




BUSINESS NEW BRUNSWICK

New  Nouveau
Brunswick
C A N A D A



New Nouveau Brunswick C A N A D A



NEW BRUNSWICK: WHERE SPIRIT TAKES FLIGHT

If a single word can describe a place, in New Brunswick that word would be community. This Canadian province of 729,500 people on the Atlantic coast adjacent to New England is home to thriving communities that have preserved their tradition and spirit while aggressively pursuing the expansive opportunities of a knowledge-based, global economy.

Greater Opportunity: New Brunswick's Prosperity Plan is our strategic, ten-year growth agenda for the 21st Century. It embodies our determination to embrace the new knowledge-based economy while building on our traditional strengths. It keeps taxes competitive, budgets balanced, public debt low, and red tape to a bare minimum.

Then, of course, there is the bottom line to consider. New Brunswick offers decisive competitive advantages regarding the cost of payroll, employee benefits, utilities, transportation, industrial land, construction, commercial leases, R&D, corporate income tax, and business taxes.

For all of these reasons, it's not unusual to find world-class customer contact centres comfortably nestled in quaint villages. It's why you'll find cutting-edge multimedia and software development firms profitably operating in regions once known only for pulp and paper, mining, fishing, and forestry. It's why you'll discover a keen government working with knowledge, advanced manufacturing and life science industries to embrace innovation, in partnership with academia.



HIGHLIGHTS

MANAGING GROWTH IN NEW BRUNSWICK

This is a place where people are proud about where they live and work. This is a place where proximity to markets, business infrastructure and climate, labour productivity and job dedication, innovation and technology, and quality of life combine to produce one of the most competitive landscapes anywhere in the world.

This is a place where government is committed to prosperity. The provincial government's ten-year Prosperity Plan defines and operates around four key building blocks to drive economic growth: Investing in people; Creating a competitive fiscal and business environment; Embracing innovation; and Building strategic infrastructure.

This is a place where community economic development is thriving. New Brunswick's major urban centres — Fredericton, the capital city, Moncton, Saint John, Miramichi, Bathurst, Edmundston, and Campbellton — in concert with 15 community economic development agencies cherish their unique rich histories as they chart new paths to future prosperity and diversity.

Xerox, IBM, UPS, Uponor Group, Kanalfakt, URBAN Machinery, Marriott Lodging, ICT, OAO Technology Solutions, SmartForce, and CGI are only a few of the global enterprises that selected New Brunswick. These and hundreds of others have found a fit in New Brunswick.

AS A PLACE TO DO BUSINESS, NEW BRUNSWICK IS HARD TO MATCH:

Among the lowest corporate income tax rates in Canada

One-hundred percent refundable sales tax on inputs for most businesses

Competitive personal income tax

No payroll taxes or health care premiums for employers

Fringe benefits costs run 10-15% lower than in the U.S.

NAFTA preferential treatment provides no duties and no tariffs on manufactured goods entering the U.S.

Available, educated, and trained employees in every corner of the province

Employee turnover only 5% and absenteeism among the lowest in the country

Customized and curriculum training for business clients, students, and employees

High quality of life at a fraction of the "urban" cost of living

Safety and world-class amenities, education, and healthcare

Abundant and reliable energy at 75% lower cost than in the U.S.

Real estate savings of 40% over the U.S.

Telecommunications infrastructure with province-wide dual fiber optic rings

No sales tax on interprovincial or international telephone calls

More value per employee from very attractive payroll costs and highly loyal, motivated workers

Tailor-made government incentives and assistance

One-stop site selection service emphasizes person-to-person customer care — a true partnership

A strategic region-by-region and industry-by-industry approach to development

Strong government leadership and active communities working together



New Brunswick offers a special fit with private enterprises who feel the same optimism and conviction about the future. It's a fit involving Market Access, Infrastructure, Workforce, Technology, Quality of Life, and Site Selection Services.

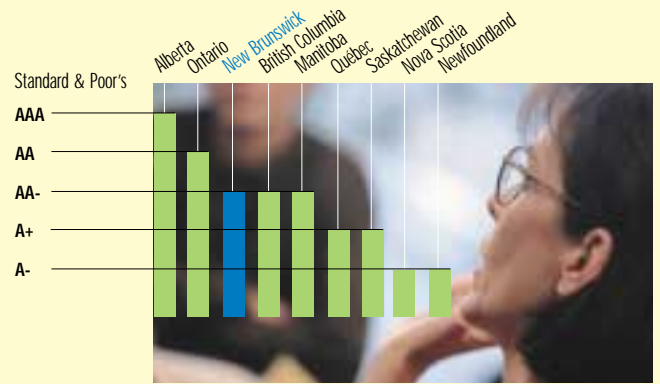
It is a fit that supports the growth of our industry clusters — value-added food processing, wood products, aerospace and defence, environmental products, knowledge industries, metalworking and machinery, Web-enabled E-business centres, plastics, textiles and primary textile producers, including knitting, weaving and spinning operations. Clusters that help accelerate the growth of sophisticated knowledge-based business practices and capabilities.

It is a fit that fosters profitability for both small and mid-sized multinational operations in niche product markets like custom machinery, contact centre software, online training content, and custom molded products.

It is a fit where fiscal stability and long-term viability are important. Our public finances are among the healthiest in Canada. By law, the government of New Brunswick must balance its budget. And it has — six years in a row. In fact, the government recently recorded its third consecutive budgeted surplus. That means stability for employers and employees.

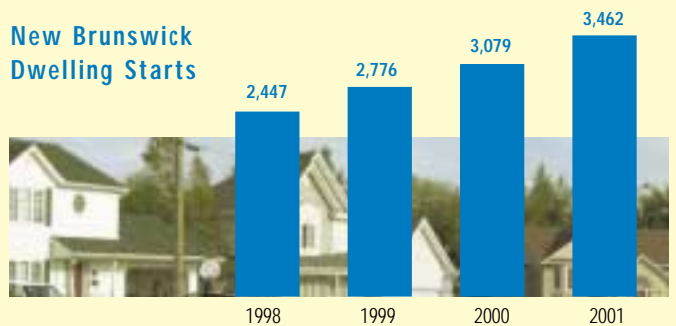


Canadian Credit Ratings



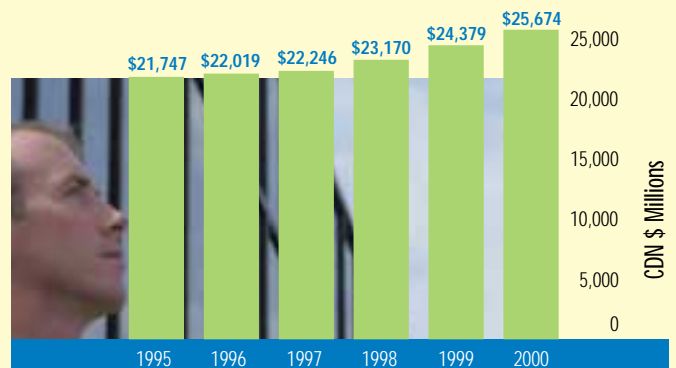
Source: www.standardandpoors.com

New Brunswick Dwelling Starts



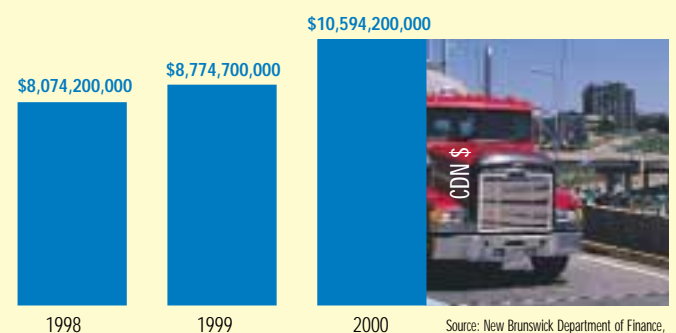
Source: Canada Mortgage and Housing Corporation

Per Capita Gross Domestic Product (at market prices)



Source: New Brunswick Department of Finance, The New Brunswick Economy, 2001

Manufacturing Shipments

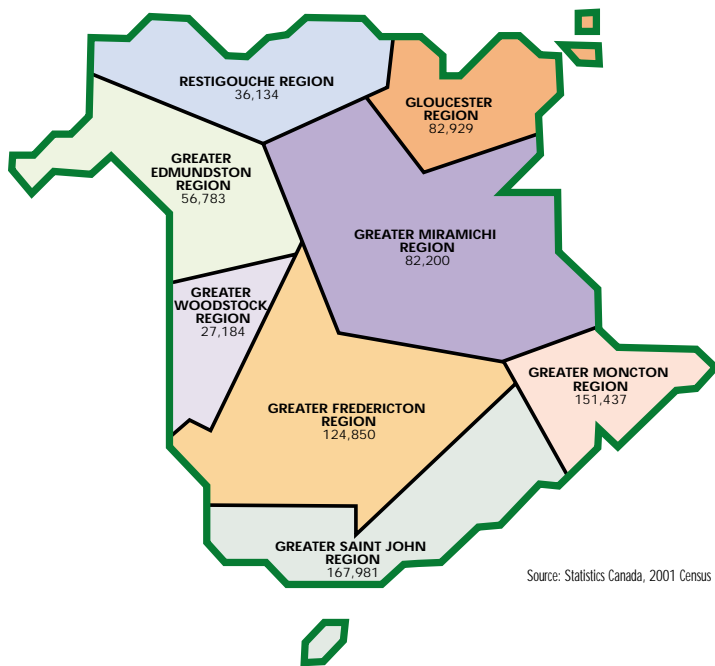


Source: New Brunswick Department of Finance, The New Brunswick Economy, 2001

We understand our business strengths. We are building upon our solid foundation by investing in our people, our education, our infrastructure, and our business climate. Through strong government leadership and solid partnerships with our communities, we manage our growth and we understand and pursue the right corporate fit.

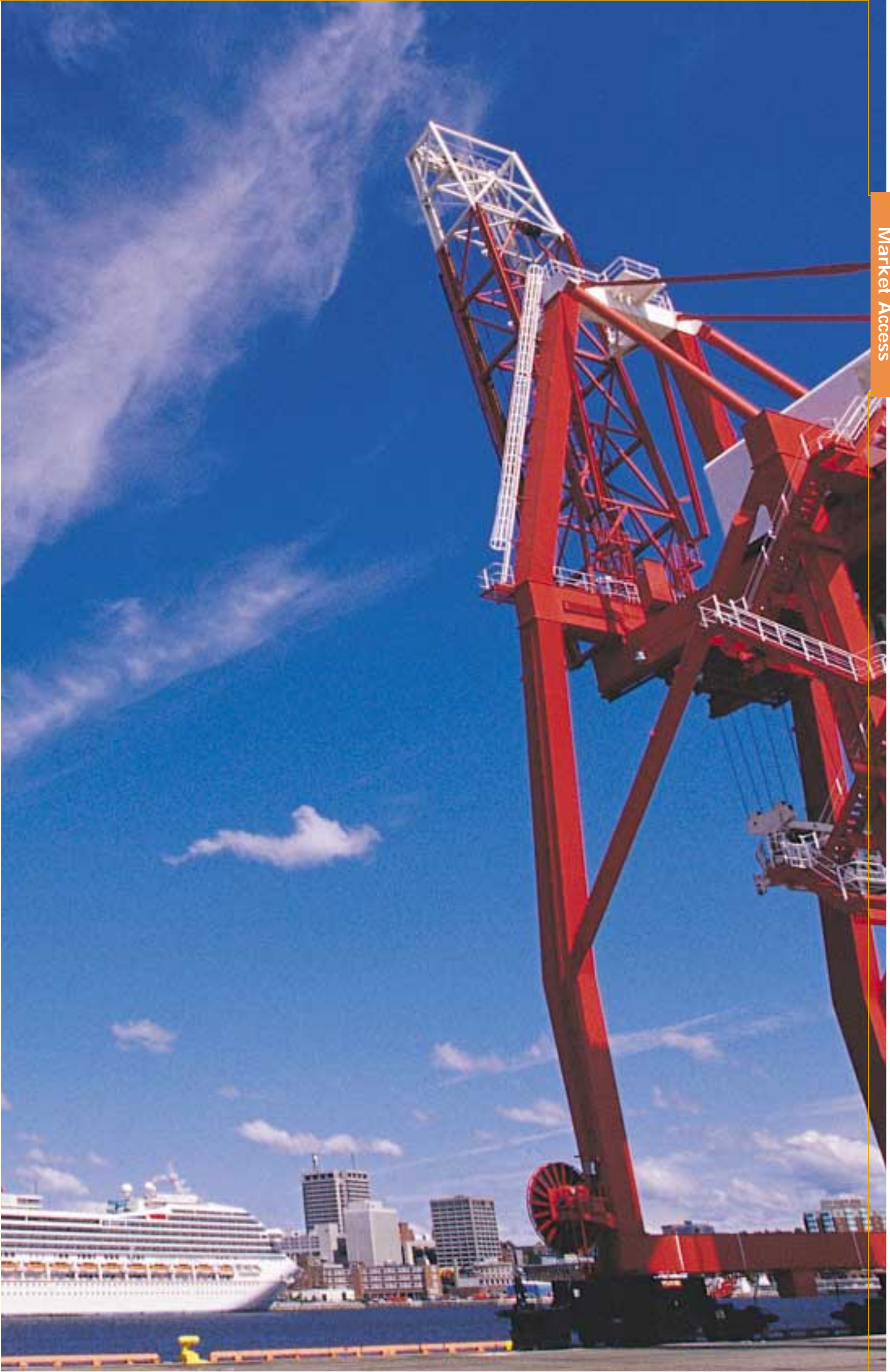
With superior market access, sophisticated business infrastructure, a skilled and highly motivated workforce, a commitment to industrial innovation and technology, a superb quality of life, and a commitment to economic growth and partnering with business, New Brunswick offers unbeatable advantages.

New Brunswick's Population by Region



Source: Statistics Canada, 2001 Census





MARKET ACCESS



NEW BRUNSWICK IS RIGHT NEXT DOOR

Closer to Europe than any other U.S. seaport, and located adjacent to New England, New Brunswick puts you hand-in-hand with more than 100 million U.S. and Canadian consumers in less time than a day shift.

The province is committed through its Prosperity Plan to maintaining a globally competitive system of trade corridors to promote and support growth and economic diversification in all parts of New Brunswick.

Our transportation infrastructure is entirely intermodal, and significant enhancements to multi-lane highways and transborder air access are under-way. According to KPMG's (2001 Global Competitiveness Study) most recent cost competitive study, New Brunswick provides among the most competitive road and air freight costs in North America.

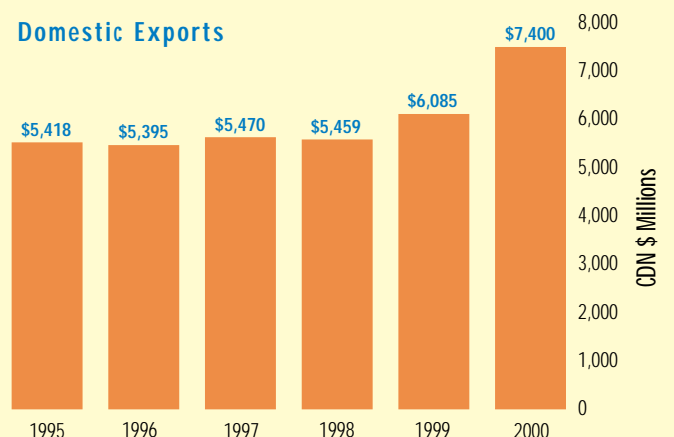
All things considered, shipping to and from New Brunswick benefits your bottom line.

CONSIDER YOUR ACCESS:

- Three-quarters of the U.S. industrial base*
- More than \$200 billion (U.S.) in retail sales*
- NAFTA, the world's largest trading block*
- More than two-thirds of the wealthiest cities on the continent*
- More than half of western Europe's centres of commerce*



Domestic Exports



Source: New Brunswick Department of Finance, The New Brunswick Economy, 2001

Highways: New Brunswick's major highways are fully integrated with U.S. and eastern and central Canadian networks. Interstate-95 continues in New Brunswick connecting to the Trans-Canada Highway. Our cities are connected by new, modern four-lane highways and inbound shipping is economical because of low back-haul rates into our traditionally export-dominant province. According to The Boyd Company Inc. of Princeton, New Jersey, shipping costs are as much as 25% lower to and from New Brunswick than several U.S. locations. Goods move cross-border at two major commercial crossings between Maine and New Brunswick, in as little as 15 minutes. Faster clearance times, thanks to NAFTA-led technology improvements, continue to serve border business, positioning New Brunswick as the cost-efficient gateway from both Eastern Canada and Europe to the United States.

Air: Efficient and user-friendly transborder air access is available through airports offering regularly scheduled passenger and freight service, seven-days-a-week. Three major terminals are located in the cities of Fredericton, Saint John, and Moncton, where international connections and flights are available within a few hours' flight time to key population centres on the northeastern seaboard of the United States, central and eastern Canada, and western Europe. Numerous charter operators also

offer non-scheduled, contract and specialty services. New Brunswick's advantageous location as the region's hub encourages some of the world's largest courier companies to operate from here for parcel and Just-In-Time deliveries.

Rail: Canadian National Railways, the only transcontinental network in North America — through its merger with Illinois Central and a marketing alliance with Kansas City Southern Railway — links New Brunswick businesses and individuals with both the Atlantic and Pacific U.S. seaboard, central Canada, and the Gulf of Mexico. CN also operates an intermodal terminal in Moncton. NB Southern Railway services central Canada and is the only direct link from Atlantic Canada to the northeast United States. Alliances with CN, Canadian Pacific, the St. Lawrence and Atlantic Railroad, among others, provide complete trans-North American service.

Marine: New Brunswick's ports permit inexpensive and convenient shipping of raw materials and finished goods to central Canada, the United States, Europe, the Far East, South America, and the Caribbean. Global container lines such as Maersk, Tropical Shipping, and Williamson make New Brunswick a regular port of call.



Our system of marine terminuses includes the Port of Saint John — eastern Canada’s busiest, which each year handles more than 20 million tonnes of cargo from around the world and provides access to U.S. locations within a day’s sailing. Considered one of the most productive ports on the Atlantic seaboard, Saint John also offers year-round, deep-water service. Easy-access intermodal connections via truck and rail ensure economical and efficient shipping. New Brunswick ports are closer to Europe than any other along the U.S. eastern seaboard.

New Brunswick’s superb market access is one factor behind the province’s robust trade performance. In 2000, domestic exports rose to \$7.4 billion (CDN), from just over \$6 billion the year before.

Domestic Exports

| | Total (billions) | % GDP | Energy Products (millions) | Machinery & Equipment (millions) | Automotive Products (millions) | Consumer Goods (millions) |
|------|------------------|-------|----------------------------|----------------------------------|--------------------------------|---------------------------|
| 1998 | 5.5 | 31.3 | 1,226.1 | 255.1 | 8.5 | 37.4 |
| 1999 | 6.1 | 33.1 | 1,488.8 | 306.5 | 14.5 | 34.6 |
| 2000 | 7.4 | 38.1 | 2,351.1 | 412.7 | 17.3 | 29.3 |

Source: The New Brunswick Economy 2001

“Logistically, we’re very well situated — within a day of our major markets in the Atlantic Provinces and New England. The business environment in New Brunswick is also very favourable. We feel great support from the government and the community. The facility and employees make this plant among the best you see in this industry today and many of our employees have been with us for a long time. They make for a well-run company.”

— Thor Gunnarson, Managing Director, Saeplast





ABUNDANT INFRASTRUCTURE

LAND, ENERGY & TELECOMMUNICATIONS

New Brunswick's abundant industrial and commercial infrastructure is the sturdy foundation on which private enterprise grows. Availability, reliability, and cost-efficiency make businesses profit.

The province's Prosperity Plan underscores the importance of maintaining a secure, reliable, and cost-effective energy supply in order to bolster economic development and attract new investment from outside the region. The plan also emphasizes the continuing need for key public infrastructure, such as water and sewage systems, healthy schools, hospitals, community colleges, business parks, and tourism, heritage, and cultural facilities.

Land is not a premium commodity in New Brunswick; it is a given. There are over 100 industrial parks, sites, and facilities available for development in the province, ranging from one to 1,000 acres. According to KPMG (2001 Global Competitiveness Study), real estate acquisition, development, leasing, and construction costs are lower here than those in some of the biggest and most economically robust centres in Canada and the United States.

Several new and exciting industrial and high-tech developments are underway around the province, including: A scientific park at the Université de Moncton (one of only five R&D complexes for high-tech businesses in Canada); the Knowledge Park in Fredericton, equipped with some of the most advanced communication infrastructures in the world; the City of Saint John's Spruce Lake Industrial Park, the province's largest industrial park; Kennebecasis

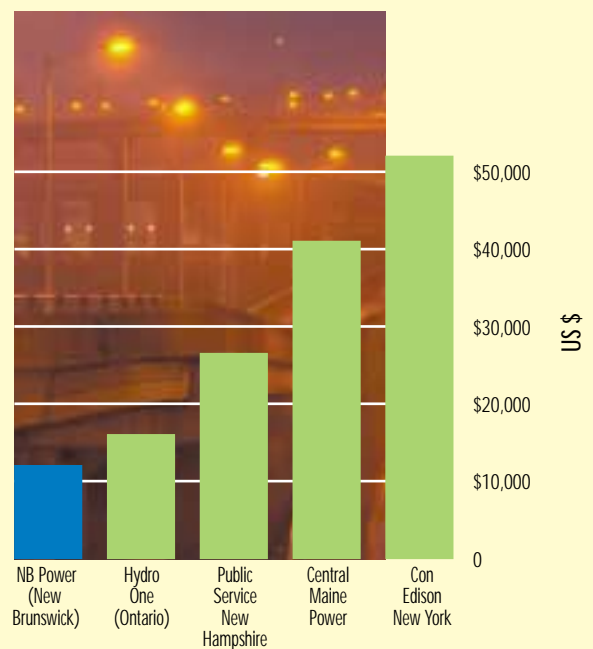
THE FOUNDATIONS OF GROWTH

Some of the most competitively priced, serviceable land for development in North America

Among the most diverse and cost-effective sources of energy in North America

One of the most sophisticated telecommunications networks in the world

Electric Power Costs



500 kW - 325,000 kWh (89% Load Factor) as of July 1, 2001

Source: NB Power



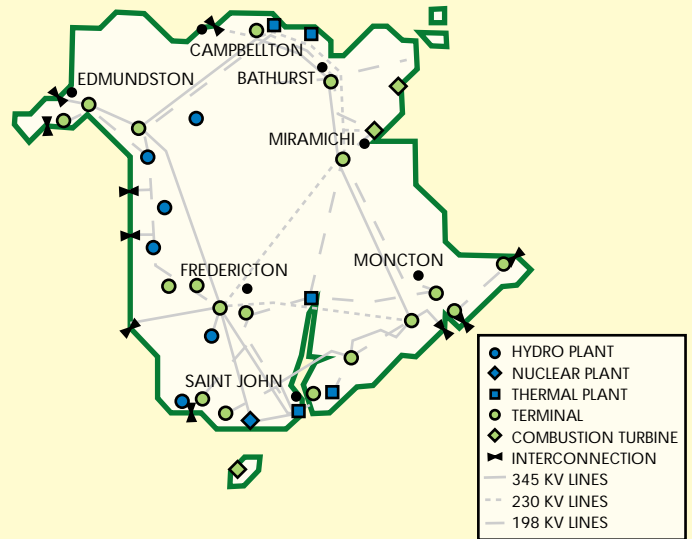
Business Park in the municipalities of Quispamsis and Rothesay, with more than four kilometres/two-and-a-half miles of prime street frontage and a high-speed broadband telecommunications network; Emerson Business and Technology Park in Moncton, targeted for technology industries and high-end contact centres; and the Bathurst Community College, an ISO 9001-certified institute offering a “Centre of Excellence in Information Technology”.

Energy: New Brunswick is also high-powered. Energy, drawn from six different types of fuel, is safe, clean, economical, and reliable — 24/7. New Brunswick’s electric power grid is designed to ensure an uninterrupted flow of energy even during single fault outages, such as transformer failures. That degree of reliability — as well as the fact that costs are as low as 25% of U.S. industrial rates — ensures that our power infrastructure is one of our most compelling features.

The discovery of large deposits of natural gas near Sable Island, the construction of an onshore transmission pipeline through New Brunswick, and the establishment of a comprehensive distribution system in the province will ensure that natural gas will be available to New Brunswick businesses and industry over the long term.

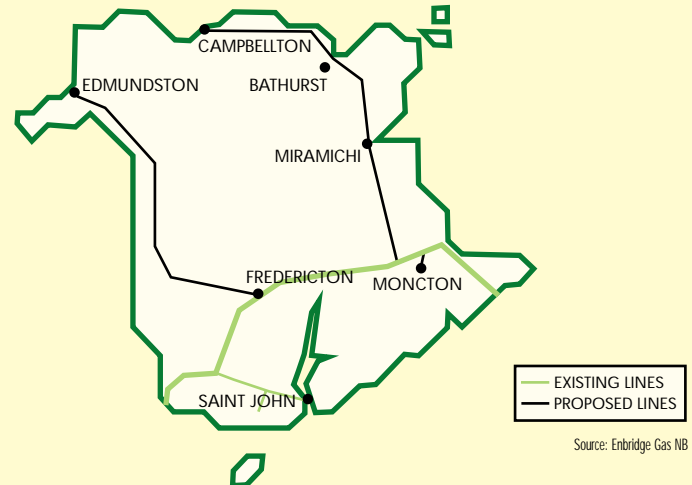


Electric Power Grid



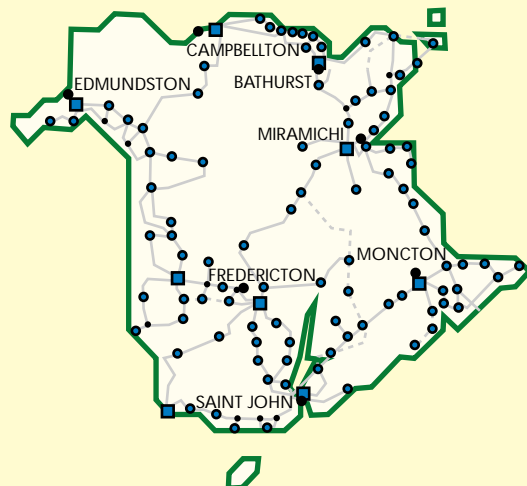
Source: NB Power

Natural Gas Pipelines



Source: Enbridge Gas NB

Fiber Optic Rings



Source: NBTel, an Alliant Company

New Brunswick is actually the only location east of Québec City capable of supplying natural gas to industrial customers. Market-driven pricing and locally-produced, natural gas is competitively priced in New Brunswick – generally lower than any other place in North America.

Telecommunications: New Brunswick is high-speed connected to the world. Our fully digital, dual fiber optic system, which rings the entire region, is the envy of major telcos around the world, most of whom have studied our technology up close. The province offers advanced broadband capabilities and applications, such as universal broadband access in all public schools, and over 210 access centres that bring the Internet into every community.

What's more, telecommunications costs in Canada are one-third less expensive than in Europe or the United States. And unlike most jurisdictions, New Brunswick doesn't impose interprovincial or international calling sales taxes — a savings of at least an additional 7%. Aliant is the major telco leader and provider in the region, responsible for cutting-edge innovative deployments in virtually every segment of the industry. Deregulation in the market has allowed Rogers, AT&T, and Group Telecom, among others, to compete for this world-class broadband cellular and wireless service.

"It's no wonder that a company like ours would want to set up here. New Brunswick has demonstrated a state-of-the-art telecommunications infrastructure, with a skilled labour pool, and committed academic institutions. It is simply the perfect location from which to run a business in the Internet economy."

— Shawn Quinlan, Assistant General Manager, SmartForce





WORKFORCE & TRAINING

NEW BRUNSWICK WORKERS ARE MOTIVATED

New Brunswickers are incurable doers. Determined and inventive, they push the limits of productivity in every field of business. In fact, it's their willingness and capacity to train and work both hard and smart that produces a dynamic labour market and a compelling business advantage.

As the province's Prosperity Plan reaffirms, the single most important factor in achieving and maintaining prosperity is the quality of our workforce. Our priorities are clear: promoting a quality learning agenda, skills training and re-training, worker recruitment, retention and repatriation, and reducing barriers to work.

New Brunswick is growing. More residents are entering the workforce seeking gainful, full-time employment, with a 2% increase in new jobs in 2001. The talent pool is also growing, thanks to the presence of 20,000 IT-trained workers, and thousands of high school and

A MOST PRODUCTIVE WORKFORCE COMMITTED, DETERMINED, AND LOYAL

Savings on benefits over U.S. locations of at least 10-15% of payroll cost

Sound education system, representing 21% of the provincial budget

Labour markets are growing, because growth has encouraged new entrants, new students, re-training, and immigration

Small business comprises 93% of all companies, and employs 37% of all workers

Best high school graduation rate in Canada at 86%

Only officially bilingual (English and French) province in Canada; one-third of workers are bilingual

Profits per employee in the high-tech sector are two-and-a-half times higher than the national average

Favourable labour-management relations

Employee-initiated turnover is only 5%, resulting in hiring and training savings of \$4,300 (CDN) minimum per employee

Only 8.6 days lost per worker per year on average — among the lowest absenteeism rates in Canada

Employers access the entire province — New Brunswickers will commute and/or relocate for the right job

Average job tenure is eight years

English, French and Spanish are taught in our public schools

One post-secondary facility for every 6,200 New Brunswickers

Labour Pool

| | |
|---|-------------|
| Population (15 Years and Over) | 607,000 |
| Participation Rate | 63.9 % |
| Unemployment Rate | 10.4 % |
| Unemployment Rate for 15-24 Yrs Old | 17.1 % |
| Employment Rate | 57.2 % |
| EI Beneficiaries | 109,000 |
| Unemployed | 40,000 |
| Employed | 347,000 |
| Part-time Workers (<30 Hrs/Week) | 55,000 |
| Involuntary Part-time (Visible Underemployed) | 4,400 |
| Underemployed (Invisible) | 40,000 Est. |
| Not in Labour Force | 220,000 |
| Waiting | 8,200 |
| Discouraged | 2,400 |
| Students - College | 6,386 |
| Students - University | 22,599 |
| Income Assistance (with High School+) | 19,000 Est. |
| Annual High School Graduates | 8,912 |
| Annual College Graduates | 2,893 |
| Annual University Graduates | 4,030 |
| Annual Private Training Graduates | 7,000 Est. |
| Military Population | 8,000 |

Source: Statistics Canada, NB Training and Employment Development, HRDC - March 2002



university graduates now adept at technology, the former having passed the computer literacy requirement for high school graduation. Each year, New Brunswick's labour force expands by 1.5%.

New Brunswick graduates 4,000 students each year from its five renowned universities located on campuses around the province. As well, 11 community college campuses produce 3,000 skilled workers from industry-responsive trades and professional programs each year.

Our demographics also work in your favour. Today, more than two-thirds of the province's 729,500 people are under the age of 45; more than three-quarters are of working age; more than one third are fully bilingual in English and French; and 46% of the population aged 15 and over possess post secondary educations.

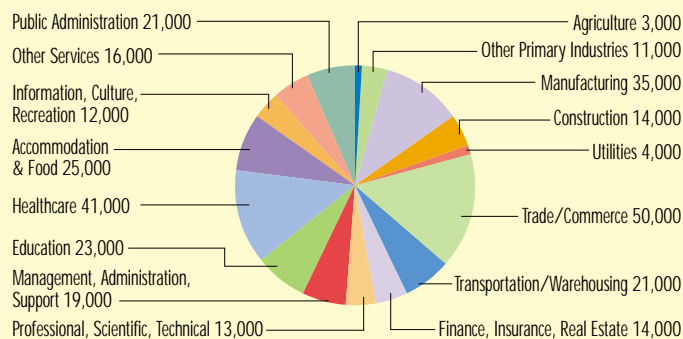
Turnover is a huge hidden expense — firing, hiring, training, and learning curve costs add up. With very low turnover of only 5% in New Brunswick, businesses can expect to save \$4,300 CDN per employee. Considering our low turnover, the actual savings are even greater thanks to very attractive wages and benefits.

And consider this: The average New Brunswicker remains in one place of employment for eight years, more than double the norm in the United States.

With the labour pool so abundant in the province, there remains ample room to grow. Our managed-growth approach to development ensures workers are available and trained to meet the needs of employers today and tomorrow.



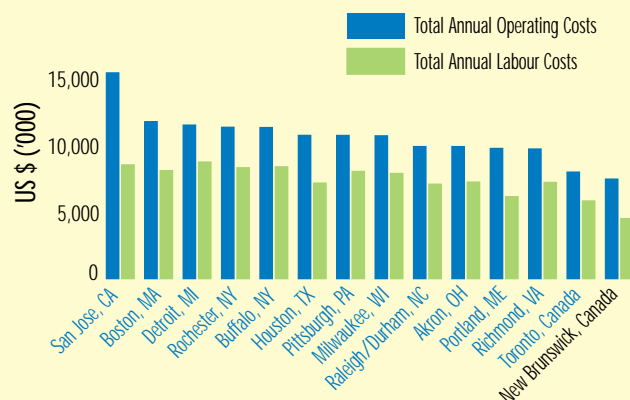
Employment by Industry



Source: HRDC Canada, 2001

Light Manufacturing Operating Cost Analysis 2001

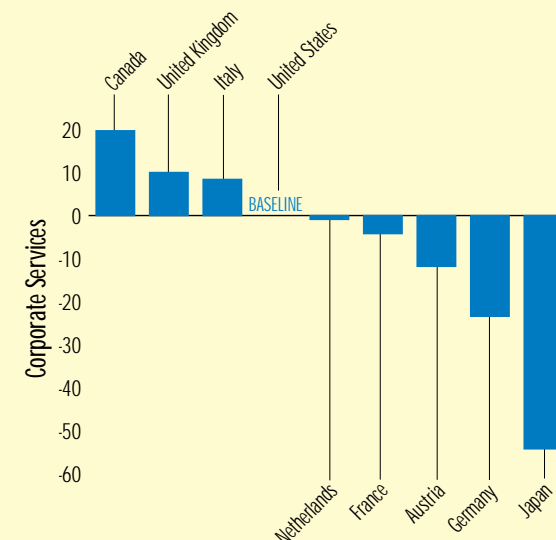
Overall costs were scaled by The Boyd Company Inc. to a hypothetical 75,000 sq. ft. production plant employing 200 hourly workers and shipping over-the-road to key North American regional market cities. Total annual operating costs range from a high of \$15.3 million U.S. in San Jose, CA to a low of \$7.4 million U.S. in New Brunswick. New Brunswick has the lowest total annual operating and labour costs of all 50 locations studied.



Source: A Comparative Operating Cost Analysis for Light Manufacturing

Costs Differentials for Corporate Services

Corporate services include centralized account processing call centre and IT support operations. Canada is nearly 20% more cost effective than an exact operation located in the U.S., 10% cheaper than the UK and 8% cheaper than Italy.



Source: 2001 KPMG Competitive Alternatives Study

New Brunswick's comparatively small geographic area means companies access the entire provincial labour pool, not just local catchment areas when recruiting and hiring. What's more, New Brunswickers are willing to commute. It is not uncommon for many to drive 40 miles/67 kms each way for work. Many New Brunswickers will, in fact, relocate within the province for good employment opportunities.

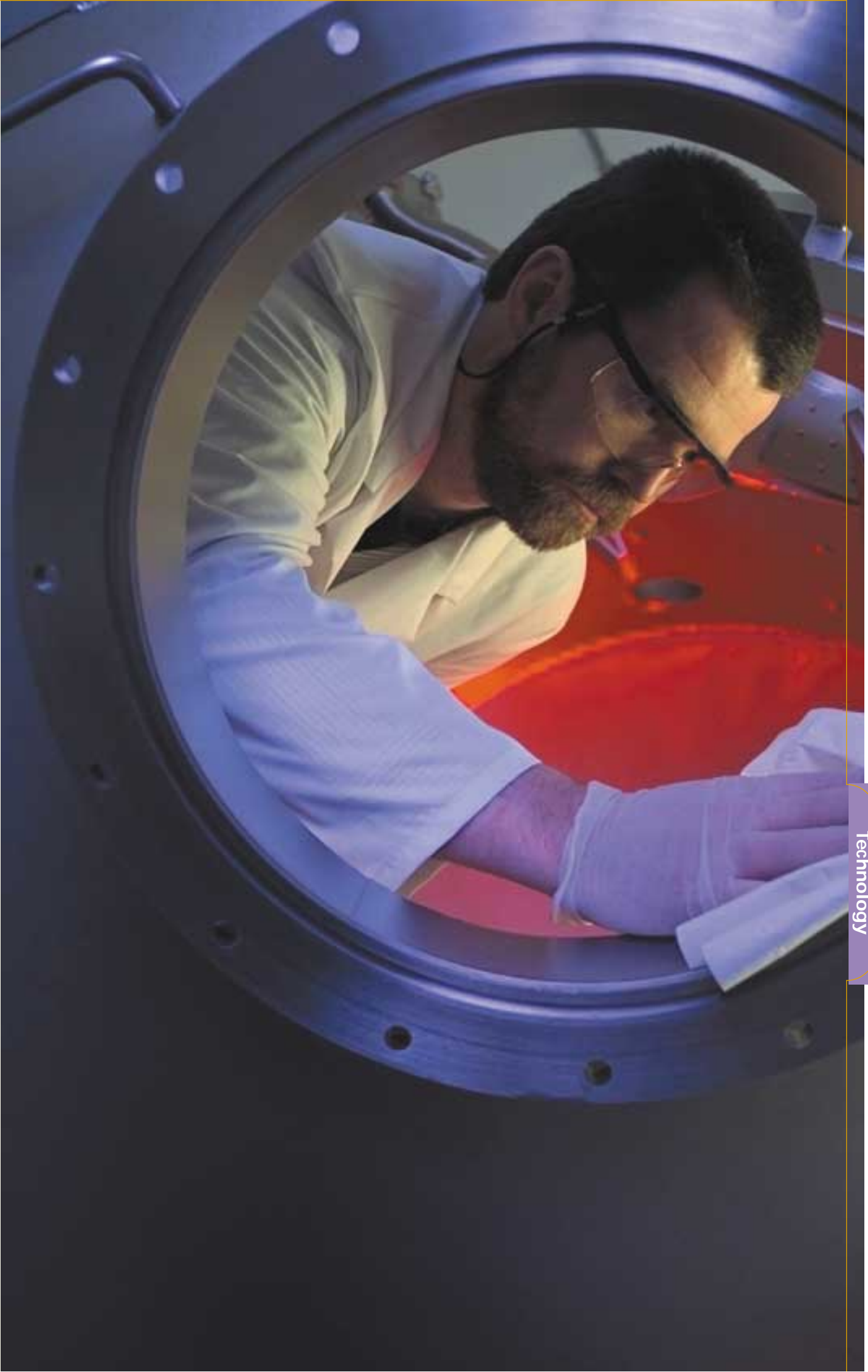
Life-long learning and continuous skills development are a way of life here. The private sector, academia, and the provincial government deliver the training tools businesses need to ensure their edge remains sharp and global. The government will commit financial assistance to an eligible company to train new employees on-site or at one of more than 120 private learning facilities and publicly operated community colleges. Recruitment assistance and job re-training programs are also readily accessible.

The government of New Brunswick itself delivers industry-specific training through the provincial community college network, by working with employers to customize course content to meet specific company requirements.

"New Brunswick is fortunate in having a smart, well-educated, adaptable, and motivated workforce. Employee turnover is very low, and achievement is very high. There is a tradition of independent thinking, and team playing. That is both rare and valuable to any business."

— Guy Breau, Senior Manager,
Spiegel Group TeleServices Canada





INNOVATION & TECHNOLOGY

NEW BRUNSWICK'S INGENUITY

The blueprint of New Brunswick's future is written in the black ink of its education dividend. Nowhere in Canada is there a greater commitment to higher learning, or a better return on this particular investment.

New Brunswick's Prosperity Plan is clear about this. The strongest, wealthiest economies in the world are the most innovative. Innovation is essential to ensuring a high standard of living and quality of life. Innovation means, in a word, prosperity.

New Brunswick develops and delivers the largest per capita number of online courses in the world — hosting more than 250,000 students at any given time. In the knowledge industry, we educate more people in the techniques of online technologies than any other jurisdiction in North America. We were the first to offer a degree program in multimedia and electronic commerce. Our legislation also permitted the first degree granting E-learning university in Canada.

The results are compelling. New Brunswick's climate of higher learning has helped breed one of the highest per capita concentrations of R&D firms in Canada. It has helped attract some of the most competitive software developers and precision E-business platform providers in North America, and among the most

A TRADITION IN LEARNING

Three New Brunswick universities have top ten rankings

Sixty-three per cent of post-secondary students study business, engineering, or science

Broadband is in all public schools, and computer literacy has been a high school graduation prerequisite since 1996

Twenty thousand plus workers in knowledge industries, which represents 1.5 billion dollars of provincial GDP

Two-hundred per cent increase in the number of IT students in recent years

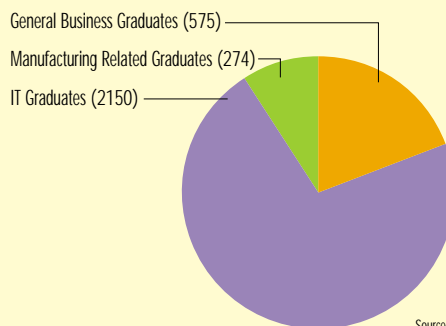
More than one million people to date have graduated from online courses developed or delivered in New Brunswick

New Brunswick's universities are well-known for their expertise in the fields of: engineering, forestry, nursing, E-business, high technology, law, social work, geomatics, robotics, and biotechnology

University of New Brunswick, Saint John, is rated first in E-business MBA programs in Canada

Workforce Magazine (March 2002) awarded New Brunswick its Innovation Award for our innovative workforce training solutions

Graduation by Sector



Source: Post Secondary Research in Atlantic Canada - Institutional Profiles, August, 2000



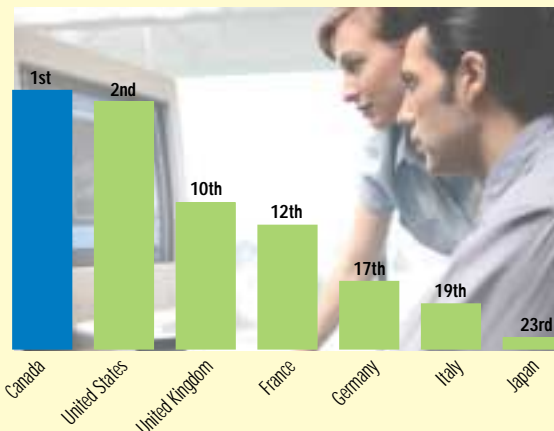
innovative precision manufacturers for light and heavy industries anywhere in the world.

New Brunswick is a leading centre of excellence for value-added innovations that have transformed traditional industries, such as mining, forestry and the fishery, into global generators of revenues, profits, and jobs. We deployed the first completely digital switching network in North America and the first province-wide fiber optic network. Ongoing work in HDTV and video over telephone lines is cutting-edge.

Supporting such innovative energy is a public policy that encourages ingenuity and technology investment every step of the way. New Brunswick provides attractive assistance to companies involved in technology infrastructure development. Our after-tax R&D costs are among the lowest in the world.

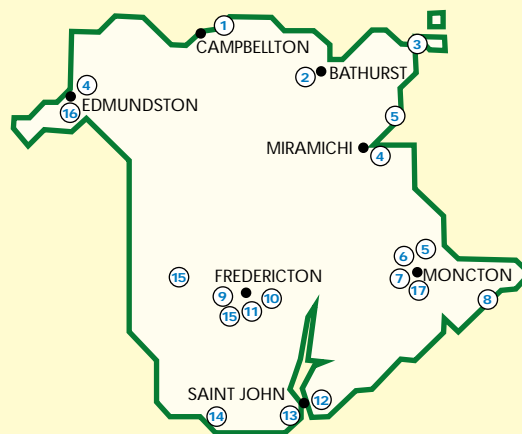
The National Research Council — Canada's foremost science and technology administration — has established a new national research program tailored for New Brunswick. The program, focusing on E-business and information technology, is providing New Brunswick businesses with unparalleled access to the NRC's cutting-edge facilities and capabilities, including 50 full-time researchers and technicians.

Knowledge Workers — World Ranking



Source: Tertiary education enrollment standing among 59 countries evaluated in the Global Competitiveness Report, 2000.

Colleges and Universities



- | | |
|--------------------------------|-------------------------------------|
| 1. CCNB CAMPBELLTON | 10. SAINT THOMAS UNIVERSITY |
| 2. CCNB BATHURST | 11. NB COLLEGE OF CRAFT AND DESIGN |
| 3. CCNB PENINSULE ACADIENNE | 12. UNIVERSITY OF NEW BRUNSWICK, SJ |
| 4. NBCC MIRAMICHI | 13. NBCC SAINT JOHN |
| 5. UNIVERSITÉ DE MONCTON | 14. NBCC ST. ANDREWS |
| 6. NBCC MONCTON | 15. NBCC WOODSTOCK |
| 7. CCNB DIEPPE | 16. CCNB EDMUNDSTON |
| 8. MOUNT ALLISON UNIVERSITY | 17. ATLANTIC BAPTIST UNIVERSITY |
| 9. UNIVERSITY OF NEW BRUNSWICK | |

Source: Province of New Brunswick



Three of the proposed areas — E-learning, trust/privacy, and voice recognition — already show incredible promise.

eNB.ca is a partnership among the public, private, and academic sectors. It is designed to ensure New Brunswick remains a world leader in the new economy through initiatives such as E-government, E-business, E-learning, and E-infrastructure.

E-business in New Brunswick goes beyond the sharing of information and expands the scope of electronic transactions, from sales and production scheduling to invoicing, e-payments and e-receipts. The government is committed to fostering the climate for business innovation and growth and is a leader in using technology. New Brunswick businesses embrace technology, and E-business legal and regulatory barriers are being removed.

This focus enables New Brunswick to fully exploit the opportunities presented by the new information revolution.

“New Brunswick — an entire region dedicated to technology and learning.”

— Elliot Masie, the Masie Center, New York





QUALITY OF LIFE

NEW BRUNSWICK'S STYLE

New Brunswick is beauty and safety. It's a place that works because our people live well. There's a bottom-line link between productivity and living well. Investing in that link is why New Brunswick keeps and continues to attract the best and the brightest in business, academia, and the arts.

New Brunswick is a place where a dollar buys more for you and your family. The cost of a single-family home in any of the province's metropolitan areas is a fraction of what you would pay in virtually any other North American jurisdiction. Basic living costs — heat, power, food — are also substantially lower.

| | Cost of living (basket of goods) (USD) | Executive housing (USD) | Robberies /100,000 | Homicides /100,000 |
|----------------|--|-------------------------|--------------------|--------------------|
| New Brunswick | \$ 11,130 | \$ 120,815 | 60 | 2 |
| Rochester, NY | 11,117 | 162,181 | 377 | 12.4 |
| Greenville, SC | 11,593 | 204,158 | 334 | 14 |
| Montréal, QC | 13,629 | 131,412 | 255 | 3 |
| Modesto, CA | 11,096 | 164,227 | 157 | 2.7 |
| Columbus, OH | 12,201 | 244,281 | 449 | 10.5 |
| Newark, NJ | 13,583 | 308,750 | 439 | 7.2 |
| Pittsburgh, PA | 11,857 | 196,311 | 456 | 14.1 |
| Houston, TX | 11,777 | 258,294 | 461 | 13.3 |

Source: Geographic Reference Report, ERI 2002

WORKING WELL, LIVING WELL

Housing prices are as much as 50% lower than the Canadian average

Basic living costs are only 81% of the national average

Basic healthcare is covered by the provincial government

Some of the most historic and award-winning tourist sites in North America

Seven-hundred-and-fifty miles of beautiful, sandy, warm water beaches

Over 50 first-class golf courses

Safer and more secure than most locations in North America

Urban amenities, such as fully-equipped conference centres, 5-star hotels, shopping, and national level sporting facilities

Moderate weather ensures that very few worker days are lost due to extreme conditions



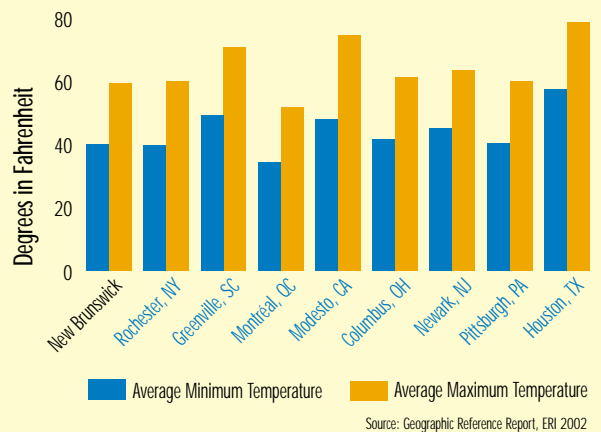
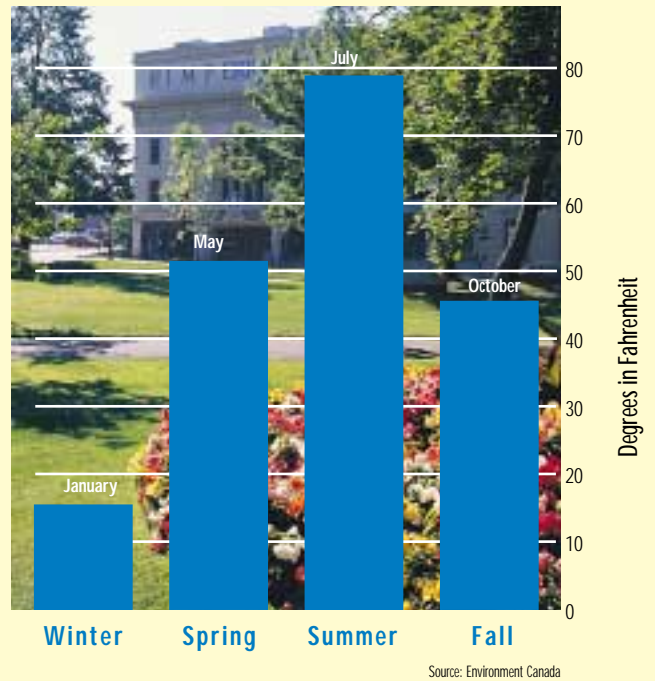
New Brunswick views healthcare and education as articles of faith for all of its citizens. That means that the provincial government contributes to a system that ensures universal coverage for essential medical requirements, such as emergency care, in-patient accommodations, laboratory tests, and regular check-ups. It also means an emphasis on life-long learning, from pre-school to post-retirement, on reduced class sizes, and on continuous curriculum improvements.

Steeped in the many cultures of its people, New Brunswick offers a rich mix of traditions against a backdrop of lively urban and graceful rural amenities. It's a place for sea kayaking, winter sports, museum going, whale watching, Appalachian hiking, and swimming in some of the warmest waters north of the Carolinas, or golfing at signature courses. Salmon fishing is the best in the world, and our Acadian culture is the envy of New Orleans.

It's a place where music, theater, dance, and film are never far from the rugged beauty of coastal vistas and a pristine natural environment — a place where the distance between work and play is a short commute.

Our culture and personality embody our community spirit, our Maritime hospitality, our work ethic, and our pride.

Seasonal Temperatures



New Brunswick's communities share common commitments and values when it comes to making a true home for new enterprises. They pull together and work together to ensure that New Brunswick offers you the best of all possible worlds.

Our values are clear. Opportunity, responsibility, equity, community, and quality of life. These principles drive our people, businesses, and communities to succeed in the global marketplace. We make life better for all who have the spirit to engage their imagination, hopes, dreams, and plans for a future of their own making.

"Of course, the Saint John River of New Brunswick is the most beautiful river in the world."

— William F. Buckley Jr., *Quoted in The New Yorker*





SITE SELECTION SERVICES

OUR PARTNERSHIPS

The Department of Business New Brunswick is the province's lead economic development agency. Its Investment Team of professionals works face-to-face with companies to ensure that all business location and site development needs are met individually, quickly, and cost effectively. Most importantly, our experts will work with you day and night.

Our tailored approach illuminates a commitment to forging partnerships with clients and any New Brunswick supplier of goods and services who can help you succeed. It's a one-stop strategy that brings the table to you, not you to the table.

Our turnkey, one-stop service will provide you with access to a wide array of attractive business incentives, including provincial and federal investment capital for trade and technology development; import/export cost assistance through the Government of Canada's Duty Deferral Program, which furnishes full "free trade zone" status to qualifying companies; competitive industrial power rates; tailored telco equipment and financing

WE BRING THE TABLE TO YOU

Our undivided personal attention, from planning to production to expansion

Free and confidential comparative location and operating cost analysis

Recruitment and training consultation and assistance

Fast-track permitting for incorporation, construction, and environmental clearance

Fast-track immigration for key skilled workers

Sourcing of realtors, developers, and contractors

Offering local telecom supplier with 24/7 support and risk-free financing

Sourcing cost-effective energy providers

Sourcing reliable multi-modal shippers

Offering tailor-made financial packages for the right company

Liaison for community involvement

Currency Exchange

The lower value of the Canadian dollar relative to its U.S. counterpart has helped drive export activity to record levels in recent years. The purchase prices of NAFTA-protected manufactured products from Canada are highly competitive.



Source: Bank of Canada



packages; employee recruiting and training assistance; loan guarantees; interest-bearing and interest-free loans, and provisionally forgivable loans.

The Investment Team has nurtured the development of many multinational companies in New Brunswick. The Irving Group, one of the nation's largest and most diversified industrial conglomerates; McCain Foods, the world's leading manufacturer of processed frozen foods; MicroOptics; Cendant; Saeplast; and Precision Metal Works are just a sampling of companies doing business around the world that profit from locating here.

What they have discovered is that they fit here. Our professionals are ready to help you determine your New Brunswick fit.

One number, one call, one contact.

1 800 665-1800

nbfirst@gnb.ca

www.NewBrunswick.ca



CONTACT US

Reach the New Brunswick Investment Team directly by filling out this form and faxing it to 506 444-4277:

Please check your area(s) of interest:

- Plastics Manufacturing
- Information Technologies
- Value-added Wood Processing
- Metalworking/Machinery
- Customer Contact Centres/Help Desks
- Textiles & Apparel
- Value-added Food Processing
- Other Manufacturing _____
- Other Service _____

I'm interested in:

- Free Cost Comparison
- More Information on New Brunswick Advantages
- The Boyd Company, Comparative Costs Manufacturing Study
- The Boyd Company, Comparative Costs Contact Center Study

Is your company:

- expanding?
- relocating?
- consolidating?
- other? _____

within the next:

- 0-6 months?
- 6 months-1 year?
- 1-3 years?
- other? _____

Questions? Comments?

Your Name _____

Your E-mail Address _____

Your Company Name _____

Your Address/City/State/Province _____

Postal/Zip Code/Country _____

Telephone _____

“Why New Brunswick, Canada? For us, it was a marriage of virtue and necessity. Location, the availability of a large pool of highly trained and skilled labour – the choice seemed to be a natural one. And we have not been proven wrong.”

— Tony Cosman, Operations Manager, PCL & Eastern Packaging

“The support and advice from the government of New Brunswick was a major help in our setting up operations in the province. In addition to all of the other costs, skills, and access advantages, New Brunswick makes it easy to say yes.”

— Renée Saklikar, Communications Advisor,
OAO Technology Solutions

Photos:

Cover: Kanalfakt, Bouctouche; City Hall, Moncton; Custom Electronic Assemblies, Moncton; Maritime Hydraulic, Moncton; Number One Machining, Moncton

Highlights: Balloon Festival, Sussex; Aliant Telecom Inc., Saint John; Prelco, Edmundston; Irving Refinery, Saint John; Irving Tissue, Dieppe; Main Street, Moncton

Market Access: Container Crane Idle, Tanker Truck, The Port of Saint John; Fed-Ex Plane, Greater Moncton Airport; Container Crane in Use, The Port of Saint John

Infrastructure: City Hall, Moncton; Mactaquac Dam, Mactaquac; Aliant Telecom Inc., Saint John

Workforce: Custom Electronic Assemblies, Moncton; SABIAN Cymbals, Meductic; McCain Foods Ltd., Florenceville

Innovation & Technology: Precision Metal Works, Fredericton; Custom Electronic Assemblies, Moncton; Prelco, Edmundston; Kanalfakt, Bouctouche; Aliant Telecom Inc., Saint John; OAO Technology Solutions, Moncton

Quality of Life: D'Amicos Restaurant, Saint John; Gowan Brae Golf Course, Bathurst; Inch Arran, Dalhousie; Market, Saint John; Mactaquac Provincial Park, Mactaquac

Site Selection: OAO Technology Solutions, Moncton; Downtown Moncton; RMH, Oromocto; Uptown Statue, Saint John



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C A N A D A