



# ANNUAL REPORT



# SUCCESS AT HOME AND ABROAD

Since 2003, Québec International has contributed to Greater Quebec City's economic development and has helped enhance the region's international standing. Québec International's dedicated professional staff strives to attract talent and investment to the region and to export local expertise.

## OUR MANDATES

As a fully integrated economic development agency, Québec International offers a wide range of support services for businesses and investors.

- > Promote the competitive environment of the Quebec City area
- > Attract foreign investments
- > Attract qualified foreign workers
- > Support trade and foreign market development
- > Foster innovation and hi-tech entrepreneurship
- > Develop and promote key clusters

## OUR VALUES

Drawing on a set of core values, Québec International seeks to build and develop sustainable relationships with its clients and partners.

- > Professionalism
- > Rigour
- > Integrity
- > Respect
- > Teamwork



# HIGHLIGHTS

2012  
IN  
STATISTICS

- 6** awards and distinctions
- 30** international missions
- 39** foreign delegations and businesses hosted
- 47** economic and promotional publications
- 165** activities and events



**226** official contacts via our three advisory services

**343** foreign workers recruited

**1,100** businesses and research centres took part in our initiatives

**5,020** participants in our activities

**\$149,500,000** in actual and potential economic benefits

# CHAIRMAN'S MESSAGE



The Quebec City metropolitan region has turned in an exemplary economic performance in recent years. In addition, the region has maintained its solid position despite the many uncertainties that have buffeted and continue to impact the global economy. Real GDP hit a record high of \$27.5 billion in 2012, which works out to growth of 10.5% over the past five years—the second highest rate among the Top 8 Canadian census metropolitan areas (CMAs). The region's dynamic performance is also reflected in the pace of job creation, which has been increasing steadily since the mid-1990s. Last year, the Quebec City region posted a new record of nearly 420,000 jobs, up 10% from 2007 or a gain of 39,000 jobs over a five-year span. Robust job creation has brought unemployment down to around 5%—one of the lowest rates in the province of Quebec. According to various indicators, the region is very likely to build on its growth momentum. In 2012, regional GDP grew by 1.3%, 2,300 jobs were created and 6,416 new housing starts were recorded. A total of 300 investment projects valued at \$15 billion were underway or announced.

Thanks to its strong roots in the knowledge economy, the Quebec City region is now taking on new challenges. Without question, attracting qualified workers is a major undertaking. Similarly, diversifying export markets and strengthening our entrepreneurial ecosystem are essential steps. In order to continue using innovation as a growth driver, areas of local expertise must be showcased and supported, particularly those associated with local research centres. Special emphasis must also be placed on developing key sectors of excellence (clusters) and attracting foreign investment since they make major contributions to strengthening the regional industrial fabric.

Over the past year, Québec International implemented a number of high-potential initiatives aimed at meeting these new challenges. In 2012, the initiatives undertaken by Québec International generated \$149 million in potential economic benefits. In other words, each dollar invested by our public-sector partners—the City of Quebec, the Government of Quebec and Economic Development Canada—generated \$24 in benefits. I would like to thank our major partners for placing their trust in us and for working with us year-round. We are also very proud to note that our private-sector revenues have been trending steadily upwards since 2009, reaching a total of more than \$2 million in 2012. This accounts for 25% of Québec International's overall revenues.

In closing, I would like to congratulate the members of Québec International's team. Thanks to their dedication, energy and skill, backed by the talent and determination of local businesses and the scientific community, Quebec City is one of the most prosperous and attractive regions in the country, if not the world.

A handwritten signature in black ink, appearing to read "Fernand Labrie".

**Fernand Labrie**  
Chairman of the Board

# PRESIDENT/CEO'S MESSAGE

I am very proud to present Québec International's annual report. Once again this year, the results are very encouraging and reflect our staff's profound commitment to regional development and business success. US-based *Site Selection* magazine paid tribute to our high-quality work when it named Québec International one of Canada's foremost economic development groups, an elite ranking of the country's top-performing economic development agencies.

In 2012, Québec International devoted considerable effort to attracting foreign investment and qualified workers, boosting the growth of our key sectors of excellence and supporting market development, technological entrepreneurship and innovation. We also helped to enhance the region's worldwide standing by taking part in various national and international rankings. For example, Quebec City was named one of the Top 7 Intelligent Cities, while a vast regional mobilization served to welcome an Intelligent Community Forum (ICF) representative. These were among the highlights of 2012.

All told, Québec International conducted 30 international missions and hosted 39 foreign delegations and companies last year. We also organized 165 activities and events. In addition, our three advisory services—technological entrepreneurship, exports and international recruiting—compiled a total of 226 official business contacts. In connection with the Quebec City ACCORD program, our professionals facilitated the efforts of seven key sectors of excellence (clusters) and supported the creation and development of six consortiums and industrial innovation projects. These initiatives attracted 5,000 participants representing over 1,000 firms and research centres. I would also like to mention that Québec International has taken on a growing leadership role in the areas of economic studies and international promotion, as reflected in the 47 economic and promotional publications produced in 2012.

All of those efforts have paid off handsomely. Take, for example, the 343 foreign workers recruited last year, who stand to generate \$49 million in annual revenues for the companies that hired them, or the \$33 million in actual and potential sales stemming from our marketing and market development initiatives, not to mention \$49 million in regional foreign investment and \$18 million in potential investments involving local high-tech firms.

In closing, I would like to thank the Board members and our many public and private partners for their involvement and unwavering support over the past year. I would also like to thank Québec International's staff, who contribute to the national and international success of our region and our local companies.

I hope you enjoy this annual report!



**Carl Viel**  
President and CEO



# PROMOTE THE COMPETITIVE ENVIRONMENT OF THE QUEBEC CITY AREA

Emboldened by its economic success, the Quebec City region turned in another stellar performance in 2012. Meanwhile, Québec International undertook a wide range of initiatives aimed at promoting the region's advantages and the successes of local development actors throughout the year. Québec International also pursued its positioning strategy by supporting the region's bids for various national and international competitive rankings, in addition to distributing high-quality economic information and producing effective communication tools designed to showcase the region and local industries. The initiatives undertaken in 2012 generated more than 110 mentions in national and international media, including various prominent magazines (*Site Selection, European Life Science, Foreign Policy, Photonics, Le Monde Diplomatique and L'Express*).

## 6 AWARDS AND DISTINCTIONS FOR THE QUEBEC CITY REGION AND QUÉBEC INTERNATIONAL

In 2012, the Quebec City region and Québec International were honoured with six awards and distinctions as part of national and international competitive rankings. In this regard, Quebec City was included in the Top 7 Intelligent Cities established by the Intelligent Community Forum (ICF), which generated significant media coverage and served to mobilize regional actors on an unprecedented scale. By joining the global elite of intelligent cities, Quebec City has positioned itself as an innovative and creative region. In addition to the multiple media mentions this achievement generated, there were also multiple invitations to national and international events, as well as the inclusion of a profile on Quebec City in the ICF's book *Seizing Our Destiny: 2012's Best Communities to Live, Work, Grow and Prosper In*. This book (the digital version is available on Amazon) has sold more than 1,500 copies to date. As further proof that the region continues to reap the benefits of this achievement, Quebec City was among nine North American cities selected for IBM's Smarter Cities Challenge.



The Quebec City region and Québec International were showcased again in the Canadian *Best to Invest* rankings compiled by US-based *Site Selection* magazine, which recognizes the country's top economic development champions. The Quebec City region was ranked #2 in the *Top Canadian Metros*, edging out Toronto and Montreal. Québec International's outstanding efforts were also recognized when the agency was named one of the *Top Canadian Economic Development Groups*. This elite club is made up of the country's 10 leading economic development agencies. Québec International is particularly proud of this achievement given that is the only economic development agency in Canada to make the cut for six years in a row. In KPMG's *Competitive Alternatives 2012*, Quebec City also compared favourably for its low operating costs. According to the results of this study, which analyzes operating costs in 103 cities in nine countries with mature market economies, Quebec City is ranked #1 among Canadian and US metropolitan areas with populations of 500,000 to 2 million inhabitants.

## 26 SEMINARS ON QUEBEC CITY'S COMPETITIVE BUSINESS ENVIRONMENT

With a view to promoting the Quebec City region's international standing, Québec International organized nearly thirty seminars over the past year geared towards audiences of international investors or strategic relayers. In this regard, Québec International was invited to discuss the region's competitive business environment at several important events, including Technology Network (Belgium), International Connecting Day (France), the Intelligent Community Forum (ICF) Summit (US), the Canadian Mineral Analysts Conference (Canada), Bordeaux Connection (Canada/France) and the Digital Economy for Regions webinar (Australia).

## 41 HIGH-QUALITY ECONOMIC PUBLICATIONS

Québec International produced approximately 40 studies and short economic analyses over the past year. In addition to issuing regular newsletters on the local labour market, GDP and building permits, Québec International published the *Report and Economic Outlook for the Quebec City Metropolitan Region 2011-2012*, along with three quarterly updates. In addition, a comprehensive economic profile of the Chaudière-Appalaches region was completed. Québec International was also involved in conducting a survey on business confidence in the region, in collaboration with the Quebec City and Lévis Chambers of Commerce. The survey results were made public during the second edition of "Semaine de la Rentrée Économique," which was held from January 18-24, 2012.

## EFFECTIVE HIGH-QUALITY COMMUNICATION TOOLS

In 2012, Québec International produced three promotional brochures focusing on the life sciences, ITC/electronics and geospatial sectors, complementing those published in 2011 concerning agri-food processing, optics/photonics, green and intelligent buildings, biopharmaceuticals and multi-media creation. Québec International was also presented with a Comm'uniq 2012 award by the Quebec Association of Economic Development Professionals (APDEQ) in recognition of these high-quality publications.

Last year, Québec International launched a new customized newsletter providing the business community with information on regional economic development. More than 2,000 people signed up for this personalized information service. In addition, we published three issues of "Radar," an economic newsletter sent out to over 1,000 subscribers, primarily working within the worldwide network of Canadian embassies and Quebec government offices.

## SATISFIED CLIENTS

*"I'd like to congratulate you on your fascinating presentation on Quebec City, a region that holds great attraction for us. My fellow entrepreneur colleagues really appreciated the information you provided. Thanks to the growth of exchanges between our communities, numerous relationships are being forged, which is very exciting!"*

**Patricia Delandre-Chassaing**  
Entrepreneur

Be@home Bordeaux-Professional Relocation Services



## HIGHLIGHTS

- 47** economic and promotional publications
- 6** awards and distinctions
- 113** media mentions
- 26** seminars

# ATTRACT FOREIGN INVESTMENTS

Foreign direct investment (FDI) is an important economic development driver in the Quebec City region. Its positive impacts on export volume, job quality, productivity, technology transfers and capital levels have been clearly demonstrated for years. The Quebec City metropolitan region has everything it needs to carve out an advantageous position on the global stage. Thanks to its diversified industrial base and competitive business environment, the region has successfully promoted itself among international business networks, not to mention the growing number of companies that have decided to set down roots in the region. Québec International has compiled a list of more than 180 subsidiaries of foreign companies with operations in the region. These subsidiaries are primarily US (52%) and European-owned (27%).

To support the establishment and expansion of foreign companies in the region, Québec International stepped up its investment prospecting and subsidiary monitoring activities. Over the past year, our outreach, hosting and subsidiary support efforts were expanded significantly.

## \$49.5 MILLION IN 12 FDI PROJECTS

Despite ongoing difficulties in the global economic environment, the Quebec City region fared well in 2012. Québec International compiled a list of 12 FDI projects totalling \$49.5 million to which it provided support. These projects were primarily undertaken by subsidiaries with existing operations in the region. These new capital inflows served to create or maintain 170 jobs. These projects include France-based Thales's creation of a research and technology centre in Quebec City specializing in defence and security. Meanwhile, Ireland-based Kerry Food took steps to boost its production capacity, along with Baldor and Graymont. Additional investments will be finalized in the coming months and years thanks to the efforts of Québec International's prospecting team, which worked on projects involving 260 different companies in 2012 alone. At year-end, our professionals were working on a portfolio of 44 high-potential initiatives involving investments valued at \$276 million.



## MEETINGS WITH 102 COMPANIES DURING 12 PROSPECTING MISSIONS

Focusing on outreach with European and US companies, Québec International led 12 prospecting and promotional missions in 2012, nearly double the total for the previous year. During these missions, meetings were held with 102 companies and investment prospects in Los Angeles, Orlando, Boston, Vancouver, Toronto, London, Stockholm, Berlin, Paris, Brussels, Nantes and Bordeaux. These initiatives also enabled us to build up our network of first-line partners, relayers and professionals specializing in expansion project assistance. Drawing on its strategic positioning with high-potential FDI networks, the Quebec City region hosted the inaugural international edition of a forum organized by the US-based Industrial Asset Management Council (IAMC) geared towards site locator specialists. Thanks to the involvement of our partners, more than 400 of these specialists are scheduled to visit Quebec City in 2014, providing a unique opportunity to promote our region's selling points as a site for new foreign investment.

## VISITS BY 27 FOREIGN COMPANIES AND DELEGATIONS

Québec International hosted 13 foreign companies conducting reconnaissance missions in Quebec City last year, nearly twice as many as in 2011. In addition, 14 economic and official delegations were welcomed, 50% more than in 2011. A total of 68% of these delegations and companies came from Europe (Switzerland, France, Belgium, Germany, Netherlands, Ireland, Italy and Spain), while the others hailed from the US (7%) and the Philippines, Cuba, China, Chile and Mexico. This strong growth is a sign of growing interest in the Quebec City region; it also marks the culmination of Québec International's significant efforts to promote its region among potential investors.

## CONCERTED FOLLOW-UP PROGRAM: 53 SUBSIDIARY VISITS

As evidenced by the projects completed in 2012, investments carried out by subsidiaries of foreign companies are quite significant. Over the past two years, Québec International operated a task force representing the main stakeholders mandated with supporting subsidiary development. A total of 53 subsidiary visits were carried out under our follow-up program. These visits were aimed at identifying growth and/or consolidation projects and supporting the delivery thereof in association with our partners. These concerted efforts served to boost the effectiveness of the actions taken and to fast track completion by providing project managers with all available resources, assistance and support.

## IMMIGRANT ENTREPRENEURS: \$4 MILLION IN POTENTIAL INVESTMENTS

Québec International played a key role in an original initiative launched by the Quebec City Round Table on Immigration (TCICN) aimed at developing a tool for immigrant entrepreneurs. The tool is actually a video that demonstrates the advantages for non-Canadians seeking to undertake business projects in Quebec City. This initiative allowed Québec International to target a brand new clientele whose investment potential was estimated at \$4 million in late 2012. In addition, Québec International was involved in the activities of the Consider Canada City Alliance, which represents the interests of the country's 11 largest urban areas. Among other things, this initiative is aimed at sharing best practices in the area of FDI prospecting. Québec International also organized a high-level "Attracting FDI" seminar attended by professionals from across the country.

## SATISFIED CLIENTS

*"Thanks to the region's numerous research centres, major educational institutions and knowledge-based industries, there are synergies between the various components that make Quebec City very interesting. These same enabling factors have prompted the Quebec office to convince Fujitsu HQ in Tokyo to invest millions of dollars here in Quebec City in order to create an innovation centre with solid local support as part of a well-organized network."*

**Christian Giroux**

Senior Vice-President, Eastern Canada  
Fujitsu



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## HIGHLIGHTS

**12** FDI projects completed

**\$49.5** million in investment

**170** jobs created or maintained

**44** active initiatives valued at \$276 million

# ATTRACT QUALIFIED FOREIGN WORKERS

The Quebec City census metropolitan area (CMA) has experienced remarkably dynamic economic growth in recent years. This fine performance is reflected in the job creation rate, which has increased steadily since the mid-1990s. In 2012, the region added 2,300 new jobs, while unemployment has held stable at 5% for several years—one of the lowest rates in Quebec and across Canada. The growing demand for labour in medium and high-knowledge jobs, coupled with low unemployment and strong job creation, is putting increased pressure on the employment market. Immigration may well help to meet this challenge. In addition, the region is drawing more and more immigrants. According to the Quebec Institute of Statistics (ISQ), the region attracted an average of 2,680 international immigrants per year between 2007 and 2012, or 790 more than the average for the previous five years, which stood at 1,890.

As part of its mandate, Québec International works to attract qualified foreign workers. We undertake a variety of initiatives aimed at supporting companies looking to international markets to meet their hiring needs when local pools of qualified workers are insufficient. Today, we are recognized as a key resource in the area of international mobility; companies of all sizes turn to us when it comes to recruiting international workers and developing skills aimed at attracting, integrating and retaining these employees.

## **343 WORKERS RECRUITED IN 2012**

In collaboration with its partners, Québec International carried out four recruiting missions in France, Belgium, Spain and Brazil in 2012; a total of 49 companies took part. These recruiting missions led to the hiring of 277 workers in 2012. In addition, 66 candidates were recruited via Québec International's permanent service offer. Companies in the Quebec City region thus recruited a total of 343 workers in 2012. This was by far the largest contingent hired since Québec International first began its recruitment activities in 2008. Over the past five years, Québec International's initiatives have helped attract 846 qualified workers. Including spouses and children, we estimate that more than 2,110 international immigrants moved to Quebec City over that same period, including 800 in 2012 alone.



These workers make important contributions to the local economy. Based on an average annual salary of \$53,000, a retention rate of 90% and assuming that these workers generate on average three times their salary in business revenues over the course of a year, Québec International's efforts in this regard in 2012 generated \$49 million in economic benefits for the region on an annualized basis.

## **19 TRAINING ACTIVITIES AND 42 OFFICIAL RESPONSES TO COMPANIES' NEEDS**

In addition to recruitment missions, Québec International organizes free individual consulting sessions every Friday with international mobility specialists. This year, 42 official responses were provided using this personalized advisory service. We also offer training activities, along with an assistance program. Last year, Québec International organized 20 training activities aimed at recruiting and retaining foreign workers, attended by 607 participants.

## MEETINGS WITH 8,500 POTENTIAL CANDIDATES

Québec International sought to pursue its efforts aimed at identifying new pools of workers and promoting the region among potential candidates. In this regard, a promotional mission to Ireland successfully positioned Quebec City among workers seeking foreign work experience. In addition, initiatives were undertaken in the northeastern US to arrange an initial recruiting mission in March 2013. These efforts served to promote the region by targeting 8,500 potential candidates.

In 2012, a new brand image was developed for communication tools geared towards foreign workers. These tools are now grouped under the “Quebec First” banner. In addition, the “1888 me voilà” website was totally redesigned and is now known as [www.quebecfirst.com](http://www.quebecfirst.com). The site received 87,000 visits in 2012, up 43% from 2011. The website redesign also made it possible to create a portal totally dedicated to foreign workers. The information for companies has been migrated to [www.unmondedexperience.com](http://www.unmondedexperience.com), a new portal developed as an initiative of the Regional Immigration Round Table.

## INITIATIVES SUPPORTING WORKER INTEGRATION AND RETENTION

Over the past year, Québec International facilitated the integration of spouses of internationally recruited workers by supporting their job search efforts as part of a pilot project conducted with various regional partners. In association with the “Ministère de l’Immigration et des Communautés culturelles du Québec”, Québec International also organized 12 information sessions on how to obtain Canadian permanent residency (geared towards temporary workers and foreign students); these sessions attracted 247 participants. In another key initiative, the mobilization project known as “Un monde à connaître” [A World To Know] was aimed at emphasizing the positive aspects of work-related immigration. This project, launched by the Immigration Round Table and coordinated by Québec International, generated a very enthusiastic response. More than 350 people uploaded testimonials to the site, which received some 4,000 visits during the five-week campaign.

## SATISFIED CLIENTS

*“Québec International’s employees work extremely hard and their efforts are essential for our company when we take part in foreign recruiting missions. In addition to taking care of logistics, they make sure we succeed on this great adventure by understanding our needs, selecting the cities we visit, organizing training activities and taking care of the follow-up. Their being there allows us to focus on our most pressing issue: selecting foreign candidates to meet our local clients’ expertise needs.”*

Annie Clément

Human Capital Manager  
L-IPSE Services Conseil



## HIGHLIGHTS

**\$49 million** in economic benefits

**343** workers recruited in 2012

**800** international immigrants

**5** recruitment and promotional missions

# SUPPORT TRADE AND FOREIGN MARKET DEVELOPMENT

During economic downturns, companies must demonstrate agility and expertise in order to maintain their growth. In 2012, Quebec companies exported products and services valued at \$63.5 billion. The North American market continues to offer a lucrative platform for local companies, although the slow and fragile economic recovery south of the border means that caution is the watchword. Although the US remains our main trading partner (accounting for 68.5% of Quebec's exports), the value of goods and services exported to that country has fallen by 10.3% since the 2008 peak. Meanwhile, Europe, which has served as a catalyst for diversification in recent years, now accounts for 12% of Quebec's exports. Unfortunately, economic instability in that region has led to an 18% reduction in exports since 2008. The fragility of our main trading partners is prompting companies in Quebec to explore new markets, particularly the BRIC countries (Brazil, Russia, India, China). In this regard, Quebec's exports to those countries increased by 73% between 2008 and 2012, while their proportion of Quebec's total exports rose from 3.5% to 6.8%. Asia is also positioned as a profitable market as exports to the continent increased by 60% between 2008 and 2012.

## COMPREHENSIVE RANGE OF MARKETING AND MARKET DEVELOPMENT SERVICES

Access to these new markets, however, comes with its share of risks and a higher level of complexity, hence the need for proper guidance. And that is exactly where Québec International comes in, thanks to its comprehensive range of marketing and market development services.

Québec International assists companies seeking to promote their expertise on international markets by helping them to identify market opportunities, strengthen their marketing and exporting skills and forge profitable business relationships at the international level. A total of 1,750 people participated in our related initiatives last year.



## **\$13.7 MILLION IN ECONOMIC BENEFITS FOR COMPANIES USING OUR ADVISORY SERVICES**

Thanks to the introduction of Export Tuesdays and our first-line information service, companies in the Quebec City region now have access to personalized assistance, information and referral services aimed at supporting their planning process and the launch of market development projects. In 2012, our professionals carried out 112 projects with export-oriented companies, of which 39 were new exporters. The actual and potential sales reported in 2012 by the companies we assisted totalled \$11.2 million.

## 13 TRADE AND EXPLORATORY MISSIONS—WITH EXPECTED SALES OF \$4.7 MILLION

In 2012, Québec International assisted 75 companies as part of seven trade missions and six exploratory missions that stand to generate more than \$4.7 million in economic benefits (i.e. reported real/potential sales). Regional companies took part in the following missions: Cosmoprof (Italy), Bio Conference (Boston), Beyond Beauty (France), Greenbuild (San Francisco) and Centrallia (Winnipeg), as well as a multi-sector mission to Brazil and a geospatial mission to Calgary. These initiatives also led to the signing of various partnerships and nine industrial agreements, in addition to setting up a technology transfer and launching negotiations with 10 partners and sales intermediaries.

## \$14 MILLION IN ECONOMIC BENEFITS THANKS TO BUSINESS EVENTS AND BUYER OUTREACH EFFORTS

Québec International regularly hosts business delegations and buyers from different countries with a view to maximizing networking opportunities between local companies and their counterparts around the world. Québec International welcomed a total of 12 delegations in 2012, providing participants with a chance to explore business opportunities with Canadian and non-Canadian companies. These delegations came from France, the US, South Africa, Spain, Germany, Japan and the Netherlands. A delegation of 30 senior executives from Alberta-based infrastructure and energy companies was also hosted. Outreach and business meetings were also organized in conjunction with major events such as BENEFIQ, GSDI, Quebec Mining Congress, Contech's building trade show, Cartoon Connection, Quebec City's Rencontres Cinématographiques and Montreal's International Game Summit. In addition, the Optics/Photonics Industry Circle organized four days of business development. In total, some 260 companies took part in these outreach and business networking activities (related benefits are estimated at \$14 million).

## 60 ACTIVITIES AIMED AT DEVELOPING STRATEGIC SKILLS

In order to provide company managers with the tools they need while honing their marketing and development skills, Québec International organized 60 professional development activities, including 14 seminars focusing on geographic markets (Poland, Chile, Turkey, China, Colombia, India, Alberta, Russia, Middle East, Europe). In total, more than 1,000 people from 638 companies took part in these activities. Interestingly, 95% of the participants believe that these activities enabled them to boost their strategic skills in support of company growth. The issues discussed included international public procurement contracts, customs compliance, strategic aspects of international growth, legal aspects of international contracts, tax in the US market, best practices for business networking and invention patentability. These activities generated an estimated \$600,000 in economic benefits.

## SATISFIED CLIENTS

*"The SME Passport program was a great help to us during our strategic discussions. It also enabled us to begin creating a very valuable business network that is sure to help us achieve our goal of exporting MANITOU technology to the US market."*

**Michel Ganache**

CEO

Momentum Technologies



## HIGHLIGHTS

**\$33 million** in economic benefits

**39** new exporters

**14** trade and exploratory missions

**23** outreach/related activities and business events

**60** professional development activities

# FOSTER INNOVATION AND HI-TECH ENTREPRENEURSHIP

The emergence of high-tech companies has strongly contributed to the Quebec City region's economic success in recent years. Companies operating in the more traditional sectors have brought in innovative practices to develop higher-value-added products and boost their competitiveness. For those reasons, supporting innovation and technological entrepreneurship is a top priority for Québec International. Each year, Québec International launches a variety of initiatives aimed at re-energizing the entrepreneurial ecosystem and facilitating links between research centres and businesses. In this regard, we seek to foster the development of a regional approach to open innovation and to support high-tech entrepreneurship by providing entrepreneurs with proper guidance to ensure the success of their business projects. Our entrepreneurship and innovation-related activities in 2012 drew close to 800 participants.

## \$17.6 MILLION IN POTENTIAL INVESTMENTS

In 2012, our technological entrepreneurship professionals held 72 company meetings. The support provided to entrepreneurs and management teams primarily consisted of reviewing business plans, putting together strategic marketing plans, obtaining financing and contacting specialized resources. A total of five of the companies we assisted had the opportunity to present their financial needs to a panel of corporate finance specialists. Potential investments for the companies we assisted in 2012 total \$17.6 million.



### 30 COMPANIES AND 5 HIGH-LEVEL PROGRAMS

Québec International offers high-tech entrepreneurs a variety of high-level training and assistance programs. Under an agreement with the Kauffman Foundation, 12 companies took part in the *FastTrac® TechVenture™* program. In addition, three companies from the Quebec City region participated in the Techno Quebec Growth program under a partnership agreement with the Entrepreneurship Foundation. This program was developed by specialists at Boston-based MIT Sloan School of Management. In another major initiative, Québec International entered into a partnership with the Beauce School of Entrepreneurship (EEB) and organized two activities in Quebec City, including an Entrepreneurial Boot Camp, in which eight companies took part.

This partnership also facilitated the signing of an agreement with the City of Quebec, under which \$25,000 scholarships will be made available to entrepreneurs wishing to take part in the EEB's elite program. The first scholarship was assigned in 2012 and two others will be awarded in 2013. In another new development, Québec International organized the inaugural edition of the Devtech-BIO contest in 2012, thanks to which allowed six companies to attend the BIO International Convention. Selected by a jury made up of major industry players, these entrepreneurs took part in a specialized boot camp held in conjunction with the event. These activities attracted nearly 200 participants.

### 400 PARTICIPANTS IN 4 ENTREPRENEURIAL EVENTS

Québec International organized or supported the participation of Quebec City-based entrepreneurs in major events over the past year. Thanks to our involvement in Start-Up Camp Quebec, 10 entrepreneurs had an opportunity to promote their projects to the regional business community. In addition, the Start-Up Canada tour made a stop in Quebec City thanks to Québec International's involvement. This event brought together 60 entrepreneurs for discussions on the conditions that must be met in order to re-energize our entrepreneurial ecosystem. We also invited 15 companies from across the region to take part in Montreal's International Start-Up Festival, during which the Start-up Quebec City delegation drew considerable attention. In another major event, the UN Conference (organized in conjunction with the Quebec City Conference) attracted 225 people who discussed various key issues with four world-renowned investors.

### 200 PARTICIPANTS ATTEND THE SECOND EDITION OF QUEBEC SEEKS SOLUTIONS

Québec International organized the second edition of Quebec Seeks Solutions in collaboration with the Quebec City Association for Innovation and Technological Development (IDTEQ) and the International Society for Professional Innovation Management (ISPIM). For the 2012 edition, nine companies submitted complex industrial problems to a group of 200 experts representing the industrial research field, the business community and academia. Based on the results of the 2010 and 2012 editions, this innovation model is very promising: 75% of the companies that submitted problems believe that their participation will have a very high impact on their problem-solving process. In addition, 50% of the participants made subsequent investments in their companies, including various improvements. Furthermore, three contracts were signed with organizations and research/technology transfer centres following the event. The 2010 edition of Quebec Seeks Solutions also led Kruger to develop a new product that is slated to reach the market in 2013.

FP Innovations and The Research and Development Institute for the Agri-Environment (IRDA) took part in the development of this new product. A major milestone was reached last year when Quebec Seeks Solutions entered the international arena at an event held in Barcelona during the ISPIM Symposium under an agreement between Québec International and the ISPIM.

### SATISFIED CLIENTS

*"The FastTrac program was very helpful in terms of giving me insight into our business model, our business strategies and the prerequisites for obtaining financing. Over a 10-week period, we had an opportunity to get to know other entrepreneurs and various stakeholders who operate in the start-up ecosystem. This allowed us to expand our horizons while acquiring invaluable experience for the future."*

**Yves Néron**

President

Budget Express

## HIGHLIGHTS

**\$18 million** in potential investments

**5** assistance programs

**8** activities and events

**800** participants





# DEVELOP AND PROMOTE KEY CLUSTERS

Supporting key sectors of the regional economy has been a top priority for our organization since it was created in 2003. As the official agent for the Quebec City ACCORD program<sup>1</sup>, Québec International coordinates and oversees the efforts of seven sectors of excellence (clusters), including various industrial stakeholders and development actors for various industries. A total of seven sector associations and four industrial innovation consortiums have been established in the optics/photonics, geospatial, digital arts and interactive entertainment, health foods, green and smart building, life sciences and tourism sectors, representing more than 130 members from the business and research communities who have invested more than 1,200 hours in defining what strategies and steps must be taken to support the development of their industries. In the following section, we outline the actions taken over the past year for each of these sectors of excellence, many of which tie in with the implementation of the ACCORD program.

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<sup>1</sup> The ACCORD program (in French, *Action concertée de coopération régionale de développement*, or Concerted Action for Regional Development Cooperation) draws on regional strengths and the search for excellence in Quebec's key sectors. It seeks to bring together business people and entrepreneurs from the same region who have a shared vision of their sector and who seek to define a long-term strategy to promote this vision.

## 1,460 PARTICIPANTS IN 43 SECTOR-SPECIFIC ACTIVITIES AND EVENTS

Excluding marketing and market development initiatives, more than 40 sector-specific activities and events designed to support innovation and share best practices were held in 2012. All told, these activities were attended by 1,460 participants from the optics/photonics, geospatial, green and smart building, health food and life sciences sectors.



## SATISFIED CLIENTS

*"Our work with Québec International proved to be highly useful for our young firm. There were no heavy bureaucratic procedures, just genuinely passionate people and concrete actions. They listened attentively to our needs, boosted our visibility and put us in touch with some potential partners. Congratulations and thanks to the entire team for their support, which goes all the way back to Squeeze's very first days in business."*

**Denis Doré**  
Co-founder | Business Development Director  
Squeeze Studio Animation

## HEALTH FOOD

In 2012, more than 400 people took part in the ACCORD health food sector's various initiatives, up nearly 40% from 2011. This increase reflects the sector's dynamic growth. The organization of a major international event in Quebec City last year provides further proof that the region is on its way to becoming a bona fide leader in this area. The inaugural edition of BENEFIQ, organized by the Institute for Nutrition and Functional Foods (INAF), attracted over 550 participants from 16 countries (the ACCORD health food sector was closely involved as an event partner). With the support of the ACCORD health food sector, five delegations (Saguenay-Lac-Saint-Jean, Lanaudière, Montérégie, Bas-Saint-Laurent and Gaspésie) also attended BENIFIQ, demonstrating the strength of Quebec's agrifood industry. We are looking forward to reaping the benefits of this participation as various collaboration projects with two French sectors of excellence are currently being developed.

Throughout the year, the health food sector continued its efforts to support and foster company-level innovation via three major initiatives. In the first of these initiatives, four companies continued work on a research program seeking to develop healthy alternatives to the use of nitrites and nitrates in meat products. A second applied research project known as Neurophenol (bringing together three companies and a research centre as part of a consortium) was launched in 2012. This three-year project seeks to develop a range of berry-based products aimed at preventing cognitive decline. A partnership with a French consortium pursuing the same goals was also entered into in order to share research findings. The third major initiative consisted of a structured innovation program involving a dozen or so companies. This program includes an expert assistance component for projects aimed at developing new value-added products, improving the nutritional values of existing products and developing new technologies. A training component (coordinated by the INAF) focusing on an open system innovation strategy rounds off the program. Taken together, these three initiatives involve total investments of \$2.1 million.

The other initiatives rolled out in 2012 include an agreement concluded by the Health Food Consortium covering use of a "market watch" tool targeting food-sector innovations. Known as XTC World Innovation, this tool is now being used by a dozen companies across the region. In addition, three local companies benefited from the efforts of Laval University student majoring in agri-food engineering who carried out various productivity enhancement projects. The sector's members also joined forces to conduct a study on food processors' perceptions of health food distribution efforts. A number of other conferences and training activities were also held over the past year. They primarily focused on food trends, aseptic packaging, Global Food Safety Initiative (GFSI) standards and the creation of a "management dashboard."

The health food sector is also rolling out initiatives designed to support companies' business development. Two buyer outreach activities were held in 2012. One of these was with Costco Canada, which enabled some 30 people to gain insight into the operations of this food-sector giant; eight companies also presented their products at individual meetings. In addition, in association with the Quebec Department of Agriculture, Fisheries and Food (MAPAQ), business meetings were organized with a British broker seeking private-label products for major UK-based food chains. In 2012, the sector also launched a program entitled "Unleash the Power of Your Brand," in which five regional companies took part.

## DIGITAL ARTS AND INTERACTIVE ENTERTAINMENT

Quebec City's digital arts and interactive entertainment industry is thriving. To build on the current momentum, a committee created under the ACCORD program made up of representatives of a dozen companies unveiled an action plan in late 2012 showcasing various collaboration, discussion and partnership initiatives. These initiatives are designed to fast track the completion of profitable projects while fostering market development, facilitating innovation and research and ensuring industry growth. To those ends, efforts will be focused on business development, high-level training, fostering innovation and seeking out private/public financing. Moreover, professional events will benefit from financial support aimed at maximizing their openness to national and international markets, thus maximizing business opportunities for sector companies.

That is certainly the case for the Web in Quebec City (WAQ), the Quebec City Rencontres Cinématographiques and the Cartoon Connection. The 2012 edition of the Cartoon Connection was a resounding success, attracting more than 150 animation and video game professionals from over 14 countries. The guest speakers included Rovio, the creator of Angry Birds. During the event, Frima announced its inaugural TV coproduction agreement with South Korea, while 10<sup>th</sup> Ave Productions promoted its very first animated feature, *The Legend of Sarila*, which has been sold to more than 20 countries.

Québec International is also busy forging international links in support of industry development. In this regard, we hosted a delegation from the Japanese city of Nerima, a major animated cinema hub, which brought in some acknowledged classics such as *Les Cités d'Or*, *Goldorak* and *Candy*. A delegation from the Île-de-France region also had a chance to size up the talent and creativity associated with Quebec City's entrepreneurs. In November 2012, Québec International took part in the Montreal International Game Summit (MIGS), where it strengthened its links with MIT's Game Lab, another videogame centre of excellence it had visited in the summer of 2012. More than 15 companies from the Quebec City region took part in these last three initiatives.

In addition, Québec International is working to boost the region's profile via targeted promotional actions. In 2012, we published a comprehensive industry profile in the Canadian Coast-to-Coast Video Games Industry Guide, launched at the Electronic Entertainment Expo (E3) in Los Angeles. The digital arts and interactive entertainment sector was also featured in Convergence magazine, which was distributed at MIGS. Furthermore, a delegation of journalists from Canada, France and the US had an opportunity to discover regional companies during a press tour held in conjunction with the Cartoon Connection.



## GREEN AND SMART BUILDING

In 2012, the Green and Smart Building Network set up under the Quebec City ACCORD program took things to a whole new level. Now representing 65 member companies and organizations, the Network continued to offer value-added services to companies with a view to supporting the development of expertise and business. During its second year of operations, the Network actively contributed to rallying industry stakeholders and promoting the region as a center of excellence in the green and smart building sector.

The Network's numerous initiatives included the graduation of two new classes from its training program and its LEEDS compliance assistance program, which enabled 12 companies to show off their products by documenting the benefits they bring as regards the design of buildings seeking LEED certification. Over the past year, the Network presented four activities concerning innovation and business development focusing on programs implemented by the Energy Efficiency and Innovation Bureau (BEIE), projects implemented by the Quebec Housing Corporation (SHQ), major green neighbourhood projects implemented by the City of Quebec and the sale of construction products to US specifiers. In addition, under a new partnership agreement with the Quebec chapter of the Canada Green Building Council, the Network took part in four activities for building professionals.

The Network is also busy forging national and international links in support of business development while capitalizing on experiments conducted around the world. In this regard, in conjunction with Contech's building event, the Network held its first major luncheon seminar entitled "Exemplary Projects," during which stakeholders from the Rhône-Alpes region of France presented some of Europe's most innovative practices, particularly in the areas of energy-positive building design and wood-based building systems.

The Network also took part in a number of major events. An exploratory mission to Ecobuild China enabled the participants to familiarize themselves with major business development opportunities in Asia and to identify potential partners. Organizing a large-scale trade mission to Greenbuild San Francisco enabled four companies to showcase their products and technologies to thousands of North American industry professionals. Throughout the year, steps were taken to strengthen relationships with the Lower St. Lawrence Green Building Sector (CEBSL), the Quebec City chapter of the American Society of Heating, Refrigerating and Air-Conditioning Engineers (ASHRAE), the Alsace-Energivie Competitiveness Hub and the Nord-Isère Constructive Innovation Hub (Rhône-Alpes).

## OPTICS/PHOTONICS AND GEOSPATIAL

The optics/photonics industry is driving development in our region, which is home to more than 80% of the provincial industry. Under the ACCORD program, the Optics/Photonics Industry Circle (CIOP) and Geospatial Quebec undertook various initiatives throughout the year in support of company growth and industry promotion. In this regard, four theme-based business development days allowed optics/photonics and geospatial firms to identify market opportunities in the homeland security, mining, transportation and aeronautics sectors. During these activities, engineers from CMC Esterline, CAE, Photonix, Niobec Mines, CAE Mines and the Canadian Space Agency presented their innovation-related needs. A number of work sessions were then held and some 20 potential projects were identified. The value of the contracts that may stem from these initiatives in the short and medium terms is estimated at \$8 million—clear proof that these initiatives are paying off. Opsens signed its first trade agreement covering Japan, South Korea and Taiwan in connection with a new line of medical products. The agreement took shape thanks to the efforts of various parties, including a technical/commercial feasibility study carried out by the CIOP in 2010. To date, the project has brought in \$6 million in revenues.

In 2012, the optics/photonics and geospatial sectors also played active roles in two major events held in Quebec City. In this regard, seven companies showcased their expertise at the Global Spatial Data Infrastructure (GSDI) conference, which brought together more than 600 participants from 45 countries. For this occasion, Québec International developed an assistance program with a view to helping three companies put together bids for the Tecterra contest. Intelli<sup>3</sup> was presented with the Global Geospatial Conference (GGC) 2012 CSS Award at the event. In addition, the activities organized for the Quebec Mining Congress generated various opportunities. Contacts within the mining industry helped to identify some 30 projects and business opportunities. The CIOP was also closely associated with a new mining innovation project developed in collaboration with the Abitibi-Témiscamingue underground mining technology sector and the National Optics Institute (INO). Known as VISI+, this project entailed an investment of more than \$900,000 and seeks to develop a vision system that will enable emergency teams to determine their position in zero-visibility environments. For example, this system could be used on mining safety vehicles, in underground operations or on mining transportation and operational vehicles under difficult climatic conditions.

Various other activities were organized for companies over the past year, including two missions to Boston and Calgary and participation in the AdvaMed conference in Boston, which provided an opportunity to strengthen links with other regional clusters and initiate collaborations. In addition, some 15 training activities were offered in 2012, focusing on industry-specific issues such as product line management, material stability, operational excellence and sales/marketing.

## LIFE SCIENCES

Once again last year, Québec International put in place a number of important initiatives aimed at supporting the growth of the regional life sciences industry. In this regard, Québec International accompanied a delegation of 23 companies, research centres and venture capital firms to BIO 2012 in Boston. In conjunction with this event, Québec International and its partners at Biopolis Quebec organized the second edition of Interconnections BIO 2012, aimed at developing partnerships between Quebec, Ontario and Asia. Some 15 companies and research centres from Canada, Hong Kong and Singapore took part. Québec International also organized the BIO Devtech entrepreneurial contest, which enabled six start-up companies seeking financing to accompany the Quebec delegation. Cosmoprof (Italy) was another initiative promoted in 2012 (Québec International has run the Canadian pavilion for the past three years). This year, 11 companies took part. We also ran the Quebec pavilion at Beyond Beauty (Paris), with six companies and research centres participating. Both of these missions generated potential economic benefits estimated at more than \$2 million. Various industrial agreements, distribution agreements and technology transfers were concluded or are under discussion.

During BENEFIQ, Québec International welcomed a French delegation from Cosmetic Valley. A dozen Quebec-based companies and research centres and seven French companies used this opportunity to forge profitable links. These contacts made it possible to consolidate various activities, including a project seeking to establish a research chair in cosmetic formulation. Québec International also took part in R&D Connections Day, organized by Cosmetic Valley. In this regard, six Quebec companies used videoconferencing to hold personalized meetings with a dozen French companies. In addition, Québec International organized a number of other activities in 2012, including five conferences in the "Success Stories" series, which were attended by over 300 people. In another major event, the sixth edition of the Healthcare Industry Forum brought together more than 150 healthcare stakeholders, including scientists, clinicians, professionals, industrialists and network managers. The participants were treated to a roster of some 20 guest speakers, including various international experts.

In addition, an important project was announced under the ACCORD program involving the completion of a feasibility study for a bioproduction R&D platform. Known as BioProduction 21, this project draws on the expertise of regional companies and research centres in the area of biological vaccine manufacturing and other treatments. This is a unique opportunity to position Quebec City as a high-value-added centre of excellence in this field. In addition, the Quebec City Telehealth and Clinical Mobility Consortium continued its work, which is entering its final phases. This project, which involves five regional companies and various partners from the public health-care network, aims to offer an integrated solution with a view to ensuring information continuity between network stakeholders in mobility mode. It is helping to increase the quality of patient care and services by optimizing interdisciplinarity within clinician team and sharing information with patients and caregivers. It is also helping to keep patients at home by providing optimized follow-up, ensuring direct availability of clinical information, making continuous improvements to clinical processes and reducing time spent on clinical and administrative tasks. These projects involve investments of \$2.7 million.

## TOURISM/CRUISE SHIPS

Stemming from the Quebec City ACCORD program, the tourism/heritage/culture/nature initiative launched a large-scale strategy back in 2010 aimed at making Quebec City an embarkation/debarkation port as well as a homeport for cruise ships. This project, backed by a \$2 million budget, made significant progress in 2012. In this regard, Holland America Line announced last year that it would be adding nine embarkations and nine debarkations at the Port of Quebec City between May and October 2013. This is an unprecedented move since no cruise line had ever selected Quebec City as its homeport and embarkation/debarkation port during the summer period. Thanks to this announcement, the number of cruise ship visitors to the region will rise significantly. This announcement is also highly strategic for cruise line development and could lead to a large increase in the number of destination passengers. According to some estimates, the addition of these embarkations/debarkations could bring 20,000 cruise ship passengers to Quebec City.

Other initiatives were undertaken during the past year to support cruise line development. In this regard, a promotional campaign was rolled out targeting consumers and travel agents in the US and Ontario markets. Efforts were also invested in developing a renewed and attractive offer of tourist products for cruise ship passengers. Lastly, action was taken to improve welcome services and riverside entertainment for cruise ship passengers during the 2012 season. All of these efforts helped to increase Quebec City's attractiveness as a must-see destination on the St. Lawrence. They also paid off handsomely as the number of passengers embarking and debarking in Quebec City climbed to 41,000 in 2012, a new record.



### HIGHLIGHTS

**7** sector associations

**130** members

**6** consortiums and innovation projects

**\$5.6 million** in investments in innovation

**1,460** participants

# SOCIAL COMMITMENT AND PARTNERSHIPS

## HIGH-POTENTIAL PARTNERSHIPS

Québec International works in partnership with various organizations spearheading regional economic efforts. In 2012, Québec International partnered with the “Un monde à faire” gala organized by the Quebec City Chamber of Commerce and Industry and with the “Les Pléiades” gala organized by the Lévis Chamber of Commerce. Québec International also partnered with the Quebec Entrepreneurship Contest organized by the Quebec Association of Local Development Centres (ACLDQ) and with the Quebec City Conference, which brought together 400 public and private-sector venture capital decision makers from 21 countries. Québec International is an active member of the Quebec City Convention Centre’s Ambassadors Circle and the Quebec City Chamber of Commerce and Industry’s committee honouring companies that achieve success beyond Quebec’s borders.

Québec International entered into various new partnerships in 2012 with companies and organizations seeking to support Québec International in the fulfilment of its mandate. In addition to our major partners—the Government of Quebec, the City of Quebec and Canada Economic Development—we are pleased to have the support of many other organizations, including Bell, the Caisse de dépôt et placement du Québec, the Quebec City Caisse Populaire Desjardins, Cap’Idéal, the Quebec City Regional Conference of Elected Officials (CRECN), Deloitte, Desjardins, Export Development Canada, the FTQ Solidarity Fund, Groupe Perspective, Joli-Cœur Lacasse, Rio Tinto Alcan and the City of Lévis.

## REITERATING OUR SOCIAL COMMITMENT

Québec International and its employees were actively involved in supporting various worthy causes in 2012, including fundraising campaigns for Leucan, Centraide (United Way) and the CHUQ Foundation. Québec International is also committed to protecting the environment. 2012 was the third consecutive year that our team took part in the Défi Climat (Climate Challenge), a large-scale campaign seeking to fight climate change.

We are also involved in training the next generation of leadership by offering graduates a chance to acquire stimulating work experience. Over the past year, Québec International welcomed 11 interns from regional educational institutions and from around the world.



# COMPARATIVE FINANCIAL RESULTS

FOR THE YEAR ENDED DECEMBER 31, 2012

	<b>2012</b>	<b>2011</b>
<b>REVENUES</b>		
Provincial contributions	2,910,776	2,509,230
Federal contributions	1,080,574	974,454
Municipal contributions	2,085,548	2,146,426
Private-sector revenues	2,015,281	1,736,619
<b>Total revenues</b>	<b>8,092,179</b>	<b>7,366,729</b>
<b>EXPENSES</b>		
Activities	4,212,471	3,696,968
Salaries and benefits	3,042,345	2,839,941
Other expenses	831,319	850,160
<b>Total expenses</b>	<b>8,086,135</b>	<b>7,387,069</b>
	<b>6,044</b>	<b>(20,340)</b>

# BOARD MEMBERS<sup>1</sup>

## CHAIRMAN

Dr. Fernand Labrie  
President and CEO, Endoceutics

## DIRECTORS

Andrew J. Sheldon  
President and CEO, Medicago Inc.

Anne Michaud  
General Manager,  
Distribution 2020 Richelieu division

Danièle Laverdière  
Regional Vice-President  
Quebec Federation of Caisses Desjardins

Denis Brière  
Rector, Laval University

Dominique Brown  
Owner, Les Chocolats Favoris Inc.

François Gilbert<sup>2</sup>  
President and CEO, Anges Quebec

Geneviève Marcon  
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Germain Lamonde  
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Institutional Marketing  
SSQ Financial Group

Marie-Claude de Billy<sup>2</sup>  
Vice-President, Administration  
Foam Creations

## PRESIDENT AND CEO

Carl Viel<sup>4</sup>  
President and CEO,  
Québec International

## SECRETARY

Christian Racicot<sup>4</sup>  
Attorney, BCF LLP,  
Board Secretary

Québec International would like to thank the following individuals for their invaluable contributions: **Michèle Drouin, Claude Pinault, André Pouliot, Robert St-Denis, Élaine Zakaïb**, all of whom left the Board in 2012. We would also like to thank two members of the Audit Committee, **André Moreau and Bernard Cliche**, for their contributions. Lastly, we would like to thank the following representatives of our major financial partners for their contributions and steady presence: **Christian Audet**, Regional Director, Canada Economic Development; **Bernard Auger**, Director, Industry, Trade and Services Department, City of Quebec; **Josée Tremblay<sup>3</sup>**, General Secretary, Quebec City Bureau (BCN); and **Jean-François Talbot**, Regional Director, Quebec Department of Finance and the Economy (MFEQ).

1. Board composition as at December 31, 2012.  
2. Member, Human Resources Committee.  
3. Member, Audit Committee.  
4. Non-voting member.

# THANKS

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## MAJOR PUBLIC- SECTOR PARTNERS

- > Canada Economic Development
- > City of Quebec
- > Gouvernement of Québec
  - Bureau de la Capitale-Nationale
  - Emploi-Québec
  - Ministère des Finances et de l'Économie



## OTHER FINANCIAL PARTNERS

- > Bell
- > Caisse de dépôt et placement du Québec
- > Cap'Idéal
- > City of Lévis
- > Conférence régionale des élus de la Capitale-Nationale
- > Deloitte
- > Desjardins Group and Quebec City Caisse Populaire Desjardins
- > Export Development Canada
- > Export Quebec
- > Foreign Affairs and International Trade Canada (DFAIT)
- > FTQ Solidarity Fund
- > Groupe Perspective
- > Joli-Cœur Lacasse
- > Ministère de la Culture et des Communications
- > Ministère de l'Agriculture, des Pêcheries et de l'Alimentation du Québec
- > Ministère de l'Immigration et des Communautés culturelles du Québec
- > Ministère des relations internationales, de la Francophonie et du commerce extérieur
- > Ministère du Tourisme
- > Rio Tinto Alcan



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