

**EDITORIAL**

**Aéroports de Montréal:**  
For the immediate rollout of Dorval's expansion plan



editorial ..... 4

**AGENDA**

A whole series of activities...



Worth looking into!

agenda ..... 17

## Index

dossier - continuation ..... 2

forum ..... 3

editorial ..... 4

partners ..... 5, 8, 18

committee ..... 7

activities ..... 10, 15, 17, 18

**Special**

## ACADEMY OF GREAT MONTREALERS 22<sup>ND</sup> GALA

BY MADELEINE MURDOCK

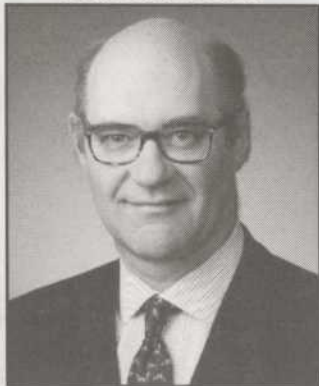
**E**very year since 1978, this annual gala has been honouring four new Great Montrealers who have set themselves apart by their contribution to Montreal's reputation in the economic, cultural, social, and scientific sectors.

Comprised of Great Montrealers elected each year, the Academy was created in 1988 and until last year has added three new members every year. This year, because the social and scientific sectors have been separated, the circle will welcome four new members. A nomination committee proposes candidates to the Academy's board of directors, whose mem-

Continued on page 6



**ECONOMIC SECTOR**



**Jean C. Monty**  
President and chief executive officer  
BCE Inc.

**CULTURAL SECTOR**



**Andrée Lachapelle**  
Actress



L'Académie des Grands Montréalais

**SOCIAL SECTOR**



**Maurice Richard**  
Ambassador of the Montreal Canadians

**SCIENTIFIC SECTOR**



**Jacques Genest**  
Founder  
Institut de recherches cliniques de Montréal

**Dossier**

## BUSINESS TOURISM IN MONTREAL

BY NORMAND CAZELAIS, SPECIAL COLLABORATION

**B**usiness tourism is profitable. It brings more revenue, comparatively, than other forms of tourism. The most profitable market segment is the convention business: "That's where the real money is," says Charles Lapointe, the CEO of Tourism Montreal. In Quebec's metropolis, it is easy to see how true that is.

The Montreal tourism region covers the entire Montreal Island. It is by far the most visited region in Quebec. In 1999, close to 6 million visitors came to Montreal, while the number 2 region, that of Quebec City, recorded slightly over 4 million visitors last year. Our picture would be incom-



Source: Tourisme Québec

The expansion of the Palais des congrès will establish Montreal's standing on the international convention market.

plete if we did not mention that 34% of tourism spending takes place in Montreal, versus 20% in Quebec City.

While they are less numerous than actual tourists, busi-

ness visitors are for the local industry a golden opportunity to rake in good money. According to Tourism Montreal, business tourism inclusive of conventions made up 18% of

all trips to the metropolis in 1998, but resulted in a net inflow of \$582 million, or 36% of total tourism revenue in the Montreal region. As long ago as 1984, a study by the Ministère du Tourisme entitled "Le tourisme au Québec - Bilan et Perspectives", found that "conventions, business seminars, conferences, symposiums, trade shows and other professional events represent one of the most profitable segments in the tourism industry, as business visitors spend more than vacationing tourists."

Continued on page 2



**THE ACADEMIE HAS ELECTED FOUR GREAT MONTREALERS FOR 2000.**

Come pay homage to them on June 8.

For reservations and information, call (514) 871-4000, ext. 4001





# dossier



Continued from page 1

## BUSINESS TOURISM...

### Conventions, trade shows and exhibitions

In 1999, Montreal hosted no less than 329 conventions that were attended by a total of 228,350 delegates. This produced a net cash inflow of \$126 million. Conventioneers stayed an average of 2.8 nights in the city and they each spent \$197.26 every day, or 45% for accommodation, 24% in restaurants, 16% for urban transportation, 5% for entertaining, and 11% for other purposes.

Other figures are available: In 1998 — the most recent official data — 32% of conventions held in the Montreal region originated from elsewhere in Quebec, 31% from Canada, 24% from the U.S. (mostly from the New York area and the Northeast), and 13% from other parts of the world. Over 80% of convention delegates are males, mostly aged between 45 and 54. Spring and fall are the preferred seasons for conventions in Montreal: last year, the months of May, June and October were the busiest with respectively 16.2%, 16.1% and 13.1% of last year's volume. December attracted only 0.5% of the total and was the year's low point, with November as second to last at 3.9%.

Still in 1998, 74% of conventions were held by various types of associations and 26% by professional associations. Medical and pharmaceutical conventions ranked first with 19.6% of the total. Then the broad area of administration, finance and law accounted for 13.1%, engineering and sciences for 9.2%, education 8.3%, communications and transportation 7.9% and industry 7.9% as well. Other sectors were sales (6.5%), government operations (5.2%), agrifood (2.2%) and others, 20.1% altogether.

Trade shows and exhibitions are another significant area of activity. Montreal has three major exhibition facilities: Place Bonaventure, the Olympic Stadium and the Palais des Congrès. Exhibitions, trade fairs and other shows are usually held during spring, from March to May (42% of the total) or in late fall, in November and December (24%). An interesting fact is that these are mostly repetitive events. Fully 83% are held every year, and 9%, twice a year. According to consultants PriceWaterhouse, the average direct economic impact of each event is close to \$1 million. This means the 90 shows, exhibitions and fairs held in Montreal last year caused \$80 million to float into the city as it welcomed over three million visitors.

Competition is extremely fierce. In 1995, the Major Exhibit Hall Directory discussed the fact that conventions are increasingly held in parallel with trade shows or fairs and pointed out that in order to accommodate these twin events there was a need for larger and multi-use facilities. The guide listed 140 such convention and exhibition facilities in the U.S., each with over 100,000 sq.ft., including 66 giant locations with over 200,000 sq.ft. According to the

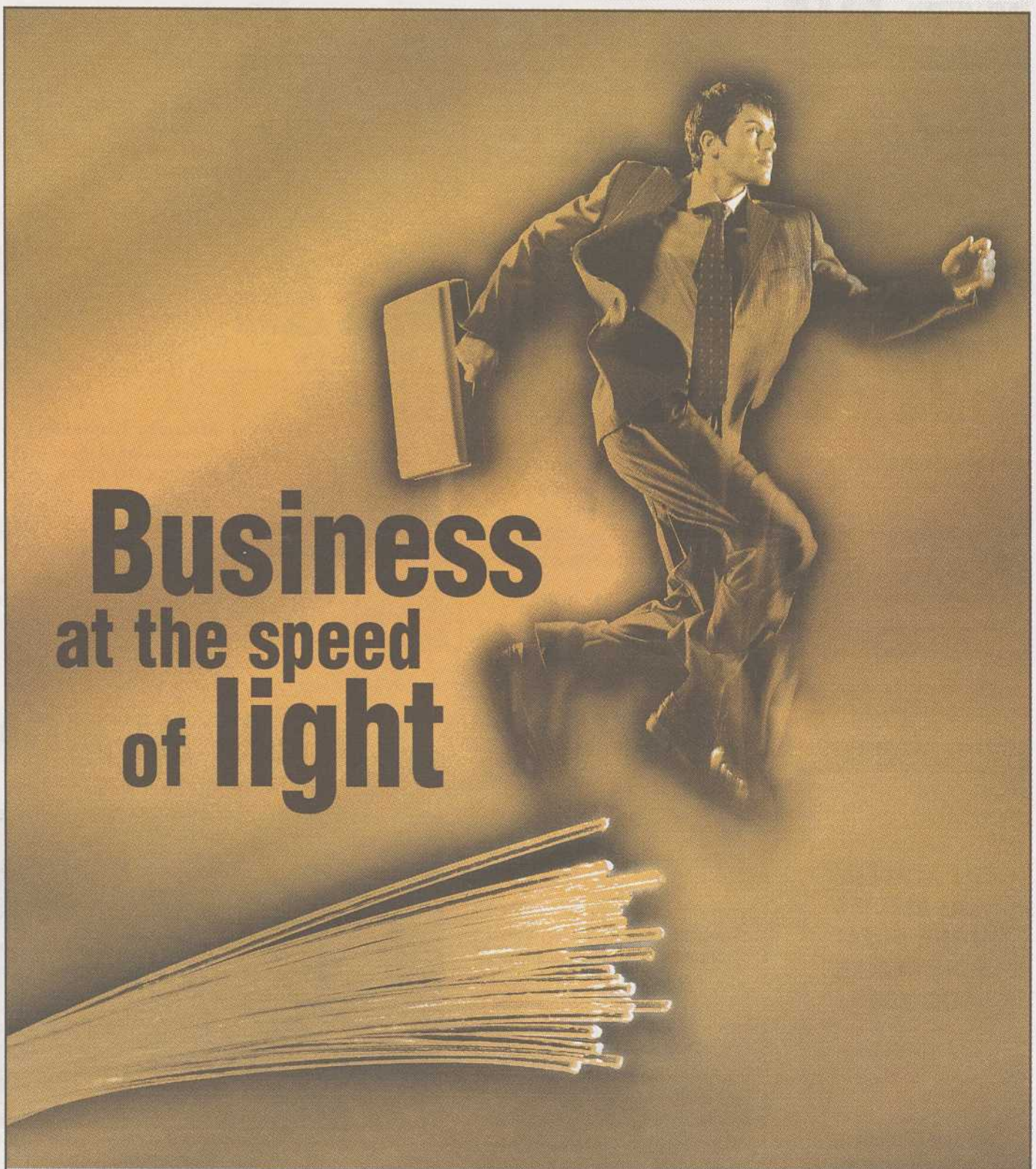
International Association of Exhibit Managers (IAEM), many associations draw an ever increasing portion of their annual revenue from holding trade shows that are linked to their conventions or their annual general meetings.

Extensive and rapid change occurs at the dawn of the new millennium, in the

form of ever-present technology, financial and administrative consolidation, the lightening up or, perhaps, the total removal of border and tariff barriers, lower airfares, emerging new business sectors that are hold the promise of strong growth. This explains why trade fairs and exhibitions are growing so

rapidly, at a rate of 7% annually, which is faster than the overall growth rate of the economy. Every year, some 5,000 fairs and exhibitions are held in the U.S. and Canada and the economic activity they

Continued on page 4



# Business at the speed of light

## Launch from our 100% fibre-optic network

With a powerful 100% fibre-optic network that stretches for more than 7,500 km and lightning-fast transmission speeds, Vidéotron Business Network offers you THE highest level of performance in telecommunications.

- Internet
- Local telephone service
- Long distance
- Equipment
- Data transmission

Get wired to the largest 100% fibre-optic network in Quebec. Contact us today.

**1-877-380-WEB2**  
[www.business.videotron.com](http://www.business.videotron.com)



Business at the speed of light

Vidéotron Business Network is a business name of Vidéotron Télécom (1998) Ltd.

Published by:



Chambre de commerce  
du Montréal métropolitain  
Board of Trade  
of Metropolitan Montreal

5 Place Ville Marie  
Plaza level, suite 12500  
Montreal, Quebec H3B 4Y2  
Tel.: (514) 871-4000  
Fax: (514) 871-1255  
Web site: www.btmq.ca  
E-mail: info@ccmm.qc.ca

President  
Pierre Laferrière

Editor-in-chief  
François Roberge

Managing editor  
Madeleine Murdock

Editorial assistant  
Luce Des Marais

Production and  
advertising assistant  
Sylvie Paquette

Advertising  
Annie Bergeron  
Johanne Gagné

Design and production  
Communication SRVA  
international inc.

Printer  
Imprimeries Transcontinental inc./  
Division Transmag

Subscription fee  
\$25 (10 issues) + taxes

ISSN 1480-4638

Legal deposit  
National Library of Québec  
National Library of Canada



forum

## INFORMATION TECHNOLOGY: AFTER Y2K, THE INDUSTRY FOCUSES ON THE INTERNET AND E-BUSINESS

BY LUCE DES MARAIS AND MING MAR

**W**hile Y2K compliance generated huge revenues in the information technologies industry, e-business and, before long, the convergence of Internet and wireless communications, promise untold riches. (Watch for our next issue featuring a Dossier on telecommunications which will look at this topic.)

Both the consulting and the development segments are best positioned. A study by Statistics Canada (Oct. 1999) dealing with the information technologies and communications (ITC) industry underscores the amazing growth of Canadian exports of ITC services. The study shows that in 1998 Canada's exports of ITC services amounted to almost \$4 billion, versus imports of services valued at \$3 billion. In comparison, 1990 imports and exports of ser-



"While everyone is talking about e-commerce, too few actually do it in Quebec," says Pierre Langelier, president and general manager of the Electronic Commerce Institute.

vices were on an almost equal footing at less than \$2 billion each way.

"There is tremendous demand for our services," confirm Tom Samek, a partner in Groupe Conseil Sygertech, a Montreal firm that has been specializing in the management of high tech companies over the past ten years. "We even developed our clientele all the way to the New York City area. The dot.com start-ups are in full swing out there and while many are subsidiaries of big, established businesses, just as many are launched from somebody's basement."

While the demand for developers and consultants is extremely high, all industry participants polled are unanimously exulting. Even the more traditional application integrators (database, etc.) are in full swing. In fact, the entire Montreal IT industry is benefiting.

One reason is that the Internet is much more than a new communication channel. It is in fact a new model that forces all organizations to re-evaluate

There is however one thing wrong with this oh so bright picture: the shortage of skilled human resources. One year ago, Montreal TechnoVision already pointed out there was a glaring need for human resources specializing in IT and that the gap between demand and offer was widening quickly. In fact, Cegeps and universities turn out only one-third of the actual number of graduates industry needs (note that the situation is quite similar in the U.S.).

Employment growth in the IT industry has been over 22% in Quebec over the past two years, as compared to a growth rate of merely 6% in other sectors (source: Statistics Canada). Furthermore, the unemployment rate in the Montreal area is the lowest since 1976.

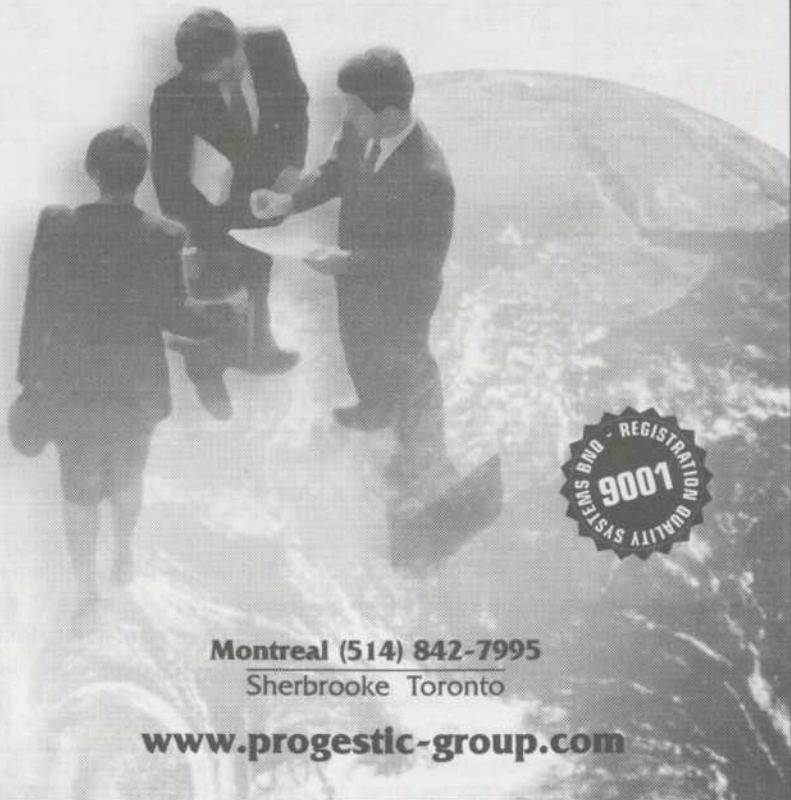
Continued on page 11



**PROGESTIC**  
GROUP  
CONSULTANTS IN MANAGEMENT &  
INFORMATION TECHNOLOGY INC.

**Progestic Group:  
Oracle and Microsoft  
partner**

- Development of turnkey systems
- E-Commerce



Montreal (514) 842-7995  
Sherbrooke Toronto

[www.progestic-group.com](http://www.progestic-group.com)

PRESTIGIOUS SPACE

**Need  
space?**

Montreal, Laval, Trois-Rivières,  
Quebec City, Chicoutimi:

Office space for rent  
from 300 ft<sup>2</sup> to 36,000 ft<sup>2</sup>

1 800 463-5261





## editorial

### AÉROPORTS DE MONTRÉAL: FOR THE IMMEDIATE ROLLOUT OF DORVAL'S EXPANSION PLAN



Photo: Jean-François Bérubé

Metropolitan Montreal is the only major urban centre in Canada to have two major airports, a duplication that has cost it dearly since 1975. Indeed, it sabotaged any aerial growth until Aéroports de Montréal (ADM) decided in 1996 to allow airlines to choose the airport from which they preferred to operate their regular commercial lines.

Since the recent announcement of the \$500 million investment project in Dorval, defenders of Mirabel Airport are once again resorting to an array of tactics and at times questionable arguments in favour of transferring regular flights to Mirabel. It bears reminding that from the outset, Mirabel Airport was probably one of the greatest planning errors of the century in Canada.

At the time, experts thought it wise to build an airport far away from the downtown core, believing that by the year 2000 aircraft fleets would consist primarily of very noisy supersonic jets that required very long runways. In their view, Canada's population would double, and Greater Montreal's would grow almost as much. By 2005 some 60 million passengers would pass through our airports. The fact is that today we number slightly more than 9 million (against 28 million in Toronto).

In fact, except for a few night flights, the Montreal area never needed a second airport, and all of Mirabel's activities could easily be absorbed by Dorval. Furthermore, for the past 25 years of Mirabel's existence, almost everyone has continued to choose Dorval, guided by pragmatic decisions and at times substantial investments, rather than some theoretical planning exercise.

When it inaugurated Mirabel in 1975, the federal government did not close Dorval.

The governments of Quebec and Canada never completed the highway links that would have allowed Mirabel to be better served. They also never invested in a rapid rail link to downtown, an indispensable element for such a remotely located airport.

A major part of the aeronautics industry, which makes abundant use of airport infrastructures, has developed around Dorval. Bombardier has even installed plants between Dorval's two runways while others, such as CAE, Rolls Royce and Air Canada's major maintenance workshops, have set up near Dorval, where together, they employ over 20,000 aerospace workers.

Freight forwarders and other suppliers of airport-related services have also set up in large numbers in and around Dorval. On the West Island alone, 73,000 jobs depend on the presence of an airport. Any attempt to uproot these employees to another location would raise quite a stir.

Finally, when offered the choice between Mirabel and Dorval, all the airlines with regular commercial flights opted to set up at Dorval. A charter flight operator even turned to the courts for the right to fly out of Dorval!

All the signs show that Mirabel was a costly error, a fact acknowledged by almost the entire metropolitan region. The best thing to do now is to continue working together to ensure the maintenance and development of Mirabel as an airport focussed on charter flights, logistics and distribution. ADM is working diligently to this end, with continuous support from all the economic agencies, especially Montréal International and Tourisme Montréal, which are actively promoting and marketing Mirabel.

But for the next few decades, Dorval will remain the airport of choice, the only one that in the short term and at a reasonable cost offers the opportunity to revive airport activity by becoming a hub that adequately serves our high-tech, export, tourism and business tourism industries, along with all the other users.

We must therefore not delay in implementing the investment project recently announced by ADM, and avoid being drawn into a debate that seeks above all to delay Dorval's expansion to the benefit of Mirabel. We put an end to this debate four years ago when regular flights were deregulated. But more than that, for the past 25 years all our decision-makers have attempted to do the same whenever they had the opportunity by making decisions that clearly confirmed their preference for Dorval.

The time to act is now.

Pierre Laferrière



## dossier



Continued from page 2

### BUSINESS TOURISM...

generate is estimated at US\$50 billion, or, in other terms, they generate one million jobs and sell 18 million airplane seats and 50 million hotel rooms.

As points out Pierre Bellerose of Tourism Montreal, it is "easier to obtain statistical data on participants in conventions or trade shows and exhibitions, because they are group activities. And for that same reason, it is easier to interact with them," that is, to influence their decisions and their behaviour as tourists. The idea is to encourage them to come back to Montreal. "Individual tourism is more subject to fluctuate according to economic conditions," adds Bellerose. "For the time being, individual tourism is quite healthy, as it reflects the conditions in our main markets - Ontario and the Northeastern United States - where the economy is in good shape, as we know. But this does not make it any easier to study individual tourism."

### Expansion of the Palais des Congrès

Conventions and expositions make up a significant portion of Montreal's economy. For example, in its 1998-1999 season, the Palais des Congrès hosted over 200 events that brought a net inflow of \$170 million in the city's economy. When a call for tenders was launched for the extension of the Palais in March last year, Louise Harel, Minister of State for Municipal Affairs and the Metropolis, pointed out that "American conventions to be held here until the year 2005 will be generating cash inflows of \$55 million more every year and they will contribute to creating 1,000 more jobs in the Montreal tourism industry." While Montreal already occupies the top spot in Canada and is number 3 among big cities in North America - behind New York and Washington -

Montreal's Quartier International. The benefits are already materializing, as eight conventions were directly attracted by the Palais expansion. They have been confirmed and they will bring 38,000 conventioners to Montreal where they will spend close to \$75 million.

The extension will increase the Palais' surface by 70,000 sq. metres, for a total of 125,000 sq.m., says its new president and general manager Paul Saint-Jacques. "This is the result of a rather vast consensus among the entire Montreal community, and especially in tourism and business circles." The Palais is to be fully renovated and it will be geared to take in two large conventions simultaneously and to accommodate twice as many visitors as before. It will, says Saint-Jacques, "consolidate the Palais' leadership in the large international convention markets, increase the number of major North American conventions coming to the metropolis, stimulate the tourism industry, reinforce Montreal's international reputation and stature and rebuild the link between downtown and the Old Montreal area."

When the extension of the Palais des Congrès was announced in September 1997, Paul Saint-Jacques' predecessor, François Lebrun, said that "If we're expanding, the purpose is to double the usable exhibition surface. What we want is to attract American exhibitions right here, because that is what's most profitable. A single American convention - and this is an interesting piece of data - brings in twice as much as a major international convention: \$6 million instead of \$3 million, and the exhibition makes the difference. Now, this is the actual market we are focusing on."

In fact, a "widespread" market study undertaken by KPMG in 1996 found that the large convention market, and espe-

ECONOMIC SPIN-OFFS OF THE PALAIS DES CONGRÈS DE MONTRÉAL'S EXPANSION				
	Average 1992-1996	Projected 2001-2002	Projections 2005	
			Additional conferences	Total economic spin-offs
Total expenditures by delegates, participants and exhibitors in Quebec	\$173.7 M	\$187.5 M	+ \$54.6 M	\$242.1 M
Number of jobs created in the tourism industry (person-years)	3,202	3,456	+ 1,020	4,476
Tax and special-tax revenues Quebec government	\$25.9	\$28 M	+ \$8.2 M	\$36.2 M
Tax and special-tax revenues Federal government	\$21.6 M	\$23.3 M	+ \$6.6 M	\$29.9 M

Source: Société du Palais des congrès de Montréal, 1998

in the international convention market, it will be in a position to consolidate this preeminence.

The long-awaited expansion of the Palais des Congrès will be completed in the spring 2002. It represents an investment of \$240 million in taxpayer money and it will become a major landmark of

cially conventions organized by our friends south of the 45<sup>th</sup> parallel, held "attractive potential" for Montreal, but on the one condition that the Palais be

Continued on page 8





activity



partner

**The right line of business**

Chambre de commerce du Montréal métropolitain  
Board of Trade of Metropolitan Montreal

**2000 ANNUAL BENEFIT GOLF TOURNAMENT**

Shine up your clubs, the year 2000 brings the return of a new golf season, and along with it one of the first tournaments of the season.

Shotgun and Vegas formula  
Gifts for everyone, prizes, trophies, etc. This year, to have the chance to win an additional prize of \$250, you need to register before March 31, 2000.

Price: member \$195  
non-member \$280  
(Plus GST 7% and QST 7.5%)

For information and registration:  
Line Leblond  
(514) 871-4000, ext. 4001

Would you like to be involved with this successful event as a sponsor? Different types of sponsorships are available:

- Brunch
- Trophies
- Door prizes
- Holes

Please contact  
Johanne Gagné at  
(514) 871-4000, ext. 4016

Thursday, May 25, 2000  
Lachute Golf Club

COGNICASE COMMERCE Vidéotron Business Network



W | T | C  
MONTREAL



Équipe Canada inc. - Team Canada Inc

## The World Bank & the Inter-American Development Bank

### Banking, loans and financial market reforms June 14 to 16, 2000

The World Trade Centre Montréal and Team Canada Inc, in collaboration with the International Trade Centre of Industry Canada, are pleased to invite you to take part in their next trade mission to the World Bank and the Inter-American Development Bank in Washington, D.C.

### Exploring new international business opportunities

This awareness mission is designed specifically for companies and organizations that want to know more about the World Bank and the Inter-American Development Bank and how they operate. During this mission, the WTC Montréal will put you in contact with decision-makers and industry experts at the WB and the IDB who will acquaint you with the way they conduct business and award contracts.

### Financial markets reforms and reinforcement in emerging countries

More than ever, financial market reforms and reinforcement in emerging countries are given substantial support from multilateral development banks in terms of investments. More specifically, at the World Bank, in 1999, the financial sector has attracted the most important amount of investments: 23% of all loans, the equivalent of US \$6.6 billion. The Inter-American Development Bank also invests heavily in the financial sector. In 1998, state reform and modernization projects, within which lies the financial reform sector, received US \$3.8 billion in investments, the equivalent of 38% of all loans.

The emerging importance of this sector at the multilateral development banks can be attributed to the recent financial crises that have shattered Asian, Russian and South American economies and that have demonstrated the urgent need for viable financial systems and institutions in order to sustain a durable economic development. Therefore, reforms in banking systems and financial markets have become a priority for the World Bank and the Inter-American Development Bank. Consequently, the different projects have the following objectives in common:

- Regulating and monitoring banking and financial markets;
- Improving financial institution management;
- Creating legal structures for privatization;
- Making credit accessible to middle and low income populations.

To participate or to get more information on this trade mission:

#### Information

Sylvain Bouffard  
(514) 849-8310 / 1-877-590-4040  
sbouffard@wtcmontreal.com  
[www.wtcmontreal.com](http://www.wtcmontreal.com)



Édifice Sommar  
8150, boul. Métropolitain Est  
Bureau 250  
Anjou, Québec, Canada  
H1K 1A1  
Tél.: (514) 351-7878 Poste 15  
Fax: (514) 351-7545

Tom Samek, B. Sc., MBA  
Associé / Partner

t.samek@sygertech.com  
[www.sygertech.com](http://www.sygertech.com)

# Special



Continued from page 1

## GREAT MONTREALERS...

bers, after careful consideration, select the four new Great Montrealers.

### An illustrious 2000

The list of 2000 laureates is illustrious indeed. The Great Montrealers 2000 selected this year are prominent figures, pillars of Quebec society... indeed, people who are larger than life. These four Great Montrealers will be honoured on the evening of June 8, 2000:

### ECONOMICS - Jean C. Monty

Jean C. Monty is everywhere: telephone, computers, Internet, cellular telephones, pagers, and still more. His strategy involves converging all the networks and technologies to offer the largest array of products possible to consumers.

Jean Monty has both a Bachelor's and Master's degree in economics from the University of Western Ontario, as well as an MBA from the University of Chicago. He was appointed president and chief executive officer of BCE in 1998, and is also chief executive officer of Bell Canada and chairman of the board of BCE Mobile Communications.

Jean Monty is an influential figure in the Quebec business landscape: for the second year running his name has topped the list of *Revue Commerce's* annual ranking of the 50 most influential business leaders in Quebec.

His commitment in business and to community life has earned him membership in the Order of Canada.

### CULTURAL - Andrée Lachapelle

Andrée Lachapelle is a pillar of Quebec theatre. Beginning her career as an actress in repertory theatre in 1952, this woman, whose first love is the stage, has had a career filled with unforgettable moments. She has helped stage the plays of many Quebec playwrights and has acted in numerous miniseries on television and at Radio-Canada radio. Her career also extends to the big screen, where she regularly collaborates with budding artists.

A seasoned performer and one of the most respected dramatic actors in Quebec, Andrée Lachapelle continues to have a remarkable career in theatre. She was the first president of the Conseil québécois du théâtre and she is an ambassador for Quebec designers. For the past several years she has been a member of the Comité de diffusion des arts carcéraux (prison arts committee) and is actively involved in inmate assistance programs.

### SOCIAL - Maurice Richard

Who hasn't heard of Maurice Richard? Born in the Montreal neighbourhood of Bordeaux, Maurice began playing hockey at the age of eleven, but it wasn't long before he left the minor league behind. He turned professional at the age of 21 and in 1942 joined the National Hockey League, playing for

the Montreal Canadiens until his retirement in 1960.

A passionate, determined scrappy player who was quick to defend both himself and his teammates, the "Rocket" soon became a living legend. Many records of the illustrious number 9 have

never been broken. He remains one of the greatest hockey players of all time.

Maurice Richard has been awarded countless trophies, and his name was added to the Hockey Hall of Fame in 1972. Beyond that, he was named an Officer of the Order of Canada in 1967.

### SCIENCE - Jacques Genest

Dr. Genest is founder of the Institut de recherches cliniques de Montréal, which has earned an international repu-

Continued on page 9



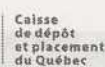
Major partner:



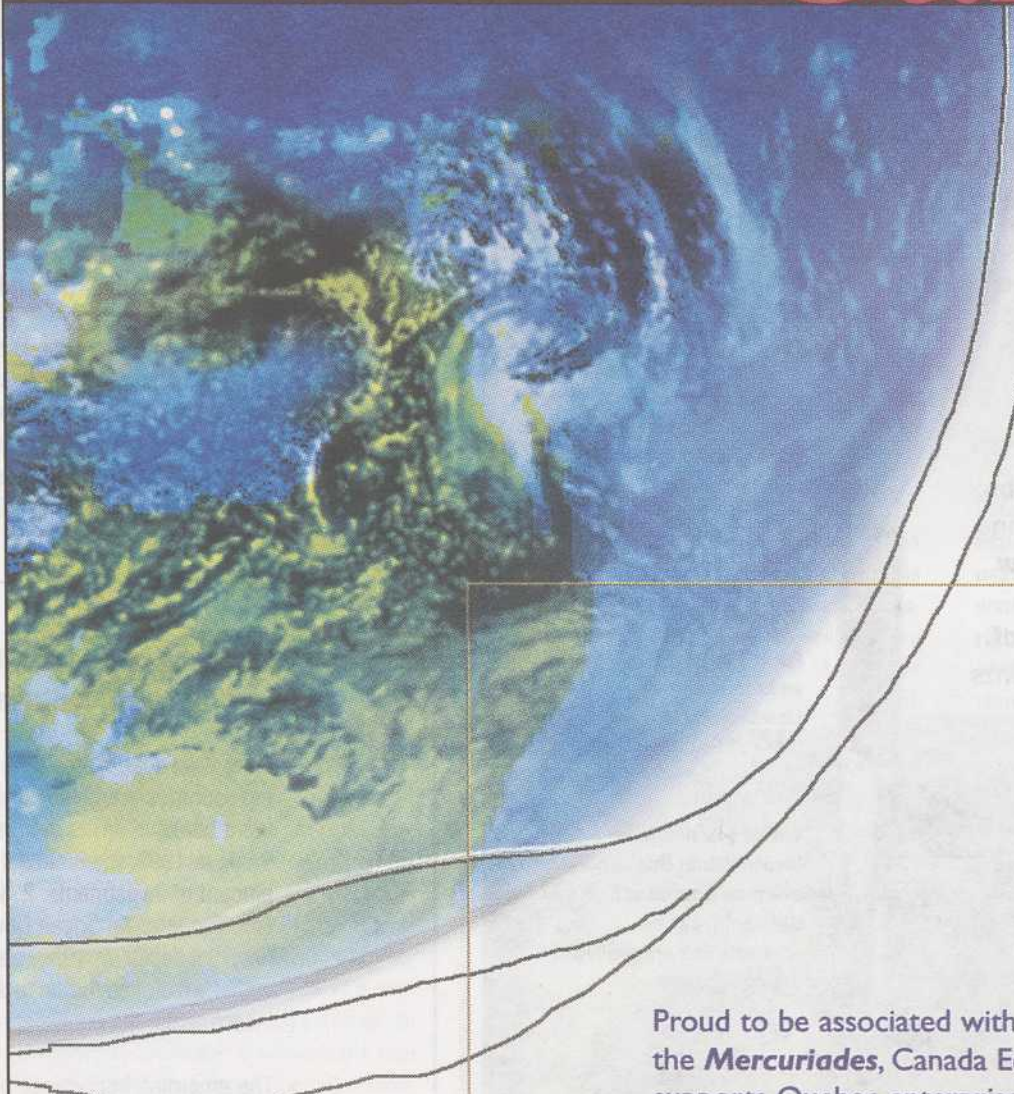
Partner:



Sponsors:



## Economic Development Canada



Proud to be associated with the 20<sup>th</sup> edition of the *Mercuriades*, Canada Economic Development supports Quebec enterprises in their search for new markets.

Canada Economic Development congratulates all the companies which, in the past 20 years, have particularly distinguished themselves for their dynamism, the originality of their innovations and their growing presence on world markets.

## Seeing the World Daring Exporters



Développement économique Canada

Canada Economic Development

Canada



## committee

# TRANSPORTING PEOPLE AND MERCHANDISE: ORIENTATIONS 2000

By MARTINE PLAIZIAC

In 1993, the Board of Trade of Metropolitan Montreal ratified orientations in the area of transportation and drafted a memorandum that has since guided its positions in this regard.

The Transportation committee, on which some 40 businessmen and women from all areas of transportation sit, revised and updated the Board of Trade's orientations, which were adopted at its March 29 board of directors meeting.

### Overview of the situation

For companies in the metropolitan area, the transportation of goods and services is gaining increasing importance: the advent of new technologies has added new pressure due to faster delivery time and increasingly demanding customers who want their goods immediately.

As well, many business people contend with traffic snarls on a daily basis.

Indeed, in 1997 the Minister of Transport assessed the cost of road congestion at \$502 million, \$401 million of which was attributed to lost time.

As for existing infrastructures, the airports and port of Montreal play a critical role in the development of the metropolitan region, since between 35% and 40% of the Quebec economy depends on exports.

However, because of reductions in the transportation budget both at the federal, provincial and municipal levels, our infrastructures have been progressively deteriorating. It is thus estimated that over 30% of the road network under the Quebec Transport Minister's authority fails to meet the standards set by the Department itself.

Municipal infrastructures are also eroding due to an aging network and

municipalities that have cut back their contributions to transit corporations.

Under the Kyoto Accords, the Canadian government undertook to reduce greenhouse gases by 15 percent. As it stands, the budget allocated to upgrade the existing network is not enough to achieve this goal.

The Board of Trade considers that a number of complementary measures must be added, including:

- a change in behaviour and in the way things are done;
- development of infrastructures and mass transit services;
- a sustained and ongoing effort to maintain existing infrastructures in good repair;
- a more rational approach in the selection of new infrastructures.

### Changing the way we do things

The first change is in the area of investments, which should not be approved before the project in question has undergone a rigorous economic analysis.

The Board of Trade's second recommendation is that the government turn more often to the private sector for services. Many forms of public-private partnerships exist that will still allow the government to retain a measure of control.

The Board of Trade also suggests that the demand for transportation be evened out through incentive measures and in some cases control mechanisms aimed at users of all types of transportation.

Beyond that, the Board of Trade favours the development of new mass transit infrastructures. There are many projects, all of which must be adapted to local circumstances, whether they require a minimal investment or costly outlays, such as metro and light train infrastructure projects. All projects must be subject

to a rigorous economic analysis.

- Moreover, the Board of Trade insists that investments be made in the short term to maintain the existing network in good repair with a view not only to ensuring the safety of users but also to save money in the short term: repairs always cost less when they are carried out on a regular basis.

### Conclusion

The Board of Trade considers that:

- all levels of government should increase transportation investments, and if this is not possible, private financing should be sought;
- all projects should be subject to a rigorous economic analysis based on recognized accepted parameters;
- the results of these economic analyses should be made public;
- the service offering should be open to outside competition;
- equipment and infrastructure planning and the determination of service levels should come under the authority of the governments.

### Minister Chevrette's Transportation Plan

On April 11, Minister Chevrette unveiled his long-awaited Transportation Plan.

The Board of Trade subsequently issued a press release praising an excellent planning effort that contained well-targeted investments.

Indeed, the Minister's plan meets several of the evaluation criteria developed by the Board of Trade's Transportation committee:

- sufficient justification of projects
- an exhaustive analysis
- financing means
- an outline of the spin-offs and effects of the projects.

However, the Board of Trade reaffirms its desire to see more detailed cost/ben-

efit studies conducted for certain projects so as to ensure that the goals of the targeted clientele are met and that the substantial investments are justified. ■

### PROJECT EVALUATION GRID RECOMMENDED BY THE BOARD OF TRADE

#### 1. Prerequisite conditions:

- provide a general justification of the need;
- ensure the technical feasibility of the solutions;
- ensure appropriate financing means.

#### 2. Cost/benefit analysis:

- Costs: assets (less residual value), maintenance, operation, attendant costs.
- Direct benefits: savings in time and in turnover, operating and parking expenses, as well as less accidents.
- Indirect benefits: time savings for other users, environment, urban development, etc. (congestion, parking, territory use, air and water pollution, noise, waste, municipal services).
- Evaluation parameters: analysis and discount rate.
- Economic efficiency criteria: net present value and internal rate of return.

#### 3. Financial analysis:

- costs: property, maintenance, operating, financing (interest and dividends), taxes and income tax.
- Receipts: sale of tickets and passes, tolls and other revenues (commercial aspect).
- Parameters: means of financing, financing rate, term.
- Criteria: net present value and internal rate of return.

#### 4. Studies of spin-offs and effects:

- On construction and operations: support to employment, production, revenues, effect on taxes, exports.
- On development: catalyst for growth and a means of attracting new economic activity.



## For everyone who chooses the unbeaten path

Harnessing new opportunities demands rigorous commitment. That's why BDC offers innovative financial products to companies that have a strategic position in high-tech and emerging markets. Whatever your phase of development, our team of versatile professionals can help you grow, even in uncharted territory.

To implement winning strategies both here and abroad and to achieve your full potential, call on your BDC investment specialists today!

1 888 INFO BDC / [www.bdc.ca](http://www.bdc.ca)

Canada



Business Development Bank of Canada  
IN BUSINESS FOR SMALL BUSINESS



## dossier



Continued from page 4

### BUSINESS TOURISM...

enlarged. The study went on to say that 40% of all these conventions were going to require more space than currently available at the Palais. Five years from now, the Palais' objective will be to go and get 15% of the overall American market in Canada, and at the same time, it will be able to take in more Canadian and Quebec conventions and exhibitions. Therefore, the Palais des Congrès will be in a better position to benefit from a weak Canadian dollar to attract American and European conventioners and to convince Canadians and Quebecers to come to Montreal hold their conventions.

#### New hotel construction

One good indicator of Montreal's economic well-being is that real estate is doing well. Suffice to mention, among other signs, the construction underway at Cité du Multimédia and the transformation of the Forum into a mega amusement centre. Many other sectors are performing quite strongly, including the pharmaceutical industry, aerospace, the biotechnologies, engineering, infographics. Also, the film industry is working with some of the world's major stars, many events and festival, including the Formula 1 Grand Prix attract the jet set and turn the city as a choice destination, thus giving it even more appeal.

As a consequence, the hotel offering in Montreal will be widened. Pierre Bellerose, of Tourism Montreal, quotes data from Hospitality Valuation Services International emphasizing that the Metropolitan area is benefiting from four major transactions (including the Westin on Sherbrooke Street that became the Mont-Royal Omni) for a total of \$65 million. Another \$100 million or so must be added to account for renovation spending at a number of hotels: "We have identified seven new projects in Old Montreal, which is quite obviously the top choice location for tourists. This will add 500 rooms by the year 2005, mostly in romantic-type establishments."

All studies agree that accommodation and restaurants are the prime beneficiaries of the spending generated by conventions. These two sectors account for 52% of tourism jobs, over 40% of the industry's payroll and one-third of its value-added. "The hotel industry is experiencing strong levels of activity," comments Gilles Larivière, a Montreal-

based Horwath associate. "Just look at all the ongoing renovations, the new projects, an overall improved performance and higher real estate valuations. The industry is being revitalized and, as such, it attracts new brand names and new sources of financing, and it reacts more quickly to shifting consumer preferences. It may also launch itself into technological innovation." We can add that the industry will also be in a better position to meet the requirements of business travellers.

#### Montreal's image

The popularity of Montreal as a destination has been steadily growing over the last few years, both with business and leisure travellers. According to a recent study by Smith Travel Research, performance indicators show an unbroken improvement trend since 1994. Hotel revenue should top the \$1.6 billion mark this year, including \$1 billion coming out of the wallet of the so-called "international" tourists.

The Metropolis' hotel inventory includes 24,000 rooms distributed across all categories, in 250 hotels. The average occupancy rate rose from 63.3% in 1996 to 65.6% in 1997 or the highest occupancy rate since 1998. Then, it rose further to 70.8% last year. Moreover, the big winners are the high-end, luxury hotels, those business travellers prefer. The average room price rose by 7.4% (to \$116 as compared to \$108 in 1998). Nevertheless, Montreal remains one of the international destinations where accommodation is less costly. In December 1998, the Guide to Daily Travel Prices published by Runzheimer Canada placed Montreal on top of the list of North American cities where daily travel expenditures are lowest (at US \$142), far ahead of New York (US \$342), San Francisco (US \$262) and even Vancouver (US \$161) and Denver (US \$158).

Besides the extension of the Palais des Congrès, other factors are already having an impact on the flows of tourists in Montreal, especially where business travellers are concerned. Among these, the consolidation of regular flights at Dorval Airport (where \$500 million will be invested by 2004 for the purpose of

Continued on page 10



## partner



Pierre Langelier,  
president and general manager,  
Electronic Commerce Institute

# THE INTERNET - A VENUE FOR IMPORTS AND EXPORTS

In foreign trade a host of rules apply, whether the goods are physical, industrial, virtual or consumer. In all cases, the Internet can make things easier. All you have to know is what this technology can do for you.

Veteran exporters and importers are familiar with the vast number of laws and constraints governing foreign trade. These merchants routinely carry out property transfers, obtain export certificates and licenses and deal with customs brokers, carriers and shipping agents. All this entails a mountain of paperwork, usually by hand.

The advent of e-commerce is changing all that. The Net makes traditional operations easier, and three sectors are showing serious interest: customs brokers, credit companies and buyers' and sellers' intermediary sites.

#### Customs brokers

"For example, customs broker Fritz Starber offers its customers software that allows them to complete and forward forms on the Internet," states Claude Riopel, senior advisor at the Electronic Commerce Institute. "This allows them to avoid critical errors in transcribing information. For example, if a container arrives at port labelled as weighing 3,000 kilos but the invoice doesn't match, indicating 3,900 kilos for instance, the goods won't be moved. It can be very costly to store the container, and even more so if it contains perishables."

#### Credit companies

Other initiatives are beginning to emerge with a view to making things easier for companies negotiating abroad. Credit companies Thomas Cook and American Express, for example, now offer international payment services online.

Once two companies regularly doing business with each other have established a relationship of trust, the Internet becomes the intermediary, with its technology acting as the border. Credit companies such as AMEX and Thomas

Cook handle the transfer of funds according to the exchange rate.

#### Sellers' and buyers' intermediary sites

Other sites are positioning themselves as intermediaries between companies with needs and others that can meet these needs. Virtual fairs or markets bring together buyers and sellers from different countries, for example, [www.virtualtradelink.com](http://www.virtualtradelink.com) and [www.wand.com](http://www.wand.com). You can now find suppliers or new markets for your products with just a few clicks of your mouse.

#### Dematerialization - a new concept

When exported goods are virtual, which means they can be sold digitally and simply travel between two computers, they can cross borders with no one's knowledge. The network itself becomes the method of delivery. However, this type of export involves new legal risks. To whom does the intellectual property of a digital book belong? What type of document establishes the contract between two parties? An e-mailed purchase order can easily be altered. Is there proof of a transaction in the event of a dispute? Companies must understand that e-commerce is somewhat different from traditional business.

"Still, the Internet is not on another planet," says attorney Eric Dunberry, a partner at Ogilvy Renault. "Because a product is virtual doesn't mean that it's not governed by laws. Certain goods cannot be traded between two countries, for example, encryption software, and you must respect tax, fiscal and customs regulations."

Mr. Dunberry points out that many international treaties exist and that a company intent on exporting to other countries must be familiar with the laws of the destination country since they may differ from our own.

In light of this new way of doing business, the Electronic Commerce Institute will soon offer a training course on e-commerce and exports. (See p.10 of this issue for details.) ■

### ELECTRONIC COMMERCE INSTITUTE - TRAINING PROGRAM

#### MAY 2000

9	Technical aspects I: X12 standards and mapping
10-11	Technical aspects II: components and integration to management information systems
17	Implementing EDI over the Internet
24 a.m. (Québec)	Introduction à l'EDI (in French)
24 p.m. (Québec)	Implantation de l'EDI sur Internet (in French)
25 (Québec)	Implantation de l'EDI (in French)
call us	Implementing Financial EDI (820)
call us	Implementing the Advance Ship Notice (856)
call us	Introduction to EDIFACT Standard

#### JUNE 2000

7 a.m.	Marketing for the electronic commerce
7 p.m.	Electronic commerce and exportation
<b>Information: (514) 840-1288</b>	

# Special



Continued from page 6

## GREAT MONTREALERS...

tation for its research and discoveries. Doctor Genest is also a professor of medicine at Université de Montréal and McGill University.

A pioneer and an innovator in clinical research, Doctor Genest founded the first bio-medical research department in a French teaching hospital in Quebec. He was also the founder and first president of the Conseil de la recherche en santé du Québec. And beyond that, he opened the first Centre for bio-ethics in Canada.

The author of major works and important discoveries on hypertension, Dr. Genest has over 700 major publications to his credit. Awarded a doctorate *honoris causa* on twelve separate occasions, he is also a Companion of the Order of Canada and Grand Officer of the Ordre national du Québec.

### Gala 2000... an impressive program

Montreal Mayor Pierre Bourque and the Honourable Martin Cauchon, Secretary of State at Economic Development Canada will be the honorary co-chairs of the evening, to be held at the Delta Hotel downtown. President of the Board of Trade Pierre Laferrière and Albert Mil-laire, president of the Academy of Great Montrealers will also be present.

This year's Gala will be a departure from previous years: a chamber music ensemble from the Montreal Symphony Orchestra will play for your listening pleasure, and a Cirque du Soleil entertainer will dazzle everyone with his diabolical tricks.

Add to all this a cocktail, a five-course gourmet meal with wine and after-dinner drinks and you have all the ingredients for a wonderful evening in the company of well-known personalities from the business, science and cultural world.

### And what about succession?

Concerned with succession, the Academy of Great Montrealers takes advantage of the annual gala to award to three PhD graduates from Montreal universities or affiliated schools a \$5,000 scholarship for excellence in research.

### To attend

We invite you to join us at this memorable evening when the Board of Trade pays homage to four new Great Montrealers. Admission for members is \$185. To reserve, please contact Line Leblond at (514) 871-4000, local 4001; or by e-mail at lleblond@ecmm.qc.ca. ■

## WANTED...

### FOUR PAID JOBS FOR OUTSTANDING STUDENT AWARD "GOLD" MEDALISTS

The Board of Trade of Metropolitan Montreal is pleased to announce the seventeenth edition of the Outstanding Student Awards Program for secondary V and vocational training students registered in Greater Montreal schools. The goal of this competition is to acknowledge and promote excellence among young people.

The Board of Trade jury will select three winners in each of the following four categories: Arts, Vocational Training, Science/Math, and Humanities/Languages. The four gold medalists will receive a \$1,000 bursary and a summer job with a Board of Trade member company.

We are now looking for these jobs. The hiring period should cover all five-day weeks during the months of July and August, 1999. In return for offering a paid job to one of the four winners, the company will benefit from the following exposure:

- the name of the hiring company will be announced at the award ceremony during the business luncheon on May 11;
- it will be listed in the program for the ceremony, which all contest finalists will be invited to attend;
- and it will be included in a photo-report of the event published in *Leadership Montréal*.
- The company will also receive two free tickets to the business luncheon.

A Board of Trade working committee composed largely of representatives of Greater Montreal's education community has confirmed that this competition has a very positive impact on the finalists who learn, through their meeting with the jury, that the business community is a dynamic and welcoming milieu. You can only benefit from your participation in this competition serving to acknowledge and promote the excellence of our young people.

For more information or to offer a job, contact Nathalie Geoffroy at (514) 871-4000, extension 4009. ■



# Congratulations to all Great Montrealers!



## dossier



Continued from page 8

### BUSINESS TOURISM...

supporting a major increase in the number of direct domestic, continental and international routes), and the keyed-up promotional campaigns in the U.S. market touting Montreal as a destination.

There is also another non-negligible element: Montreal is an attractive product. In its *Guide à l'intention des congressistes*, the Association des Évaluations Environnementales, that held its most recent convention in Montreal, delivered the following profile of the city formerly known as Ville-Marie: "Montreal is a city of contrast, a fascinating mix of history and contemporary living and, as such, it is an ideal gateway to North America. An international hub, Montreal is home to many consulates, foreign trade missions, international organizations and multinational corporations. Recognized on a world scale for its dynamic and rich cultural life, the city opens up on the St-Lawrence River and the vast surrounding open space."

This is the kind of statement and spirit the Official planner's guide (a convention planner guide that can be found at [www.tourisme-montreal.org](http://www.tourisme-montreal.org)), published by Tourism Montreal since 1985, uses to attract conventions, symposiums, exhibitions, fairs and business meetings. The guide says Montreal is a "welcoming" city. It introduces its restaurants and describes Montreal's "Culinary Art", its landmarks, its cultural and sports events, its festivals, its shopping experience. "Not all tourism clienteles have the same perception of the city," explains Pierre Bellerose. "For the French, for example, Montreal is a 'human-scale' city and a pleasant surprise in North America. English Canadians view it as the country's *Fun City*. Our American neighbours are drawn by the city's history, culture and cuisine. They see it as a French speaking city, very clean, where they feel quite safe. And Quebecers see Montreal as the metropolis of the arts and the place for shopping. Each group, including business travellers, discovers and visits Montreal in their own way."

All of this is a good reason to work toward the economic vitality of Montreal. A distinctive image must be developed for the city in order to help target various types of clientele. We must implement all appropriate means to get in touch with these prospective tourists and to convince them. Then we must get them to come again. "A festive, convivial city, Montreal is also a creative, imaginative, enterprising city, says Charles Lapointe. This city is a pool of talent and knowledge in high tech, transportation and communications, pharmaceutical production and research, the visual and performing arts, pop music. We must impress the mark of Montreal in the mind of both leisure and business tourists."

"The real challenge," pointed out Steven Hacker, the president of IAEM at the occasion of the Palais des Congrès' Washington liaison office opening day ceremonies in May 1997, "is to forecast and anticipate change, both with technologies and state of mind. This is the best way to have more clients — more satisfied clients."

"Tomorrow starts today," said the sage... ■



## activities

### SEMINAR PRESENTED BY THE ELECTRONIC COMMERCE INSTITUTE

#### EXPORTING THROUGH CYBER-MARKETS

The Internet is creating a wide range of new possibilities that managers of most export firms should know about. This seminar will present you with useful "tricks" to know, avenues to explore, and pitfalls to avoid when using Internet technology to support your marketing activities.

Date: May 16, 2000

Place: Delta Montréal Hotel

475 President-Kennedy Avenue

Opus 1 Room

Time: 8:30 a.m. to noon

Cost: Member: \$75 (+ 7% GST + 7.5% QST) = \$86.27

Non-member: \$110 (+7% GST + 7.5% QST) = \$126.53

Reservation by fax: (514) 871-5971

Information: Nolie Imprévert - (514) 871-4000, ext.4020

E-mail: [nimprevert@cmm.qc.ca](mailto:nimprevert@cmm.qc.ca) ■



LGS



# In the new economy there's one thing more important than the answers. The questions.

"How can a company with no assets and no profits be worth millions of dollars more than we are?"

"How come our most loyal customers are now buying online with some dot.com start-up?"

"Are you worth what you think?"

With so many answers being promised in the new economy, make sure you're armed with the right questions.

All the right questions  
[www.arthurandersen.com](http://www.arthurandersen.com)



ARTHURANDERSEN

Assurance • Business Consulting • Corporate Finance • eBusiness • Human Capital • Legal Services • Outsourcing • Risk Consulting • Tax Services

\*Legal services are not offered in Canada due to Canadian regulations  
© 2000 Arthur Andersen. All rights reserved.



INFORMATION TECHNOLOGY...

Interesting fact: The CEFRIO study has shown that use of technologies does not vary much on a regional basis...

Table with 2 columns: PERCENTAGE RATE OF WIRED COMPANIES and INDIVIDUALS REPORTING RECENT INTERNET USE. Rows include Montreal, Quebec city, Other cities, and Rest of Quebec.

\* Chicoutimi, Jonquière, Hull, Ottawa, Trois-Rivières, Sherbrooke Source: CEFRIO, 2000.

their business patterns and that results in increasingly integrated functions. "Companies must not hesitate a minute to go and get help from the best possible strategists...

"It is true that, while everyone is talking about e-commerce, too few actually do it in Quebec," confirms Pierre Lange...

It is a well-known fact that Quebec is lagging behind. A study undertaken during the summer of 1999 by CEFRIO...

Therefore, these Web sites are often nothing more than an online display window. E-commerce enabled Web sites are even less common...

However, a number of the "wired" companies (i.e., those with Internet access but not necessarily their own Web site) did report a positive impact on...

their business: 54% of the wired companies said the Internet had a significant impact on the exchange of information with their clients and their suppliers...

However, business-to-consumer (B2C) e-commerce, or e-tailing, remains but a fraction of all commercial activity taking place on the Internet...

The next B2B wave is already upon small and medium-sized businesses (SMBs). In order to do business with large corporations, their sub-contractors must stay in tune...

"E-business," says Pierre Langelier of the Electronic Commerce Institute, "is the integration of existing systems, both upstream and downstream...

To meet the challenge, the Institute offers training courses and a listing of suppliers and services. The ECI is focused on helping managers in their thinking by providing them with unbiased and objective information...

commerce électronique à l'intention de la PME (E-commerce for SMBs) by Vallier Lapierre. The content of this reference book is available on the Internet at www.institut.qc.ca...

Convergence and partnerships

In both the field of software development and that of consulting services, the IT industry seems to follow a logic of convergence (and of ever-increasing sophistication) of its products...

The mission of the Centre de recherche informatique de Montréal (CRIM) consists precisely in participating in the socio-economic and industrial development taking place in IT...

monitoring technological development and evolution and training human resources. To achieve its objectives, the CRIM works in association with partners in the private sector...

In particular, the CRIM operates an Applied Software Engineering Centre whose mission is to give access to the best practices. The CRIM's main areas of research are: telecommunications and networks; speech recognition; image recognition; human/machine interface...

Yves Sanssouci, CEO of the CRIM, is absolutely convinced that "Technology must serve humanity, not the other way



Advertisement for tyme web. Features: The Latest Technology Now Brings More Flexibility. The easiest and most flexible time & expense management tool there is! Starting at 795\$. Ready for use package available. Contact 1-888-548-2224 or (514) 866-2224.



Continued from page 11

**INFORMATION TECHNOLOGY...**

around." One of the CRIM's projects Sanssouci is most enthusiastic about is Retsoft, an imaging process with which it is possible to make a safe diagnostic of diabetes-induced retinopathy from a remote location. This project was born out of collaboration between the CRIM, the Maisonneuve-Rosemont hospital and university scientists. It involved one full year of research and required \$1.1 million in financing. This is a typical example of the kind of project the CRIM is looking for. At the CRIM, research must evolve into technologies that can be transferred over the short-term.

Sometimes, these technologies are so promising that the CRIM will spin-off a new company. Such was the case with Locus Dialogue (a company specializing in speech recognition technologies) and Simlog (a company that was started by the employees of the computerized industrial processes unit specializing in the development of real-time graphic simulators for training heavy machinery operators).

Several research projects are also underway with regard to mobility and human/machine interfaces. The CRIM benefits from the vast pool of knowledge available in the Metropolitan region, and it is of invaluable help to local industry.

**Profile of a few local companies**

A consulting and development firm, DGEM develops applications that are linked to the Internet. Tyme Web, its most recent product, is a tool designed to create time sheets and expense reports. The data are archived in a database that can be accessed by SQL to generate administrative and accounting reports, using a Web interface. The solution needs little bandwidth and it is quite affordable. Therefore, the product is particularly well-suited for SMBs. DGEM is representative of a breed of smaller IT companies that design and build modular products that can be customized to fit a client's specific needs.

Another company, Décisif Solutions Logiciels is betting on the increasing number of call centres related to the growth of e-commerce. The company is specializing in CTI (computer/telephony integration) software designed for intelligent call routing (ICR), call tracing, reporting, Internet integration, and interactive voice response. These products are designed to manage requests, whether they arrive by telephone, e-mail or through a Web site.

A development and consulting company, Progestic, has built a partnership with Oracle, perhaps the world's but at least the U.S. best-selling data base. The company also entered into partnerships with Microsoft and IBM. Then, together with DataCHEST, it developed an integrated solution for the management of chemicals and hazardous materials. In February, the company announced it

had reached an agreement with one of the main international brokerage houses for the development of a specialized insurance management system. This is a breakthrough on the U.S. market and the president of the ISO 9001 certified company (since 1997), André Malo, is

quite enthusiastic about it.

The company has also developed inventory management applications for Hartco, a retailer of computer components whose sales amount to \$880 million annually. Progestic is also interested

in e-commerce and the company is currently working on applications for the food retailing industry.

Continued on page 14



**WHAT'S WRONG WITH THIS PICTURE?** At CGI the answer is obvious. You see, we pride ourselves on being thorough. And, when it comes to e-business we leave no stone unturned. After all, e-commerce generates millions of dollars in revenue for our clients. And as for the picture? The painting is hanging 1/4 inch too low on the right.



Precision in IT.

consulting/systems integration/management of IT functions/TSE:GIB.A/NYSE:GIB/www.cgi.ca

# ADVERTORIAL

## STATIONNEMENT DE MONTRÉAL

### FROM PUBLIC TO PRIVATE: A FIVE-YEAR EXPERIMENT IN THE INTEREST OF MONTREALERS

"If I had to sum up the first five years of Stationnement de Montréal. I would say 'customer satisfaction' and '\$100 million for Ville de Montréal,'" declared Nicole Forget when presenting the financial statements for Stationnement de Montréal for the fiscal year ended December 31, 1999.

Mtre. Forget, who is chairperson of Accesum Inc., the general partner of Stationnement de Montréal, was highlighting the financial contribution of Stationnement de Montréal to the City and recalling the company's new customer-oriented approach – the real cornerstone of its strategic plan.

All of the company's employees now make customer satisfaction their primary objective. A Continuous Improvement committee has been formed, and multi-service workshops, drawing on the expertise of employees and their commitment to providing exemplary customer service, to find ways to eliminate day-to-day annoyances and propose solutions for the future.

#### Fiscal year 1999

At the end of the last fiscal year, the company posted revenues of \$26,156,851, a 5.2% increase over the previous year. In addition to the more favourable weather conditions, it was the steps taken to counter fraudulent parking meter use and the full year's receipts from the 117 parking meters installed in November 1998 that contributed primarily to this increase.

The company's expenses were \$24,201,325 in 1999, up 3.9%, from the previous year. This increase resulted from an increase in payroll expenses and a higher compensation paid to Ville de Montréal.

#### Record earnings – up 23.7%

Stationnement de Montréal posted earnings of \$1,955,526 in 1999, up 23.7% over 1998. Under the terms of the concession agreement, earnings are distributed as follows: 80% to Ville de Montréal, 6% to the company's Investment Fund, and 14% to the Economic Development Fund, also known as Fonds Ville-Marie.

The Fonds Ville-Marie, an initiative of the Board of Trade of Metropolitan Montreal, presently devotes all its resources to lower the number of high-school dropouts in Greater Montréal.

The Board of Trade receives annual compensation of \$400,000 for having set up the company and for promoting its ongoing success. This compensation also helps the Board of Trade to fulfil its mission of promoting the economic and social development of the Montreal community.

#### Five-year review and future prospects

With regard to technology, the mechanical parking meter is clearly obsolete, and the installation of new equipment is a priority. The success of

a pilot project testing computerized terminals launched last winter in the Place d'Youville parking lot will be decisive.





As for the company's financial contribution, the numbers speak for themselves: more than \$100 million paid to Ville de Montréal in the first five years (\$43.8 million from operations and \$56.8 million paid when the contract was signed).

"The perspective gained over the last five years has allowed us to draw some conclusions. On the whole, our results have been positive when you consider that the Stationnement de Montréal privatization experiment was one of the first of its kind in Quebec. But some components of the agreement must be reviewed," declared Mrs. Forget. "The Board of Trade of Metropolitan Mon-

tréal, Stationnement de Montréal, and Ville de Montréal have already begun looking into this matter."

To obtain a copy of the annual report and financial statements of Accesum Inc. and its affiliates, call (514) 868-3731. ■

## Société en commandite Stationnement de Montréal

78.75  
PERSONS/  
YEAR


15,577  
PARKING METERS

61  
PARKING LOTS

2.4%  
OF OFF-STREET  
PARKING SPACES  
IN MONTRÉAL

### Allocation of funds

	1999	1998	1997	1996	1995	Total
Ville de Montréal	\$10,892,876	\$9,899,760	\$9,169,877	\$7,290,818	\$6,592,137	\$43,845,468
Financing	\$2,839,957	\$3,078,437	\$3,209,815	\$4,583,428	\$4,346,843	\$18,058,480
Amortization and write-off	\$3,416,662	\$3,953,393	\$3,449,783	\$3,530,249	\$3,264,612	\$17,614,699
Operating and other non-offset expenses	\$8,216,251	\$7,218,115	\$6,921,264	\$6,104,863	\$5,267,737	\$33,728,230
Board of Trade of Metropolitan Montreal	\$400,000	\$400,000	\$400,000	\$400,000	\$400,000	\$2,000,000
Economic Development Fund (Fonds Ville-Marie)	\$273,773	\$221,277	\$200,087	\$278,778	\$473,419	\$1,447,334
Investment Fund	\$117,332	\$94,833	\$85,752	\$119,476	\$118,355	\$535,748
<b>Total</b>	<b>\$26,156,851</b>	<b>\$24,865,815</b>	<b>\$23,436,578</b>	<b>\$22,307,612</b>	<b>\$20,463,103</b>	<b>\$117,229,959</b>





Continued from page 14

**INFORMATION TECHNOLOGY...**

"In any case, step number one consists in gaining a thorough understanding of the client company, its goals and its business processes. The issue of what does the client want to computerize or optimize is often the last item on the agenda," says Alain Dagenais, executive vice-president, consulting services, GTI Canada. One of only two companies in Canada that can boast of being a "business partner" of FileMaker, GTI has also developed a very specific expertise in Lotus Notes, which is a valuable asset in enterprise resource management.

Cognicase, through its Electronic Business Solutions division, has been focusing on two specific market segments: the financial services industry (banks, brokerage houses, insurance companies, etc.), and the telecommunications industry. "These are the companies that are the most advanced in this area, and they are also the most demanding. They have a lot to gain... and everything to lose," explains Carl Simard, first vice-president, Electronic Business Solutions.

The direction taken by Cognicase in research and development led the company to forge alliances, among others

with Microcell, in order to benefit fully from the potential born of the convergence of the Internet and wireless communications.

Another Cognicase division will be active in the development and promotion of Internet portals. The end result will be inter-linked portals focused both on vertical markets and on diversified communities. In this perspective, Cognicase will develop an interest in contents as well as in technological means. Intelligent agents offer potentially unlimited applications (WebTV, Web appliances, personal communication systems). "Today, clients expect to get information exactly where, when and how they wish to have it. Also, they want to be freed from the computer. This is why we made an alliance with Samsung, a company that has developed amazing expertise in electronics miniaturization," explains Carl Simard.

If the computer will be soon pushed aside by a variety of fully mobile machines, at the CRIM, Yves Sanssouci, when asked about the future orientations of research, goes further: he sees the possible gradual elimination of conventional

hardware and the ever more efficient and flexible distribution of information. Then, he says, we will have real multimedia. But such development will serve to highlight even more the need for the development of high-quality content.

In the meantime, one thing is granted: the new applications being created already go far beyond the new economy and they permeate many areas considered as more traditional industries. This is what is happening in agriculture, a sector where high technology becomes more pervasive every day.

Montreal-based CGI, an IT services provider, is the largest in Quebec, the largest in Canada, and the fifth largest in North America. Worldwide, CGI has 10,000 employees and a clientele of 2,500 mid- to large-size companies. Growth is part of the corporate strategy. "Over the past ten years, CGI's development came equally from internal growth as well as through mergers/acquisitions (20 to date)," says Serge Godin, chairman and CEO. The acquisitions are used to gain complementary strengths, new markets, and critical mass in targeted economic sectors. Another part of cor-

porate strategy is to emphasize large scale, long-term (five to ten years) IT outsourcing contracts which produce earnings stability.

Ronald White, director of investor and media relations, says that about 10% of revenue comes from consulting, 15% from systems integration, and 75% from IT management (outsourcing). The consulting work is basically analyzing the client's needs and designing a solution. Systems integration is not only making sure that the software and the hardware work together but also that the new system works with the existing system. Outsourcing can range from providing full management of the client's IT functions to just providing an application.

The Internet has had a major effect on how businesses operate. White says that 20% of CGI's revenue (or \$300 million per year) comes from Web-related activities. CGI splits its e-commerce work into four sectors: e-customer, e-

Continued on page 16





**GTI**  
Canada inc.  
Groupe Technologies de l'information

EXPERT CONSULTANTS  
SPECIALIZING IN COMPUTER  
AND INFORMATION TECHNOLOGY

VISIT US AT [www.gticanada.com](http://www.gticanada.com)  
TO SEE HOW YOU CAN BENEFIT FROM  
A WAY OF DOING BUSINESS THAT IS  
BASED ON YOUR PROFIT, PRODUCTIVITY  
IMPROVEMENT AND QUALITY OBJECTIVES.

WE  
**SPEAK**  
THE SAME LANGUAGE






1600, René-Lévesque Blvd West, suite 1160, Montreal (Quebec) Canada H3H 1P9 Telephone: (514) 937-6122 Fax: (514) 937-6140

# Join CRIM

## for a win-win partnership!

Being a CRIM member also means being eligible for big discounts on our R&D development activities, training, software testing, technological watch services and networking activities, so you can:

- Stay abreast of new and sophisticated technologies
- Justify your strategic choices
- Become more competitive
- Guarantee the quality of software you develop
- Participate in innovative research projects

- Being part of an innovative force in the field of information technologies
- Having more than 110 members, including the best-known and most dynamic players in the industry
- Having access to a multidisciplinary team of internationally ranking researchers, advisors and instructors



**CRIM**

**Centre de recherche  
informatique de Montréal**

550 Sherbrooke Street West  
Suite 100  
Montréal, Québec  
Canada H3A 1B9

**(514) 840-1234**

[www.crim.ca](http://www.crim.ca) | [innovation@crim.ca](mailto:innovation@crim.ca)

Order your **FREE** product demo CD today!

Decisif's standards-based CRM products empower small to medium-sized enterprises to deploy high performance customer interaction solutions.

**The Focus CT Suite** is a collection of CTI applications that deliver cutting-edge end-to-end call center solutions.

**Contact** is a powerful customer relationship management software that significantly improves customer interactions.



## Focus & Contact

To find out more about the benefits of the Focus CT Suite and Contact, order your **FREE** Product Demo CD today.

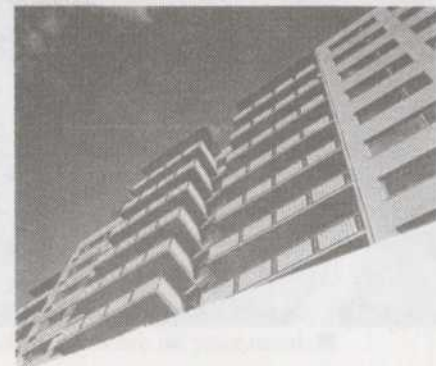
Call **1-888-517-2929**

Or visit our website at

[www.decisif.com/ordercd](http://www.decisif.com/ordercd)



Your answer for better solutions



**Concrete restoration**  
**Contractor specializing in concrete work and membrane application**  
**Highrise • Terrasse**  
**Interior and exterior parking structures**  
**Hydrodemolition**

Les Services techniques de béton **Scaram** ltée  
**Scaram** Concrete Technical Services Ltd.  
 1995 Ouest, boul. St-Elzéar, Chomedey, Laval, QC H7L 3N7  
 Téléphone: (450) 687-3443 Télécopieur: (450) 687-3447



activities

## WELCOME EVENING FOR NEW MEMBERS

On February 9 the Board of Trade held its second new member orientation meeting of the season. Conducted by Jean-Luc Geha, general manager, Call Centre Solutions, Bell Professional Services, and volunteer at the Board of Trade for several years, the meeting and the reception that followed allowed new members to obtain information on how to get the most out of their membership at the Board of Trade and meet its staff in an informal setting.

Networking opportunities abound at the Board of Trade, and that evening provided yet another through a drawing, in which two winners were given the opportunity to present their company to the entire audience. Raoul Côté, a member and volunteer at the Board of Trade for close to 40 years, was one of the winners. Since everyone knows Mr. Côté, he generously ceded the floor to Hélène Chapados, technical consultant at Millicare Services Environnementaux. The second winner was Lyne Galipeau, account manager at SQ Liaison. Congratulations and welcome to all our new members.



### Networking tip\*

Stand out. Make yourself visible. Remember, at a network event, it's better to be a giraffe than a zebra.

If you're a new member since May 1999 and were not able to attend the two first meetings, please note that the next and final meeting of the season will take place on Wednesday, May 31, 2000. To register, please call Isabelle Scaffidi at (514) 871-4000, extension 4022. ■

\* Source: *Networking Know-How*, by Anne Barber and Lynne Waymon.

## HEARTFELT THANKS TO HOTEL EUROPA ROYAL

The location was unmatched and rather stylish, a most welcoming place for 200 members of the Board of Trade to gather on April 4, 2000 for the sixth "Tuesday's business after hours" of the 1999-2000 season. To date, this series of cocktails expressly organized for members only, and usually a no-charge event, gave so far over 1,000 participants the opportunity to develop their business networks and – why not – a chance to make new friends because, well, business thrives on trust and friends are the first people you will trust, right?

The Board's Marketing Team has a tip for you: Do not necessarily view your favourite business organization – your Board of Trade – as a mere reservoir of potential clients. See it as a true network that can help and support your company's development as members will publicize you by word of mouth. You will notice the difference.

Several door prizes were distributed in a drawing.

The flower arrangement, a gift from À la Touche Féminine, was won by Ms. Denise Lambin of Studios du Quartier Latin; the Maximizer software, a gift from CMRC, went to Mr. Jean-Paul Sigouin, of Chauffa-Tech; the winner of a half-day session in planning priorities, offered by Priorité Management, was Ms. Nicole Paré, from Desjardins; finally a Via Rail pass was won by Ms. Marie-Ange Bourdon, of Bourdon & Associés. Our warm thanks to our generous sponsors and congratulations to the winners.

And now, remember May 2 at the Salon Baccarat of the Casino de Montréal! It's a date! ■



Chambre de commerce  
 du Montréal métropolitain  
 Board of Trade  
 of Metropolitan Montreal



### SPECIAL BUSINESS LUNCHEON

Thursday, June 1, 2000 - Noon to 2 p.m.  
 Palais des Congrès de Montréal - 611 room  
 201 Viger Avenue West, Montreal



John D. Wetmore  
 President and CEO  
 IBM Canada Ltd.

"Winning in the new e-Business Economy"

**TICKET:**  
 \$50 member of the CCMM and HEC  
 73\$ non-member  
 Plus GST and QST

**RESERVATIONS:**  
 Line Leblond  
 (514) 871-4000, ext. 4001



Manage. Anything. Anywhere.™



Continued from page 14

### INFORMATION TECHNOLOGY...

supplier, e-employee, and infrastructure. E-customers can be other companies or end consumers. Typical e-customer contracts would involve transactional Web sites that are integrated with the clients' existing accounts receivable, shipping, and warehousing information systems. E-supplier contracts would involve creating and/or maintaining systems that are integrated with the clients' existing purchasing and inventory information systems. E-employee contracts would involve such things as enabling employees to submit expense reports and coordinate meetings using a Web browser. Infrastructure contracts involve providing systems that are scalable, secure, and reliable.

White says that careful thought by the client is required prior to implementing an e-commerce system. Solutions must fit the existing systems. He says that CGI takes off-the-shelf subsystems, adds some customization, and integrates all the parts. He says that CGI's competitive advantage is its depth of expertise. CGI understands its clients' business requirements, its clients' legacy systems, and the Internet. This understanding is key to integrating the new and the old systems.

With 25 years of experience, CGI has done it before, and done it with quality. Of the very few North American IT service firms to obtain ISO 9001 certification, CGI was the first.

Arthur Andersen offers consulting services based on a strict methodology, explains Roxanne Letendre, e-business manager. The firm also has access to a network of centres of expertise by industrial sectors, and a listing of best business practices. Management – and particularly marketing vice-presidents – must ask themselves a number of questions and make sometimes tough decisions when the time comes to embrace e-business. At Arthur Andersen, they find advisors who share their concerns and who are able to state them in terms of technological requirements. Are these services affordable? The clients are mostly companies whose annual revenue exceeds \$125 million.

#### Conclusion

There are several factors which explain why Metropolitan Montreal is home to a cluster of leading IT competitors. It is a transportation hub, and telecommunications are both excellent and cheap. Also, there is a pool of skilled labour – even if it is fully employed.

There is a local market for the output of the local firms. There are also sophisticated and demanding customers who pressure firms to improve and innovate. Among the most demanding are firms in the telecommunications and finance sectors. It is not surprising that CGI and Cognicase, two IT firms who focus on the telecommunications and finance

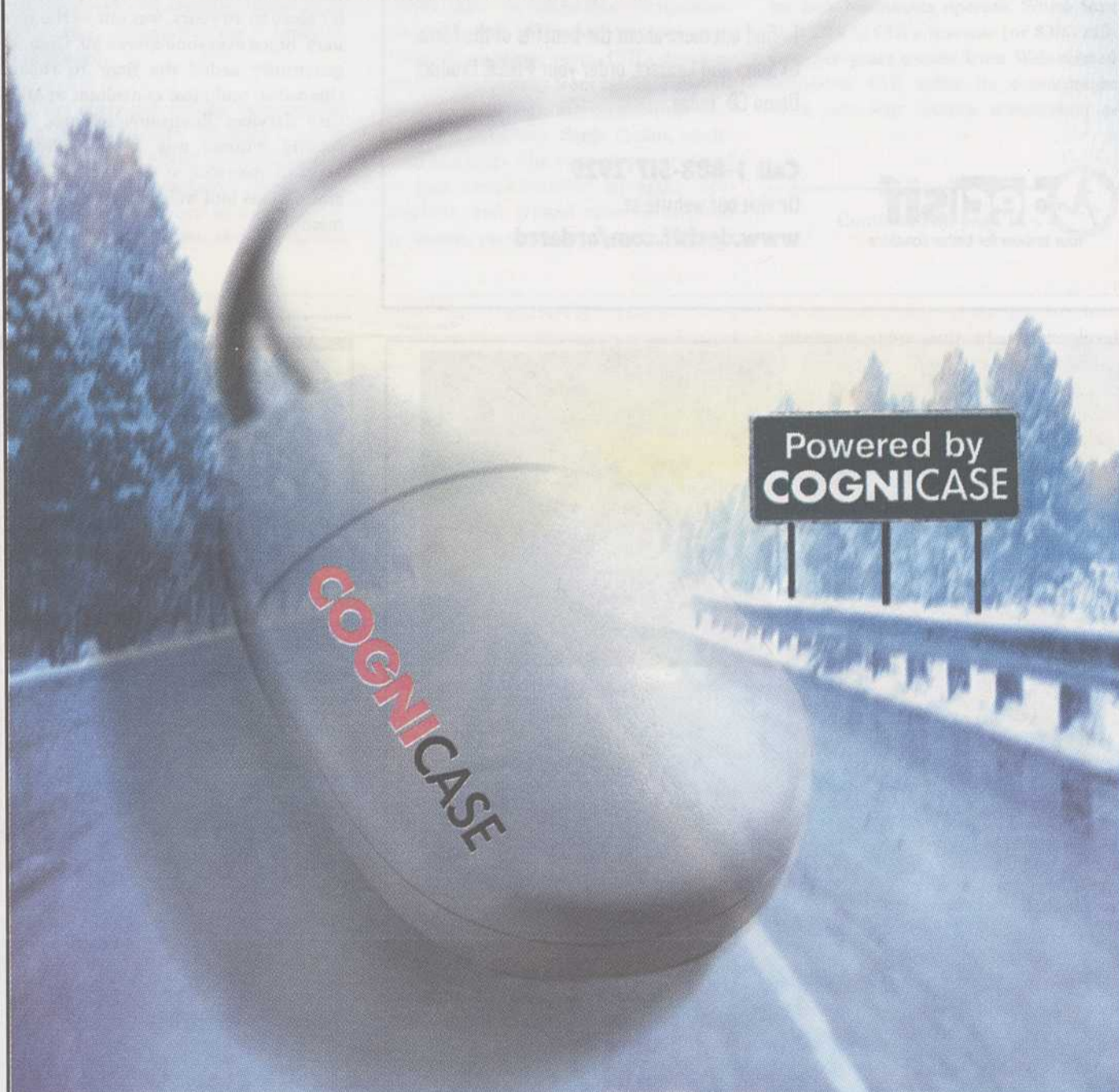
sectors, are world-class competitors. CEFRIO aims to increase the use of IT in Quebec. ECI has a similar aim, but it is geared specifically towards electronic commerce. As local customers become more knowledgeable and sophisticated, they will become more demanding. This has two effects: the local customers

become more productive with the adoption of IT, and the local firms who serve them are forced to improve.

Intense competition, demanding customers, a skilled labour pool, and the existence of supporting industries create world-class IT firms. In an era of global-

ization, all firms face intense competition and demanding customers. But the Montreal area firms have the advantage of a skilled labour pool and supporting industries and organizations. ■

## The Power of E-Business



For more information  
please contact us at:

1000 de la Gauchetière Road West, Suite 800  
Montreal (Quebec), Canada, H3B 4W5  
Telephone: (514) 876-9077  
Fax: (514) 876-9078


[www.cognicase.com](http://www.cognicase.com)

## COGNICASE

MONTREAL - QUEBEC - TORONTO - OTTAWA  
CALGARY - PARIS - TOULOUSE  
BORDEAUX - BRUSSELS - ROME - MILAN  
MADRID - BARCELONA - NEW YORK  
PHILADELPHIA - ATLANTA - SYDNEY



## activities

Most of our activities are eligible under Bill 90. Look for this logo 

### AT THE BOARD, WE THINK... CALL CENTRES MOBILE INTERNET: OPPORTUNITIES AND CHALLENGES

On June 1, 2000, André Tremblay, president and CEO of Microcell Telecommunications Inc. will be the guest speaker at the Perspectives Series.



In 1999, the Canadian wireless industry signed up 1.6 million new users, bringing the total number of subscribers to almost seven million. Wireless telephony continues to astound us on all fronts: the speed of its growth, both in terms of popularity and technological development. In this area, Microcell stands out as one of the leading Canadian players with Fido, the most widely recognized brand in wireless telephony in Canada.

In his presentation, André Tremblay, president and CEO of Microcell Telecommunications Inc., will describe the many opportunities created by the current convergence of the Internet and wireless telephony. He will also share his vision on the highly promising future of wireless data transmission.

Mr. Tremblay will also discuss the future of this technology, which will soon make the cellular telephone the preferred mode of access and the intermediary of choice for interaction between people and important elements in their environment. Indeed, this means of communication will soon offer us services that go well beyond voice transmission, such as effectively managing our payments, travel, recreation and many other aspects of our lives.


Finally, Mr. Tremblay will discuss the challenges created by this technology in terms of market strategy, customer service and organizational structure.

An event not to be missed... if new technologies are on your mind. ■

Major sponsor:



GlaxoWellcome

A G E N D A			
<b>MAY 2000</b>			
2	8:30 a.m. to 12:30 p.m.	16*	8:30 a.m. to 12:30 p.m.
	Seminar - ECI		Seminar - ECI
	Exporting through cybermarkets		Exporting through cybermarkets
	Delta Montreal Hotel		Delta Montreal Hotel
			André Tremblay Chairman and chief executive officer Microcell Telecommunications, Inc. Hôtel Inter-Continental Montréal
2	5 to 7 p.m.	18	7:30 to 9 a.m.
	Tuesday's business after hours		High Technology series
	Casino de Montréal		Multimedia committee
			Attracting world mandates in high technology in the Greater Montreal region
			Howard R. Silverman President and chief executive officer CAI Corporate Affairs International Hôtel OMNI Mont-Royal
4	7:30 to 9 a.m.	25	9 a.m. to 9 p.m.
	Perspectives		Annual benefit golf tournament
	Transportation committee		Lachute Golf Club
	Putting an end to the decline of public transportation		
	Jacques Fortin General manager Société de transport de la Communauté urbaine de Montréal Hôtel Inter-Continental Montréal		
9	7:30 to 9:30 a.m.	30	7:30 to 9:30 a.m.
	Contact-club		Contact-club
	Board of Trade premises		Board of Trade premises
10*	Noon to 2 p.m.	30	Noon to 2 p.m.
	Business luncheon - ECI		Business luncheon
	Organized by Les Affaires		François Legault Minister of State for Education and Youth Government of Quebec
	E-business models to follow		Presentation of the Outstanding student awards - Secondary V and Vocational education
	Five experts will present their point of view		Wyndham Hotel
	Le Centre Sheraton		
11	5:30 to 10 p.m.	31	5:30 to 7:30 p.m.
	Networking Dinner		Membership orientation for new members
	Businesswomen in Action committee		Board of Trade premises
	Women between heaven and earth... at the dawn of the new millennium		
	Hôtel OMNI Mont-Royal		
<b>JUNE 2000</b>			
1	7:30 to 9 a.m.	1	Noon to 2 p.m.
	Perspectives		Special business luncheon
	Call Centres committee		Winning in the new e-business economy
			John D. Wetmore President and CEO IBM Canada Ltd. Palais des Congrès de Montréal
			8 a.m. to noon
			Training workshop
			Self-employed workers and microbusinesses committee
			Raising your business profile: much more than just a media plan
			Nadia Nadège President AADVENIR Your strategic marketing Board of Trade premises
			5 to 7 p.m.
			Tuesday's business after hours
			Place to be confirmed
			7:30 to 9 a.m.
			Perspectives
			Guest speaker to be confirmed
			Fédération des caisses populaires Desjardins de Montréal et de l'Ouest-du-Québec Hôtel OMNI Mont-Royal
			6:15 p.m.
			Great Montrealers' Gala Delta Centre-Ville
			Activities with a * are organized by 

### Information and reservations:

Line Leblond  
Tel.: (514) 871-4000, ext. 4001

Contact-clubs:  
Marie-Claude Ainey  
Tel.: (514) 871-4000, ext. 4021

ECI activities:  
Nolie Imprévert  
Tel.: (514) 871-4000, ext. 4020

Tuesday's business after hours:  
Sonia Cloutier  
Tel.: (514) 871-4000, ext. 4067



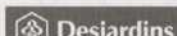
Major sponsor



BOMBARDIER

BYERS CASGRAIN

AVOCATS ET CONSEILLERS D'AFFAIRES



Fiducie Desjardins



Pratt & Whitney Canada

Une société de United Technologies



SNC-LAVALIN



Canada Economic Development / Canadian Airlines International / IBM / Meloche Monnex / Progisia Informatique Inc. / Standard Life / VIA Rail Canada

### WORLD TRADE CENTRE MONTRÉAL ACTIVITIES

<b>MAY 2000</b>			
5	8:30 a.m. to 4:30 p.m.	17	8:30 a.m. to noon
	Seminar		Training workshop
	Exhibiting at a trade show		International Financial Institutions (IFI)
	Gérard Laurin Exportation consultant Board of Trade premises		Board of Trade premises
11	8:30 a.m. to noon	24	8:30 a.m. to noon
	Training workshop		Training workshop
	International partnerships and joint ventures		Exporting high tech products and services
	Bernard Twyford Raymond Lawyer Board of Trade premises		Ghislain Levesque, information agent Canadian Security Intelligence Service (CSIS) Board of Trade premises
12	8:30 a.m. to noon	26	8:30 a.m. to noon
	Training workshop		Training workshop
	Services provided by the Canadian Commercial Corporation (CCC) and the Export Development Corporation (EDC)		Letters of credit: priority payment instruments in international trade
	Guest speaker to be confirmed Canadian Commercial Corporation and José Nicolas Director, Emerging exporters team Export Development Corporation Board of Trade premises		Paul Scardera, Rita Dumontet National Bank of Canada and André Bourassa Fritz Starber Inc. Board of Trade premises
		31	8:30 a.m. to noon
			Training workshop
			International sales and distribution contracts
			Bernard Colas, Lawyer Byers Casgrain Board of Trade premises
<b>JUNE 2000</b>			
2	8:30 a.m. to noon	2	8:30 a.m. to noon
	Training workshop		Training workshop
	International sales and distribution contracts		International sales and distribution contracts
	Bernard Colas, lawyer, Byers Casgrain Board of Trade premises		Bernard Colas, lawyer, Byers Casgrain Board of Trade premises
6	8:30 a.m. to 2 p.m.	6	8:30 a.m. to 2 p.m.
	Seminar		Seminar
	Latin America		Latin America
	Board of Trade premises		Board of Trade premises
9	8:30 a.m. to noon	9	8:30 a.m. to noon
	Training workshop		Training workshop
	Taking advantage of the different payment mechanisms in international trade		Taking advantage of the different payment mechanisms in international trade
	Suzelle Bélanger-Legault Director, International trade Royal Bank of Canada Board of Trade premises		Suzelle Bélanger-Legault Director, International trade Royal Bank of Canada Board of Trade premises
<b>Information and registration:</b> Nolie Imprévert (514) 871-4000, poste 4020.			
Major sponsor: 			
These activities are eligible under Bill 90.			

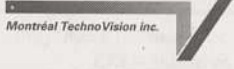


W T C  
MONTREAL



## partner

### BIOPHARMA-MONTREAL.COM PRESCRIPTION FOR A HEALTHY INDUSTRY



On March 31, the Montréal TechnoVision Biotechnology Board of Governors approved an action plan to meet the manpower challenge in the biopharmaceutical sector. Based on seven specific initiatives, this plan will produce tangible results for the industry in the next 12 months, specifically by:

- Increasing funding for research training in industry;
- Developing the university research chair network;
- Facilitating recruitment and reducing associated costs;
- Better matching university training with industry needs.

The availability of specialized manpower is one of the five major issues facing the biopharmaceutical sector. A study spearheaded by TechnoVision and conducted by McKinsey in 1999 revealed that the shortage of graduates would affect the growth of over 80% of companies in this industry within the next 3 to 5 years. The largest gap between supply and demand is in the area of PhD's, where some 900 positions could be created in the next three years.

To remedy this situation, TechnoVision consulted both the university milieu and industry and identified three areas of intervention:

1. Match post-doctoral university interns with industry needs;
2. Adapt and make better use of industry research funding mechanisms;
3. Develop a visibility and recruitment strategy outside the region.

#### Post-doctoral interns

A non-exhaustive inventory identified over 550 post-doctoral interns doing research in the universities in our region. More than 200 of them agreed to participate in a study spearheaded by the Secor group and to answer questions in a survey.

Over 75% of these researchers said they were interested in working in industry and 80% of this number would like to find a job in Quebec. However, the connection between companies and these interns is weak for the following reasons:

- They have difficulty communicating their interests because they have few ties with industry;
- They have very limited knowledge of industry;
- Industry shows little interest in these candidates;
- The universities do not help them look for work.

#### Funding mechanisms

Federal and provincial agencies offer a wide range of industry research training programs aimed at graduate and post-graduate candidates. Few of these programs are used by the biopharmaceutical industry, which looks for gradu-

ates but is not very involved in their academic career. The result is that funding agencies do not allocate their entire budgets, students miss out on excellent opportunities to train in industry research and universities are little inclined to promote these programs.

#### Biopharma.Montreal.com

The industry must step up its international recruitment activities. Our biopharmaceutical industry does not enjoy the international recognition that corresponds to its dominant position in North America. Our region is and must be perceived as a biopharmaceutical powerhouse. A well coordinated communication strategy, based on the immense potential of the Internet, would highlight all the players in this sector to promote recruitment abroad and the development of local companies, and to attract new enterprises.

#### The prescription

The action plan ratified by the Board of Governors is a seven-point prescription:

1. Increase the number of PhD candidates interested in a career in industry by capitalizing on the industry research funding program (MRC: Medical Research Council of Canada; NSERC: Natural Sciences and Engineering Research Council of Canada; FCAR: *Fonds pour la formation de chercheurs et l'aide à la recherche*).
2. Increase the number of post-doctoral interns who will move to industry by creating at MRC a new scholarship program dedicated exclusively to industry research.
3. Capitalize on the federal university research chair program to increase the enrolment capacity of Quebec universities for graduate and PhD students.
4. Retrain some PhD and post-PhD holders to help them migrate to industry.
5. Use the centres of excellence networks as a training vehicle for highly qualified personnel.
6. Encourage undergraduate students to pursue graduate and doctorate programs with a view to pursuing careers in the biopharmaceutical industry.
7. Develop a Web site that will bring together all the stakeholders in the industry and draft a communications plan that will increase the industry's profile and promote biopharmaceutical career opportunities in our region.

Supported by the Quebec Bio-industries Association, Pharmavision and universities, the "Biopharmaceutical Plan" is a prescription that industry leaders have decided to embrace with enthusiasm. Buoyed by the support offered by this thriving industry, Montréal TechnoVision plans to make a concerted effort to ensure that this prescription yield concrete results in the very short term. ■



## activities

### SELF-EMPLOYED WORKERS AND MICROBUSINESSES COMMITTEE TRAINING WORKSHOP "RAISING YOUR BUSINESS PROFILE: MUCH MORE THAN JUST A MEDIA PLAN"

#### Does your presentation have enough impact?

Whether you want to grow your business, increase sales or take up more space in your markets and in your community, the bottom line is, you want exposure and recognition in your business environment in order to build credibility and to be fully trusted.

#### Do the right people know you?

In this workshop, you will validate your objectives and identify the best communication tools: how to define and focus on your major skills and capabilities; how to stand out from the crowd in your professional environment; how to identify your core market segments, how to choose the most efficient networks, how to build up your professional profile and plan results-oriented, effective action.

#### Guest speaker:

Nadia Nadège, president, AADVENIR Your strategic marketing



#### Speaker profile

Ms. Nadège graduated in marketing, communications and journalism in Europe and in coaching and continuing education of adults in the United States. She has 28 years' professional experience. Ms. Nadège has been VP marketing with various large international corporations during 15 years. She then started her own consulting firm in Paris, Los Angeles, then Montreal. President

of AADVENIR, Ms. Nadège is a specialist in strategic planning and corporate marketing and a lecturer in professional training and coaching programs. A director and member of several business organizations and networks including Business Network International, Canadian Women in Communication, International Business Communicators, she is actively involved with the Board of Trade of Metropolitan Montreal.

The workshop will be presented in French.

**Date:** Tuesday, June 6, 2000

**Time:** Registration and breakfast: 7:30 a.m.

Workshop: 8:00 a.m. to 12:00 p.m.

**Location:** Board of Trade  
5 Place Ville Marie,  
plaza level, VIA Rail room

**Cost:** Member: \$50 (+ 7% GST and 7.5% QST) = \$57.51  
Non-member: \$75 (+ 7% GST and 7.5% QST) = \$86.27

**Series of 4 workshops (members only):**  
\$170 (+ 7% GST and 7.5% QST) = \$195.54

**Information and registration:**  
Line Leblond: (514) 871-4000,  
extension 4001

**Registration by fax:** (514) 871-5971

**Registration by e-mail:**  
lleblond@cmm.qc.ca ■



### THE GRAND PRIX BALL - AIR CANADA

The Board of Trade of Metropolitan Montreal is delighted to be a Partner in The Grand Prix Ball - Air Canada, a major gathering of Montreal's corporate elite and the social centerpiece of Montreal's Formula One Race Weekend organized by Vision Group of Companies. Montreal will again play host on June 16th at historic Windsor Station to one of the world's five Grand Prix Balls, as others are planned in Silverstone (UK), Monte Carlo (Monaco), Hockenheim (Germany), and Indianapolis, IN (USA).

The Board of Trade of Metropolitan Montreal and a number of members will partake in this second edition of *Le Bal du Grand Prix Air Canada*. The 1999 Ball was a huge success, where 700 guests were treated to an evening of exclusive entertainment, food and the chance to mingle with world-renowned F1 drivers, including Eddie Irvine, Mika Hakkinen, Heinz Harald Frentzen, and owner Eddie Jordan.

This year's event, The Grand Prix Ball - Air Canada, has expanded by popular demand to accommodate 1,000 VIP guests from the Montreal corporate elite, international community, and an elegant mix of celebrities, media groups, event sponsors, and drivers. The itinerary features a rich blend of festivities, including a champagne reception, driver-celebrity bumper car challenge (where a lucky member of the Board of Trade will win a seat in a car!), a five-star, four course feast, a live charity auction, three major entertainment acts, after-dinner liqueurs and desert, cigars, dancing, media coverage and late-night partying.

Board of Trade members are encouraged to consider attending, as this year's event is expected to secure its reputation as Montreal's must-attend, corporate event of the year, and an integral part of the fabric of F-1 Race Weekend. For more information or to reserve a table for ten (10) for \$6,000, please contact Murdoch Media in Montreal at (514) 397-9737, ext. 232. ■

This company has eliminated 70% of its paperwork



**E-Commerce** Billing through the Internet is, on average, three times less expensive than traditional billing. Many businesses are already taking advantage of this method and saving themselves a lot of money. If you want your business to stay competitive, do the same. Discover all that E-Commerce has to offer, with Bell. [www.bell.ca/ecom](http://www.bell.ca/ecom) 1 888 822-BELL



Connectivity • E-marketing consulting services • Web site creation • Catalogues • Hosting •



Port of Montreal  
Port de Montréal

PROUD PARTNER OF THE GREATER MONTREAL LEADERSHIP NETWORK

THE "MAJOR PARTNERS"

Unite **our**  
**forces** for the growth  
of **Greater Montreal!**



A.L. Van Houtte Ltée • ABB • Aéroports de Montréal  
• Agropur, Coopérative Agro-Alimentaire • Air Canada  
• **\*Air Liquide Canada inc.** • Alcan • **\*Alstom Canada inc.** • APG Solutions & Technologies inc. • Arthur Andersen • AstraZeneca Canada Inc. • AT&T Canada  
• **\*Aventis Pharma** • Avon Canada Inc. • AXA Assurances inc. • Banque CIBC • Banque de développement du Canada - Siège social • Banque de Montréal • Banque Laurentienne du Canada • Banque Nationale du Canada • Banque Royale du Canada • Banque Scotia • Banque Toronto-Dominion • Bell ActiMédia • Bell Canada • Bell Helicopter Textron • Belron Canada • BioChem Pharma inc. • Bombardier inc. • Bourse de Montréal • Brasserie Labatt ltée • Bureau en Gros  
• Byers Casgrain - Avocats • Cabinet de relations publiques  
NATIONAL inc. (Le) • CAE Électronique ltée • Caisse de dépôt et placement du Québec • Camco inc. • Canac inc. • Canadien National • Canadien Pacifique Ltd. • Cascades inc. • Casino de Montréal • Château Stores of Canada Ltd. • Ciment St-Laurent • Cirque du Soleil • **\*Clearnet** • Cogeco inc. • Cognicase • Commission scolaire de Montréal • Communauté urbaine de Montréal / bureau du président • Compagnie d'assurance Standard Life (La) • Compagnie d'assurances Bélair • Compaq Canada inc. • Cosmair Canada inc. - Groupe L'ORÉAL • Costco Canada inc. • **\*CROP inc.** • Danzas Canada Ltd. • Desjardins Ducharme Stein Monast et Sogemis inc. • Dessau-Soprin inc. • Donnar inc. • Donohue inc. • École des Hautes Études Commerciales (HEC) • EDS Innovations inc. • EDU-MICRO inc. • Eicon Technology Corporation • Emploi-Québec • EMS Technologies, Space Electronics Group • English Montreal School Board • Ericsson Communications Inc. • Ernst & Young • Fasken Martineau DuMoulin • Féd. caisses pop. Desjardins de Mtl & Ouest-du-Qc • Fednav Limited • Fiducie Desjardins • Financière Banque Nationale • Fonds de Solidarité des Travailleurs du Québec (FTQ) • FTM Capital inc. • Gartner Group Canada • Gaz Métropolitain • Glaxo Wellcome Inc. • Goodyear Canada inc. • Great West, compagnie d'assurance-vie

- London Life • Groupe CGI inc. • Groupe Chagnon international ltée. • Groupe conseil DMR inc. • Groupe Coscient inc. (Le) • Groupe Cossette Communication • Groupe LGS inc. • Groupe Optimum inc. • Groupe Pharmaceutique Bristol-Myers Squibb • Groupe Saputo inc. • Groupe SNC-Lavalin inc. • Groupe Sun Life • Groupe Transcontinental G.C.T. ltée • Groupe TVA inc. • Groupe-conseil Aon inc. • Harry Rosen Inc. • Henry Birks & Sons inc. • Hewitt Équipement ltée • Hydro-Québec • IBM Canada ltée • Imperial Tobacco ltée • Industrielle-Alliance Cie d'Assurance sur la vie • Investissement-Québec • ISPAT SIDBEC inc. • Ivaco inc. • Journal de Montréal • KPMG s.r.l. • Kruger inc. • KSH ltée • Lafarge Canada inc. • Le Groupe Jean Coutu (PJC) inc. • Le Groupe Télé-Ressources ltée • Le Groupe Vidéotron ltée • Loto-Québec • Matol Botanical International ltée • McCarthy Tétrault • McGill University • Médis Services Pharmaceutiques et de santé inc. • Meloche Monnex inc. • Merck Frosst Canada inc. • Métro - Richelieu 2000 inc. • **\*Microcell Télécommunications inc.** • Molson Canada, région du Québec • Montréal Trust • Nesbitt Burns • Noranda - Affinerie CCR • Nortel Networks • **\*North Star Ship Chandler inc.** • Novartis Pharma Canada inc. • Office municipal d'habitation de Montréal • Ogilvy Renault • Ouimet Cordon Bleu inc. • Parmalat Canada • Petro-Canada • Pfizer Canada Inc. • Pharmaprix • Pitney Bowes du Canada ltée • Planet Hollywood Canada inc. • Port de Montréal • Postes Canada • Power Corporation du Canada • Pratt & Whitney Canada • PricewaterhouseCoopers • Produits forestiers Alliance inc. • Proviso inc. • Quebecor inc. • Raymond, Chabot, Grant, Thornton • Regroupement des collèges du Montréal métropolitain • Reine Elizabeth (Le) • Réno-Dépôt inc. • Restaurants McDonald du Canada ltée • Restaurants SportsScene inc. (Les) • Richter, Usher & Vineberg • **\*Robert Half International inc.** • **\*Robert Mitchell Inc.** • Rolls Royce Canada Ltd. • RONA inc. • Samson Bélair/Deloitte & Touche • Schering Canada inc. • Scotia Capitaux inc. • SIBN inc. • SITQ immobilier • Sobeys Québec • Société conseil Mercer ltée • Société de transport de la C.U.M. • Société des Alcools du Québec • Société du Groupe d'embouteillage Pepsi • Société du Palais des Congrès de Montréal • Société générale de financement du Québec • Société immobilière TrizecHahn • Société Radio-Canada • Sucre Lantic ltée • **\*Système M3i inc.** • **\*Tecsult inc.** • Téléglobe inc. • The Gazette • Transat A.T. inc. • UAP inc. • Université Concordia • Université de Montréal • Université du Québec à Montréal • Velan Inc. • Ville de Montréal - Service du développement économique • **\*Wyeth-Ayerst Canada Inc.** • Xerox Canada inc. • ZENON.

Leaders  
join  
Leaders!

**\*WELCOME TO THE MAJOR PARTNERS' CIRCLE  
BECOME A MAJOR PARTNER  
CALL US AT (514) 871-4000, EXT. 4067**