

# Eastern Canadian Provinces FDI's Attraction Plan



New Hampshire Department of  
**BUSINESS AND  
ECONOMIC AFFAIRS**

**HARVEY**  **INTERNATIONAL**

LE SPÉCIALISTE DES AFFAIRES AUX ÉTATS-UNIS  
YOUR SPECIALIST IN US - CANADA TRADE

[WWW.HARVEYINTERNATIONAL.COM](http://WWW.HARVEYINTERNATIONAL.COM)

# Quebec, Canada

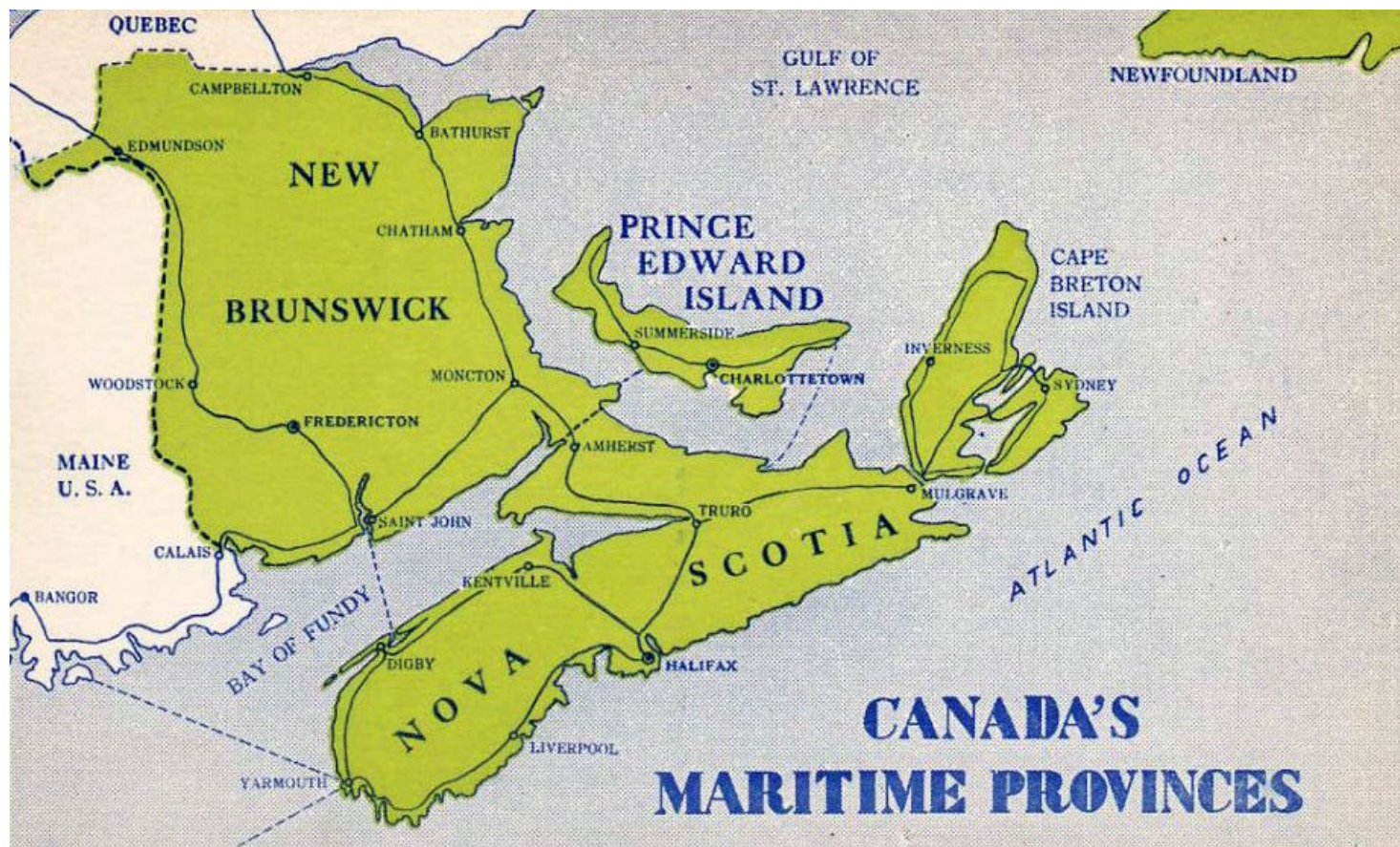


**HARVEY**  **INTERNATIONAL**

LE SPÉCIALISTE DES AFFAIRES AUX ÉTATS-UNIS  
YOUR SPECIALIST IN US - CANADA TRADE

[WWW.HARVEYINTERNATIONAL.COM](http://WWW.HARVEYINTERNATIONAL.COM)

# Canada's Maritime Provinces



**HARVEY**  **INTERNATIONAL**

LE SPÉCIALISTE DES AFFAIRES AUX ÉTATS-UNIS  
YOUR SPECIALIST IN US - CANADA TRADE

[WWW.HARVEYINTERNATIONAL.COM](http://WWW.HARVEYINTERNATIONAL.COM)

# Executive Summary Of Our Mandate

- Brief Introduction to our mandate
- Key Objectives and Goals
- Provide it with an action plan to attract investments and businesses to New Hampshire
- Our timeline;
  - Phase 1: November 14<sup>th</sup> : Key statistics and main features of Eastern Canada,
  - Phase 2: Communication plan and Rationale for the Preferred Regions Chosen for Our Action Plan to Guide New Hampshire's Actions in FDI attraction activities in Eastern Canada,
  - Phase 3 : Our action Plan with objectives, list of targets and suggestion of initiatives
- Anticipated Outcomes

**HARVEY**  **INTERNATIONAL**

LE SPÉCIALISTE DES AFFAIRES AUX ÉTATS-UNIS  
YOUR SPECIALIST IN US - CANADA TRADE

[WWW.HARVEYINTERNATIONAL.COM](http://WWW.HARVEYINTERNATIONAL.COM)

# Our Global Approach

## THE ALTERATION

A good promotional campaign or any marketing strategy aimed at a variety of audiences is essential. In order to be able to re-align, adjust or modify an on-going PR strategy, one must execute regular monitoring and have impact measures. The waste of resources come when marketing and communication campaigns are not measured analysed to maximize results.

## THE GAME PLAN

The most effective Communication and Public Relations strategy must be orchestrated and planned on a yearly basis with regular actions and activities aimed at keeping the audience awake and interested. One shot deal, once a year visit or irregular mailings are a waste of time and money. Each action, gesture must be executed at the right time with rigor, pertinence and perseverance. This is the Game Plan.

## THE POLAROID

The Polaroid is a fixed image of the current state of the brand, public perceptions, positioning of competition, habits and needs of the targeted audience.

- Increase of the efficiency of the communication plan
- The personality of the Brand (ie: Business Friendly New Hampshire) is well conveyed on a variety of platforms
- Decrease the waste of resources
- Increase the impact of each dollar invested
- Performance indicators based on quantitative objectives

## THE FUNNEL

Contrarian to the concept of a funnel which starts with a wide opening closing in on a small hole to let the water come out, our approach uses the funnel in an inverted way. Harvey International starts by targeting a very specific and perfectly targeted audience and works towards growing its reach to a wider more general audience. This approach has the advantages of not wasting time in searching for an audience and get to the point right away.

## THE IDEA TREKKING

Idea Trekking: To go beyond into uncharted territories so that new ideas can emerge... without being blocked by political or administrative considerations which are intrinsic to most governmental organizations.

## THE NAGANO

Based on the work ethics of an exceptional conductor of the Montreal Symphonic Orchestra, Kent Nagano, The Nagano is our definition of the concept of a meticulously planned strategy. Nothing is left to chance or pure luck. The Nagano approach is a detailed orchestration of all the communication tactics which will allow a brand to become highly efficient in passing on the message we want the audience to understand and act upon.

**HARVEY**  **INTERNATIONAL**

LE SPÉCIALISTE DES AFFAIRES AUX ÉTATS-UNIS  
YOUR SPECIALIST IN US - CANADA TRADE

[WWW.HARVEYINTERNATIONAL.COM](http://WWW.HARVEYINTERNATIONAL.COM)

# Introduction and Background

- Context of the Foreign Direct Investment Attraction Plan
- History and Current Economic Situation of the State of New Hampshire
- Quebec
  - Eastern Township's;
  - Center of Quebec;
  - Montreal;
  - Quebec City and Chaudiere-Appalaches
- New-Brunswick
- Nova Scotia
- Prince Edwards Island
- Newfoundland and Labrador
- Rationale Behind the Plan
- Identification of Key sectors and reasons for choosing the French language as a point of support plus other element of the rationale for our Action Plan

**HARVEY**  **INTERNATIONAL**

LE SPÉCIALISTE DES AFFAIRES AUX ÉTATS-UNIS  
YOUR SPECIALIST IN US - CANADA TRADE

[WWW.HARVEYINTERNATIONAL.COM](http://WWW.HARVEYINTERNATIONAL.COM)

# The Province of Quebec

## Key facts

Known as “la belle province” (the beautiful province) to its locals, Quebec is Canada’s largest province and home to more than 8.5 million people.

Quebec is a vibrant multicultural province, often earning its recognition as the “Europe of North America”. Quebec is also famous for its vast forests, rolling hills and countless waterways. In fact, Quebec has approximately 1 million lakes and waterways, giving it more fresh water than any other province or state of the USA.

Quebec is the only province whose official language is French. The capital city is Quebec City, with a population of nearly 800,000.

Quebec is also home to Canada’s second largest city, and the second largest French speaking city in the world, Montreal (more than four million people).

**HARVEY**  **INTERNATIONAL**

LE SPÉCIALISTE DES AFFAIRES AUX ÉTATS-UNIS  
YOUR SPECIALIST IN US - CANADA TRADE

[WWW.HARVEYINTERNATIONAL.COM](http://WWW.HARVEYINTERNATIONAL.COM)

# Quebec's key Economic features

Québec's economy is highly industrialized and diversified. Quebec's advanced manufacturing sector produces a wide variety of products for export, such as air traffic control equipment, software, subway trains, helicopters, compact disks, air purifiers and toys.

Major cities located in proximity to the St. Lawrence river, which links Quebec and Montreal to the Atlantic Ocean, include Hull-Gatineau (314,000), Trois-Rivieres (155,000), Sherbrooke (212,000), and Saguenay (160,000).

Montreal, the province's commercial capital, has developed competitive industries in space and aeronautics, pharmaceuticals, telecommunications, energy, transportation and finance. Montreal has also recently become known for its software startups, most notably with regards to the entertainment industry, and the city follows Vancouver as a major movie production center.

**HARVEY**  **INTERNATIONAL**

LE SPÉCIALISTE DES AFFAIRES AUX ÉTATS-UNIS  
YOUR SPECIALIST IN US - CANADA TRADE

[WWW.HARVEYINTERNATIONAL.COM](http://WWW.HARVEYINTERNATIONAL.COM)



# Key Economic Indicators of the Province of Quebec

- In 2022, the province of Quebec had a population of 8,646,413. It grew at an annualized rate of 0.8% over the five years to 2022.
- Quebec's gross domestic product (GDP) in 2022 reached \$385.9b, with growth of 1.6% over the 5 years to 2022.
- Businesses in Quebec employed a total of 2,805,517 people in 2022, with average annual employment growth over the past five years of 0.8%.
- Per capita disposable income in 2022 was \$76.7k, compared to the Canadian average of \$101.3k, which places it 5<sup>th</sup> out of 13 provinces and territories.
- Quebec's economic growth drastically slowed down from 3.1 per cent in 2022 to 0.7 per cent in 2023 — significantly lower than March 2022 expectations.

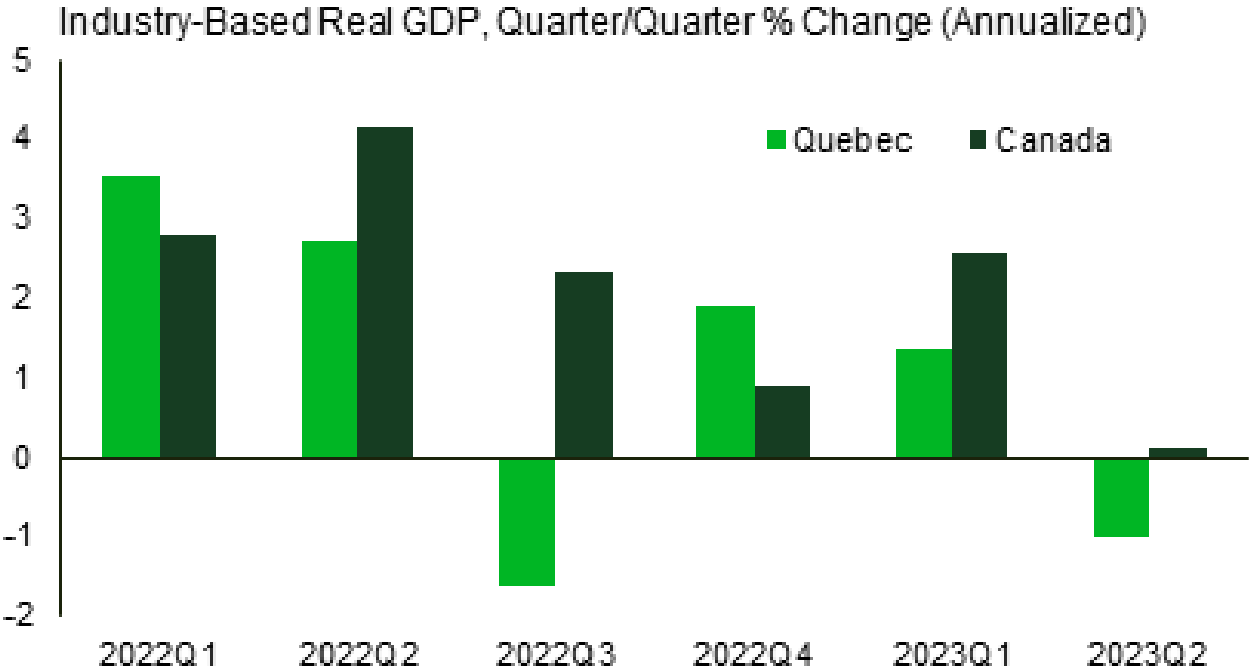
**HARVEY**  **INTERNATIONAL**

LE SPÉCIALISTE DES AFFAIRES AUX ÉTATS-UNIS  
YOUR SPECIALIST IN US - CANADA TRADE

[WWW.HARVEYINTERNATIONAL.COM](http://WWW.HARVEYINTERNATIONAL.COM)

# Quebec's key Fact in 2023

**Chart 1: Its Been A Tough Stretch for Quebec Over the Past Year**



Note: Quebec's 2023Q2 growth rate is estimated by TD Economics.  
Source: Quebec Government, Statistics Canada, TD Economics.

# Quebec's Critical Data : GDP, Employment rate and housing

Sources: Stat Can, CMHC, TD Bank Forecasts

Economic Indicators	2023F	2024F	2025F
Real GDP	0.6	0.6	1.0
Nominal GDP	2.9	3.4	3.0
Employment	2.1	-0.5	0.5
Unemployment Rate (%)	4.4	5.8	6.1
Housing Starts (000's)	40.2	41.7	45.6
Existing Home Prices	0.6	2.5	3.0
Home Sales	-11.7	5.0	6.0

**HARVEY**  **INTERNATIONAL**

LE SPÉCIALISTE DES AFFAIRES AUX ÉTATS-UNIS  
YOUR SPECIALIST IN US - CANADA TRADE

[WWW.HARVEYINTERNATIONAL.COM](http://WWW.HARVEYINTERNATIONAL.COM)

# Targeting selected areas of Quebec

- The Quebec economy as presented in the previous slides is an aggregate of contributions from 17 economic regions;
- Since and because we are aware of the main objectives in terms of business sectors that are important to the State of New Hampshire (Life Sciences, Bioscience, Construction, Advanced Manufacturing, Information and Communication Technology PLUS other industries such as Healthcare, Tourism and Technology), we wanted to concentrate the opportunities into regional areas that have the most to offer to New Hampshire
- Therefore and for this strategy, we chose to regroup these regions into four geographical areas that will cover 80 % of the province's companies and institutions that could be attracted by the State;
- These four geographical areas are:
  - The **Eastern Townships** incorporating Sherbrooke, Granby, Saint-Jean-sur-Richelieu, Lac-Mégantic, Thetford Mines
  - The **Center-of-Quebec** incorporating Drummondville, Trois-Rivières, Shawinigan, Bécancour and Victoriaville
  - The **Greater Montreal** incorporating the cities of Laval and Longueuil
  - **Quebec City and the Appalachian region** incorporating, Lévis and the Beauce region

**HARVEY**  **INTERNATIONAL**

LE SPÉCIALISTE DES AFFAIRES AUX ÉTATS-UNIS  
YOUR SPECIALIST IN US - CANADA TRADE

[WWW.HARVEYINTERNATIONAL.COM](http://WWW.HARVEYINTERNATIONAL.COM)

# The Eastern Townships

## Territory

- The Eastern Townships covers the administrative regions of Estrie and two RCM's in Montérégie (Haute-Yamaska and Brome-Missisquoi): 467,600 inhabitants including 170,600 in Sherbrooke and 118 municipalities;
- Rural areas of Estrie make up 33.4% of the territory compared to 19.1% in the Greater Quebec region for example;
- Aging of the Estrie population with a replacement rate of 87% vs. 96.6% in Quebec, 74.8% in 2021 vs. 81.3% for the province is an issue since the region is unable to attract younger people;
- Employment rate and disposable income: Estrie 57.1% / \$24,400 and Montérégie 62% / \$27,200 vs. 60% and \$26,000 respectively in Quebec.

## Economy

- 1,400 manufacturing companies (17% of jobs vs. 12% in Quebec); 75 subsidiaries of foreign companies.
- As the principal urban center, Sherbrooke has the strongest potential in the region for innovation, the start-up of innovative SMEs;
- 5 key sectors are at the heart of its economic development strategy:
  - Life sciences, Clean technologies,
  - Micro-nanotechnologies,
  - Information and communications technologies
  - Advanced manufacturing.

**HARVEY**  **INTERNATIONAL**

LE SPÉCIALISTE DES AFFAIRES AUX ÉTATS-UNIS  
YOUR SPECIALIST IN US - CANADA TRADE

[WWW.HARVEYINTERNATIONAL.COM](http://WWW.HARVEYINTERNATIONAL.COM)

# The Eastern Townships

- Three central RCMs (Haute-Yamaska, Brome-Missisquoi and Memphrémagog) are highly industrialized but bear more traditional sectors (rubber / plastic / metal / furniture / agri-food), with the exception of microelectronics, concentrated in Bromont, also known as the main tourism center of the Eastern Townships.
- Five peripheral RCMs (Coaticook, Haut-Saint-François, Val-Saint-François, Les Sources and Le Granit) are based on forestry, agri-food, mining and tourism industries. They are less developed and bear more traditional manufacturing industries. However, the presence of BRP (Bombardier Recreational Products) and an intermodal station offer SME's more potential in the Val-Saint-François RCM.

**HARVEY**  **INTERNATIONAL**

LE SPÉCIALISTE DES AFFAIRES AUX ÉTATS-UNIS  
YOUR SPECIALIST IN US - CANADA TRADE

[WWW.HARVEYINTERNATIONAL.COM](http://WWW.HARVEYINTERNATIONAL.COM)

# Strenghts of The Eastern Townships

- Important manufacturing sector, diversified and grouped into niches of excellence;
- Proximity to the US market;
- Strong culture of entrepreneurship;
- An environment conducive to the development of a culture of innovation and the start-up of innovative businesses.

**HARVEY**  **INTERNATIONAL**

LE SPÉCIALISTE DES AFFAIRES AUX ÉTATS-UNIS  
YOUR SPECIALIST IN US - CANADA TRADE

[WWW.HARVEYINTERNATIONAL.COM](http://WWW.HARVEYINTERNATIONAL.COM)

# Challenges of The Eastern Townships

- Increase technological literacy
- Increase the competitiveness of traditional sectors (productivity from automation processes);
- Reduce dependence on the American market for exports and tourist attraction;
- Counter the critical labor shortage which greatly reduces the capacities of companies to produce more

**HARVEY**  **INTERNATIONAL**

LE SPÉCIALISTE DES AFFAIRES AUX ÉTATS-UNIS  
YOUR SPECIALIST IN US - CANADA TRADE

[WWW.HARVEYINTERNATIONAL.COM](http://WWW.HARVEYINTERNATIONAL.COM)



# The Center of Quebec

## Territory and population

- 8 MRCs in two administrative regions: Centre-du-Québec (5 MRCs) and eastern Montérégie (3 MRCs) / 393,604 inhabitants / 116 municipalities / 4.76% of the population and 4.84% of the GDP;
  - 5 MRCs with strong economic growth (Drummond, Maskoutains, Arthabaska, Bécancour, Pierre De Saurel) and 3 MRCs with low economic growth (Nicolet-Yamaska, L'Érable, Acton)
  - Low unemployment rate at 5.3% in 2016 versus 7.1% for the Greater Quebec area.
  - Two native tribes of the Abenaki Nation: Odanak and Wôlinak. Most of these natives work in local companies outside the reserves

## Economy

- Significant share of jobs in the manufacturing sector (21% vs. 12% in QC). The largest manufacturing region of the Province of Quebec with 23.8% of its GDP.
- 11th out of 17 exporting regions of Quebec.
- Three important and dynamic urban centers (Drummondville, St-Hyacinthe, Victoriaville). Three highly rural MRCs (Acton, Nicolet-Yamaska, L'Érable), whose economy is mainly agricultural and forestry.
- Two MRCs heavily dependent on major clients (Pierre De Saurel, Bécancour).

**HARVEY**  **INTERNATIONAL**

LE SPÉCIALISTE DES AFFAIRES AUX ÉTATS-UNIS  
YOUR SPECIALIST IN US - CANADA TRADE

[WWW.HARVEYINTERNATIONAL.COM](http://WWW.HARVEYINTERNATIONAL.COM)

# Strenghts of The Center of Quebec

- A centrally located region which is at heart and crossroads of the Province of Quebec;
- Diversified and dynamic economic base with a significant manufacturing sector.
- Regional economic players mobilized and well structured.
- Presence of strategic infrastructures (large industrial parks, incubators, support services) especially in Drummondville.
- Quebec's main area for the development and expansion of environmentally contious companies contributing to the green economy. Victoriaville is its center and bears an impressive eco-industrial park comparable to Londonderry, NH;
- Developed entrepreneurial culture.
- Diversified and competitive sources of financing especially in the green economy and advanced manufacturing.

**HARVEY**  **INTERNATIONAL**

LE SPÉCIALISTE DES AFFAIRES AUX ÉTATS-UNIS  
YOUR SPECIALIST IN US - CANADA TRADE

[WWW.HARVEYINTERNATIONAL.COM](http://WWW.HARVEYINTERNATIONAL.COM)

# Challenges of The Center of Quebec

- Significant share of manufacturers with low technological literacy (Production made by hand without technological advancements or automation – ie: Wood coffins/furniture manufacturing)
- The majority of companies in this area are only involved in EXPORTS, most of which are mainly dedicated to the US market;
- Extreme shortage of specialized labor.

**HARVEY**  **INTERNATIONAL**

LE SPÉCIALISTE DES AFFAIRES AUX ÉTATS-UNIS  
YOUR SPECIALIST IN US - CANADA TRADE

[WWW.HARVEYINTERNATIONAL.COM](http://WWW.HARVEYINTERNATIONAL.COM)

# Quebec City and the Appalachian region

## Territory and population

- The Capitale-Nationale region brings together 59 municipalities, including six MRCs (Charlevoix, Charlevoix-Est, L'Île-d'Orléans, La Côte-de-Beaupré, La Jacques-Cartier, Portneuf), the city of Quebec as well as the indigenous community of Wendake;
- The Chaudière-Appalaches territory includes 136 municipalities grouped under nine MRCs (Beauce-Sartigan, Bellechasse, Des Appalaches, L'Islet, La Nouvelle-Beauce, Les Etchemins, Lotbinière, Montmagny, Robert-Cliche) and the city of Lévis.
- In total, the two regions have more than 1.1 million inhabitants, or 15% of the population of Quebec, including 542,000 in Quebec City and 144,000 in Lévis.

## Economy

- Capitale-Nationale and Chaudière-Appalache show the two lowest unemployment rates of the regions of Quebec and sustained GDP growth.
- There is great economic vitality within the Quebec CMA, but several RCM's on the outskirts are experiencing low economic growth. The territory's 15 MRCs have varied profiles, and 12 of these are considered to have low economic growth potential according to the DEC Economic Development Index.

**HARVEY**  **INTERNATIONAL**

LE SPÉCIALISTE DES AFFAIRES AUX ÉTATS-UNIS  
YOUR SPECIALIST IN US - CANADA TRADE

[WWW.HARVEYINTERNATIONAL.COM](http://WWW.HARVEYINTERNATIONAL.COM)

# Strengths of the Quebec and Appalachian region

- Numerous research and transport infrastructures.
- Highly mobilized stakeholders supporting the growth of key sectors including information and communications technologies, applied technologies, life sciences and the manufacturing sector especially in Quebec City.
- Quebec City boasts 7 industrial parks (3 000 manufacturing companies, 60 000 employees)
- Diversified manufacturing sector, including 2,350 companies, a large proportion of which export their products.
- An extremely dynamic entrepreneurial eco-system in the Beauce-Sartigan region with 500 manufacturing companies contributing to the region's GDP growth of 9 % in 2022 only

**HARVEY**  **INTERNATIONAL**

LE SPÉCIALISTE DES AFFAIRES AUX ÉTATS-UNIS  
YOUR SPECIALIST IN US - CANADA TRADE

[WWW.HARVEYINTERNATIONAL.COM](http://WWW.HARVEYINTERNATIONAL.COM)

# Challenges of the Quebec and Appalachian region

- Fill the critical shortage of qualified and bilingual labor;
- Attract more venture capital;
- Integrate digital development to support manufacturing productivity;
- Ensure business transferrability;
- Support inclusive growth for devitalized RCMs;
- Maintain tourism attractiveness in the region.

**HARVEY**  **INTERNATIONAL**

LE SPÉCIALISTE DES AFFAIRES AUX ÉTATS-UNIS  
YOUR SPECIALIST IN US - CANADA TRADE

[WWW.HARVEYINTERNATIONAL.COM](http://WWW.HARVEYINTERNATIONAL.COM)

# The Greater Montreal Area

## Territory and Population

- 18 RCM's in five administrative regions: Montreal, Laval, Montérégie (10), Laurentides (4) and Lanaudière (2), including 5 MRCs with low economic potential;
- 142 municipalities;
- 4.37 million inhabitants (53% of the population of QC).
- Three Aboriginal tribes of the Mohawk Nation: Kahnawake, Kanesatake and Akwesasne, and a large off-reserve Aboriginal population;
- The Province's large English-speaking and immigrant population.

**HARVEY**  **INTERNATIONAL**

LE SPÉCIALISTE DES AFFAIRES AUX ÉTATS-UNIS  
YOUR SPECIALIST IN US - CANADA TRADE

[WWW.HARVEYINTERNATIONAL.COM](http://WWW.HARVEYINTERNATIONAL.COM)

# The Greater Montreal Area

## Economy

- The Economic heart of QC with 57% of the province's GDP;
- Diversified economic structure marked for 30 years by tertiarisation;
- Alignment of important employment and innovation sectors around nine industrial clusters (aerospace, aluminum, cinema and television, financial services, logistics and transport, fashion, life sciences, ICT, and clean technologies);
- 64 % of Quebec exporting establishments;
- Rich and growing entrepreneurial and start-up ecosystem;
- Main academic and research centers in Quebec, welcoming thirteen university/learning institutions.
- 70% of all information technology jobs in the province (ie: computer programming, apps creation and design, software design).

**HARVEY**  **INTERNATIONAL**

LE SPÉCIALISTE DES AFFAIRES AUX ÉTATS-UNIS  
YOUR SPECIALIST IN US - CANADA TRADE

[WWW.HARVEYINTERNATIONAL.COM](http://WWW.HARVEYINTERNATIONAL.COM)



# Strenghts of the Greater Montreal Area

- Significant innovation capacity and infrastructure;
- High potential for attracting businesses and the workforce;
- Proximity to major markets with abundant transport infrastructure (road, airport, rail and port) and efficient intermodality;
- Dynamic start-up business ecosystem and numerous successful incubators and accelerators especially in the new economy (AI, software, SAAS, Apps);
- Strong cultural and linguistic diversity;
- A world class city comparable to Paris, New York, Chicago and Tokyo
- Montreal is at the Center of International Commerce and World Trade Affairs with 5 United Nations related international organizations

**HARVEY**  **INTERNATIONAL**

LE SPÉCIALISTE DES AFFAIRES AUX ÉTATS-UNIS  
YOUR SPECIALIST IN US - CANADA TRADE

[WWW.HARVEYINTERNATIONAL.COM](http://WWW.HARVEYINTERNATIONAL.COM)

# Challenges of the Greater Montreal area

- Low business productivity in a context of increased international competition;
- Global economic uncertainty, particularly in terms of trade;
- Sectoral labor shortages. Integration of immigrants and natives into the labor market;
- Multiplicity of stakeholders and complex local governance.

**HARVEY**  **INTERNATIONAL**

LE SPÉCIALISTE DES AFFAIRES AUX ÉTATS-UNIS  
YOUR SPECIALIST IN US - CANADA TRADE

[WWW.HARVEYINTERNATIONAL.COM](http://WWW.HARVEYINTERNATIONAL.COM)

# The Province of New Brunswick

## Key Facts

New Brunswick is one of the four Atlantic provinces of Canada and home to approximately 760,000 people.

The province is home to wide areas of unspoiled nature, as forests occupy the great majority of the province's land mass. New Brunswick also includes a number of coastal islands.

Saint John is New Brunswick's largest city (130,000), while Fredericton serves as the capital. The city of Moncton is another important urban center (140,000). Moncton is also the capital of the French speaking portion of New Brunswick.

New Brunswick is officially bilingual; as over 30 percent of the population speaks French as a first language, while most of the remaining 70 percent are English-speaking. While Canada as a whole is bilingual, New Brunswick is the only constitutionally bilingual province in the country.

With its vast forested areas, lumber products are one of the main exports.

**HARVEY**  **INTERNATIONAL**

LE SPÉCIALISTE DES AFFAIRES AUX ÉTATS-UNIS  
YOUR SPECIALIST IN US - CANADA TRADE

[WWW.HARVEYINTERNATIONAL.COM](http://WWW.HARVEYINTERNATIONAL.COM)

# New Brunswick's key Economic Features

- New Brunswick is home to a modern service-based economy, with major financial and insurance industries leading the way.
- Many companies are choosing to locate customer service and technical support call-centers in New Brunswick because of the availability of bilingual staff.
- Information technology has also been a growth industry for the province, and a major beneficiary of investment.
- Manufacturing is also a major employer in the province and has been on the rise in the recent years. Much of the heavy industry can be found in Saint John. Leading the manufacturing industries are food and beverages, followed by pulp and paper furniture, metal processing and transportation equipment.

**HARVEY**  **INTERNATIONAL**

LE SPÉCIALISTE DES AFFAIRES AUX ÉTATS-UNIS  
YOUR SPECIALIST IN US - CANADA TRADE

[WWW.HARVEYINTERNATIONAL.COM](http://WWW.HARVEYINTERNATIONAL.COM)

# Key Economic Indicators of the Province of New Brunswick

- In 2022, the province of New Brunswick has a population of 798,672, having grown an annualized 0.8% over the five years to 2022, which ranks it 10<sup>th</sup> out of 13 provinces and territories by growth rate.
- New Brunswick's gross domestic product (GDP) in 2022 reached \$32.3b, with growth of 1.3% over the 5 years to 2022.
- Businesses in New Brunswick employed a total of 306,155 people in 2022, with average annual employment growth over the past five years of 0.4%.
- Per capita disposable income in 2022 was \$73.0k, compared to the Canadian average of \$101.3k, which places it 10<sup>th</sup> out of 13 provinces and territories.

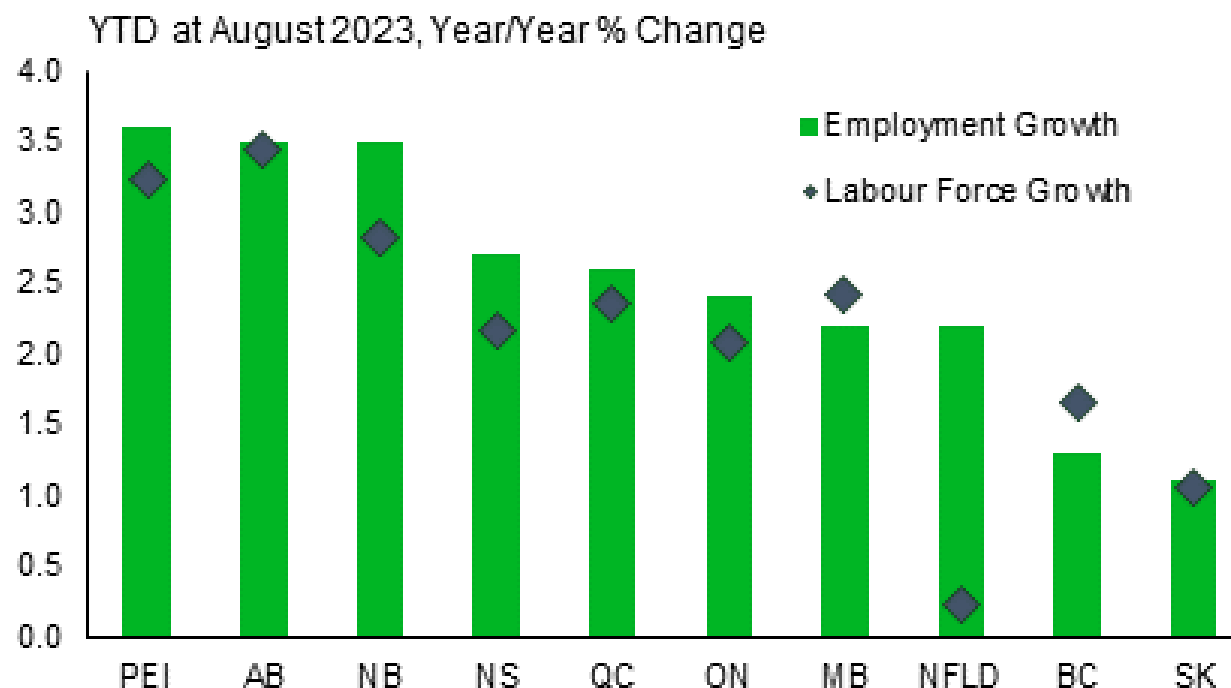
**HARVEY**  **INTERNATIONAL**

LE SPÉCIALISTE DES AFFAIRES AUX ÉTATS-UNIS  
YOUR SPECIALIST IN US - CANADA TRADE

[WWW.HARVEYINTERNATIONAL.COM](http://WWW.HARVEYINTERNATIONAL.COM)

# New Brunswick's Key Fact in 2023:

Chart 1: New Brunswick Amongst Leaders in Employment and Labour Force Growth in 2023



Source: Statistics Canada, TD Economics.

**HARVEY**  **INTERNATIONAL**

LE SPÉCIALISTE DES AFFAIRES AUX ÉTATS-UNIS  
YOUR SPECIALIST IN US - CANADA TRADE

[WWW.HARVEYINTERNATIONAL.COM](http://WWW.HARVEYINTERNATIONAL.COM)

# New Brunswick's Critical Data: GDP, Employment rate and housing

Sources: Stat Can, CMHC and TD Bank Forecasts

Economic Indicators	2023F	2024F	2025F
Real GDP	1.1	0.7	1.0
Nominal GDP	2.1	2.9	3.0
Employment	3.1	0.7	0.3
Unemployment Rate (%)	6.7	7.4	7.6
Housing Starts (000's)	3.6	2.2	2.6
Existing Home Prices	3.6	3.9	3.0
Home Sales	-13.4	4.9	12.3

**HARVEY**  **INTERNATIONAL**

LE SPÉCIALISTE DES AFFAIRES AUX ÉTATS-UNIS  
YOUR SPECIALIST IN US - CANADA TRADE

[WWW.HARVEYINTERNATIONAL.COM](http://WWW.HARVEYINTERNATIONAL.COM)

# The Province of Nova Scotia

## Key Facts

- Located on Canada's east coast Nova Scotia includes over 3,800 coastal islands in addition to the mainland territory.
- Nova Scotia is one of the four Atlantic provinces of Canada and home to nearly 1 million people.
- Halifax, with a population of over 400,000 people, is Nova Scotia's largest city and its political capital. It is also one of Canada's major seaports and a main gateway to the Atlantic Ocean.
- Halifax is the largest urban centre, home to a wide array of industries and professions and its economy is the heart of Atlantic Canada.
- Nova Scotia is home to Canada's oldest African-Canadian community.
- Nova Scotia has a very diverse economy that includes key industries in the service, manufacturing and mining sectors.
- Nova Scotia has a highly developed forestry sector as well as a highly specialized commercial agriculture sector. The mining sector is dominated by coal production. The province of Nova Scotia has recently begun to benefit from the extensive exploration of offshore oil and gas has been undertaken in the past decade.

**HARVEY**  **INTERNATIONAL**

LE SPÉCIALISTE DES AFFAIRES AUX ÉTATS-UNIS  
YOUR SPECIALIST IN US - CANADA TRADE

[WWW.HARVEYINTERNATIONAL.COM](http://WWW.HARVEYINTERNATIONAL.COM)



# Key Economic Indicators of the Province of Nova Scotia

- In 2022, the province of Nova Scotia has a population of 1,004,817, having grown an annualized 1.1% over the five years to 2022, which ranks it 7<sup>th</sup> out of 13 provinces and territories by growth rate.
- Nova Scotia's gross domestic product (GDP) in 2022 reached \$40.2b, with growth of 2.1% over the 5 years to 2022.
- Businesses in Nova Scotia employed a total of 310,432 people in 2022, with average annual employment growth over the past five years of 1.3%.

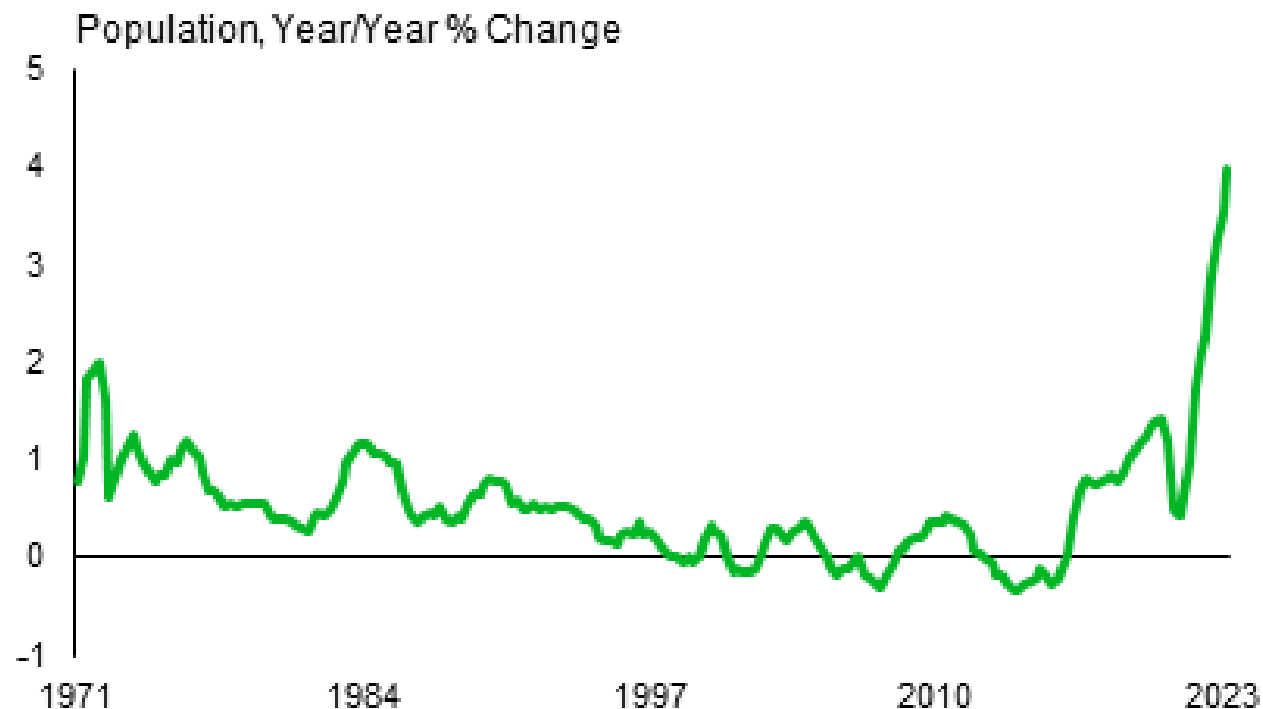
**HARVEY**  **INTERNATIONAL**

LE SPÉCIALISTE DES AFFAIRES AUX ÉTATS-UNIS  
YOUR SPECIALIST IN US - CANADA TRADE

[WWW.HARVEYINTERNATIONAL.COM](http://WWW.HARVEYINTERNATIONAL.COM)

# Nova Scotia's Key Fact in 2023

**Chart 1: Record Breaking Population Growth Stoking Nova Scotia's Economy**



Source: Statistics Canada, TD Economics.

# Nova Scotia's Critical Data: GDP, Employment rate and housing

Sources: Stat Can, CMHC, TD Bank Forecasts.

Economic Indicators	2023F	2024F	2025F
Real GDP	1.7	1.0	1.4
Nominal GDP	4.0	3.7	3.4
Employment	2.1	0.3	0.6
Unemployment Rate (%)	6.5	7.1	6.9
Housing Starts (000's)	6.0	5.5	5.7
Existing Home Prices	3.2	2.7	2.5
Home Sales	-18.9	4.1	15.6

**HARVEY**  **INTERNATIONAL**

LE SPÉCIALISTE DES AFFAIRES AUX ÉTATS-UNIS  
YOUR SPECIALIST IN US - CANADA TRADE

[WWW.HARVEYINTERNATIONAL.COM](http://WWW.HARVEYINTERNATIONAL.COM)

# The Province of Prince Edward Island

## Key Facts

- Known as "the Garden Province", Prince Edward Island is one of the four Atlantic provinces of Canada. As Canada's smallest and least populous province, Prince Edward Island is home to only 140,000 people.
- Prince Edward Island's capital and largest city is Charlottetown, with just over 40,000 people.
- Prince Edward Island is known for its natural beauty, including its 800 km of beaches.
- Agriculture, tourism and fishing are the main industries present in Prince Edward Island.
- About 30 percent of Canada's potatoes are grown in Prince Edward Island, providing the most important source of income for the province's 2,000 farms.
- The manufacturing sector is comprised mainly of food processing. High-technology is also becoming important, especially in the medical, electronics and agricultural fields.
- The fishing industry, once a major employer in the province, has been in decline due to depleting stocks of fish in the once teeming Grand Banks area.
- The effect of this decline is that the unemployment rate in Prince Edward Island stands at over 10 percent, making it the second highest among Canadian provinces.

**HARVEY**  **INTERNATIONAL**

LE SPÉCIALISTE DES AFFAIRES AUX ÉTATS-UNIS  
YOUR SPECIALIST IN US - CANADA TRADE

[WWW.HARVEYINTERNATIONAL.COM](http://WWW.HARVEYINTERNATIONAL.COM)

# Key Economic Indicators of the Province of P.E.I

- In 2022, the province of Prince Edward Island has a population of 167,005, having grown an annualized 2.2% over the five years to 2022, which ranks it 1<sup>st</sup> out of 13 provinces and territories by growth rate.
- Prince Edward Island's gross domestic product (GDP) in 2022 reached \$6.5b, with growth of 2.9% over the 5 years to 2022.
- Businesses in Prince Edward Island employed a total of 83,972 people in 2022, with average annual employment growth over the past five years of 1.9%.
- The top three sectors by total employment are Real Estate and Rental and Leasing, Public Administration in Canada, Manufacturing, while the unemployment rate across the province in 2022 was 9.2%.

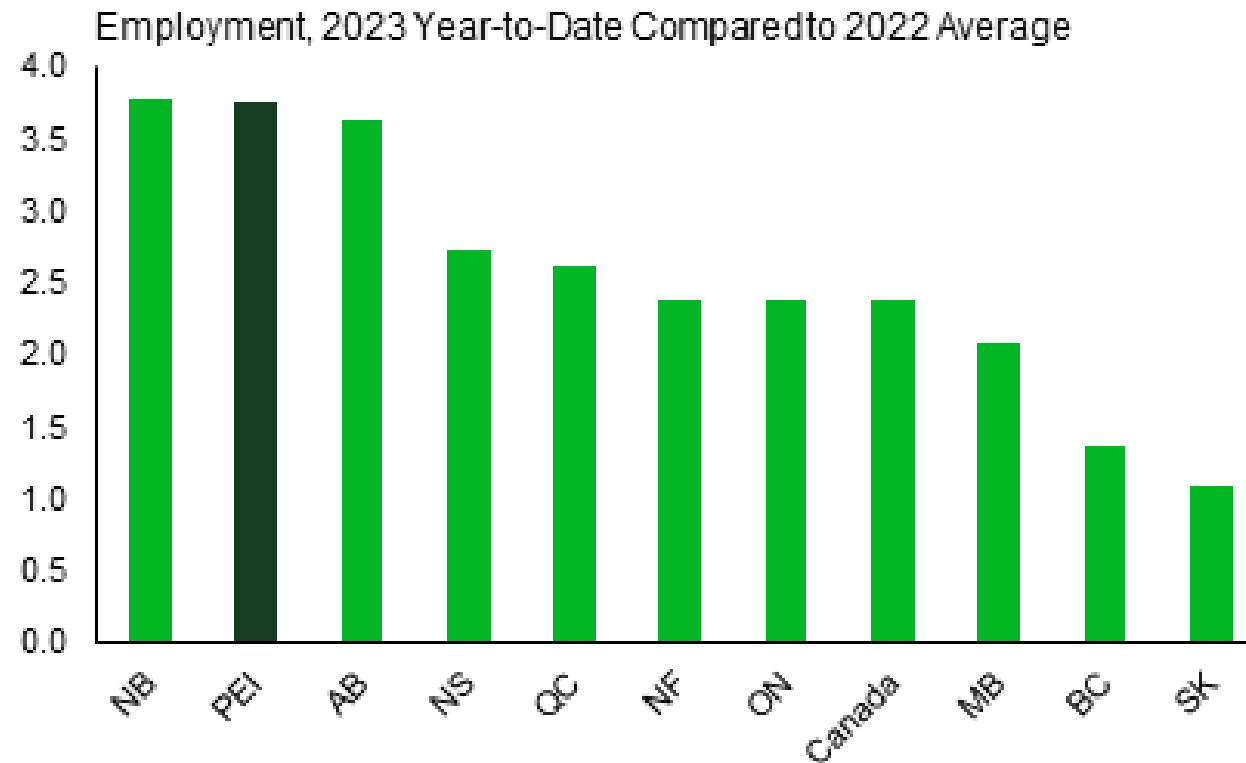
**HARVEY**  **INTERNATIONAL**

LE SPÉCIALISTE DES AFFAIRES AUX ÉTATS-UNIS  
YOUR SPECIALIST IN US - CANADA TRADE

[WWW.HARVEYINTERNATIONAL.COM](http://WWW.HARVEYINTERNATIONAL.COM)

# P.E.I.'s Key Fact of 2023

Chart 1: Population Growth Fueling a Hiring Surge in PEI



Source: Statistics Canada, TD Economics.

**HARVEY**  **INTERNATIONAL**

LE SPÉCIALISTE DES AFFAIRES AUX ÉTATS-UNIS  
YOUR SPECIALIST IN US - CANADA TRADE

[WWW.HARVEYINTERNATIONAL.COM](http://WWW.HARVEYINTERNATIONAL.COM)

# P.E.I.'s Critical Data: GDP, Employment rate and housing

Sources: Stat Can, CMHC, TD Bank Forecasts.

Economic Indicators	2023F	2024F	2025F
Real GDP	2.0	1.3	1.9
Nominal GDP	4.4	4.0	3.9
Employment	4.6	1.6	0.6
Unemployment Rate (%)	7.6	8.4	8.5
Housing Starts (000's)	0.9	1.1	1.2
Existing Home Prices	0.1	1.5	1.9
Home Sales	-4.1	5.0	15.2

**HARVEY  INTERNATIONAL**

LE SPÉCIALISTE DES AFFAIRES AUX ÉTATS-UNIS  
YOUR SPECIALIST IN US - CANADA TRADE

[WWW.HARVEYINTERNATIONAL.COM](http://WWW.HARVEYINTERNATIONAL.COM)

# The Province of Newfoundland and Labrador

- Newfoundland is the easternmost province in Canada, and is one of the four Atlantic Provinces.
- The province is comprised of the island of Newfoundland, as well as Labrador, which is situated on the mainland, bordering Quebec.
- Newfoundland is home to a population of more than 525,000 people, the majority of which live in coastal fishing villages.
- St. John's, the capital city and the historic commercial centre of the island, is by far the province's largest city, with a population of over 210,000.
- Other major centers of population are Grand Falls, Windsor and Corner Brook. Smaller communities often referred to as "outports" are more traditional villages that remain an important element in Newfoundland society.
- Newfoundland's economy is highly dependent on natural resources. The largest industry, fishing, has been adjusting to the depletion of fish populations, and the reduction of fishing quotas, since 1989 by developing new techniques and strategies, though the industry continues to face challenges.
- The second most prominent industry in the provincial economy is the mining industry, with a gross value of mineral shipments of roughly \$3.7 billion per year, mostly in the form of iron ore from Labrador.

**HARVEY**  **INTERNATIONAL**

LE SPÉCIALISTE DES AFFAIRES AUX ÉTATS-UNIS  
YOUR SPECIALIST IN US - CANADA TRADE

[WWW.HARVEYINTERNATIONAL.COM](http://WWW.HARVEYINTERNATIONAL.COM)



# Key Economic Indicators of the Province of Newfoundland and Labrador

- In 2022, the province of Newfoundland and Labrador has a population of 522,664, having declined an annualized -0.2% over the five years to 2022, which ranks it 13<sup>rd</sup> out of 13 provinces and territories by growth rate.
- Newfoundland and Labrador's gross domestic product (GDP) in 2022 reached \$30.4b, with growth of -0.8% over the 5 years to 2022.
- Businesses in Newfoundland and Labrador employed a total of 189,917 people in 2022, with average annual employment growth over the past five years of -0.3%.

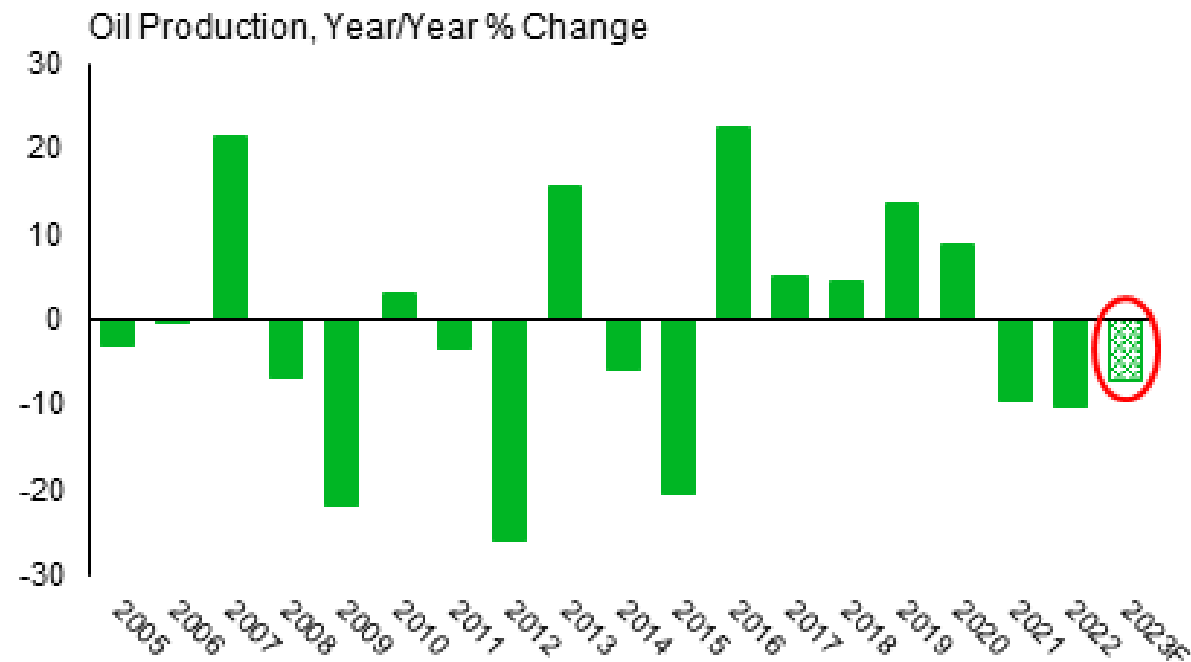
**HARVEY**  **INTERNATIONAL**

LE SPÉCIALISTE DES AFFAIRES AUX ÉTATS-UNIS  
YOUR SPECIALIST IN US - CANADA TRADE

[WWW.HARVEYINTERNATIONAL.COM](http://WWW.HARVEYINTERNATIONAL.COM)

# Newfoundland and Labrador's key Fact of 2023

**Chart 1: Newfoundland & Labrador's Oil Production Will Be a Drag on 2023 GDP**



Source: Government of Newfoundland & Labrador, TD Economics.

**HARVEY**  **INTERNATIONAL**

LE SPÉCIALISTE DES AFFAIRES AUX ÉTATS-UNIS  
YOUR SPECIALIST IN US - CANADA TRADE

[WWW.HARVEYINTERNATIONAL.COM](http://WWW.HARVEYINTERNATIONAL.COM)

# Newfoundland's Critical Data: GDP, Employment rate and housing

Sources: Stat Can, CMHC, TD Bank Forecasts.

Economic Indicators	2023F	2024F	2025F
Real GDP	1.0	1.3	1.5
Nominal GDP	-1.9	3.5	3.4
Employment	1.7	-0.4	0.1
Unemployment Rate (%)	10.2	11.3	11.8
Housing Starts (000's)	1.1	1.1	1.3
Existing Home Prices	1.1	3.7	1.8
Home Sales	-15.6	4.2	6.7

# The State of New Hampshire

**HARVEY**  **INTERNATIONAL**

LE SPÉCIALISTE DES AFFAIRES AUX ÉTATS-UNIS  
YOUR SPECIALIST IN US - CANADA TRADE

[WWW.HARVEYINTERNATIONAL.COM](http://WWW.HARVEYINTERNATIONAL.COM)

# Key Regions of the State of New Hampshire for Quebec and the Eastern Canadian Provinces

- The Northern region and COOS County, the manufacturing power house
- Central New Hampshire and the Biomed Hub at the crossing of highway 89 and 91
- Concord and Manchester, the Economic heart of the State
- Southern New Hampshire, Nashua to Massachusetts
- Western New Hampshire along Highway 91

**HARVEY**  **INTERNATIONAL**

LE SPÉCIALISTE DES AFFAIRES AUX ÉTATS-UNIS  
YOUR SPECIALIST IN US - CANADA TRADE

[WWW.HARVEYINTERNATIONAL.COM](http://WWW.HARVEYINTERNATIONAL.COM)

# Key Business Sectors of the State of New Hampshire

- Key Sectors for Development and Investment
- Rationale for Each Focus Sectors
- Matches between New Hampshire's key sectors and Eastern Canada's key sectors
- Expected Impact

**HARVEY**  **INTERNATIONAL**

LE SPÉCIALISTE DES AFFAIRES AUX ÉTATS-UNIS  
YOUR SPECIALIST IN US - CANADA TRADE

[WWW.HARVEYINTERNATIONAL.COM](http://WWW.HARVEYINTERNATIONAL.COM)

# Part II: The Communication Plan for Attracting FDI's from Eastern Canada

**A regionally focused approach**

**HARVEY  INTERNATIONAL**

LE SPÉCIALISTE DES AFFAIRES AUX ÉTATS-UNIS  
YOUR SPECIALIST IN US - CANADA TRADE

[WWW.HARVEYINTERNATIONAL.COM](http://WWW.HARVEYINTERNATIONAL.COM)

# Communication Plan- Introduction

The New Hampshire BEA awarded a mandate through a Request For Proposal to Harvey International in order to prepare and design a strategic operational action plan aimed at maximizing economic benefits in New Hampshire in terms of Foreign Direct investments from Eastern Canada including Quebec and the four Maritime provinces.

The BEA wants to adopt a new approach regarding strategic positioning and communication/public relations planning in Eastern Canada starting in July 2024 to at least July 2027.

As part of the methodological approach adopted by Harvey International and its partner firm in this project, the Public Relations and Communication firm Nadeau Bellavance, a series of Teams meeting have been programmed with Canadian entrepreneurs established in New Hampshire along with key stakeholders in the economic development community across Eastern Canada and more specifically in certain regions of Quebec (4) and the (4) Maritime provinces.

**HARVEY**  **INTERNATIONAL**

LE SPÉCIALISTE DES AFFAIRES AUX ÉTATS-UNIS  
YOUR SPECIALIST IN US - CANADA TRADE

[WWW.HARVEYINTERNATIONAL.COM](http://WWW.HARVEYINTERNATIONAL.COM)



# Our Global Approach

## THE ALTERATION

A good promotional campaign or any marketing strategy targeting a variety of audiences is essential. In order to be able to re-align, adjust or modify an on-going PR strategy, one must execute regular monitoring and have measurable objectives. The waste of resources comes when marketing and communication campaigns are not measured and analyzed to maximize results.

## THE GAME PLAN

The most effective Communication and Public Relations strategy must be orchestrated and planned by a professional supervising firm on a yearly basis with regular actions and activities aimed at keeping the audience awake and interested. One shot deals, once a year visit or irregular mailings are a waste of time and money. Each action, gesture must be executed at the right time with rigor, pertinence and perseverance. This is the Game Plan.

## THE POLAROID

The Polaroid is a fixed image of the current state of the brand, public perceptions, positioning of competition, habits and needs of the targeted audience.

- Increase of the efficiency of the communication plan
- The personality of the Brand (ie: Business Friendly New Hampshire) is well conveyed on a variety of platforms
- Decrease in the waste of human and financial resources
- Increase the impact of each dollar invested
- Performance indicators based on quantitative objectives

## THE FUNNEL

Contrarian to the concept of a funnel which starts with a wide opening closing in on a small hole to let the water come out, our approach uses the funnel in an inverted way. Harvey International starts by targeting a very specific and perfectly targeted audience and works towards growing its reach to a wider more general audience. This approach has the advantages of not wasting time in searching for an audience and get to the point right away.

## THE IDEA TREKKING

Idea Trekking: To go beyond into uncharted territories so that new ideas can emerge... Without being blocked by political or administrative considerations which are intrinsic to most governmental organizations.

## THE NAGANO

Based on the work ethics of an exceptional conductor of the Montreal Symphonic Orchestra, Kent Nagano, The Nagano is our definition of the concept of a meticulously planned strategy. Nothing is left to chance or pure luck. The Nagano approach is a detailed orchestration of all the communication tactics which will allow a brand to become highly efficient in passing on the message we want the audience to understand and act upon.

**HARVEY**  **INTERNATIONAL**

LE SPÉCIALISTE DES AFFAIRES AUX ÉTATS-UNIS  
YOUR SPECIALIST IN US - CANADA TRADE

[WWW.HARVEYINTERNATIONAL.COM](http://WWW.HARVEYINTERNATIONAL.COM)

# Communication Plan - Introduction

- The meetings planned with the Canadian Entrepreneurs established in New Hampshire aimed at identifying the key reasons for choosing the State of New Hampshire for the conduct of their US business expansion projects;
- They also aimed at targeting specific aspects of the decision process used by the entrepreneurs in order to extract the key elements to be included into a new strategic communication approach for the BEA towards Canadian entrepreneurs not yet established in the USA.

**HARVEY**  **INTERNATIONAL**

LE SPÉCIALISTE DES AFFAIRES AUX ÉTATS-UNIS  
YOUR SPECIALIST IN US - CANADA TRADE

[WWW.HARVEYINTERNATIONAL.COM](http://WWW.HARVEYINTERNATIONAL.COM)

# Targeted Canadian companies established in New Hampshire

- Our research began by identifying the various Canadian companies that have physically set foot in New Hampshire over the years;
- A preliminary list of companies was provided by both Benoit Lamontagne and Michael Bergeron from which we also added names not directly related to Mr. Lamontagne or Bergeron;
- Harvey International added 4 companies not listed in the BEA's agent list;
- Harvey International also submitted a document from the Canadian Trade Commissioner which supposedly mentioned the existence in New Hampshire of 93 companies from Canada. Following our request to the BEA to provide us with the list of these companies, it appeared that the Canadian Trade Commissioner was unable to confirm the origins of that this list of 93 or the validity of the number of Canadian firms established in New Hampshire...
- This is the website mentioning the "listing of 93 Canadian companies"
  - [https://www.tradecommissioner.gc.ca/united-states-of-america-etats-unis-amerique/new\\_hampshire.aspx?lang=eng](https://www.tradecommissioner.gc.ca/united-states-of-america-etats-unis-amerique/new_hampshire.aspx?lang=eng)

# Canadian Companies in New Hampshire, cont...

- It also appears that no one at the Canadian government was able to confirm this list either. Harvey International checked with its own contacts in Ottawa and no one was able to confirm the information contained in this list of 93 to this day...
- A listing compiled by Plymouth State University was also provided to us by the BEA. This listing of 119 companies included branches of large Canadian companies such as the TD Bank branches as well as Irving Oil's local gas stations.
- Our opinion to this day regarding PSU's list is that it cannot serve the purpose of this FDI Attraction Project since these large Canadian companies have bought US based corporations (Banks and Gas stations in that case) which are not related to the decision of choosing New Hampshire among other states to conduct business. Therefore we will not consider this listing for the purpose of this study except for two companies (Ben-Mor and Integrim).
- The same goes with local "retail stores" such as Lord & Taylor, which is owned by the Hudson Bay Company. It cannot be considered again as a specific "choice" to do business in New Hampshire. These companies have locations almost everywhere in the USA;
- Therefore, from the 119 listing from Plymouth State University we only kept 2 relevant companies (Canam and Ben-Mor) even if we already had them from Benoit Lamontagne and Michael Bergeron's initial listings.
- Nevertheless, Harvey International came up with its own listing of 17 Canadian companies that have actually established presence in the State or were bought by Canadian interests.

**HARVEY**  **INTERNATIONAL**

LE SPÉCIALISTE DES AFFAIRES AUX ÉTATS-UNIS  
YOUR SPECIALIST IN US - CANADA TRADE

[WWW.HARVEYINTERNATIONAL.COM](http://WWW.HARVEYINTERNATIONAL.COM)

# The final list of Canadian Companies Already Established in New Hampshire

Among the companies that we have in our updated listing and which are included in our TEAMS meeting planning are (No direct links means that the companies were just bought by Canadian firms with no relations/specific interest in choosing the State of New Hampshire itself – Companies bought just happened to be based out of NH)....:

Therefore, only 10 companies were relevant for our survey/evaluation/comments canvassing:

- Big/Bill Codet, Colebrook [Stephane Lefebvre stephane@bigbill.com](mailto:Stephane.Lefebvre@bigbill.com)
- TC Energy, Manchester **No direct links with the BEA strategy with Eastern Canada** [BJ Perry bj\\_perry@tcenergy.com](mailto:BJ.Perry@tcenergy.com)
- Kheops International, Colebrook [Marie-Josée Vaillant marie@kheopsinternational.com](mailto:Marie-Josée.Vaillant@kheopsinternational.com)
- Rotobec, Groveton and Littleton [Callie Dingman callie.dingman@rotobec.com](mailto:Callie.Dingman@rotobec.com)
- Deflex, Berlin [Serge Jacques sjacques@deflexcomposite.com](mailto:Serge.Jacques@deflexcomposite.com)
- Baultar, Berlin [Maxime Laplante maxime.laplante@baultar.com](mailto:Maxime.Laplante@baultar.com)
- Kamik/Genfoot, Littleton [Mark Bonta mbonta@genfoot.com](mailto:Mark.Bonta@genfoot.com)
- Prodal Specialties of Montreal, Claremont (Bought North Country Smokehouse) **No direct links with the BEA strategy with Eastern Canada** [Jean Sylvain Labbe jeansylvainlabbe@gmail.com](mailto:Jean.Sylvain.Labbe@jeansylvainlabbe@gmail.com) Aaron Corbett contact [aaron.corbett@ncsmokehouse.com](mailto:aaron.corbett@ncsmokehouse.com)
- Barker Steel, Berlin (Sold to Norcor Harris Rebar) **No direct links with the BEA strategy with Eastern Canada**
- Godin Guitars, Berlin (Closed) -----
- CANAM Bridges, Claremont (Formely Eastern Bridges) **No direct link with the BEA strategy with Eastern Canada** Tim [timothy.mcnish@canamgroupinc.com](mailto:timothy.mcnish@canamgroupinc.com)
- Ben-Mor, Hinsdale [Benoit Frappier bfrappier@ben-mor.com](mailto:Benoit.Frappier@ben-mor.com)
- Blanchard Laboratories, Manchester (Sold to Cooper Vision) **No direct links with the BEA strategy with Eastern Canada**
- Rymes Propane and Oil, Concord (Sold to Superior Plus Toronto) **No direct links with the BEA strategy with Eastern Canada**
- InterUSA Industrial Group, Littleton [Steve Malenfant steve@groupeinter.com](mailto:Steve.Malenfant@groupeinter.com)
- Pat Recycling, Colebrook [Pat Vaillant colebrookrec@gmail.com](mailto:Pat.Vaillant@colebrookrec@gmail.com)
- Integrim, Bedford [André Denis info@integrim.com](mailto:Andre.Denis@integrim.com)

# Strategic highlights of our meetings to this day (Other meetings to be conducted in January 2024)

- Our interviews with both entrepreneurial stakeholders and economic development stakeholders and partners were conducted during the months of November, December to mid-January 2024;
- TEAMS meetings were planned with 10 Canadian entrepreneurs who chose to establish their US subsidiary in New Hampshire as well as 16 important key players in the field of economic development in the Maritime provinces and Quebec;
- During the interviews with key stakeholders in Eastern Canada, we collected relevant information on the targeted regions and economic sectors that are considered priorities by the regions/provinces (list attached) and which will also be useful in planning the message from the State;
- The meetings we had, made it possible to confirm the relevance of the choices of the Canadian regions targeted by Harvey International and also confirm our initial hypothesis that using the French heritage as part of the strategy proved fruitful in establishing a positive “rapport” with key stakeholders in Eastern Canada.

**HARVEY**  **INTERNATIONAL**

LE SPÉCIALISTE DES AFFAIRES AUX ÉTATS-UNIS  
YOUR SPECIALIST IN US - CANADA TRADE

[WWW.HARVEYINTERNATIONAL.COM](http://WWW.HARVEYINTERNATIONAL.COM)

# Key findings from our meetings to this day (Other meetings to be conducted in January 2024)

- The State of New Hampshire is a state which has many assets to attract businesses and investments;
- The State suffers from a lack of visibility and notoriety among the target audience in the business world and within the targeted regions;
- Generally speaking, it appears that for Canadian entrepreneurs established in New Hampshire, the State is viewed as an Entrepreneur-friendly state with a bureaucracy that is simplified to a minimum;
- The State of New Hampshire also appears to have a major advantage over other states in the sense that on-the-job training and community college programs seem to be extremely popular among entrepreneurs looking at New Hampshire in order to expand their businesses in the USA. For the majority of them, on the job training and programs have been a game changer ,that they could not find in the neighboring states of New England;
- We must mention that each and every entrepreneur clearly indicated the excellent service offered by the BEA staff to businesses. Messrs. Benoit Lamontagne and Michael Bergeron have often been cited as the number one reason for establishing a business in New Hampshire. What must be highlighted through their remarks is the active involvement of the BEA staff with companies especially when in need of orientation, specific contacts, government forms/programs (job training programs in particular) and references to SBA and such.

**HARVEY**  **INTERNATIONAL**

LE SPÉCIALISTE DES AFFAIRES AUX ÉTATS-UNIS  
YOUR SPECIALIST IN US - CANADA TRADE

[WWW.HARVEYINTERNATIONAL.COM](http://WWW.HARVEYINTERNATIONAL.COM)

# Global overview of answers from the Canadian entrepreneurs established in NH

The economic development efforts of the New Hampshire BEA have so far been rewarded by the attraction of investments and the establishment of 10 companies from Quebec.

Out of a total of 17 companies owned by Canadian interests, only 1 company was bought by Canadian interests outside of Quebec (Superior Propane of Toronto) and 5 were bought by Quebec firms. These purchases were not based on the State of New Hampshire's effort in attracting FDI... It just happened that the companies were already located in NH;

**HARVEY  INTERNATIONAL**

LE SPÉCIALISTE DES AFFAIRES AUX ÉTATS-UNIS  
YOUR SPECIALIST IN US - CANADA TRADE

[WWW.HARVEYINTERNATIONAL.COM](http://WWW.HARVEYINTERNATIONAL.COM)



# Questionnaire for the Canadian Companies (used for the TEAMS meeting with each of them)

- The following presents the various questions asked to company owners or key managers of the 16 companies listed. We took notes on paper since we did not want to “tape” the meetings for obvious confidentiality reasons:
  - Questionnaire for Canadian Companies established in New Hampshire
    - *To be conducted virtually in French or English on the TEAMS platform by Pierre Harvey and Daniel Nadeau (Maximum time: +- 30-40 minutes)*
- Name of the Canadian company :
- Name of the US entity (if different) :
- Name of the person in charge (or respondent to this questionnaire):
- Number of years in NH :
- Activities:
- Year of establishment in NH :
- Year of creation of the Canadian company :

**HARVEY**  **INTERNATIONAL**

LE SPÉCIALISTE DES AFFAIRES AUX ÉTATS-UNIS  
YOUR SPECIALIST IN US - CANADA TRADE

[WWW.HARVEYINTERNATIONAL.COM](http://WWW.HARVEYINTERNATIONAL.COM)

# Questionnaire for the Canadian Companies (used for the TEAMS meeting with each of them)

## ▪ Questions :

- What are the reasons that made you choose to established your US entity in the State of New Hampshire?
- What are the various steps you had to have before setting up your activities in NH?
- Has the choice of NH been profitable for your company to this day?
- If you had to go through the same process of selecting a US state, would you choose NH again?
- What were the most difficult steps/processes you had to go through before being able to conduct business physically in NH?

**HARVEY**  **INTERNATIONAL**

LE SPÉCIALISTE DES AFFAIRES AUX ÉTATS-UNIS  
YOUR SPECIALIST IN US - CANADA TRADE

[WWW.HARVEYINTERNATIONAL.COM](http://WWW.HARVEYINTERNATIONAL.COM)

# Answers from the Business owners or Key Managers

- Companies mentioned that their key reason why they chose the State of New Hampshire was the trust established between them and Mr. Lamontagne and Mr. Bergeron along with there efforts to find key people (bankers, accountants, lawyers, grant and programs providers)
- Companies mentioned that they chose New Hampshire primarily because of the fiscal advantages over Vermont and New York State;
- Companies mentioned that they clearly felt that New Hampshire was a Business Friendly state with less paperwork, less rigidity in employee laws (In Vermont you are stuck with an employee unless you have extremely strong reasons to let him go);
- Companies mentioned the income tax free and or lower tax environment

**HARVEY**  **INTERNATIONAL**

LE SPÉCIALISTE DES AFFAIRES AUX ÉTATS-UNIS  
YOUR SPECIALIST IN US - CANADA TRADE

[WWW.HARVEYINTERNATIONAL.COM](http://WWW.HARVEYINTERNATIONAL.COM)

# Answers from Business Owners or Key Managers, Contd...

- Companies mentioned the housing issues, not enough homes being built in NH to accommodate new employees from out of State or from elsewhere in the State
- Companies mentioned the proximity to highways 91, 89 and 93 as a key decision in establishing presence in New Hampshire instead of Vermont and Maine;
- Companies mentioned the proximity to Boston as a key element for selecting New Hampshire
- Companies mentioned the programs for Workforce development as key elements for selecting New Hampshire
- Companies mentioned the Job training programs as one of the most important and differentiating key elements for selecting the State of New Hampshire;

# Answers from the Business owners and Key Managers... contd

- Companies mentioned the proximity of the State of New Hampshire to the border with Quebec;
- Companies mentioned that they evaluated Vermont and New York states but received more support both in person and regarding paperwork from the State of New Hampshire through Benoit Lamontagne and Michael Bergeron;
- Companies mentioned an interest in belonging to a future **NH Association of Canadian Business owners** of some kind;
- Companies mentioned issues regarding the cost of living in Littleton, NH which is almost as high as the rest of Grafton County but for a city closer to COOS County

**HARVEY**  **INTERNATIONAL**

LE SPÉCIALISTE DES AFFAIRES AUX ÉTATS-UNIS  
YOUR SPECIALIST IN US - CANADA TRADE

[WWW.HARVEYINTERNATIONAL.COM](http://WWW.HARVEYINTERNATIONAL.COM)

# Summary of comments from the Canadian Entrepreneurs in NH:

- What people have told us they like about the state of New Hampshire comes down to four key points:
  - The welcoming and open nature of New Hampshire's economic development staff for business (New Hampshire, The Business-Friendly State);
  - Taxation favorable to businesses (absence of sales tax, inventory tax, etc.);
  - The absence of heavy bureaucracy (Vermont being almost like Quebec... Highly bureaucratic);
  - Workforce training support programs (Most certainly a major key differentiator for NH in New England and NY State)

**HARVEY**  **INTERNATIONAL**

LE SPÉCIALISTE DES AFFAIRES AUX ÉTATS-UNIS  
YOUR SPECIALIST IN US - CANADA TRADE

[WWW.HARVEYINTERNATIONAL.COM](http://WWW.HARVEYINTERNATIONAL.COM)

# The Key Challenges

- Promotion of FDI's in New Hampshire from Eastern Canada if the State agrees to regularly scheduled and sustained efforts both on sites in Quebec and in the Maritime provinces and including visual and documents in PDF AND Paper form to be distributed with a regionally and targeted/focused approach.
- Developing a rigorous procedure for soliciting and following up with potential investors in New Hampshire.
- Highlight the advantages of the State of New Hampshire over its neighbors in the Northeast and other states in the United States.
- Promote rigorous monitoring with investors through various communication tools and public relations activities over a minimum of three-year period.

**HARVEY**  **INTERNATIONAL**

LE SPÉCIALISTE DES AFFAIRES AUX ÉTATS-UNIS  
YOUR SPECIALIST IN US - CANADA TRADE

[WWW.HARVEYINTERNATIONAL.COM](http://WWW.HARVEYINTERNATIONAL.COM)

# The Strategic Positioning Efforts

- Vision

Become the reference in attracting investments from the Eastern Canadian provinces through a sustained three-year action-oriented strategy.

- Assignment

Promote the development of regular relationship-building activities with pre-identified target clienteles in Quebec and the Maritime provinces through industry-similar business sectors

**HARVEY**  **INTERNATIONAL**

LE SPÉCIALISTE DES AFFAIRES AUX ÉTATS-UNIS  
YOUR SPECIALIST IN US - CANADA TRADE

[WWW.HARVEYINTERNATIONAL.COM](http://WWW.HARVEYINTERNATIONAL.COM)



# Positioning the State of New Hampshire in Eastern Canada

- Promoting the fiscal advantages of The State of New Hampshire with key examples from actual companies;
- Create a New Hampshire Ambassador Program supported by key Canadian entrepreneurs established in NH;
- Establishment of a New-Hampshire-Eastern Canada Business Association;
- Prepare a carefully detailed inventory of available labor force (Age, professional background, fields of interest, skills) by economic sectors/regions of the State of New Hampshire in partnership with New Hampshire Employment Security
- Promote available labor force by numbers in the various regions of the State so that entrepreneurs in Eastern Canada are fully aware of available manpower
- Publicize available workforce training programs to target audiences through various means of communications and in-person meetings

**HARVEY**  **INTERNATIONAL**

LE SPÉCIALISTE DES AFFAIRES AUX ÉTATS-UNIS  
YOUR SPECIALIST IN US - CANADA TRADE

[WWW.HARVEYINTERNATIONAL.COM](http://WWW.HARVEYINTERNATIONAL.COM)

# The Key Stakeholders from the Eastern Canadian Provinces and Regions of Quebec

- Key stakeholders have been selected by Harvey International based on specific key contacts (both private and political) in the various regions. Harvey International has had TEAMS meeting with each and every key stakeholders. These contacts are the ones that the State of New Hampshire will need to follow-up with once the Strategic Operational Plan is in place:
- Province of Quebec
- Province of New Brunswick
- Province of Nova Scotia
- Province of P.E.I
- Province of Newfoundland and Labrador

**HARVEY**  **INTERNATIONAL**

LE SPÉCIALISTE DES AFFAIRES AUX ÉTATS-UNIS  
YOUR SPECIALIST IN US - CANADA TRADE

[WWW.HARVEYINTERNATIONAL.COM](http://WWW.HARVEYINTERNATIONAL.COM)

# Comments from Key Stakeholders from the Province of Quebec:

- **The Quebec City and Appalachian regions:**
  - Mr. Carl Viel, President and CEO, Quebec International
  - Mr. Pierre Lacombe, Trade Commissioner, Conseil économique de Beauce
  - Mr. Andre Komlozy, V-P, Davie Shipyards Suppliers Association

**HARVEY  INTERNATIONAL**

LE SPÉCIALISTE DES AFFAIRES AUX ÉTATS-UNIS  
YOUR SPECIALIST IN US - CANADA TRADE

[WWW.HARVEYINTERNATIONAL.COM](http://WWW.HARVEYINTERNATIONAL.COM)

# Comments from Key Stakeholders from the Province of Quebec:

- **The Quebec City and Appalachian Regions :**

- Mr. Carl Viel, President and CEO, Quebec International

Strategically, NH should emphasize efforts on maximizing relationships with Quebec International and increase collaborations in the field of Biotech and Biomedical opportunities especially with organizations such as LOEX <http://www.loex.qc.ca/>

Quebec International is planning a visit to Boston in early April 2024. They are open on making a stop (half a day) in Manchester and meet with key stakeholders of the BEA as well as A.R.M.I. Biotech

The field of electronic components especially in the field of aeronautics is also a key aspect of Quebec International's efforts for matching opportunities with US counterparts

Furthermore, the next Rendez-vous of the Francophonie of the world will take place in Quebec City, June 12-14, 2024. The State of NH should be present and could also take part by becoming a speaker at the event...

**HARVEY  INTERNATIONAL**

LE SPÉCIALISTE DES AFFAIRES AUX ÉTATS-UNIS  
YOUR SPECIALIST IN US - CANADA TRADE

[WWW.HARVEYINTERNATIONAL.COM](http://WWW.HARVEYINTERNATIONAL.COM)

# Comments from Key Stakeholders from the Province of Quebec:

- **The Quebec City and Appalachian Regions :**

- Mr. Pierre Lacombe, Trade Commissioner, Conseil économique de Beauce

The Beauce region which borders the State of Maine and New Hampshire to the North is an entrepreneurial powerhouse for SME's. More than 500 businesses are thriving in this region and the Beauce region exports more than 80 % of its manufactures in the USA.

The Beauce region urgently lacks in the field of automation and process modernization. As mentioned by Mr. Lacombe, US companies from New Hampshire involved in that field of business (Integrim in Bedford) could have great opportunities in the Beauce region. The synergy thus created between US firms involved in the field of automation/process improvement could be an interesting opportunity for this FDI Attraction project. The message conveyed to the Beauce entrepreneurs could be linked with an opportunity to physically expand production in the State of New Hampshire.

Each year the Beauce region arranges an annual banquet honoring local entrepreneurs. This banquet always brings in more than 500 people from the region. The State of NH should be there along with a good positioning strategy as well as a local (Canadian) contact point so that the region could reach out to on a regular basis.

**HARVEY  INTERNATIONAL**

LE SPÉCIALISTE DES AFFAIRES AUX ÉTATS-UNIS  
YOUR SPECIALIST IN US - CANADA TRADE

[WWW.HARVEYINTERNATIONAL.COM](http://WWW.HARVEYINTERNATIONAL.COM)

# Comments from Key Stakeholders from the Province of Quebec:

- **The Quebec City and Appalachian Regions :**

- Mr. André Komlozy, VP, Davie Shipyards Suppliers Association

This organization <https://afcdc.ca/> based in Levis, QC represents over 200 suppliers of Quebec's largest shipyard and Canada's 2<sup>nd</sup> largest shipyard.

Mr. Komlozy suggests that NH creates relationships with the association so that NH companies could be made aware of opportunities for sub-contracting with the various Canadian suppliers of the naval shipyard.

There should also be relationships created with the Portsmouth Military Naval shipyard especially since the Governor of NH has expressed interest in creating some form of relations between the shipyards...

**HARVEY  INTERNATIONAL**

LE SPÉCIALISTE DES AFFAIRES AUX ÉTATS-UNIS  
YOUR SPECIALIST IN US - CANADA TRADE

[WWW.HARVEYINTERNATIONAL.COM](http://WWW.HARVEYINTERNATIONAL.COM)

# Comments from Key Stakeholders from the Province of Quebec:

## ▪ The Center of Quebec:

- Mr. Gerry Gagnon, Exec. Dir. Société de développement économique de Drummondville
- Mr. Richard Croteau, Exec. Dir, Société de développement économique Victoriaville et région
- Mr. Mario De Tilly, Exec. Dir. IDÉE Trois-Rivières

**HARVEY**  **INTERNATIONAL**

LE SPÉCIALISTE DES AFFAIRES AUX ÉTATS-UNIS  
YOUR SPECIALIST IN US - CANADA TRADE

[WWW.HARVEYINTERNATIONAL.COM](http://WWW.HARVEYINTERNATIONAL.COM)

# Comments from Key Stakeholders from the Province of Quebec:

- **The Center of Quebec:**

- Mr. Gerry Gagnon, Exec. Dir. Société de développement économique de Drummondville

Meeting planned for end of January

**HARVEY**  **INTERNATIONAL**

LE SPÉCIALISTE DES AFFAIRES AUX ÉTATS-UNIS  
YOUR SPECIALIST IN US - CANADA TRADE

[WWW.HARVEYINTERNATIONAL.COM](http://WWW.HARVEYINTERNATIONAL.COM)



# Comments from Key Stakeholders from the Province of Quebec:

- **The Center of Quebec:**

- Mr. Richard Croteau, Exec. Dir, Société de développement économique Victoriaville et région

Mr. Croteau mentions that the unemployment rate in the region is extremely low and forces many companies to let go of important contracts. NH should make efforts in informing the region of the opportunities for finding manpower in Northern New Hampshire and have a strategy for supporting companies from Québec if they want to expand in the USA in order not to lose anymore contracts

Specific fields of interest of the Victoriaville and region relate to the development of environmentally sustainable products and technologies. Also anything that relates to 3rd transformation of wood products (the region is very strong in the field of “wood welding”) and in the developments of alternatives to solvents and other wood related products. Home of Québec’s unique National Furniture Manufacturing School, opportunities abound for developing relationships with US colleges and especially with WMCC in New Hampshire. The idea of exchanging students and creating joint programs between this school and WMCC could be of interest.

Rotobec (Littleton, NH) is also from the Greater Victoriaville region.

**HARVEY  INTERNATIONAL**

LE SPÉCIALISTE DES AFFAIRES AUX ÉTATS-UNIS  
YOUR SPECIALIST IN US - CANADA TRADE

[WWW.HARVEYINTERNATIONAL.COM](http://WWW.HARVEYINTERNATIONAL.COM)

# Comments from Key Stakeholders from the Province of Quebec:

- **The Greater Montreal area :**

- Mrs. Julie Éthier, Exec. Dir, DellAgglo Longueuil
- Mrs. Josée Plamondon, Montérégie Économique, Vaudreuil-Dorion
- Mr. Joffrey Bouchard, CIENOV, Repentigny

**HARVEY  INTERNATIONAL**

LE SPÉCIALISTE DES AFFAIRES AUX ÉTATS-UNIS  
YOUR SPECIALIST IN US - CANADA TRADE

[WWW.HARVEYINTERNATIONAL.COM](http://WWW.HARVEYINTERNATIONAL.COM)

# Comments from Key Stakeholders from the Province of Quebec:

- **The Greater Montreal area :**

- Mrs. Julie Éthier, Exec. Dir, DellAgglo Longueuil

Mrs. Éthier mentions that the greater Longueuil region is home to the largest Aeronautics industrial cluster outside of the City of Montreal... Opportunities in this field should be evaluated with the State of New Hampshire as they are open on creating links with other regions of the USA within that field.

Sustainable transportation is also another field of interest of this region.

The region is also home of the Canadian Space Agency head office which could also offer opportunities for US firms interested in collaborating with the CSA.

Biofood is another key field in the region.

In 2025, the region will also host the World Congress of Information Technology for which Canada will be the host country...

**HARVEY**  **INTERNATIONAL**

LE SPÉCIALISTE DES AFFAIRES AUX ÉTATS-UNIS  
YOUR SPECIALIST IN US - CANADA TRADE

[WWW.HARVEYINTERNATIONAL.COM](http://WWW.HARVEYINTERNATIONAL.COM)

# Comments from Key Stakeholders from the Province of Quebec:

- **The Greater Montreal area :**

- Mrs. Josée Plamondon, Montérégie Économique, Vaudreuil-Dorion

**HARVEY  INTERNATIONAL**

LE SPÉCIALISTE DES AFFAIRES AUX ÉTATS-UNIS  
YOUR SPECIALIST IN US - CANADA TRADE

[WWW.HARVEYINTERNATIONAL.COM](http://WWW.HARVEYINTERNATIONAL.COM)

# Comments from Key Stakeholders from the Province of Quebec:

- **The Greater Montreal area :**

- Mr. Joffrey Bouchard, CIENOV, Repentigny

Meeting planned for End of January

**HARVEY**  **INTERNATIONAL**

LE SPÉCIALISTE DES AFFAIRES AUX ÉTATS-UNIS  
YOUR SPECIALIST IN US - CANADA TRADE

[WWW.HARVEYINTERNATIONAL.COM](http://WWW.HARVEYINTERNATIONAL.COM)

# Comments from Key Stakeholders from the Province of Quebec:

- **The Eastern Townships area :**

- Mr. Philippe Cadieux, Exec. Dir. Sherbrooke Economic Development Bureau
- Mr. Sylvain Durocher, Exec. Dir. Sherbrooke Innopole
- Mr. Éric Tessier, Trade Commissioner, Granby Industriel

**HARVEY  INTERNATIONAL**

LE SPÉCIALISTE DES AFFAIRES AUX ÉTATS-UNIS  
YOUR SPECIALIST IN US - CANADA TRADE

[WWW.HARVEYINTERNATIONAL.COM](http://WWW.HARVEYINTERNATIONAL.COM)

# Comments from Key Stakeholders from the Province of Quebec:

- **The Eastern Townships area :**

- Mr. Éric Tessier, Trade Commissioner, Granby Industriel

Mr. Tessier notes the more aggressive approach of the State of Vermont in promoting itself in the greater Granby area of the Eastern Townships. It could be related also to the fact that IBM (Bromont-Granby) is also directly linked with IBM in Burlington, VT thus creating an environment more favourable to events and activities with the State of Vermont. Also, Vermont holds regularly scheduled events mostly because they have hired a Quebec firm which acts as a representative office in Quebec.

However, Mr. Tessier also knows New Hampshire very well having worked a few times with Mr. Benoit Lamontagne. He feels that a more structured approach from NH should be put in place so that entrepreneurs in this area do not “forget” about NH... The problem with New Hampshire is that they visit from time to time but have no regular presence and or even local Quebec contacts who can act as a relay between the entrepreneurs and/or regions with the State of New Hampshire.

The Granby-Bromont area focusses a lot on Electric mobility.

They also created a direct line of work with the region of South Toulouse in France which allows for the greater Granby-Bromont area to create a fast track for companies wishing to do business with France and or Canada...

**HARVEY  INTERNATIONAL**

LE SPÉCIALISTE DES AFFAIRES AUX ÉTATS-UNIS  
YOUR SPECIALIST IN US - CANADA TRADE

[WWW.HARVEYINTERNATIONAL.COM](http://WWW.HARVEYINTERNATIONAL.COM)

# Comments from Key Stakeholders from the Province of Quebec:

- **The Eastern Townships area :**

- Mr. Philippe Cadieux, Exec. Dir. Sherbrooke Economic Development Bureau

Meeting planned for January 25



# Comments from Key Stakeholders from the Province of Quebec:

- **The Eastern Townships area :**
  - Mr. Sylvain Durocher, Exec. Dir. Sherbrooke Innopole

Mr. Durocher mentions that Sherbrooke Innopole and the Sherbrooke Chamber of Commerce, through the work and efforts of Harvey International have been able to create some kind of a momentum with the State of New Hampshire namely through the NH-Canada Trade Council and the work of Benoit Lamontagne.

The four different “Economic Summit” that have been held since Oct 2019 both in Sherbrooke and Manchester has enable the Sherbrooke area to create relationships with many organizations, the most important being ARMI-BIOFAB due to the fact that Sherbrooke is among the most reknown regions of Canada in the field of Biotech and Quantum science. The University of Sherbrooke, ACET and a variety of small businesses and start-ups are already exchanging ideas ad talking about opportunities.

Again here, as he mentions, the concept is to have regularly scheduled activities with goals and milestones so that everyone gets involved and follow-up is integrated as a regular needed task.

**HARVEY  INTERNATIONAL**

LE SPÉCIALISTE DES AFFAIRES AUX ÉTATS-UNIS  
YOUR SPECIALIST IN US - CANADA TRADE

[WWW.HARVEYINTERNATIONAL.COM](http://WWW.HARVEYINTERNATIONAL.COM)

# Comments from Key Stakeholders from the Province of New Brunswick:

- **Mr. Gaetan Thomas, President and CEO**
  - **Conseil Économique du Nouveau-Brunswick, Moncton, NB**

<https://cenb.com/>

This organization has 1 000 enterprise members across New Brunswick. Their annual banquet which attracts over 500 business people would be a must for New Hampshire if they were to integrate the NB business climate. The event is offered in both French and English and therefore attracts business people from all over the province;

Putting an emphasis on the French language and cultural ties between Canada and NH could be a great way for NH to differentiate itself from other States.

Even if Maine borders NB, Mr. Thomas and Economic Council of NB has never really been approached by Maine or even other States.

Mr. Thomas is very open on planning future meetings for NH in NB.

New Brunswick's advanced manufacturing sector has a world-class reputation. NB companies leverage state-of-the-art technologies and processes in the aerospace, defence (NB is home of the 2<sup>nd</sup> largest military base in Canada), forestry, mining, oceans, and oil & gas industries.

New Brunswick companies also has ample experience in assembly, fabrication, total system integration, and the refurbishment of military and commercial vehicles including Leopard tanks, Wisent 2, LAV3 vehicles, ambulances, and more.

The Collège communautaire du Nouveau-Brunswick's (CCNB) INNOV Advanced Manufacturing Division in Bathurst focuses on the implementation of Industry 4.0, with a focus on automation and robotics. In addition, the Université de Moncton's Robotics, Electronics & Industry 4.0 Lab is helping companies with research, robotics training, and consultation.

NB is pushing advanced manufacturing as the future of NB.

# Comments from Key Stakeholders from the Province of Nova Scotia:

- Mr. Kenneth Deveau, Exec. Dir. Conseil de Développement économique de la Nouvelle-Écosse, Halifax, NS

<https://cdene.ns.ca/en/>

Mr. Deveau mentions that Nova Scotia will host the next World Acadian Congress (Congrès Mondial Acadien) in June of 2024. The only US state present is Louisiana. NH should take part in the congress. If interested, Mr. Deveau should be contacted ASAP as he is in charge of preparing the agenda for June 13-17, 2024 and a space should be reserved by NH.

Ocean Technologies and deep ocean bed technologies are of great interest to Nova Scotia.

- Most Nova Scotia businesses are small businesses (one to 99 employees)
- Nova Scotia is home to about 30,000 small and medium-sized businesses
- Mr Deveau also suggest that New Hampshire takes part in the Global Network of Innovation districts like Nova Scotia does especially with Halifax. Halifax Innovation District has teamed up with an ambitious group of innovation districts worldwide to advance one of the most promising models for 21st century innovation, work, and urban living.
- <https://halifaxinnovationdistrict.com/the-district/halifax-innovation-agenda/>
- <https://www.giid.org/>

**HARVEY**  **INTERNATIONAL**

LE SPÉCIALISTE DES AFFAIRES AUX ÉTATS-UNIS  
YOUR SPECIALIST IN US - CANADA TRADE

[WWW.HARVEYINTERNATIONAL.COM](http://WWW.HARVEYINTERNATIONAL.COM)

# Comments from Key Stakeholders from the Province of P.E.I:

- Mr. Robert Maddix, Exec. Dir., RDEE – Conseil économique de l'Île du Prince Edward, Wellington, P.E.I.

<https://www.rdeeipe.net/english/>

Mr. Maddix indicates that in P.E.I, two fields have been recognized as key opportunities for the province:

- Aerospace (Standard Aero being one of the largest company in Canada)
- Medication and Phamacology (Bio Vectra being one of the largest P.E.I biotech company)

Mr. Maddix would welcome a delegation from NH and help in building a tour of P.E.I. with meetings with key stakeholders. This should be planned once the BEA-State of NH has a clear plan and a clear strategy for building long term relationships. NH would be welcome in presenting to the local businesses since more than 50 companies take part in the Bio-Alliance organization of P.E.I.

**HARVEY**  **INTERNATIONAL**

LE SPÉCIALISTE DES AFFAIRES AUX ÉTATS-UNIS  
YOUR SPECIALIST IN US - CANADA TRADE

[WWW.HARVEYINTERNATIONAL.COM](http://WWW.HARVEYINTERNATIONAL.COM)

# Comments from Key Stakeholders from the Province of Newfoundland and Labrador:

- Mr. Yan Plante, Exec. Dir. Of RDEE <https://rdee.ca/en/> and
- Mr. Regis Guillot, Director Horizon TNL <https://www.horizontnl.ca/en-ca>

The main interest for Newfoundland is the expansion of Offshore Wind Farms as well as firms involved in that field. Stephenville, NF is at the heart of the Wind industry expansion. They have expressed interest in expanding discussions with the New Hampshire Office of Offshore Wind Industry...

**HARVEY**  **INTERNATIONAL**

LE SPÉCIALISTE DES AFFAIRES AUX ÉTATS-UNIS  
YOUR SPECIALIST IN US - CANADA TRADE

[WWW.HARVEYINTERNATIONAL.COM](http://WWW.HARVEYINTERNATIONAL.COM)

# Communication Objectives

- General objective:
  - Build a strong image of the State of New Hampshire linked to its strategic positioning as a gateway to the United States of America for Quebec and the Maritimes (the current highways/Airport systems must be clearly advocated – Especially the Manchester – Boston Regional Airport);
  - Attract the interest of the business community within the targeted regions of Quebec and the Maritimes by having regularly scheduled tours and events in the four regions of Quebec and the key maritime provinces, especially New Brunswick, Prince Edward Island and Nova Scotia;

**HARVEY**  **INTERNATIONAL**

LE SPÉCIALISTE DES AFFAIRES AUX ÉTATS-UNIS  
YOUR SPECIALIST IN US - CANADA TRADE

[WWW.HARVEYINTERNATIONAL.COM](http://WWW.HARVEYINTERNATIONAL.COM)

# Communication Objectives

- Specifics objectives:
  - Position New Hampshire as the Most Business-Friendly State of the Northeast including NY, NJ and PA by advocating unique features not found elsewhere;
  - Highlight New Hampshire's tax policies and workforce availability;
  - Communicating workforce diversity and availability in New Hampshire;
  - Create a fast-track workforce training program specifically targeting Canadian companies interested in expanding into the USA;
  - Promote and discover the quality of life offered in New Hampshire

**HARVEY**  **INTERNATIONAL**

LE SPÉCIALISTE DES AFFAIRES AUX ÉTATS-UNIS  
YOUR SPECIALIST IN US - CANADA TRADE

[WWW.HARVEYINTERNATIONAL.COM](http://WWW.HARVEYINTERNATIONAL.COM)