

State of New Hampshire

**Eastern Canadian FDI
Attraction Strategy and Action-Oriented Operational Plan**

July 2024 – July 2027

Presented to

Taylor Caswell, BEA Commissioner

State of New Hampshire

By

**Pierre Harvey, M Sc.
President**

Harvey International Inc.

April 4, 2024

Table of contents

Introduction	4
1. Preliminary considerations and our beliefs about the advantages of the State of New Hampshire in attracting industries and investments from Quebec and Eastern Canada	6
1.1 Creating an environment that facilitates doing business	6
1.1.1. Proximity	8
1.1.2. Resilient Supply Chains in highly competitive sectors	9
1.1.3. Geography should guide the State of New Hampshire	10
1.1.4. Tap into New Hampshire’s resilient labor force	12
1.1.5. Partnership Opportunities with local New Hampshire Institutions	13
1.1.6. Choosing the right Canadian Partner to help deploy a full-fledge and comprehensive FDI strategy	13
2. Promoting the new “New Hampshire brand” to business executives in Eastern Canada	15
2.1 Key differentiators	16
3. Elements attached to the State’s Action Plan towards Attracting FDI’s from Eastern Canada	18
3.1. Identifying key local businesses	18
3.3. Elaboration of a strategic positioning and communication plan adapted to the various targeted audiences per key sectors of the various regions;	19
3.3.1. Quebec	19
3.3.2. The Maritimes	20
3.4. The 24 page Brochure	21
3.5. The micro-website	21
3.6. The Public Relations Campaign	22
3.7. The Canadian Partner/Rep Firm	22
3.8. Key Business events	23
3.9. The local New Hampshire Days	25
Local New Hampshire days in Quebec and the Maritimes, one in each of the regions mentioned in this RFP.:	25

- 4. The Communications strategy _____ 26
 - 4.1. Our findings based on The Global Approach: _____ 28
 - 4.2. Communication axes based on The Global Approach: _____ 29
 - 4.3. The Communications Objectives: _____ 30
 - 4.3.1. General objectives: _____ 30
 - 4.3.2. Specific Objectives _____ 30
 - 4.4. Communication tools: _____ 31
 - 4.4.1. Creation of an Ambassador Program called "New Hampshire – Canada Business Ambassadors Association" _____ 31
 - 4.4.2. Creation of a New Hampshire Canada Micro Website attached to the current BEA website with a TAB _____ 32
 - 4.4.3. Production of an annual 24 pages brochure _____ 32
 - 4.4.4. Social networking, podcasts and Monthly E-letter _____ 33
 - 4.4.5. Feeding the New Hampshire – Canada Ambassador Network _____ 34
 - 4.4.6. Public relations campaigns _____ 35
- 5. Three-Year Budget _____ 36
- 6. Our recommendations _____ 38
- 7. 2024 - 2027 Eastern Canadian FDI Attraction Plan Project Flow Chart (2nd and 3rd year, events and dates TBA) _____ 40
 - 7.1. Year 2024-2025 _____ 40

New Hampshire's Eastern Canadian FDI Attraction Strategy and Action-Oriented Operational Plan

July 2024 – July 2027

Introduction

The ultimate deliverable in this project is the new Three-year Eastern Canadian New Hampshire FDI Attraction and Action-Oriented Operational Plan. It forms the bulk of what can be considered our final report or Phase III of our deliverables as presented in Exhibit A, B and C of the RFP contract with Harvey International.

It is designed to be a stand-alone document which the State of New Hampshire can refine as it sees fit and use as a three-year road map to attract companies from Quebec and the Maritime provinces. Companies who need or wish to expand their business in the United States over the next 12 to 36 months.

In this final document we present the strategy and the action oriented Operational plan. In order to keep the reader concentrated on what needs to be done, we chose not to repeat all the information contained in the two previous reports in PPT format that have previously been approved by the BEA. Therefore, names of key contacts, companies and economic development organizations we reached out to as well as results of discussions, brainstorming sessions and key findings are only mentioned in the previous reports.

The Strategy sets the broader context. The Action Plan has a short introduction which focuses on the year immediately ahead. The Action Plan itself covers three years - 2024 to 2027 - and is planned to start no later than July 2024 or just after the State's financial plan can be approved by legislators. This is of paramount importance if the State wants to act quickly and reap the fruits of the strategy while all the key contacts we spoke to

and reached out in Canada are currently, more than willing to get to know the BEA, the State of New Hampshire and its entrepreneurs better.

The decision by the State and the BEA to act upon this mandate given to Harvey International in October 2023 and resulting in this strategy to be delivered in April 2024 would benefit from being approved and executed no later than the Fall of 2024 and ideally so that it can start even in July 2024.

The goal would also be to have a launching event in conjunction with an annual Quebec/New Hampshire business meeting organized by the New Hampshire – Canada Trade Council on November 18-19 at the Mount Washington Hotel and Resort. The idea would be to use this event to invite key New Hampshire stakeholders as well as key stakeholders from Quebec and the Maritime provinces so that they can all experiment, hands-on and in person, the tremendous will of the State of New Hampshire to become Eastern Canada's key partner in the USA. Our goal would also be to have well-known speakers for that event that would come from Canada and New Hampshire.

As for the new Canadian contacts this mandate provides, it is always a good thing to have a plan to act quickly since some of these key individuals could move to other positions even outside of the organizations they represent today. Just one year from today could mean losing key elements even though their organizations will still be there. We were especially careful to only select reputable and long-standing local organizations in the various regions of Quebec and the Maritimes.

For each year, the Action Plan describes individual projects and actions just like a to-do list. It outlines expected results and includes the time/costs expected to be devoted to the projects as well as estimated budgets. It also establishes priority rankings within the territories to be targeted and sets goals such as the number of businesses that will be approached per year for a total of 1 500 companies.

Consensus and Buy-In: This strategy and plan can be carried forward purposefully and vigorously only if the proposed actions attract wholehearted support and buy-in from the State of New Hampshire's elected officials and the BEA team as well as all those partners that the State interfaces and engages with.

1. Preliminary considerations and our beliefs about the advantages of the State of New Hampshire in attracting industries and investments from Quebec and Eastern Canada

Since the obtention of our mandate, Harvey International and its Communications and PR partner, Nadeau Bellavance, have had numerous brainstorming sessions with key local contacts in the various regions targeted by this strategy and operational plan including numerous discussions with economic development officials and businesses about the forthcoming of this action plan.

Our discussions with many economic actors in the field of economic development and various businesses in Eastern Canada, Quebec and New Hampshire, have solidified our beliefs on a number of hypothesis and facts that we have observed. The same happened when we read the literature on economic development in New Hampshire.

1.1 Creating an environment that facilitates doing business

The State of New Hampshire has a reputation for not providing free moneys, grants and subsidies to new businesses coming to the State. For many it may be perceived as a deterrent since most US States, Canadian Provinces and other countries all have funds that they keep for attracting new companies in their territories. The State of New Hampshire chose other routes. We do feel that this choice is wise as it keeps the State in a different league. That's the way we see it. This is also at the core of what

we planned for creating a strategy that goes beyond the simple grant/subsidy offering.

However, that does not mean that the State should not plan to provide more funds (ie: on-the-job-training salaries, new training programs based on company needs) in order to attract FDI. However, and if the State does decide to provide more “training” funds for its FDI attraction strategy it should only do so to support very specific functions of a company. It should do so only when the companies are fully established (physically) in the State of New Hampshire and if they show a clear long-term commitment to the State. As an example, some funds such as subsidies or grants could be allocated to foreign firms after a certain number of years (3 to 5) thus making sure that the company is in for the long run. It should also and always revolve around labor/workforce either by supporting salaries for a certain period of time (such as 6 months) as well as on-the-job training programs and partnerships with various technical colleges for the creation of new sector-oriented training programs.

Of course, such a way of attracting FDI needs to be compensated by extremely powerful and business aligned offers that will make the difference without having to throw in the “smell” of money.

And for those companies who still choose to expand in the State of New Hampshire while being aware that they will not receive free moneys in the form of direct subsidies or cash bonuses just for establishing a new business in the State, it will show that their interests lie somewhere else. It will also show a clear commitment to the people of New Hampshire.

We believe that our research along with the discussions we have had with businesses both in Canada and in the State of New Hampshire allowed us to find and isolate unique advantages that can benefit/boost offers from the State. These are the most

important aspects of our findings with regards to building a new strategy for attracting Foreign Direct Investments from Canada to New Hampshire.

1.1.1. Proximity

Technological innovation and ongoing effects from the pandemic have significantly influenced and altered investment decisions as the economy has evolved. Increasingly, Canadian, but especially Quebec investors are exploring opportunities to expand their supply chains and discover new sources of growth.

In doing so, the most obvious market for them in order to expand in a foreign country is the USA, Canada first and largest trading partner. Eastern Canadian investors often prioritize locations that are close to their current headquarters so that they can reduce costs associated with traveling and managing a subsidiary from a distance.

They are also actively looking at talent availability and on-the-job training programs. This urgency to find new labor/talents/workforce will remain a key concern of Canadian firms for at least the next 3-5 five years, which is the time it will take for Canada to increase its number of immigrant workers being admitted into the country. And this issue of manpower shortage is a major problem right now especially in Quebec and Eastern Canada. It also forces Canadian companies to let go of potential contracts in the United States since they cannot fulfill their needs for manpower. They lose contracts on a regular basis.

New Hampshire has an excellent opportunity here to answer the critical talent need issue that Canadian firms are currently facing especially if the State puts an emphasis on its various on-the-job training programs and short-term salary support/contributions for foreign firms establishing a plant in New Hampshire.

1.1.2. Resilient Supply Chains in highly competitive sectors

Canadian business owners thinking about the US market are also looking at resilient supply chains, innovative technologies, dependable infrastructures and flexible business models when making site selection and investment decisions. This presents numerous opportunities for the State of New Hampshire to attract FDI from Eastern Canadian provinces that will accelerate economic growth.

As a matter of fact, we already know from Camoin's recent evaluation of the State of New Hampshire's Business Attraction and Expansion Strategy that the State has undergone a profound transformation in recent years, expanding beyond traditional manufacturing and developing reputable innovative capabilities.

The State continues to support this transformation and continues to grow with an increasing number of cutting-edge companies in advanced manufacturing, life sciences, I.T / Communications technologies and aerospace and defense. These four major industries that are key to the future of the State of New Hampshire are also key industries of Eastern Canadian Provinces especially Quebec and Prince Edward Island.

The State of New Hampshire needs to continuously communicate a consistent value proposition to attract and retain investor interest, and be both proactive and responsive to investor opportunities.

The key for the State of New Hampshire is also to be able to circumscribe the key elements that can make a major difference for investors when choosing a State of the USA to expand their business.

The State of New Hampshire needs to align its international engagement as far as FDI's are concerned to its regional economic development agenda. It should do

so by planning regularly scheduled events in Quebec and the Maritime provinces, based on a clear understanding and focus on local/regional industry strengths in the Eastern Canadian regions selected by this project.

Because no State is a strong performer in every sector, identifying and broadcasting specific industrial specialties does more to attract FDI than attempting to generalize across all industries.

1.1.3. Geography should guide the State of New Hampshire

In 1961, in his second visit to Canada, John F. Kennedy while talking about our common borders famously stated that “geography has made us neighbours. History has made us friends. Economics has made us partners and necessity has made us allies.”

We deeply believe that by engaging in a regional development agenda and linking it directly with specific events in Quebec and the Maritime provinces, the State of New Hampshire will definitely increase its chances of attracting FDI’s from Canadian businesses. The more you talk about it, the more you know about it should be our motto at this point.

We believe that the State should, for the next three years, concentrate on a geographical area closer to the State. It should place a clear focus on Quebec and the Maritime while placing a stronger emphasis on the Province of Quebec for the next three years. By doing so, it will also reduce the amount the State spends on far away/overseas business trips for the BEA staff while concentrating its efforts of building its economic and political relations with Quebec and the Maritime provinces.

By reallocating FDI attraction funds to this Eastern Canadian opportunity, the State would increase its visibility in Quebec and in the Maritimes. It should concentrate on events that specifically target and focus on a minimum of 1 500 companies in Eastern Canada. Events that will also get the message of the State directly to the companies themselves on a one-on-one approach with the help of local Economic Development officials from the various regions. Economic Development officials who have been interviewed in this project **(Names and contacts identified in the previous Phase II, PPT report- Version 20)**.

Doing so for a minimum of three years, will allow to fully cover the regions with regularly scheduled and on-going promotional events and targeted activities. All that, based on a street-smart strategy of being present locally in the territory on a regular monthly basis will allow the State to become a “buzzword” in Eastern Canada.

We do believe that it is only by doing so that the State will be able to attract the attention of both economic development officials, local companies and political leaders at the municipal and provincial levels in Eastern Canada.

With the help of its local Canadian partner/rep firm and by targeting specific sectors/regions, the State will be in a position to tailor a strategy for a specific region because this project tells exactly what regions are concentrating on as far as business sectors. As an example, our findings showed us that the South shore of Montreal (the greater Longueuil region) and some of the provinces of the Maritime (P.E.I in particular) are focussing on Aeronautics Defense and Aerospace. Therefore, our action plan suggests specific efforts in this area to be deployed with the field of aeronautics/aerospace in mind and the planning of events with organizations such as the New Hampshire Aerospace and Defense Export

Consortium AND the Atlantic Canada Aerospace and Defense Association (AC-ADA) <https://ac-ada.ca/> .

Our strategy also dictates that the State of New Hampshire should do such efforts outside of larger metropolitan areas such as Montreal and Toronto, concentrating on key specific regions of Quebec with a few in New Brunswick, Prince Edward Island, Nova Scotia and on rare occasions in Newfoundland. These regions which happen to be directly aligned with the five major sectors highlighted by Camoin in their report.

1.1.4. Tap into New Hampshire's resilient labor force

All of the businesses we spoke to in this project both in New Hampshire and Canada all said the same thing: We did not know New Hampshire had so many programs helping companies find skilled labor and/or programs to pay/support the process of training and re-qualify labor with on-the-job training.

This is definitely one of the hidden advantages that New Hampshire has over other State of New England and even Vermont and New York State, the most usual competitors of New Hampshire we see in Quebec. Most of the businesses we spoke to told us that State programs involving labor training both in classes and on the job made a major difference (if not THE difference) in choosing New Hampshire over neighboring States.

However, in Canada no one knows about these programs. No one really knows the potential of being linked with technical colleges such as White Mountain Community College (WMCC) and the expanded CCSNH Work Force Training system.

Every company in Canada looking to expand in the USA needs to be reassured with the availability of labor but also the ability to help train and qualify labor for new jobs knowing that the State can tap into a highly skilled labor force and that it has programs to help pay on-the-job training. The sum of all these programs will definitely make a major difference in selecting New Hampshire.

1.1.5. Partnership Opportunities with local New Hampshire Institutions

Developing an FDI attraction strategy that takes into account the possibilities for partnering with world-class institutions such as ARMI-BIOFAB, Dartmouth Hitchcock just to name a few is another great way to attract FDI from Eastern Canada is key to the success of such a project. Planning events that will foster collaboration with institutions with similar goals and fields in Canada will make a major difference in FDI attraction. However, if no one in Eastern Canada knows about these institutions or large associations already established in New Hampshire it cannot raise interest locally with Canadian organizations.

1.1.6. Choosing the right Canadian Partner to help deploy a full-fledge and comprehensive FDI strategy

Before launching a full-fledged FDI attraction program towards Quebec and the Maritime provinces, the State of New Hampshire must ensure that it has the supporting elements of a structured team able to support the BEA in launching a complete strategy. The Canadian partner/rep firm that will be selected by the BEA to execute this strategy should already have strong ties with the State of New Hampshire and be able to navigate both the economic and political routes within the State. It must have the trust of the economic community but at the same time, the trust of many political leaders of the State.

As we always say to our clients, It is one thing to get a nice report like this one, but it is an entire different issue to be able to execute it in a timely fashion while being able to maneuver both the local customs, sensitivity of the local contacts, cultural aspects of negotiating a joint event with a foreign state and a foreign province. One must be able to connect the dots in order to make the necessary deals happen.

In a nutshell, the State of New Hampshire needs a local team in Canada who can walk the talk and be the eyes and ears of the BEA. Having a local “representative of the State of New Hampshire in Canada” creates a sense of trust. It legitimizes the process of a Canadian firm contacting a Canadian counterpart by being able to say that it is doing so on behalf of the State of New Hampshire. It paves the way to bring in the BEA staff once the rapport has been established.

Above all, it allows for a structured effort. A strategy that builds up as it grows and also allows to respond to leads generated by these new initiatives in a professional and timely manner while “screening” the good apples from the bad ones.

Ultimately this FDI Attraction strategy needs to allow the team (BEA/Canadian Partner) to fill a room with the right audience. In our case it means filling a room with companies seriously interested in expanding in the USA. Companies who also need to do so within a 12 to 36 months timeline.

Having a Canadian partner/Rep firm will allow to maximize the BEA staff time so that when they come in, they will act on specific strategies/messages/actions that are far from what we call “one-night stands”. And by “one-night stands”, we mean events that are created without proper follow-ups and without qualitative/quantitative goals/results expectations.

With this in mind, we must encourage the State to hire a local Canadian firm which will act as a landing point and catalysts of all the efforts made by the State in the targeted regions of Quebec and the Maritimes.

A comprehensive action plan like this one encompasses the ability to develop powerful value propositions based on key specific elements as mentioned above.

A comprehensive action plan like this one also includes the establishment of a lead tracking system (using basic CRM's), generating and translating marketing collateral for FDI attraction, and establishing relationships with executives of existing Eastern Canadian companies. It also needs to be able to integrate as-needed tax, legal, real estate and human resources professionals ready to provide support to prospective investors from the State of New Hampshire.

Finally, how the State of New Hampshire will brand itself in Eastern Canada also requires attention. These elements will be the focus of this upcoming section.

2. Promoting the new "New Hampshire brand" to business executives in Eastern Canada

Over the past four months our research coupled with the various discussions we have had with Canadian business owners who decided to choose the State of New Hampshire for the establishment of their US entities, we found a number of specific key elements that have more value to them than just receiving a grant or a check even if it meant losing several hundreds of thousands of dollars from another State such as Vermont.

2.1 Key differentiators

We consider the following specific/key elements as “hidden gems” of the State of New Hampshire. Among the most important elements for attracting new businesses from Canada are:

- The State of New Hampshire’s excellence in supporting on-the-job training for new employees;
- The presence and excellence in collaboration with technical colleges such as White Mountain Community College (WMCC) especially for adapting training programs to fit the needs of new businesses (ie: the welders training program at WMCC in Berlin, NH);
- The strong asset represented by the BEA’s business attraction staff in supporting new businesses with job fairs (This is probably one of the most unknown aspects from the point of view of Canadian entrepreneurs wishing to expand in the USA);
- The extreme simplicity of paperwork from the State of New Hampshire for starting a business or simply doing business in the State coupled with the constant efforts by BEA’s business attraction staff helping newcomers with any forms, documents, paperwork as well as referencing contacts with the Federal government’s various offices such SBA. These are small and rather unknown gestures that make a big difference;
- The closeness of the State to the greater Boston area, where business owners and workers benefit from the wealth of the greater Boston area without the hassle of commuting or being taxed by the State of Massachusetts;
- The unique rapport of the State with extremely popular highways which puts the State of New Hampshire at the crossroads to the Northeast’s most important corridors (Highway 93, 95, 90);

- The unique HUB zone opportunities namely COOS and Grafton counties (reaching all the way to RTE 302 not far from Conway). Areas which are much more convenient than Newport in Northern Vermont (limited by the remoteness of highway 91 and so far away from large cities such as Boston) and including a much smaller population for available manpower and) and Northern Maine so far away even from Portland that no one wants to go there);
- The absence of State taxes and other businesses related taxes such as inventory taxes;
- The absence of personal income taxes.

3. Elements attached to the State's Action Plan towards Attracting FDI's from Eastern Canada **Identifying key local businesses**

3.1 Identification of key local businesses

Identification of key local businesses from each region of Quebec and the four Maritime provinces of Canada with the help of the key Economic Development contacts as listed in the second report (PPT – Version 19) with the goal to reach out to a minimum of 1 500 companies in Quebec and the Maritime over this upcoming three-year period.

3.2. The Narrative and key message

Design and creation of a “narrative” that will serve our messaging with the goal of making key aspects of New Hampshire known to the identified targets and geographical areas of Eastern Canada; New Hampshire:

- The most Business-Friendly State of the US Northeast;
- A unique approach to On-The-Job Training programs with financial support from the State;
- Exceptional partnership opportunities with key technical colleges of the State for tailor-made paid training programs;
- Tailor-made solutions for finding and qualifying employees including full support from the State regarding job fairs, promotional events and local integration
- Full Support from State officials in navigating the various State and Federal government programs including SBA, HUB Zones, etc...
- Tax Free State
- No inventory tax
- No sales tax

- No personal income tax

3.3. Elaboration of a strategic positioning and communication plan adapted to the various targeted audiences per key sectors of the various regions;

3.3.1. Quebec

- Province of Quebec
 - The Beauce and Appalachian region
 - Construction and Architectural product mfg
 - Headquarters of the Prevost Bus Mfg plant
 - Urgent need for Automation/Optimization of Mfg facilities (NH has 7 companies involved in this field – potential urgent match)
- Central Quebec
 - 3rd transformation of wood (coffins, wood welding, Wood
 - Furniture, traditional manufacturing
 - Environmental sciences and recycling powerhouse
- Longueuil and the Monteregie Area
 - Aerospace and Aeronautics
 - Bio-Food processing
- The Eastern Townships
 - **Biotech and Bio-Engineering (The Cell Network – HarveyInternational has already created a powerful link between ARMI - BIOFAB and the Department of Bio-Engineering**

of the University of Sherbrooke – Second meeting planned for April 29, with Dean Kamen/Jennifer Macdonald and Prof. Patrick Vermette of Sherbrooke)

- Quantum Science
- Powerhouse for aeronautics parts manufacturing (Granby area)
- Aluminum Warm Forming (parts for Tesla) Sherbrooke

- The Greater Quebec-Levis area
 - Naval Shipyards
 - Biotech/Bioengineering and part of the Cell Network of Quebec)

3.3.2. The Maritimes

In the Maritimes, it will be extremely important to pursue the links/relationships with the Atlantic Canada Aerospace and Defense Association among other local organizations as mentioned in the Phae II report (PPT Version 19):

New Brunswick

- Forestry
- Advanced Manufacturing
- Cybersecurity
- Digital Health
- Energy Innovations

Nova Scotia

- Ocean Technology
- Information and Communications Technology

- Agri-Food
- Naval Defense

Prince Edward Island

- Aerospace <https://acada.envisionmediahosting.com/members/>
- Bioscience
- Renewable Technologies

Newfoundland & Labrador

- Offshore Wind Industry (Stephenville, NF)
- Oil & Mining

3.4. The 24 page Brochure

Creation of communication tools such as a 24 pages French/English reverse side leaflet (in today's digital world, it is well known that receiving a high-quality leaflet instead of only having a digital document creates a sense of being part of something concrete and makes a more lasting impression of a serious organization).

3.5. The micro-website

A micro-website attached to the current BEA website (Tab) as well as a social media strategy that will accompany what we will present later as **“The New Hampshire – Canada Ambassador Program”** which will serve the purpose of putting faces on individuals from Canada who established thriving businesses in the State of New Hampshire.

3.6. The Public Relations Campaign

Deployment of public relations campaign with the Quebec and New Hampshire press/media, both specialized and general and linked with our own action plan including;

Alignment of our strategy with the new United States strategy of the Quebec government:

<https://cdn-contenu.quebec.ca/cdn-contenu/adm/min/relations-internationales/publications-adm/politiques/STR-Strat-USA-Court-AN-12mai21-MRIF.pdf?1620913871>

Energy

Transportation and Logistics

Environment and the Green Economy

Biotech/Bio-Engineering and Pharma

I.T and Communications Technologies

Ultimately the goal will be to have New Hampshire known as THE key player of the Quebec Strategic Perimeter in North America

3.7. The Canadian Partner/Rep Firm

Canadian Partner/Rep Firm representation of the State of New Hampshire during targeted events in the annual action plan with the following Quebec and Canadian organizations (not limited to) and creation of strategic partnerships with the following institutions which all have local annual events and even national events for some of these organizations (ie: FCCQ) within the targeted regions of Quebec and the Maritimes:

- Chambers of Commerce and Industries <https://www1.fccq.ca/> (10)

- Groupement des chefs d'entreprises du Québec <https://groupement.ca/>
(5 local chapters in the targeted regions)
- Manufacturers and Exporters of Canada <https://cme-mec.ca/home-departments/> (2)
- Local and Regional Economic Development offices of Cities and municipalities <http://www.apdeq.qc.ca/> (12)
- Association des MRC du Québec <http://www.adgmrcq.ca/>
- Investment Quebec (4 local offices)
<https://www.investquebec.com/quebec/en/financial-products/all-our-solutions/Concerted-temporary-action-program-for-businesses.html>
- Réseau de développement économique (RDEE) du Canada pour les minorités francophones (Francophones Minorities Accross Canada Economic Development Organizations – New Brunswick, P.E.I, Newfoundland-Labrador and Nova Scotia <https://rdee.ca/en/>

3.8. Key Business events

Organization of events bringing together key business/political/institutional individuals from Quebec, the Maritimes and New Hampshire and linked with one or more of the elements of this action plan and such as:

- **General**
 - New Hampshire – Eastern Canada Foreign Direct Investment Attraction Strategy Launching Event, November 18-19, 2024, Mt Washington Hotel & Resort

- **Greater Quebec and Appalachian**
 - Rendez-Vous de la Francophonie, Quebec City, June 2025
- **Beauce Region**
 - Prestige Annual Business Dinner, February 2025, Beauce
- **Central Quebec/Trois-Rivières/Drummondville/Victoriaville**
 - - Central Quebec Manufacturer's Gala, April 2025
 - -Gala des Napoleons, Centrexpo, Drummondville, April 2025
- **Longueuil/Montérégie**
 - -Annual Aerospace event 2025, Longueuil
- **Eastern Townships/Sherbrooke/Granby**
 - -EXPO Entrepreneur, Sherbrooke, November 2024
- **New-Brunswick**
 - -Annual Business of The Year Banquet, November 2024, Moncton, NB
- **Nova-Scotia**
 - -Congrès Mondial Acadien, 12 – 18 August 2024, Halifax, NS

- -48 Top Chrono Business Match-Making Event, Oct 20-24, 2024 (Online Event, Halifax, NS) RDEE Canada

- **Newfoundland & Labrador**

- -The Maritime and Arctic Security and Safety (MASS) Conference (July 2025)

3.9. The local New Hampshire Days

Local New Hampshire days in Quebec and the Maritimes, one in each of the regions mentioned in this RFP.:

New Hampshire Days (Breakfast events planned by the Canadian Partner Firm with local Economic Development Contacts)*:

New Hampshire days in Quebec, per the five regions mentioned in this RFP

First Year	Second Year	Third Year
Quebec City	Levis	Quebec City
St-George de Beauce	Sainte-Marie	Beauceville
Victoriaville	Drummondville	Trois-Rivières
Longueil	St-Jean-Sur-Richelieu	Vaudreuil-Dorion
Sherbrooke	Granby	Thetford Mines

1 local* New Hampshire days in New Brunswick, P.E.I. and Nova Scotia per year

Moncton, NB

Halifax, NS

Charlottetown, PEI

Options for **Newfoundland (Stephenville) Offshore Wind Event in 2025**

4. The Communications strategy

Our Communications strategy is based on a model that we have developed and have used many times in a number of projects similar to this one. It is called:

The Global Approach and it is presented next on page 27.

The 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 ongoing 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 (e: 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.

4.1. Our findings based on The Global Approach:

The State of New Hampshire is a State which has many “hidden” or not well-known assets to attract business and investments.

The State suffers from a lack of visibility and notoriety among the targeted audiences in the business and economic world and within the targeted regions of Quebec and Eastern Canada.

Generally speaking, it appears that for Canadian entrepreneurs established in New Hampshire, the State is viewed as Entrepreneur-friendly with a bureaucracy that is simplified to the 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 they could not find in neighbouring states of New England.

Each and every entrepreneur in New Hampshire with whom we have had conversations with, clearly indicated the excellent service offered by the BEA staff to businesses. Messrs. Benoît 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 program in particular and job fairs) as well as references to SBA and such.

4.2. Communication axes based on The Global Approach:

The communication axes must be defined around the promises that the State of New Hampshire will make to its targeted audience. It must be intrinsic to any and all communications and in particular in the messages of the BEA's various communication tools already being used. The communication axes must reflect on the services offered and represent the deeper values, philosophy and purpose of the BEA. What it believes in and what it respects.

One element that we have discovered is that the State uses the term “Business-Friendly” as a way to say that it will always facilitate the creation and expansion of businesses. We feel that the State should modify the concept in order to speak directly to the business owners, the board of directors, the entrepreneurs themselves. We feel that it is important to be even more personal with the humans behind these new companies. We also feel that the word “entrepreneur” will resonate deeply not only to French Canadians but also to Anglophones in Canada.

The suggested new communication axe is as follows:

New Hampshire must unarguably be known as:

Main:

The Friendliest State for entrepreneurs

Sub:

The place to be to make your US business thrive

4.3. The Communications Objectives:

4.3.1. General objectives:

- 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 Eastern Canadian companies (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/events/documents/podcasts/e-letters in the four regions of Quebec and the key maritime provinces, especially New Brunswick, Prince Edward Island and Nova Scotia;

4.3.2. Specific 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 help discover the quality of life offered in New Hampshire

4.4. Communication tools:

Understanding that the state of New Hampshire is not accustomed to investing large sums of public funds in its Foreign Direct Investment Attraction Strategies by giving away free moneys for a company to establish a physical presence in the State and with due respect of this key value of the State, a strategic action plan such as this one, must be even more creative and innovative.

In the case of New Hampshire our success will be based on audacious, yet highly effective communications and PR approaches to a very specific and targeted audience.

The following Communications tools will run from end of August 2024 to end of August 2027

4.4.1. Creation of an Ambassador Program called “New Hampshire – Canada Business Ambassadors Association”

This organization could be made of 8-10 key individuals (6-7 from New Hampshire, 2-3 from Quebec), with dual presidencies (1 from New Hampshire and 1 from Quebec – two-year terms). Individuals will come from well known businesses from New Hampshire. The mandate of this organization will be to act as a catalyst and reference point and to develop relationships and collaborations between cities/regions of Quebec and the Maritimes as well as business associations and economic organizations from the various regions of Quebec and New Hampshire. They will take part in the events planned herein in this action plan.

This organization should be created as a non-profit with its own charter and rules. This would allow it to also raise funds for specific activities from

time to time and support travel expenses for ambassadors participating in Canadian events.

4.4.2. Creation of a New Hampshire Canada Micro Website attached to the current BEA website through a TAB

This will involve creating a microsite linked to the BEA site under the tab: New-Hampshire-Canada.

This microsite will highlight the advantages for entrepreneurs on choosing New Hampshire as the best place to invest and expand. You will also find a list of all the programs and resources available to Canadian entrepreneurs, a status report on the workforce situation¹, various offers regarding land/properties available to set up a business, portraits of entrepreneurs and businesses from Canada that have chosen New Hampshire for their US business expansion.

4.4.3. Production of a 24 pages brochure

A head-to-tail bilingual brochure of 24 pages, 12 pages in French and 12 pages in English. Published on EUROART PLUS GLOSS COVER 7.4 PTS FSC MIX 160 M paper, 4 colors with cover and cardboard backing.

In focussing on attracting FDI's from Canada, this brochure should be designed and printed in Canada, thus creating a sense of involvement from

¹ The State should create a Real-Time listing of available manpower/workforce along with skills for each individual and for all the various counties of the State. It should do so with the help of the New Hampshire Department of Labor. (ie: COOS County, 1 200 individuals ready to work, with X number of skilled electricians, welders, etc...)

the State of New Hampshire into Canada. It will also be much cheaper to have it designed and printed in Canada.

A prestigious brochure that will showcase the main assets and messages of the State of New Hampshire with high quality photos and interviews with people such as the Governor of the state, the NH Commissioner of the Business and Economic Affairs as well as the heads of the BEA.

Presentations of the BEA in-the-field staff team and a reminder of the advantages of Investing in New Hampshire. This brochure will serve as an introductory business card to establish contacts with stakeholders and companies in Quebec and the Maritime provinces.

4.4.4. Social networking, podcasts and Monthly E-letter

It will be of paramount importance to insure a regular presence of the new “New Hampshire - Canada Ambassador Network” brand from the BEA. We suggest regular presence on X, LinkedIn, Instagram and Facebook. Furthermore, it will be important to create a blog, fed regularly with new information/podcasts. The web visibility and the popularity of a brand will be based on specific words if it wants to be referenced. Each month, one of our ambassadors will endorse a text on the micro-website (Tab) which will then be promoted and referenced on all the other social media we will have.

The podcasts should be featuring the President of the Canadian partner/Rep firm since he or she would already be well known to the audience targeted.

We also suggest creating a by-monthly e-letter. This will be an excellent tool for keeping in touch with the Canadian targets/contacts and any other individuals/organizations the State of New Hampshire is in contact with. It will provide information on programs, economic news from New Hampshire but most importantly all upcoming events from the State in Quebec and Eastern Canada. It shall be made in the form of a short text of 4-5 lines, such as a post for social networks. Moreover, we could transplant material from the New Hampshire-Canada Ambassador network on our various social networks to feed this e-letter.

4.4.5. Feeding the New Hampshire – Canada Ambassador Network

Furthermore, and always in the spirit of making New Hampshire known to our targeted audience and as a mean for reducing costs to its simplest expression, we recommend creating podcasts which will take the form of 8 to 12 minutes interviews with ambassadors, businesses, political and Economic leaders from New Hampshire. These podcasts will be broadcasted on the BEA micro-website and we will be sent to all our Canadian contacts. The interviews conducted will be either in English or French depending on the customers targeted and the abilities of certain individuals to interact in both languages. Some podcasts could also be translated.

4.4.6. Public relations campaigns

It will be important to carry out public relations campaigns from New Hampshire to Quebec and Eastern Canada. This again shall be done by the Canadian Partner/Rep firm.

There should be a one-time global positioning campaign/launching event sometimes in the Fall of 2024.

This could precede an upcoming planned tour by the newly elected governor to Quebec and Eastern Canada (with meetings with each Premier of the 5 provinces) in early 2025². The aim would be to introduce New Hampshire to Quebec and Canada and present the new FDI Attraction Strategy of the State. Furthermore, and through highly targeted events (see our action plan) in the various regions of Quebec and the Maritimes, we (The Canadian Partner/Rep firm) would make PR efforts to raise awareness about New Hampshire and its assets among pre-identified targeted audiences.

² This event is not budgeted in this Plan as it should come from the Governor's regular travel meetings with Heads of States/Provinces. (To be Discussed)

5. Three-Year Budget³

Canadian Partner/Representative Firm

Firm	Hourly Rate USD	Yearly Cost (\$USD)		
		2024 -2025	2025-2026	2026-2027
Complete supervision of all Canadian activities including the planning of all events, bookings, reservations, advanced communications with local Economic Development stakeholders, local planning of all communication events, booking of Canadian political leaders when needed, business targeting (1 500 companies over three years), media invitations and monthly reports to BEA.	150 \$USD	72 000 \$	72 000 \$	72 000 \$
Cost per year based on 40 hours/month, with 2 professional resources:				

Expenses including BEA Staff expenses plus one person from Canadian Partner/Rep Firm at events (Based on 10 months/per year)

Annual Activity/Event Description	Yearly Projected Expenses (\$USD)		
	2024-25	2025-26	2026-27
Creation of the New Hampshire – Canada Ambassador Program (legal fees if any)	3 000 \$ (1 st year only)		
Micro-Website page from the BEA website for the NH-QC Ambassador Program (Could be near zero costs if done internally by the BEA)	5 000 \$ (1 st year only)		
Promotional Communications tools, podcasts, rentals of conference rooms, technical costs, etc...	22 500 \$	22 500 \$	22 500 \$
Public Relations Campaigns (At least three per year)	12 000 \$	12 000 \$	12 000 \$

³ In USD, based on a 1.35 % exchange rate to the CAD dollar. Amounts are approximate and based on standard rates and average costs as of March 2024.

24 pages "magazine" in FRENCH and ENGLISH with 2 000 copies in Print per year and including graphic work (Excluding articles, interviews, etc) – Printed and mailed in Canada (2 nd and 3 rd year, reprint costs only)	25 000 \$	2 000 \$	2 000 \$
Yearly Travel expenses, meals, hotels, rentals (Approx):			
-4 hotel nights per month @ average USD\$ 130 per room X 2 pers:	10 400 \$	10 400 \$	10 400 \$
-Meals (4 days per month for 2 persons) @ USD\$ 60 per day (Out-of-State rate)	4 800 \$	4 800 \$	4 800 \$
-BEA Staff Travels (Car) 900 miles/month @ \$USD 0.55c/mile	4 950 \$	4 950 \$	4 950 \$
-Partner Firm Travels (Car) 400 miles/month @ \$ USD .55c/mile	2 200 \$	2 200 \$	2 200 \$
-BEA staff Travels (Planes) Boston – Moncton, NB 1person per year	1 000 \$	1 000 \$	1 000 \$
-Partner Firm Travels (Planes) Montreal – Moncton, NB 1 person per year	1 000 \$	1 000 \$	1 000 \$
-BEA Staff Travels (Planes) Boston – Charlottetown, P.E.I (1 person per year)	2 000 \$	2 000 \$	2 000 \$
-Partner Firm Travels (Planes) Montreal – Charlottetown, P.E.I (1 person per year)	1 500 \$	1 000 \$	1 000 \$
<i>-Miscellaneous and unexpected costs such as last-minute rentals, supplemental person (ie: Ambassador travels):</i>			
Buffer fund:	3 000 \$	3 000 \$	3 000 \$
New Hampshire Days (Breakfast events planned by the Canadian Partner Firm with local Economic Development Contacts) Details: Pages 23-25):	10 000 \$	10 000 \$	10 000 \$
Key Business Events in Eastern Canada, first year (2nd and 3rd year dates TBA) (Details: Page 25):	16 000 \$	16 000 \$	16 000 \$
Sponsorship and participation in one or two local events per year per regions (6 in Quebec, 3 in the Maritimes + 1 Launching event in NH)			
First year	196 350 \$		
Second year		165 350 \$	
Third year			165 350 \$
Total for three years (Including Buffer Funds per year)	527 050 \$		

6. Our recommendations

- Hire a Canadian Partner/Rep firm that is deeply rooted in the Quebec and Maritime markets and who deeply knows the key players both Economic and Political of the State of New Hampshire. A firm that developed strong key contacts in the targeted areas of Quebec and the Maritimes, not only with local governments but also and especially with local economic development organizations.
- Hire a firm who can act quickly on each and every action presented in this Plan. A firm who knows the ins and outs, dos and don'ts of conducting business relations in the province of Quebec and the Maritimes. Hire a firm that can coordinate all the BEA actions in Eastern Canada and at the same time all the PR elements and the advancement of the Communication tools
- Prioritize the Province of Quebec within the targeted regions identified in our work:
 - Quebec and the Appalachian including Levis
 - Beauce Region
 - Eastern Townships (Sherbrooke, Granby, Thetford Mines)
 - South shore of Montreal (Longueuil, Saint-Jean-sur-Richelieu, Vaudreuil-Dorion),
 - Bois-Francs (Trois-Rivières, Drummondville, Victoriaville)
- Carefully allocate the financial resources of the State in order to reap the low hanging fruits at first. If the State plans to spend 100 dollars on its FDI strategy with Eastern Canada it should:
 - Spend 75 % on Quebec efforts

- Spend 10 % on New Brunswick
 - Spend 10 % on Prince Edward Island
 - Spend 3 % on Nova Scotia efforts
 - Spend 2 % on Newfoundland & Labrador
-
- Provide the necessary funds to the BEA in order to cover the budget presented in this strategy and operational plan

 - Organize regular missions, back and forth, with the help of the Canadian Partner/Rep firm with the targeted regions identified in this Plan.

 - Identify and act upon the appropriate sectors you choose to promote from each of the regions.

 - For example: Manufacturing 4.0 with Beauce (Optimization and Automation), Biotech in Sherbrooke, Aerospace and defense in the Maritime, etc.

 - In order to maintain efficient relations, the BEA (through its Canadian Partner/rep firm) must produce highly efficient communication tools (micro website, brochures, e-letters, podcasts);

 - To ensure a greater influence of your actions in the targeted region, it will be useful to have your staff present at key activities on a regular basis (once a month at least) in each regions as they are suggested in this Plan.

7. 2024 - 2027 Eastern Canadian FDI Attraction Plan Project Flow Chart (2nd and 3rd year, events and dates TBA)

7.1. Year 2024-2025

State of New Hampshire FDI Attraction Strategy - Actions and Operational Plan - 2024 - 2025				July	August	Sept	October	Nov	Dec	January	February	March	April	May	June	Completed	Late
Tasks and Actions to be performed (Capital Letters are linked to Full budget section) for more details	Budget Per Year	Who's In Charge	Begins														
Approval of the Plan and Three-Year Budget by State of New Hampshire Legislature		Adam + Commissioner	April 2024	█													July 31, 2024
Selection of the Canadian Partner / Representative Firm	72 000 \$	Adam + Commissioner	July 2024	█	█	█											August 30, 2024
Creation of the Canada - New Hampshire Ambassador Program (Legal Fees and Constitution)	3 000 \$	Adam + BEA Staff + Canadian Partner Firm	September 2024			█											Sept 15, 2024
Selection of key Ambassadors		Adam + BEA Staff + Canadian Partner Firm	September 2024			█	█										Oct. 20, 2024
24 pages French/English Brochure 2024 - 2025 - To be prepared by the Canadian Partner/Rep firm - Design and Print of 2 000 copies	25 000 \$	Canadian Partner Firm + Adam + (BEA Staff For revision)	September 2024			█	█										Oct. 30, 2024
Creation of a Micro-Website from the BEA Website for the Ambassador Program - To be supervised by Canadian Partner/Rep Firm BUT made in New Hampshire by a NH (Near zero cost if done internally by BEA)	5 000 \$	Canadian Partner Firm + Adam	October 2024				█	█									Nov. 15 2024
Promotional Communication Tools, rental of Press Conf rooms, tech costs	22 500 \$	Canadian Partner Firm	November 2024					█	█								
Public Relations Campaign (Minimum of 3) per year	12 000 \$	Canadian Partner Firm	On-Going					█	█								
Supervision/Management work included in hourly costs of Canadian Partner/Rep Firm		Canadian Partner Firm															
Yearly Travel Expenses, meals, hotels, rentals (Approx)																	
See details in BUDGET section of Action and Operational Plan (Amount includes a 3 000 \$ BUFFER FUND)	30 850 \$	Canadian Partner Firm + BEA Staff	On-going from November 2024						█	█	█	█	█	█	█	█	Year One completed on June 30, 2025
Yearly Local Events in Quebec and the Maritime Provinces																	
5 Local New Hampshire days in Quebec (Dates TBA)	7 000 \$	Canadian Partner Firm + BEA Staff	On going from Oct. 2024				█	█	█	█	█	█	█	█	█	█	
Local New Hampshire days in the Maritimes (1 in each Province, Dates TBA)	3 000 \$	Canadian Partner Firm + BEA Staff	On-Going from March 2025									█	█	█			
Sponsorship and Participation in one local event per regions of Quebec (6) and one local event per province in the Maritimes (4) plus (1) in New Hampshire (Dates in Budget section)	16 000 \$	Canadian Partner Firm + BEA Staff	On-Going from August 2024		█	█		█	█								
TOTAL FIRST YEAR 2024 - 2025	196 350 \$																