in French, required a lot of laborious reading. Jacques assimilated a booklet each week and had the opportunity to point out some anomalies to the authors. Unfortunately, this knowledge became outdated, forgotten over time, but once assimilated, the material could be easily consulted. Jacques discussed investments, personal investments with his broker, a classmate. Among other things, he would have liked to invest in Japan rather than in Germany as suggested, but he was afraid that the German unification process would lead to a decline in several securities.

On many occasions, James recommended the purchase of books from the local library. He appreciated this kind of service. The recommended books, mostly of an economic, political and scientific nature, arrived about a month after his request. Being close to Montreal, the Laberge's were aware that they were not taking full advantage of the activities offered in Montreal. Often as the song says "We run after what we don't have".

Jacques was kindly asked, by a wealthy acquaintance who had been unoccupied for several months, to sell, distribute a health product for a multi-level organization. His concern was the quality of the product to be offered to relatives, friends, acquaintances and others as well as the range of product features as recommended by the American company. The intermediary was either an Ontarian, as was often the case, or an Anglophone from the west end of Montreal. Jacques trusted this friend, however, he detected the marketing approaches learned from this American organization similar to those of other pyramid organizations that experienced some fiscal problems at the time. He explained to him that in an independent Quebec these companies could preferably operate directly as an American branch without an intermediary in Ontario, Canada. This friend, not being bilingual, had to trust these intermediaries and Jacques thought that he would have liked him to act as a translator and companion. A trivial act, the purchase of a new furnace forced him to change his fuel oil supplier in order to benefit from a rebate offered by Hydro-Quebec. He planned to return to his old supplier soon, whose head office was in Montreal rather than Toronto and whose production was conducted in Quebec.

Sometimes, Jacques would reread his writings from many years ago and he would unfortunately rediscover their relevance. He would have preferred that not only the suggested measures had been taken but that conclusive results, namely the independence of Quebec, had been achieved. He had thought of soliciting the support of the Parti Québécois, a community movement, his professional order and his alma maters in the form of announcements, contributions to a preamble or a preface if he ever wrote a book. Writing preambular remarks could be tricky because of the diversity of the topics covered and the words used.

Jacques considered that his life was not very intense, often confined to the study of technical and then administrative matters. His professional work required a minimum of meetings, encounters and also individual preparation. Probationary periods with a new employer were probably the most rewarding moments, even if they meant starting over in a different setting. Getting to know the staff often took a few months! Rarely was his career progression challenging, with the possible exception of the Olympic site. Given the number of analyses and reports he produced as a civil servant, there must have been a lack of challenges for him to take on, Jacques saw in retrospect after a few years. He was not conditioned to such an environment because of the "elitist", eclectic nature of his academic training which motivated him to aspire to more, to achieve more intensely, completely his career, his life. His energies were probably poorly channeled. His perception of his career could have been different; he could have

envisioned, as his wife often told him, a stable, routine, well-paid, professional job with nothing more than possible advancement and a minimal guaranteed salary increase. His expectations exceeded these. Moreover, he did not always share the societal values of his superiors and was a minority in some circles. It would probably have been wise to properly assess the capabilities of the organization and the superior and to match his expectations to them. He still wondered if they would have been satisfied with someone of such stature.

Jacques' apprehensions about consulting work were confirmed as he learned that many consultants, one out of three each year, were the subject of complaints, often from competitors, hence the importance of insuring against professional risks. However, the value of the contracts in question had to be worth the cost, in addition to the inherent financial risks. It was better to work for a well-established organization in order to benefit from an adequate framework and to represent a solvent client.

Suzie did not always resign herself or venture to read James' writings and sometimes she was apprehensive about their publication. The lack of knowledge in a subject always contributed to insecurity, especially since James' professional situation was stagnant at times. Nevertheless, James considered the positive aspects of his situation at that time: availability to his family and in general, impressive leisure activities, joint vacation periods with his wife lasting several weeks, early mornings when no activity was planned, ... Even millionaires who were busy winning their next million had a less interesting fate!

Suzie, who had only read a few excerpts about their life together, recoiled, hesitated before the possibility of an essay being published, an essay that Jacques had worked on for several months and that was worth about a hundred thousand dollars. In the absence of work, he had allowed himself a personal intellectual approach that he would have liked to make profitable in terms of money, notoriety, popularity, ... However, Suzie was far from being insensitive to the monetary aspect however the reactions, emotional reticence in front of the conjugal and personal intimacy were very present. One evening, she complained about having had a terrible day while James was attending a conference. She seemed to be under undue social pressure. The term spouse was in order here, James thought!

James believed that many people were trying to find out about the afterlife from limited, if not inadequate, knowledge, if any serious data could be obtained on the subject. The answer, the religious solution, was based on faith. How much effort was put into personal and collective research in these areas. Many individuals, disillusioned with their current temporal life, were striving to know more, to decipher the unknown. Others were motivated not only by the search for the afterlife but also for unexplained phenomena. Many of these adepts had a rather limited scientific knowledge. The study of these grey, very grey areas appealed to these amateur researchers and gave them a boost in comparison with people who had officially mastered one or more sciences.

James considered four years old a respectable age. Age, if reached relatively in good health, represented in his eyes an achievement in terms of health.

One reflection that he felt was important was the following: Instead of masking just about everything under a good-natured exterior, if more people spoke frankly, many taboos would fall away and the real situations, problems would be described and could be addressed, considered Jacques.

CONCLUSIVE NOTES

This account reflects the diversity of situations experienced, the choices an individual must make, the complexity of inter-personal relationships, the many factors influencing a person's path, etc. The more the author writes, the more he fears that this essay will reach few people interested in such concerns. Perhaps he has stage fright like actors do. Fortunately, a trustworthy witness tells him that this is not the case. At worst, the author will be left with an exercise that will help his development, his personal development. With the help of the computer, the author likes to write texts such as the erection of a pyramid which he can alter and complete. This writing does not involve the description of the active life of several characters, unlike most Romans. Is this approach innovative? It is possibly original, unusual!

The human potential of an individual, his preferences, his abilities, his orientations are multiple. The author wanted this story to be clearly positive, optimistic, but as the inspiration flowed, it became realistic, down-to-earth, like the considerations often repeated by Jacques' wife. Filled with so-called factual observations, this story is not likely to appeal to all elements of society. However, people from both rural and urban areas may find some interest and food for thought. The author revisits or repeats some subjects, treating them in different ways in order to better expose the character's opinions.

In society, there is a lot of talk about images, facades, everything is made up often artificially to fit a stereotyped model to fit the poll results and the perceived requirements. Jacques doubted that the most important jobs are as exciting as most people think or perceive. To do them, one must conform to a rigid, dehumanizing framework; deal with whatever forces are in place. Resigning oneself to respecting the resultant of the forces at work can be mind-numbing and constitute a slavery, a generally well-paid enslavement! To present, to project the required image while being someone else behind the scene, is frequent.

If the projected image no longer appeals to the target clientele, the main character must be changed after having tried various less drastic formulas. Moreover, when one is caught up in one of life's labyrinths, one must conform to the rules of the milieu in order to eventually reach or hope to reach the top. Respect for truth, authenticity and frankness, as opposed to hypocrisy, constantly clashes with personal or group interests. Often, top leaders prefer their immediate staff to be very selective in their company, which leads to truncated perceptions of the company. Obviously, this process is not exclusive to our Quebec society, quite the contrary! Moreover, our Quebec society is caught in the vice, the American framework.

This type of writing constitutes a cross-section, said in engineering terms, of the life of a Quebecer, of his family, in his native rank and his rank school, in his village and his village school, in his city and his college, in his metropolis and its university over a period of fifty short years. As well as a few openings, travels in the American, English, European, South American and Caribbean world.

In a concrete way, the author followed the page count of his story and adopted the level of details, among others, to this requirement, a minimum number of one hundred and fifty pages seemed reasonable to him at first sight. He constantly enriched his essay and revised it in order to improve the French and to integrate new bits of reflection, new words. With each revision, many mistakes were corrected, sentences were rewritten to make them easier to understand and to clarify James' opinions. Each day, he thought that he would have nothing more to add to this story and that his imagination would dry up. However, day after day, evening after evening, new ideas, remarks, additional information, relevant details, ... would appear in his mind. Writing almost daily, Jacques remembered the words of the philosopher Moreau who said he wrote a few pages every day and published bricks, voluminous books. The author wrote more text, covered or blackened more pages than he had planned, while respecting the character's thoughts, and he could continue this story because the personality, the soul of an individual in the face of society has a thousand and one facets. He could complete and enrich the story by inserting numerous articles and one of these writing projects consisted precisely of a

directory of articles collected since 1965, articles on dozens of subjects. He had other letters, from

correspondence addressed to Jacques, of maternal origin

The author's wife encouraged him to expand his story with subjects that would be of great interest to the reader. At one point, the author's wife encouraged him to flesh out his story with subjects likely to be of great interest to the eventual reader, and on the other hand, reading a chapter of this preliminary story was painful for him because he was afraid that readers would consider the descriptions, the family and personal facts presented as factual. The author hopes that his story will have some original facets without exceeding certain limits or levels of tolerance acceptable to a majority of citizens. The diversity of the places where the action takes place is most considerable. He would have hoped that this story would contribute to the broadening of the knowledge base of the average person. He feared that many would be bothered by some of the comments and that perhaps once again the political insiders, among others, would benefit most. The author's son, without having read this story, he thought, was interested in the possible divergences between his personal positions along the way. The author mentioned to him that to live is to evolve and that his evolution was marked by the seal of French-speaking Quebec nationalism.

The text is slightly ambivalent in order to underline, however, some frequently unacceptable alternatives to the main character. This story could ultimately be continued indefinitely as the events affecting the author's personal life, his family, his society provide him with the opportunity to record his positions on the evolution of his environment over the course of days, weeks, years, ... Some events would confirm his views, his apprehensions, ... while others would invalidate them.

What can be gained personally and collectively from a description and knowledge of an individual's journey, his profile? Of course, if it were a personality, the story would attract the attention of more people! For future politicians, the brief writing of an autobiography would surely be informative for the candidate and also for their entourage or their voters. An autobiography done periodically or updated periodically could reveal an authentic portrait of the character, of his soul as some say, provided that public opinion is ignored, which is not within the reach of everyone or advantageous. Should we prefer an individual's perception of himself to that of someone else? Suppose that several individuals were to describe their lives candidly. Would these partial data of each one's life, these fragmentary testimonies be useful to anyone? The author's perception is subjective! This more qualitative data than the targeted surveys would represent an additional source of data. For the author, what is the benefit of undertaking such a process? A better knowledge of oneself, a more accurate image projected to readers! There is nothing scientific about this approach except that it is led by a scientist and that it is sincere and daring on a personal level! I leave it to the readers to judge this unpretentious and sincere account!

It was suggested to the author that he complete his story by extending or extrapolating the future. He only knew how to write because his story so far was more about observed situations than imagined ones. The future is difficult to predict for anyone. The author could have invented scenarios of a life in a setting identical to the one described above, a situation of a person separated and remarried or living a homosexual relationship and finally someone wishing to enter a religious order or the life of a future prime minister and what do I know! Maybe that will be for a future writing! During the writing process, many people asked him "Who is your editor? Jacques hoped that the publisher would see some financial advantages to the publication of such a story and that some pressure, if any, would be mostly positive. Some publishers preferred to publish the antics of humorous characters. Others suggested that he continue his essay by splitting it into three parts to better clarify the content of the present document and polish it with minor descriptions as some writers do. A close friend, an inveterate reader, advised him to reach three hundred pages of medium-sized type if possible without diluting his text.

The director of a nationalist magazine and movement showed great interest in his manuscript, but said he had no means of publishing it. He considered the publication of a book to be "always" difficult and Jacques believed that the means available to some authors made this task less difficult. If he could not succeed in publishing his manuscript, or in addition, regional periodicals could jointly purchase a book and reproduce it regionally in installments. Jacques thought, for example, of the association of the editors of the French-speaking regional weekly press however the frequency of publication, the scale and the multitude of periodicals, the incomes, ... could constitute handicaps.

Another way to enrich this story would have been to add details of Jacques' accomplishments within various companies and organizations. The author could have drawn from his curriculum vitae, these writings. Here, the author has insisted and emphasized his critical perception of the Quebec environment and others. Some will say that this is a pessimistic and even "piss-poor" perspective, perhaps! Nevertheless, the author believed that he was translating a part of this being who is undoubtedly demanding for himself and his entourage.

The author was interested in obtaining comments from various quarters, summaries of this essay, a statement of the points retained as significant, ... If given the opportunity, he would react positively to these comments by completing and enriching this text. It is laborious for anyone to read and comment on an essay of several pages, and the author is impressed by the relevance and seriousness of the remarks and observations collected so far. An experienced, practical and effective scholar and politician noted and emphasized the pleasure experienced in reading this manuscript which intrigued and surprised the author who had seriously presented several components of the life of James, a serious character and generally integrated into his environment without clearly perceiving this aspect of the story. What was the nature of this pleasure; intellectual and other that did not relegate to the background the other elements of the story; political, societal, ... and contributed to emphasize the literary character of it? Thus, the reader of this story will be distracted by this element, nevertheless, the author hopes that the character and his concerns will be understood. He had lived professionally in the technological, scientific, economic, commercial, ... and this essay testified lukewarmly of his concerns, obsessed by the contemporary political imperatives of Quebec. Often, the author, while looking for the right word to clarify his thought, does not hesitate to use synonyms in order to illustrate the subject treated. This approach seems to him to be original and unusual.

It appears that the Parti Québécois refuses, through a member of its executive, to officially support this approach, which is defined as literary rather than partially political, by abstaining from presenting a few sentences. Jacques would probably not have been surprised by their reactions to his words and his perception of Quebec society. It was better to spare the susceptibility of personalities in the absence of active engagement on the part of a member and former activist! A realistic attitude as Suzie would have answered! The future would perhaps reveal that it was better like that!

Another publisher classified the manuscript as a story, novel, or literature in general. The text was more like literature than a scholarly study or essay. Although the author considered the story to be true, he generally agreed with this assessment.

Several titles to this work were considered, considered by the author by name: A life, Narrative of a life, Autobiography, A man; his life, his actions, his ideas, The life of Dillon, The life of Ti-Dillon, The life of Dillon by Dillon, The life of Jacques by Jacques, The life of Jacques by Dillon, Testimonies, Testimonies or demagoguery, A look at the life of Quebec, Live and let live suggested by his wife.

One author interviewed emphasized the gigantic personal undertaking of writing a two hundred page novel. He revealed his ego, he relied on his own resources without particular encouragement. His desire to assert himself, to survive even, and the material demands of his family allowed him to expend the energy necessary to complete such a writing project. He wrote to be read in order to live from these activities; it was his trade, his profession. All in all, just like him, he would have liked to get some money to allow him to be present in the workplace.

The author was pressured to eliminate the sexual aspect of his main character and he refused to do so. In spite of the difficulties of the subject, he considered this aspect of the human being important and fundamental. All in all, his character had constrained himself, self-disciplined himself enormously in this area. All the more so as the author detected a popular interest for this subject of the most natural.

He asked himself when he began his literary process why he had the taste, felt the need to write. One answer could be that this activity, like so many others, was required for his personal equilibrium, his health, just like the exercise of other functions, here, it was a question of intellectual functions, whereas in other fields one would speak of biological functions, etc. The financial aspect had not acted

as a triggering agent, he believed, nevertheless a monetary influx was always desirable and however not very predictable especially in moments of financial precariousness.

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APPENDICES

Appendix I (permission obtained)

My sister Ernestine "absent

The silence of the last moments of this young mother in the presence of a doctor from the neighboring village and her three little girls who were living off her great love were crucial and pathetic hours whose secret Ernestine's soul carried away.

A young mother in full health a few hours earlier, a delivery that was going to be very difficult, a hospital a few miles away with all the instruments to do a C-section, etc. and wham, the body mass had destroyed a home, leaving a grieving husband, little girls in distress with all the consequences that this sudden disappearance represented.

This April 8, 1951; the age: 33 years and 7 months is a memory that I cannot forget.

After twenty-eight years, I am far away from those tragic moments and yet I see again the whole picture of this medical failure, but also and above all the staking out of the road that Ernestine had planned to follow and from which she watches from the top of her heavenly living room, the realization of her great dream from which she sees with her spiritual soul the path of her little girls who have become adults and are walking in the furrow of life, following her.

"Dear Ernestine, you watch them come with the spouses of their choice; you watch your imprint in their offspring, you enjoy their happiness and as you are free from the earthly physical you no longer suffer, you see only the sunbeams that animate their existence and always, they come closer to your eternal happiness."

"Dear Ernestine contemplate with your soul your little roses blooming and spiritually looking at your celestial inheritance to which they will be summoned to admire with you your joys without clouds and of a purity that the terrestrial dusts will not be able to darken any more.

The words, from here below that I use and that I address to you, have so little value that it is impossible for me to establish the comparison of them without falling in the ridiculous one, this is why I leave you and I abandon to the Master of the life that you contemplate, the care to divinize the impulses of love written by your small earthly brother. It is a modest goodbye!

Your celestial inheritance, I desire it with your children and I drag myself in this furrow of love; I sigh near this divine dish that I want to share with you and all the others of the brood of Solange and of an Emile Thibault."

your little brother Ernest.

To Suzie and Jacques,

It is in an enchanting decor, where the hand of an artist had put unsuspected talents under the eyes of the guests as the delicacy of good taste of a refined cordon bleu encrusted in all the dishes especially of the adorable pheasant, delight par excellence of the kings of yesteryear, All this linked to the welcome of a charming Suzie and a very nice Jacques, such is the thought that animates our spirit, Simone and Ernest, and whose memory of this marvelous reception is engraved in gold letters in the record of our terrestrial odyssey.

Another thing I forgot, you have just made me see Louise and Audette and their husbands again, the whole journey of three courageous and very sympathetic little sisters associated in distress after the departure of your mother. For a long time, yes a very long time, you occupied a preponderant place in my soul and every time it was possible, I was on the lookout to finally see how you were able to take shape and take root.

It is with a certain joy that I have seen the realization of a great dream, that of forming a home where you can blossom under the Quebec sky with well-chosen husbands who want to make you happy.

The artist Jacques, you don't surprise me that you have left a little of your health to the decoration of your house; it is a finish like no other that I have admired and recorded in my head. Your uncle, who knows about the matter, is delighted with such a success when I perceive the amount of work to succeed that it was necessary to bring to the realization of your ambition as well as your dream.

Suzie and Jacques, your gesture of inviting us to share a most luxurious meal touched us deeply. In you, I saw the reflection of knowledge matured as well in the culinary art as in the works of an artist well equipped and personal of a golden dream that made glimmer in the sun of your loves and that I liked.

You are exceptional beings in life and on our planet. May Providence preserve you for a long time to enjoy your success and to make the relatives admire it on the soil of Quebec.

This is the thought of your aunt Simone as well as of the uncle, author of this writing.

signed Ernest Thibault

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The symptoms from the pollution?

For some time now, few days go by without newspapers and other news media reporting on pollution.

It seems that overnight we have become aware of an alarming problem that puts our health and our lives at risk.

Yet in fact, pollution did not suddenly appear like a hair on the soup. It is likely that its evolution can be traced back to the beginning of the industrial era. Only ten years ago, the public saw it as a distant danger that did not require much concern.

Today, the decision to act seems to be made now that, according to several experts, the situation is almost desperate.

I believe that at present we have the same ostrich attitude towards other major problems such as overpopulation, resource depletion, etc., and that we will only decide to act when it is too late or almost too late.

How can we explain this behavior of our society which, as it develops in the direction of material well-being, at the same time allows these cancers to grow and risk destroying it?

At the risk of oversimplifying everything, I would say that the problem is due to the political and economic systems we live under. Almost everything so far has been focused on efficiency. Efficiency, but efficiency in a very restricted sense, i.e. efficiency of capital. Isn't it a commonplace to say that everything is based on money. What guides the company today is profit. The concessions made by the company to human values are generally only intended to create a better climate for "monetary" efficiency. The leaders are not the only ones responsible. Employees sell their energy and talent simply for the paycheck and they play the same game.

It is time, in my opinion, to put the achievements we have in the fields of technology and science to use for human values and not for the accumulation of capital increasingly concentrated in small groups.

Following the current evolutionary curve of our society, we will soon find ourselves with individuals over-saturated with material goods and services but who will be doomed to biological extinction, poisoned by their biological as well as cultural environment.

On the contrary, if we reverse the priorities, if we define as effective what contributes to the blooming of man; the sum of the acquired knowledge and techniques can allow us to re-establish a dynamic biological equilibrium where we will be able to attend a reconciliation of man with his environment.

Unfortunately, the tools for this transformation are currently in the hands of the so-called "establishment" and they definitely don't seem to be ready to go down this path, concerned as they are with maintaining their illusory advantageous position in society.

Normand Thivierge

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