

**Presentation by Madeleine Paquin,
President Logistec Inc.
At the November 28, 2006
Ontario Marine Summit**

Thank-you for this kind invitation. I have been asked today to share my thoughts on the relationship that has been built between industry and the government of Quebec and how this has assisted our industry to be more competitive and visible.

You will then hear the government perspective on our Forum initiative. Our Minister for marine transportation, Madame Julie Boulet, as well as Mr. Andre Meloche, Director for Transport Quebec for Marine, Air and Rail, will share with you the experience that we have had in Quebec with respect to Marine Transportation.

Before they do this, I would like to share with you my industry background and then my thoughts on the industry perspective.

As background, let me tell you about the Company I lead, Logistec.

- Public company trading on TSX, over 50 years of service to ship-operators and shippers/receivers, \$200M revenues
- Cargo-handling for variety of cargoes (containers, bulk, general cargo, fruit, projects, etc) in some 25 ports Canada-US –Toronto/ThunderBay in Ontario
- Coastal/ Arctic shipping, Agency, Short-line Rail, Environmental via Sanexen

That being said, I am honored to share with you our experience in working closely and collaboratively with the government of Quebec to achieve a common vision –one that ensures a competitive and sustainable transport system –one which enables and encourages trade –a key ingredient to prosperity.

I feel strongly about our concerted efforts to work with the government to develop and promote our industry. Briefly, let me tell you **why** I feel it is important, **what** we did, and the **results and benefits** of our initiative for Quebec.

Why? Our industry is critical to economic development and prosperity. It can be an enabler to trade or a deterrent to trade. Both have big impacts. Today there are big issues for marine transportation in the Great Lakes. Govt needs to know these issues and their potential impact. Also, I believe our industry can help government deal with critical issues of competitiveness and environmental management. But to do this, we must communicate. We must share respective issues.

What? Creation of a Quebec Marine Forum has ensured continued discussion between government and industry on the issues we are facing. We are a fragmented industry and we have a tendency of hiding and fighting our battles in corners/silos. A policy for Marine transportation in Quebec led to this permanent Forum. Here, we put the issues on the table. They are not company-specific issues –they are industry issues. Issues that

effect our competitiveness and our collective ability to get goods to market. The government needs to know these, as they are often not resolvable by one company.

Results? Through these dialogues, we have been able to develop programs for training and promotion. We have developed a framework to deal with the federal government's port commercialization initiative. Also, infrastructure programs now exist to ensure necessary investments that fit specific criteria are encouraged and funding assistance is available. Almost all asset-based marine companies in Quebec have benefited from this, including ourselves. I have to say, Mme Boulet is particularly attentive, supportive and a quick learner –she has gone beyond what we thought we could ever do with the government. Other ministries have gotten involved –what can be done gets done and that is a huge support for our industry.

Other benefits? We resolve issues as they arise. This results in fewer lobby efforts coming from different angles. Knowing the industry issues is knowing the real issues and being able to take the right decisions –for our industry and for our economic and social prosperity. The government of Quebec, through its Transport Department knows our industry well. They, via their analysts, have a strong base on which they can make decisions that will line up with our vision for our industry and ensure the service to our exporters and importers, - and passengers in the marine tourism sector. And they can take these decisions quickly. This is real value for our industry.

You may say that the marine industry is to a large degree, a federally regulated sector. This is right but having the support of the provincial government and their ability to open doors and enter discussions of value has certainly contributed to pushing our files forward.

So, as you can see, I value the relationship that was and is being built between industry and government in Quebec and I certainly support and encourage Ontario to do the same. Your support will no doubt allow this industry to develop further in Ontario, and this to the benefit of all Ontario. And, it may also lead to solutions for increased competitiveness and an improved environmental footprint. We share with you a vast water transportation gateway and sincerely hope that our experience and support will open new opportunities for our common gateway.

We certainly encourage your participation and hope you one day share the passion for what we can do for all.