

**2005 – 2006  
Annual Report**

158 Wellington St., Suite 201, Miramichi Economic Center  
Miramichi, New Brunswick, Canada, E1N 1L9

## **MISSION**

***“Our mission is to provide leadership in fostering economic growth and prosperity in the Miramichi Region by promoting and supporting sustainable business development, capital investment and job creation/retention.”***

## **ROLE**

- Provide leadership and partnership coordination.
- Lead the development of strategic plans.
- Create, implement and monitor regional integrated work plans.
- Integrate local, provincial and federal priorities.
- Offer business development and counseling.
- Support development of strategic clusters.
- Coordinate labour force development initiatives.
- Facilitate management training for SMEs.
- Support investment and export development activities.

## **GOAL**

Our overall goal is straightforward: **Sustainable community economic development.**

The thrust of the effort to support our goal is focused on global competitiveness in three key areas: 1) Innovation, 2) Productivity, and 3) Export.

The strategy to achieve our goal consists of four major elements:

- Business Development
- Workforce Development
- Investment Coordination
- Strategic Community Partnerships

## ***ENTERPRISE MIRAMICHI BOARD OF DIRECTORS***

The 15 member Board of Directors of Enterprise Miramichi are appointed by our Federal, Provincial and Municipal government shareholders on an equal basis.

The members offer excellent geographic and sectoral representation of our business community and are committed to the economic viability of the Miramichi Region.

The role of the Board is to develop and implement a Strategic Plan, approve work plans, monitor results, establish and review priorities, and provide overall direction of operations.

### ***BOARD OF DIRECTORS***

Baie Ste Anne	Andreas Avenriep, At Large
Blackville	Susan McEvoy John Stewart
Boiestown	Gordon Scott, Vice-President
Doaktown	Clifton Durling, Secretary Wayne Fowler
Metepenagiag	Shannon Ward
Miramichi	Brian Bowes Jack Christie, Treasurer Ken Clark Richard Hare Mary Leslie Bunnie Matheson, President Ron Morrison Stephen Rae

### ***STAFF***

Executive Director, Brian Donovan  
Former Executive Director, Daryl Black  
Economic Development Officer, Wayne Carpenter  
Labour Force Development Officer, Renée St-Pierre  
Sector Coordinator, Raymond Arsenault  
Job Liaison Officer, Monique Avery  
Executive Assistant, Susan Crowder

## **ADVISORY FORUM**

The Advisory Forum is a shareholders group from the Miramichi region that represents the broad interest of the community. Members are selected by the Enterprise Miramichi Board of Directors and representation is drawn from business, community organizations and elected officials.

Their mandate is to provide advice regarding the content and direction of the strategic plan and review results.

Advisory Forum representatives met in June 2004 to consider and provide into the annual integrated work plan and to review the Strategic Plan progress to date. The Strategic Plan is being revised Fall 2006

Members of the Advisory Forum in 2005-2006 include:

Murray Allan  
Sheree Allison  
Thelma Astle  
Kathy Baldwin  
Rick Brewer  
Paul Brown  
Earl Campbell  
Keith Clowater  
Scott Clowater  
Kevin Crowder  
Len Davies  
David Daigle  
Alex Dedam  
Pat Diotte  
Brian Donovan  
Katrina Donovan  
Gerard Durelle  
Gary Foley  
John Foran  
George Ginnish  
James Gordon  
George Greenwood  
Glen Hollowood  
Hon. Charles Hubbard  
Claude Innes

Michael Lavigne  
Norman LeBlanc  
Rick Lloyd  
Michael Malley  
Alphonse Malley  
Roger Martin  
Dominique Martin  
Terry Matchett  
John McKay  
Greg McNulty  
Raymond O'Neill  
Rose May Poirier  
Christel Pond  
Carmel Robichaud  
Denis Roy  
Patrice Savoie  
Raymond Singleton  
Charles Stewart  
Ray Stinson  
Timo Suutarala  
Robbie Tozer  
Bill Treadwell  
Alphonse Turbide  
Robert Williston  
Garry Yaraskavitch

June 8, 2006

## **PRESIDENT'S REPORT**

On behalf of the Board of Directors of Enterprise Miramichi, it is my sincere pleasure to present the Annual Report for the fiscal year ending March 31, 2006.

Enterprise Miramichi is one of 15 Community Economic Development Agencies in New Brunswick. We work with our partners in economic development to develop new businesses, strengthen and diversify existing business, attract new business and investment from outside the region, coordinate strategic economic development initiatives, and implement human resource development strategies to meet business needs.

Although the Miramichi region has witnessed some challenging times over the past 12 months, I am extremely proud of the many initiatives undertaken to enhance economic activity by Enterprise Miramichi and its partners.

Enterprise Miramichi is the first door to economic development activities in the Miramichi region. In the past year, a total of 1319 client contacts were made by our staff, representing a wide spectrum of business activities throughout the region.

Over the past year government funding of over \$15 Million accessed through Enterprise Miramichi and its partners has provided an incentive for additional private investments in excess of \$60 Million. These funds assisted to create, expand, upgrade and diversify many businesses. It also created or retained a number of permanent employment opportunities and summer jobs for our youth.

At our Annual Meeting in 2003 we launched the Strategic Plan for the Miramichi Region, which guides the region's development. The Plan places priority attention on our economic base and the industries and businesses that comprise this segment of our economy.

The implementation of the Plan is proceeding extremely well with a number of recommendations completed over the past year.

A key recommendation of the Plan was for Enterprise Miramichi to focus priority attention on growing its economic base and the companies that are part of that base, in particular on the manufacturing or value added companies that form the base.

In 2006, the economic base segment represented 33% of the total regional labour force content in the Enterprise Miramichi service territory. Despite the fact the employment in

the economic base decreased by 110 jobs in 2006 compared to 2005, we experienced a noticeable job increase within the manufacturing and knowledge base sectors, with 55 and 42 positions respectively.

The Strategy further emphasizes the importance of collaborative actions, strategic alliances, networking and the development of clustering strategies, especially in the wood and metal sectors.

We are very pleased to be an integral part of the Forestry and Manufacturing Cluster, a private sector led group that has come together to address a number of issues in a collaborative manner.

In April 2004, Premier Lord announced the Miramichi Economic Development Fund, which was put in place as part of the plan to boost economic development. This initiative has been very successful and has proven to stimulate economic development in our area with 58 projects funded for \$7.4 million since inception.

I would like to take this opportunity to acknowledge the continuous support of our funding partners: the City of Miramichi, the Villages of Blackville and Doaktown, the Government of Canada, and the Province of New Brunswick.

As president of the corporation, I want to acknowledge the professional approach of our Board of Directors and staff to the daily task of economic development in the Miramichi region and to thank them for their commitment and guidance. We look forward to working with our Member of Parliament, MLA's, Mayors and Councilors, and our business community in the coming year.

The new fiscal year offers many challenges and opportunities for the Miramichi region. Our board looks forward to working with our partners and the business community in achieving results that are beneficial to the prosperity of the region now and for our future generations.

In closing, I would like to take this opportunity to thank our outgoing member, Shannon for his excellent contribution to our efforts and to wish him well in his future endeavors.

Sincerely,

Bunnie Matheson

## DESCRIPTION OF OPERATIONS

### BUSINESS DEVELOPMENT

Business development in the region consists of a number of activities, which are outlined below:

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## A. BUSINESS DEVELOPMENT

Business Development continues to be one of Enterprise Miramichi's primary strategic thrusts and requires a major commitment on the part of the organization.

Enterprise Miramichi is the first stop for business services for potential, new and existing businesses in the Miramichi region. We assist our clients in a variety of ways, including:

- Providing information to clients on government assistance programs (capital or employment) for start-up or expansion activities and assisting with the development of applications for these programs.
- Providing guidance to clients in preparing business plans, market research and/or developing financial forecasts.
- Providing general information on starting or expanding business and other related topics, as well as providing clients with appropriate referrals when necessary.
- Assisting clients in addressing the various challenges that may impact their businesses.

During the 2005-2006 fiscal year, Enterprise Miramichi staff conducted more than 1319 counselling sessions with entrepreneurs throughout the Miramichi region. The number of counselling sessions was comparable to previous years.

To increase its presence in the region, and to provide a more convenient and proactive service to its clients, the Enterprise Miramichi staff organized on-site visits with entrepreneurs. During 2005-2006, 462 on-site visits were carried out providing our existing business community with direct services in a counselling and advisory role.

A breakdown of client contact by sector includes:

Fishery / Agriculture	18
Knowledge Base / Customer Contact Centres	100
Manufacturing	133
Forestry	233
Service / Retail	198
Tourism	109
Peat Moss / Mining	26
Transportation	31
Community	211
Partners	<u>260</u>
Total	1319

## B. FINANCIAL ASSISTANCE PROGRAMS - APPROVALS

A summary of financial assistance provided by government departments to the Miramichi region is outlined in the following charts:

### FINANCIAL ASSISTANCE RECEIVED April 1, 2005- March 31, 2006

#### GOVERNMENT OF NEW BRUNSWICK

<b>PROGRAMS</b>	<b>APPLICATIONS APPROVED</b>	<b>TOTAL</b>
Entrepreneur Loan Program	28	\$254,450
ASI Projects	2	\$10,000
Workforce Expansion	168	\$1,006,692
Trade Assistance Applications	11	\$27,905
Technical Assistance	12	\$52,117
Financial Assistance Program	2	\$4,000,000
Community Economic Development Agency Fund	10	\$64,265
Miramichi Economic Development Fund	14	\$1,755,398
<b>SUB TOTAL</b>	<b>247</b>	<b>\$7,170,827</b>

#### GOVERNMENT OF CANADA

<b>PROGRAMS</b>	<b>APPLICATIONS APPROVED</b>	<b>TOTAL</b>
NBAC Loan Portfolio	17	\$1,085,755
SEED Loan Program	46	\$552,250
SEB Program	56	\$632,171
Business Development Program	10	\$3,273,050
BDP Non-Commercial Program	2	\$3,088,896
<b>SUB TOTAL</b>	<b>133</b>	<b>\$5,742,230</b>

<b>TOTAL</b>	<b>378</b>	<b>\$15,802,949</b>
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## **C. BUSINESS SUPPORT**

### 1. Business Support

To assist in this activity, staff holds regularly scheduled, advertised visits to the outlying areas such as Blackville, Doaktown and Boiestown.

### 2. Small Business Week

Small Business Week was held during the last week of October. Various activities included the Greater Miramichi Chamber of Commerce Gala Evening, which attracted approximately 200 people. Two Miramichi businesses, ACE Enterprises and Sarkis Collision, were honored for their many years in operation and contribution to the business community. The Greater Miramichi Chamber of Commerce also awarded Gene Fowler of FatKat Animation the 'Young Entrepreneur of the Year Award'.

The Women in Business institute held a meeting to encourage networking among the members.

Silicon East hosted a two-day conference on the theme of 'Using Technology in Traditional Industries' that included a breakfast meeting with Debbie Newman of University of Maine as the guest speaker. Her topic was 'Opportunity at Home and Abroad: Maine's Approach to Growing a Technology-Based Community and Collaboration with New Canadian Partners.

Historic Water Street Business District Inc. hosted two, one-day Super Host Training sessions. They were well received by the business representatives, and were also attended by Enterprise Miramichi staff. The City of Miramichi is working towards the objective of become a 'Super Host Certified Community'.

The organizing and sponsoring of the Small Business Week events is a partnership between a number of local, provincial and federal agencies.

### 3. Information Sessions

Enterprise Miramichi plays a major role in informing the business community and public on the mandate of the Corporation, the region's vast wealth, financial programs, and issues of concern.

During the past 12 months, a number of information sessions were held in such areas as Tourism, Trade & Development, Entrepreneurship, Quality Assurance, Networking Information, and Atlantic Canada Opportunities Agency information sessions.

Formal presentations by the Corporation were made to 21 groups, which consisted of approximately 200 individuals being addressed.

4. Team Miramichi

Enterprise Miramichi coordinates and hosts regular monthly meetings with partnering government departments and agencies from the region.

These meetings are used to keep up to date with programs, changes or other regional departments. The primary function of the group is to discuss mutual clients and projects. This helps all the departments process the requests in an efficient manner that usually saves time and duplication of work. As a result of some of these discussions, often a small committee meets to work closely with the client to provide the most benefit to their project.

5. Business Retention and Expansion

Enterprise Miramichi utilizes the Business Retention and Expansion (BREI) model as an additional community economic development tool. This process focuses on determining the needs and issues of existing businesses in an effort to maximize growth opportunities. The process also provides critical input and information to form the basis for long-term strategic economic development activities and overall community growth.

The model is utilized during the annual survey of companies in the Miramichi Economic Base.

6. Adjustment Services Initiative Committee

The Department of Training and Employment Development established the Miramichi Community Economic Development Agency Adjustment Services Initiative (A.S.I.) Committee. The mandate of the Committee is to assist local firms in the export market by providing financial assistance to increase the competitiveness and knowledge of their employees. Funding is provided to cover the costs of hiring a qualified consultant to help the company improve productivity in several areas of their operations, such as production, inventory control, waste reduction and plant layout.

The Committee is chaired by Enterprise Miramichi, and includes staff of CBDC Northumberland, Enterprise Miramichi, Atlantic Canada Opportunities Agency with Department of Training and Employment Development as resource persons.

The Committee provides funds for productivity improvement projects and two projects were approved for a total value of \$10,000.

## 7. Community Economic Development Fund

Enterprise Miramichi has access to a Community Economic Development Fund that supports businesses and entrepreneurship development.

The fund is managed by Business New Brunswick and can be utilized for entrepreneurial initiatives that are developed as priorities in the Miramichi Region's Strategic Plan.

The fund may be used to assist businesses with:

- Conceptual design for prototype development (Innovation)
- Business Plans (start-up or expansion)
- Marketing Plans
- Management Training
- Mentoring programs and skills training activities
- Seminars and workshops on productivity improvement, quality assurance, e-commerce, e-business, and other 'competitiveness' factors
- Entrepreneurship Development

In 2005-2006, ten applications for a total of \$64,265 were approved on behalf of local companies.

The fund will be continued in the coming year and entrepreneurs are encouraged to apply by contacting Enterprise Miramichi staff.

## 8. Miramichi Economic Development Fund

In April 2004, Premier Lord announced the establishment of an exciting new Economic Development Fund for the Miramichi Region.

This twenty-five million dollar fund, known as the Prosperity Fund, will be administered through Enterprise Miramichi and Enterprise Kent over the next five years. The primary purpose of this fund is to financially support the creation of long term, sustainable jobs. The fund can be accessed by both non-commercial and commercial projects.

The procedure for non-commercial applicants is to submit a written proposal to the Regional Development Corporation directly, or to Enterprise Miramichi who will forward the application to the Regional Development Corporation on behalf of the applicant.

Commercial applicants will apply to Enterprise Miramichi. This funding is a top-up for existing Government programs, and the project must be adding to

the economic base by creating jobs. The applicant must also provide a reasonable amount of equity to the project.

The fund has been very beneficial to local entrepreneurs and organizations with fourteen applications approved in 2005-2006.

## D. ECONOMIC BASE

Enterprise Miramichi places priority attention on the region's economic base and the industries and businesses that comprise this segment of the Miramichi economy. The economic base is the external sector of the economy, for which demand is independent of local level activity. More than anything else, the performance of the economic base defines the long-term viability of the economy. Growing the economic base creates jobs and raises the level of local economic activity, allowing the non-basic sector to grow. The engine of economic development in the Miramichi region is the basic sector of the economy.

In March 2006, the Enterprise Miramichi Economic Base was comprised of 62 companies, with a maximum employment of approximately 5,038 jobs. The number of companies comprised in the Miramichi Economic Base passed from 75 in 2003-2004 to 66 in 2004-2005.

According to the 2001 Census, about 15,125 persons were employed across all industry sectors in the Enterprise Miramichi service regions. This means that in 2006, employment in the economic base represents about 33% of the total regional labor force compared to 34% in 2005.

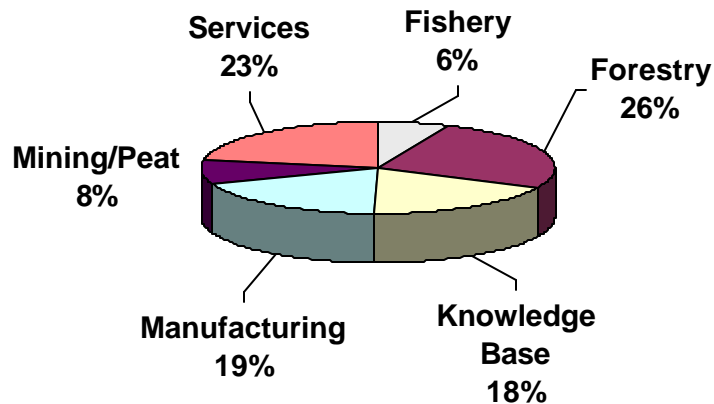
In 2006, there is a noticeable employment increase in the Knowledge Base and the Manufacturing sectors. The Forestry sector, which is a leader in employment creation within this region, witnessed a decrease again this year with the closing of UPM's Kraft Mill. Despite this fact, it is the Forestry sector that still leads in terms of job creation compared to the other economic sectors comprised in the Miramichi Economic Base.

<b>Miramichi Economic Base 2006</b>			
<b>Number of Employees</b>			
<b>Sectors</b>	<b>Busiest Period in 2006</b>	<b>Busiest Period in 2005</b>	<b>Difference</b>
<b>Fishery</b>	<b>325</b>	<b>327</b>	<b>-2</b>
<b>Forestry</b>	<b>1,284</b>	<b>1,480</b>	<b>-196</b>
<b>Knowledge Base</b>	<b>930</b>	<b>888</b>	<b>42</b>
<b>Manufacturing</b>	<b>960</b>	<b>905</b>	<b>55</b>
<b>Mining/Peat</b>	<b>424</b>	<b>422</b>	<b>2</b>
<b>Services</b>	<b>1,115</b>	<b>1,126</b>	<b>-11</b>
<b>Total</b>	<b>5,038</b>	<b>5,148</b>	<b>-110</b>

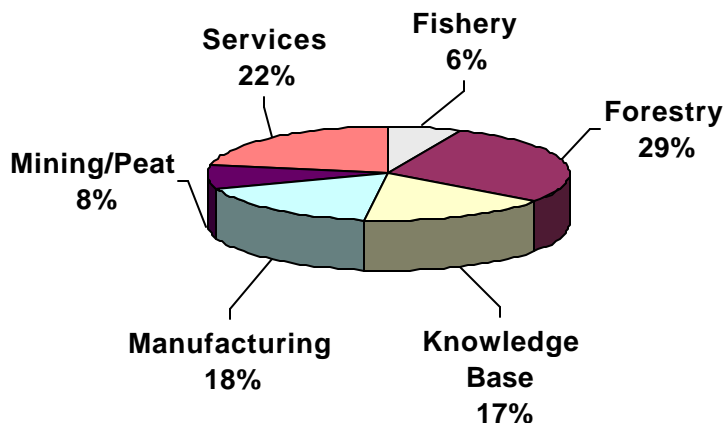
The following charts provide a comparison of employment representation for each sector comprised in the Miramichi Economic Base.

In 2006, the Forestry sector contributed 26% of the jobs included in our Economic Base, which is down of 3% from 2005. The Knowledge-based and the Manufacturing sectors both experienced a job increase, bringing their employment representation to 18% and 19% respectively in 2006. Again this year, the Mining/Peat and Fishery sectors kept their employment representation to 8% and 6% respectively. The services sectors experienced a slight augmentation of 1% bringing its employment representation to 23%.

**Miramichi Economic Base 2006  
Employment % Representation By Sectors**



**Miramichi Economic Base 2005  
Employment % Representation By Sectors**



## **E. WORKFORCE DEVELOPMENT**

Education, Human Resource Development and Training have been identified as key requirements of both the business community and residents to meet the job requirements of the region.

Enterprise Miramichi and its partners have initiated actions to define regional job gaps for the purpose of better focussing training program offerings.

The actions are two fold; one is to determine the needs of the business community, and secondly to ensure that our work force is obtaining appropriate training to meet these needs

### **1. Human Resources Dynamic 2006**

In 2005, Enterprise Miramichi had carried out a survey of all companies in the Economic Base to determine future needs.

As a result, a need was determined for human resources training for employers in the region. Given the support of the Department of Post-Secondary Education and Training (DPET), in partnership with the Business Development Bank of Canada Consulting Group, HR Dynamic's program was engaged to provide the required training to 6 local businesses.

The training included 20 hours of group meetings in the form of workshops on human resources management operating practices. A Certified Human Resources Professional facilitated the workshops. In addition to those workshops, 40 hours of individual coaching was provided to help develop an action plan based on each company priorities. Also, a template was provided to participants to help them develop an "Employee Manual", which serves as a guide for employees regarding the company's working conditions.

The topics covered in this HR dynamic's program are: Hiring Process; Disciplinary Process; Performance Assessment; Training/Development and Succession Planning and Team Work. In addition to the classroom training and one-on-one consulting, the networking and sharing with other businesses about HR issues has been invaluable.

### **2. Customer Contact Centres**

The Customer Contact Centres in the region identified a need for additional training for potential employees.

In partnership with Department of Post Secondary Education and Training, Enterprise Miramichi recruited a number of unemployed individuals that

were provided basic computer training at the Access Center of their choice in the Northumberland area.

A total of 25 individuals received appropriate training.

3. Workshops

Enterprise Miramichi assisted various groups such as Department of Post Secondary and Training, Family & Community Services clients, High School students, Connect NB and UPM Workers by providing workshops relating to resume writing and job search skills, and attempted to match them with employers in the region.

Eighteen workshops and over 160 private consultations were provided. As of March 31, 2006 ninety-five clients were employed.

4. Employment Strategies

The Enterprise Miramichi Job Liaison Officer instructs students at NBCC Miramichi in a course entitled 'Employment Strategies.'

Students prepare all job searching documents such as cover letter, resumes, and follow-up correspondence, identify various job searching techniques, such as networking, cold calls, interviews, etc. Upon request, one-on-one consultation was available for students attending the college.

The Job Liaison Officer was also involved in the organization of a Student Showcase for the Electronic Game Design, 3D Graphics, Animation and Multimedia Students. Thirty-nine students took part and 18 out of 39 were employed within 3 months of the showcase. Her involvement was getting the students portfolios ready and provide them with interview and networking tips and techniques.

5. Explore my Future

Enterprise Miramichi has taken on the organization of a career fair that will take place May 16 &17, 2006. Over 40 careers will be represented, and over 1000 grade 10 and 11 students from district 11 and 16 are expected to take part of this event.

## F. INVESTMENT CO-ORDINATION

2005-2006 was an active year for in-missions and meetings relative to potential outside investment to the region. Enterprise Miramichi, in partnership with various government agencies and private sector interests, hosted groups from various North American and international locations.

Enterprise Miramichi and its partners, politicians and business community representatives promote the Miramichi area as an excellent location to live and do business while providing current regional information to potential investors.

While the Corporation does not directly engage in seek and find activities, it does offer support to other investment attraction departments, such as Business New Brunswick. During 2005-2006, the Corporation undertook the following investment attraction support activities:

- Developed a labour market profile for the Miramichi region.
- Co-hosted visits with potential investors to the region.
- Updated the regional database of businesses within the region.
- Provided potential investors with information on available properties for sale/lease and other pertinent information and arrange appropriate contacts.

### 1. Foreign Immigration and Investment

In early November 2004 Enterprise Miramichi, in partnership with Business New Brunswick and approximately 50 pre-selected business owners hosted a delegation of Chinese Investors. Since then, there have been 2 expressions of interest signed between local companies and Chinese investors.

Throughout 2005, in partnership with the City of Miramichi and Business New Brunswick, Enterprise Miramichi also hosted delegations from Africa, Germany, Ireland, Iran and the Maldives Islands who showed interest in investing in the Miramichi region.

Enterprise Miramichi, showcasing strengths of the Miramichi, provided the prospective immigrants with a presentation of the region, our culture, arts, leisure and quality of life.

A focus directed towards immigration is a priority for the Miramichi region due to shifting demographic trends. Immigration is a priority for the region not only to reverse declining population numbers but also to revitalize our economic base.

The arrival of the new entrepreneurial immigrants to our community will result in them establishing businesses, producing employment and partnering with existing businesses or investing in new businesses.

Additional visits are planned for future dates.

## **G. STRATEGIC COMMUNITY PARTNERSHIPS**

Collaboration, cooperation and strategic alliances are recognized as the way of doing business around the world. Businesses of all sizes are using various forms of joint venture and networking arrangements to help them reduce costs, increase efficiencies and market more effectively.

Enterprise Miramichi places great emphasis on working with and through sector groups to support the industry and business development initiatives. Enterprise Miramichi has been recognized as a leader among the Enterprise Network in bringing industry sector members together by providing support and facilitation services to enable the industry groups to more collaboratively and cooperatively meet their particular needs and to undertake joint projects and initiatives.

The principle sectors in the Miramichi region include Forestry, Manufacturing, Knowledge Based Industries, Peat Moss & Mining, Fisheries & Aquaculture, Tourism and Services & Retail.

Over the past year Enterprise Miramichi has continued to promote strategic alliances, business networks and clustering to enable the Miramichi business community to maximize opportunities.

### **FORESTRY / MANUFACTURING**

#### **1. Cluster Initiative**

Enterprise Miramichi, in partnership with the Department of Post Secondary Education and Training and the Regional Development Corporation has continued supporting the Forestry and Metal Manufacturing Cluster Group by providing logistical and clerical services through the Sector Coordinator.

This highly focused and dedicated Cluster Group continues to be driven by private industry with support from Enterprise Miramichi and its partner agencies.

This group has met on a regular basis, with assistance from qualified consultants.

During the past year, at the request of the Minister of Transportation, the Group provided a paper on ways to improve the railway infrastructure to improve transportation efficiency and reduce costs.

Enterprise Miramichi successfully lobbied the Wood Products Group to hold its Annual General Meeting in Miramichi. The WPG AGM is going to be held in conjunction with a Forintek Canada workshop on manufactured housing, and will be held in April 2006.

The Cluster Group has obtained assistance from ACOA to build a website. It is expected the website will be launched in early June of this 2006.

2. Northeast Metal Manufacturing Consortium

The Enterprise Miramichi Sector Coordinator partnered with the other North East New Brunswick Enterprise agencies and Business New Brunswick to help organize an exploratory mission to visit the petroleum industry in Alberta.

A total of twenty-six New Brunswick companies who specialize in metal fabrication participated in the mission. About a dozen northeast Metal Fabrication companies participated in the mission.

A number of opportunities were identified and positive working relationships established between the participating companies. However, most businesses lack the internal resources such as; engineers, financial controllers and draftsmen that will be required to take advantage of identified opportunities. Some upgrading of equipment and adequate working capital are other issues companies will be required to address on a short-term basis before taking on these opportunities. On a longer term, there will be a need for training for additional welders and metalworkers.

It is also expected there will be opportunities for other sectors such as value added wood products such as manufactured housing, panel construction, kitchen cabinets and other wood products to meet the anticipated demand in residential and commercial construction.

3. Excellence in Manufacturing Consortium

Over the past year Enterprise Miramichi has continued to play an extremely active role in promoting and coordinating the efforts of the Excellence in Manufacturing Consortium. EMC is Canada's largest manufacturing consortium and leading industry knowledge network and is mandated to foster industry learning and knowledge, sharing, networking, and continuous improvement.

The concept of Strategic Interest Group meetings is to enhance member to member networking, and subject matter expertise in such areas as quality and production, human resources, finance, and purchasing, has been very well received by the Miramichi business community. The senior managers and owners have decided to enlarge the group to include the four northeast regions. Discussions have allowed the group to address issues, common to all regions, with a better perspective and collective actions will carry greater weight when seeking government assistance.

## KNOWLEDGE BASED INDUSTRY

### Silicon East

Due to a lack of critical mass in the number of local companies in this sector, membership fees have been insufficient to sustain the industry's association called Silicon East. This factor combined with the absence of funding to hire permanent staff has caused this association to become inactive.

Enterprise Miramichi staff, along with the other partner agencies, will continue to provide counselling and services to the sector companies on an individual basis. A committee including Enterprise Miramichi staff, the Business New Brunswick IT Project Officer and NBCC management has been set up to prepare a workable strategy that will eventually include a industry representatives. The group will concentrate initially on animation and serious gaming to identify issues, gaps and trends.

It is hoped the Association can eventually be re-activated on a regional basis to include the IT companies from all northeast New Brunswick.

## FISHERIES & AQUACULTURE

Due to recent declines in lobster landings and reduced quota allocations, the Maritime Fishermen's Union has started a major strategic development initiative. The MFU has identified five major elements as comprising the framework of its proposed initiative: 1) *Community of interests*, 2) *Conservation, Stock rebuilding and Enhancement*, 3) *Fleet management*, 4) *Community economic development through fishery related and other development projects*, and 5) *Training and skills development*.

Enterprise Miramichi has been approached to form a joint MFU – CEDA "Community of Interest", a basis for the implementation of the Inshore Transition and Development Plan (ITDP) for the Miramichi – Baie Ste-Anne area. The sector coordinator will represent Enterprise Miramichi on this strategy.

## TOURISM

The tourism sector in the Miramichi region is under the guidance of two individual associations. The Miramichi River Valley Tourism Agency Inc. promotes tourism activity in the area West of the City of Miramichi while the Miramichi Region Tourism Association is responsible for activity throughout the rest of the region.

A number of meetings of the two Associations were held over the past year to develop common initiatives. In early spring, the two Association memberships unanimously agreed to form one association; The Miramichi River Tourism Association to oversee the all tourism related activities.

A number of tourism related projects were announced in 2004-2005 including Middle Island, Friends of Beaubears Island, French Fort Cove, Metepenagiag Heritage Park and the Miramichi Open River Museum Business Plan were developed.

Tourism and Parks has designated a Product Development Officer for the Miramichi area in late 2005. The sector coordinator has worked closely with this officer immediately after the position was created and a number of programs have already been implemented.

### MINING AND PEAT

The sector coordinator attended the NB Peat Producers' Association's AGM in the spring. A few issues have been identified where Enterprise Miramichi can cooperate with the Association. These issues include HR recruitment, training, Lean Manufacturing and productivity related to transportation and energy costs.

### SERVICE / RETAIL

Enterprise Miramichi collaborated with the GMCC in early spring by publishing a two-part article on the Forestry and Metal Manufacturing Cluster Initiative.

In the 2005 Consumer Profile Survey, Tourism and Parks has indicated the average tourist is seeking and will pay for quality service. Based on these findings, the Historic Water Street BIA has initiated an action to have Miramichi recognized as the first Super Host city in Canada. Enterprise Miramichi will collaborate with HWS to secure funding to cover a portion of the costs to have the whole Service Industry front line staff complete this program.

## H. COMMUNICATION

Effective communication is an essential ingredient of Enterprise Miramichi economic development activities. The corporation utilizes a number of methods to convey information to the general public and business community on corporate services.

The communication avenues employed by the corporation include seminars, workshops, presentations, newspaper, radio, magazine, television, brochures, information mail outs, direct mail, and press releases.

The goal of the corporation is to provide an ongoing and co-ordinated program to inform, create, and sustain awareness internal and external to the region.

1. Newsletter

In February 2005, Enterprise Miramichi produced its first newsletter, which was provided to over 20,000 businesses and residences in the Miramichi and surrounding areas, promoting the Agency, its Board of Directors, Advisory Forum members, and various initiatives and programs.

2. Newspaper Column

In early spring of 2006, Enterprise Miramichi initiated a weekly local newspaper column to explain it and its partner's roles, and to increase exposure. To date 4 columns have been written highlighting Enterprise Miramichi, CBDC Northumberland and starting and funding a business, and are expected to be published in the near future.

## **I. NETWORKS**

The essence of community economic development is partnerships. Sustainable community economic development cannot be accomplished by one organization or through one program. It can only be accomplished through the efforts of many organizations and many people focused on one goal – sustainable community economic growth.

Community involvement, business memberships and human resource development is required to ensure the continued growth and professionalism of the corporation. In order to be pro-active, it is imperative the corporation play an active co-ordinating role in the region.

Enterprise Miramichi maintains partnership with the following business organizations:

- BUSINESS RETENTION AND EXPANSION
- CBDC NORTHUMBERLAND INC.
- DOWNTOWN MIRAMICHI BUSINESS NETWORK
- ECONOMIC DEVELOPERS ASSOCIATION OF CANADA
- EXCELLENCE IN MANUFACTURING CONSORTIUM
- FORINTEK
- GREATER MIRAMICHI CHAMBER OF COMMERCE
- HISTORIC WATER STREET BUSINESS DISTRICT CORPORATION
- METAL WORKERS ASSOCIATION OF NEW BRUNSWICK
- MIRAMICHI AIRPORT COMMISSION
- MIRAMICHI PLANNING DISTRICT COMMISSION
- MIRAMICHI PORT COMMITTEE
- MIRAMICHI REGION TOURISM ASSOCIATION
- MIRAMICHI RIVER VALLEY TOURISM AGENCY INC.
- NEW BRUNSWICK AEROSPACE AND DEFENCE ASSOCIATION
- NEW BRUNSWICK ASSOCIATION OF PROFESSIONAL FORESTERS
- NEW BRUNSWICK COMMUNITY COLLEGE – MIRAMICHI
- NEW BRUNSWICK SHELLFISH GROWERS ASSOCIATION
- RÉSEAU DES GENS D’AFFAIRES FRANCOPHONE DE MIRAMICHI
- RETIREMENT MIRAMICHI
- RIVER BUSINESS NETWORK
- SILICON EAST
- SOUTHWEST MIRAMICHI ECONOMIC DEVELOPMENT COMMITTEE
- UPPER MIRAMICHI BOARD OF TRADE
- WOOD PRODUCTS GROUP

## **K. HUMAN RESOURCE DEVELOPMENT**

To keep abreast of new developments, staff and board members are encouraged to acquire the knowledge and training necessary to fully serve the public and their business information needs. A number of meetings, seminars, and conferences are attended regularly for this purpose.

### **1. Enterprise Network**

Enterprise Miramichi is a member of the Enterprise Network, which represents all board of directors and staff of the fifteen community economic development agencies in the province, and provides a united approach to ensure federal and provincial department mandates are adhered to.

Members of the Board and staff of Enterprise Miramichi attended the annual meeting of the Enterprise Network in Fredericton in August 2005 as well as number of other events throughout the year.

### **2. Economic Developers Association of Canada**

Enterprise Miramichi staff are members of the Economic Developers Association of Canada, a national association whose mandate is to enhance the professional competence of economic developers, and ensure placement of qualified people in the field of economic development while promoting economic development as a distinct recognized profession.

The former Executive Director of Enterprise Miramichi is a past president of the association and is a proctor of the professional designation process.

### **3. Human Resources Management Certificate Program**

In partnership with DPET, Enterprise Miramichi's Labour Force Development Officer obtained the Human Resources Management Professional Development Certificate. The program enhances the skills and knowledge of HR Professionals to help them meet the demands of today's HR issues. It encompasses both theoretical fundamentals and operational aspects of human resources management. The program combines in-class instruction with practical and relevant exercises to teach candidates how to apply HR methods and techniques. This program is made possible by the collaborative effort of the College of Extended Learning of UNB, the CCNB – Dieppe and the CCNB – Moncton.

## **FINANCIAL STATEMENTS**