

## dISTCcovery launched in P.E.I.

Small and medium companies in Prince Edward Island now have access to a world of business opportunities through dISTCcovery services in the ISTC Charlottetown office.

dISTCcovery, launched Jan. 8 in P.E.I., is a tool for discovering and acquiring new manufacturing opportunities emerging from a worldwide explosion in technological developments - new products and new processes.

dISTCcovery introduces you to companies and organizations from around the world who are willing to license you the right to manufacture and sell their product in an agreed market area. The reverse is also possible - you can license your product/process internationally.

dISTCcovery also helps organize

(See dISTCcovery page 2)

## Food showcase set for March

Industry, Science and Technology Canada is sponsoring the Food and Seafood Technology Opportunities Showcase scheduled for March 29-31 at the Moncton Coliseum-Agrena Complex.

Key people in the food and seafood industry will be on hand to discuss new product opportunities, new product technologies and new market opportunities from a regional, national and international point of view.

The Showcase targets food and seafood producers and processors, business people, senior students seeking a career in the industry and entrepreneurs or cottage industry operators seeking opportunities in the multi-billion dollar business. Featured are:

- new food/seafood products available for manufacture by licence.

(See Food page 4)

# ISTC

# New Brunswick Prince Edward Island



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### Canada at the Crossroads

## Incentive-oriented policies needed

"Honest criticism flowing from competent analysis should not be a source of anxiety - rather it should be a catalyst for self-examination and a spur for improved performance."

Thomas D'Aquino

President & CEO, Business Council on National Issues

That comment, offered last fall following the release of Harvard University Professor Michael Porter's study, *Canada at the Crossroads: The Reality of a New Competitive Environment*, aptly summarizes what ought to be happening as this country moves into 1992. The study and its implications for government, labour and business should be reviewed and, where relevant, acted upon.

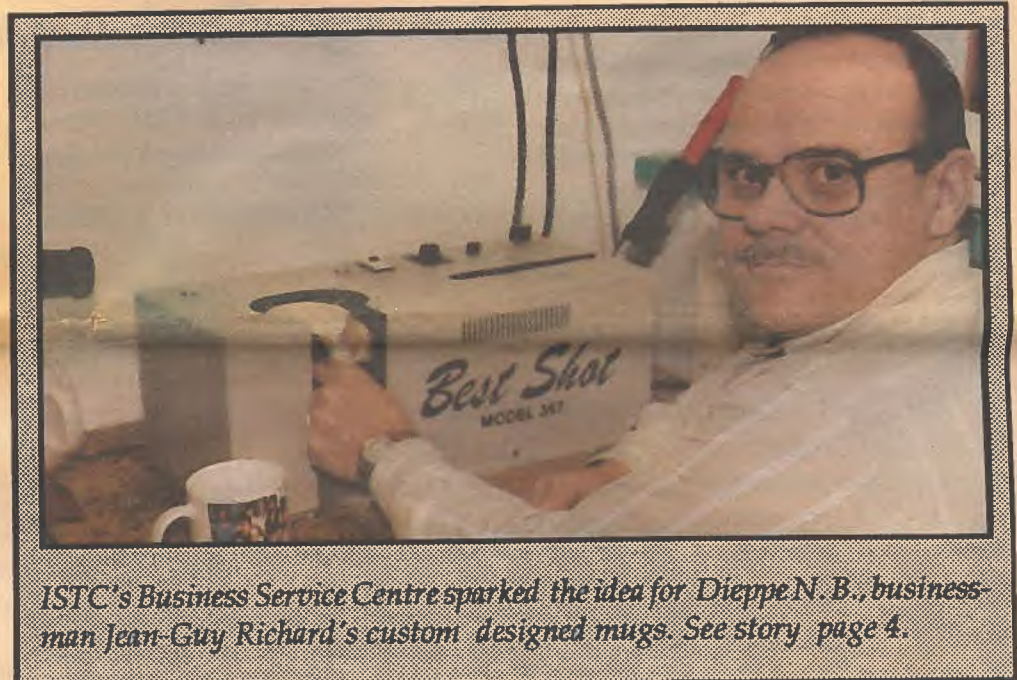
In this and future issues of the ISTC newsletter, Porter's recommendations will be highlighted, beginning with what the treatise says to government.

Porter writes from the premise that government does have a role to play, particularly in the area of policy, in improving a nation's competitive advantage. Following are general principles he recommends for governments:

- Encourage adjustment and upgrading in industry through commitment to retraining, development of infrastructure and providing an environment conducive to restructuring.
- Minimize direct interventions. This means fostering policies that "encompass programs designed to improve infrastructure and human resources and encourage investment and upgrading."
- Rely on incentives instead of grants. "There is little evidence that governments can successfully 'pick winners' by targeting support to particular enterprises," writes Porter. More effective policy tools are incentives that encourage skills upgrading and improved infrastructure.
- Re-engineer social policies. Social goals should not

be pursued in a way that sacrifices incentives, upgrading and productivity growth.

- Improve inter-governmental policy coordination. "Government," says Porter, "imposes an increasingly heavy burden on Canada's economy." What is needed is increased collaboration and coordination between the federal and provincial governments.
  - Maintain an open policy toward foreign investment. "An important objective of government economic policy must be to improve the Canadian economic environment so that foreign companies will, over time, change and broaden the nature of the Canadian activities."
  - Promote a sound and stable macroeconomic environment to complement other initiatives. Tied closely to this is the need for governments to reduce deficits, considered by Porter to be the nation's "most critical macroeconomic problem."
- Porter recommends several key policy development areas for government.
- Invest in education and specialized skills by providing more training for the unemployed; promote private sector training; set high national educational standards; put more emphasis on practical curricula and science skills; expand apprenticeship programs and update curricula; work more closely with trade associations; promote cooperative education; align university funding to support competitiveness.



ISTC's Business Service Centre sparked the idea for Dieppe N.B., businessman Jean-Guy Richard's custom designed mugs. See story page 4.

- Focus and implement technology development more quickly. This means improving the coordination of government R&D programs; forging stronger links among government laboratories, provincial organizations, universities and the private sector; increasing the proportion of government-funded R&D performed in the private sector; encouraging greater specialization among universities; expanding information available on intellectual property.
- Increase the pace of regulatory reform in infrastructure sectors and work towards greater harmonization of policies restricting interprovincial competition and rationalization.
- Strengthen resource conservation and renewal policies to sustain the competitiveness of resource-based industries.
- Restructure government procurement to encourage more open competition on government contracts. Government's use of challenging performance specifications is also recommended as a method of encouraging suppliers to develop innovative products and processes.
- Adopt stringent and forward-looking regulatory standards which "trigger innovations in products and processes that are highly valued elsewhere."



Industry, Science and  
Technology Canada

Industrie, Sciences et  
Technologie Canada

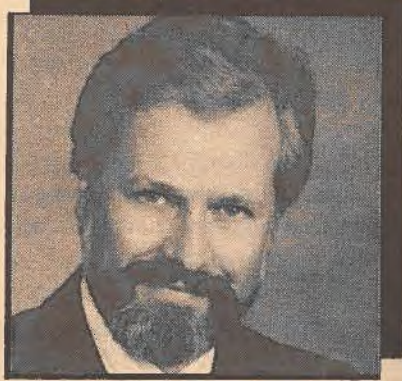
Canada

# Trade Advisory group seeks export opportunities

A recent study prepared by Industry, Science and Technology Canada in cooperation with External Affairs and International Trade Canada indicates "the New Brunswick economy is still reliant on resource-based products which are being sold largely to New England states and these make up the majority of our exports."

The study found that most New Brunswick companies with a competitive product were already exporting, a fact that is not surprising, say the study authors, given New Brunswick's limited internal market. Those companies that are not exporting are missing the tremendous opportunities offered to a competitive product in the large U.S. market and elsewhere. "Increasing the volume of New Brunswick exports is possible only with development of new products," says the report. "These products should be unique and distinct, with high value added, and must be quality and price competitive."

Another recommendation of the study report was the creation of a mechanism whereby the federal and provincial trade departments could liaise with private sector industry representatives in the formulation and implementation of a New Brunswick trade strategy.



Guy-André Gélinas

During the past year a structure was devised in the creation of a private sector body which is unique in Canada, in that it will include a number of associations devoted to the enhancement of New Brunswick trade. Also represented are agencies and the academic sector.

The objective of the consultative com-



Gordon L. Phippen

mittee is to maximize the export of New Brunswick goods and services through consultation and cooperation between the public and private sectors.

The "Associations of New Brunswick Trade Advisory Council" will be co-chaired by Guy-André Gélinas, Director and Senior Trade Commissioner of the

International Trade Centre in Moncton; George Bouchard, Assistant Deputy Minister, Industrial Development, Department of Economic Development and Tourism; and Gordon L. Phippen, Chairman, New Brunswick Chapter Canadian Institute of Marketing.

With the creation of the ANBTAC, an ongoing tripartite has been established as a permanent council for consultation, say representatives of federal and provincial trade departments. The private sector is appreciative of the opportunity to contribute to the process, says Gordon Phippen.

## Millions (\$) of ways to come clean through Environmental Solutions

Technology for Environmental Solutions is a \$100 million Green Plan initiative to develop and commercialize technologies for the prevention and clean-up of pollution.

The initiative, jointly administered by ISTC and Environment Canada, targets the demonstration and commercialization of environmental technologies to address the priority pollution concerns identified in the Green Plan. These include waste reduction and recycling, air and water pollution prevention and control and water conservation.

The initiative has three components.

- An \$80 million Environmental Technology Commercialization program to provide funding (in combination with private capital) for accelerating the development and demonstration of commercially viable environmental technologies.

- An \$18 million Technology Transfer program to provide federal services to assist Canadian firms in locating, assessing, transferring, and promoting environmental technologies.

- \$2 million to establish an Environmental Technology Network among existing federal, provincial and university centres of environmental technology.

For more information, contact Bernard Postma at (902) 566-7426.

## Calendar of Events

- Feb. 7 - **Nutritional Labelling Seminar**; Moncton, N.B.; Sponsor: ITC/ISTC; Contact: J. Richard, (506) 851-6459
- Feb. 12 - **Atlantic Canada Tourism Outlook**; Halifax, N.S.; Sponsor: ACOA; Contact: A. Lord, (506) 851-6463
- Mar. 25 - **Forest Products Sector Seminar**; Fredericton, N.B.; Sponsors: EAITC/ITC; Contact: S. Perron, (506) 851-6445
- Mar. 29-31 - **Food and Seafood Technologies Opportunities Showcase**; Moncton, N.B.; Sponsor: ISTC, in conjunction with ApEx 92; Contacts: E. Dimock, (506) 851-7648; R. Léger, (506) 851-6461
- March 31 - **U.S. Environmental Industry Seminar**; Moncton, N.B.; Sponsors: EAITC/ITC; Contact: S. Perron, (506) 851-6445
- April: **Annual meeting of the Tourism Industry Association of New Brunswick**; Sponsor: TIANB; Contact: M. Mallory, (506) 458-5646

## New Publications

The following publications are available from the ISTC Business Service Centre in Moncton. Drop in or call 1-506-857-ISTC or 1-902-566-7400.

- Prosperity Initiative: Information Kit
- Industry and the Environment: Directory of Manufacturers of Environmental Products
- Getting Started: Guide to Rules and Regulations Concerning the Establishment of Small Businesses in Canada
- Protecting Intellectual Property: An Introduction to Japan
- Guide for Canadian Exporters (various countries)

The ISTC New Brunswick/Prince Edward Island newsletter is a publication of Industry, Science and Technology Canada, produced five times a year by the Brunswick Business Journal. Second class Reg. No. 6464.

Address inquiries to ISTC's Regional Office, 770 Main Street, P.O. Box 1210, Moncton, N.B., E1C 8P9; Telephone: (506)857-ISTC or 1-800-332-3801/Facsimile: (506) 851-6429.

## dISTCcovery launched

(from page 1)

your efforts to find, evaluate and license new products, processes and technologies.

dISTCcovery gives you access to international data bases containing thousands of licensing offers for new processes and technology originating from around the world.

dISTCcovery helps you become part of the worldwide network of private and public individuals and organizations that can assist you with this vital activity.

For more information on dISTCcovery, contact Austin Bowman (902) 566-7441 or Bernard Postma (902) 566-7426 in P.E.I. or Victor Landry (506) 851-6421 in N.B.

## Members

The Associations of  
New Brunswick  
Trade Advisory Council

### Private Sector

Canadian Exporters Association N.B./P.E.I.  
President, Ken Winfield  
Canadian Institute of Marketing  
(N.B. Chapter)  
Chairman, Gordon L. Phippen  
Canadian Manufacturers' Association  
(N.B. Div.)  
Vice-president, Gerry Cluney  
Conseil économique du N.-B.  
Executive Director, Jean Nadeau  
Consulting Engineers of N.B.  
President, Gary Hoadley  
CSS International Ltée.  
President, Gérald Mallet  
Maritime Lumber Bureau  
Executive Director, Diana Blenkhorn  
New Brunswick Chamber of Commerce  
N.B. Chairperson, Patricia Allen  
New Brunswick Forest Products  
Association  
Executive Director, Bill Butler  
New Brunswick Salmon Growers'  
Association  
President, Bill Thompson  
Printing and Associated Industries of N.B.  
President, Normand Dupuis  
Promotion Maritime Ltée.  
President, Stan Dugas  
Textile Association of New Brunswick  
President, Carl Dimitroff

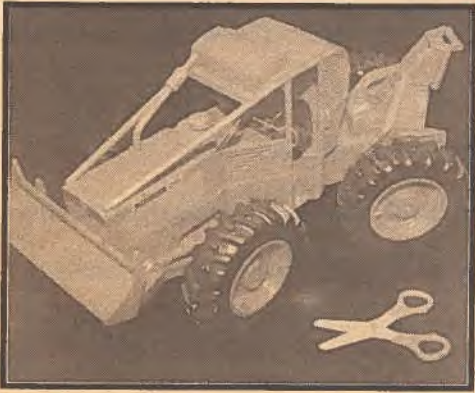
### Academic Sector

Université de Moncton  
Faculty of Administration  
Dean, Paul Lanctôt  
Université de Moncton  
Centre de commercialisation internationale  
Director, Mohammed Zeitoun  
University of New Brunswick  
Faculty of Administration  
Dean, Dr. Ronald Storey  
Centre for International Marketing and  
Entrepreneurship  
Director, Norm Schaefer

### Public Sector

Federal Government  
Atlantic Canada Opportunities Agency  
Business Accounts  
Manager, Tony Marshall  
Industry Science and Technology Canada  
International Trade Centre  
Director and Senior Trade Commissioner  
Guy-André Gélinas  
Provincial Government  
Economic Development and Tourism  
Assistant Deputy Minister, Industrial  
Development  
George Bouchard  
Agencies  
Atlantic Provinces Transportation  
Commission  
General Manager, Ramsay Armitage  
N.B. Industrial Commissioners'  
Association  
President, Daryl Black

## Made in P.E.I. & New Brunswick BO-Plastik Incorporated



Edmundston, N.B. - Though the company isn't even two years old, BO-Plastik Inc. in Edmundston, N.B., has been making a name for itself in the plastic injection-molding industry in New Brunswick and elsewhere.

Famous for its reduced scale model of

the Timberjack 240E and the recently introduced Magic Scissors for children, BO-Plastik Inc. currently markets its products in Canada, the U.S. and Mexico - and hope to add other countries to that list.

The company is also the only New Brunswick firm to offer custom injection molding, all from its 10,000 square foot manufacturing facility in the Edmundston Industrial Park. Other services include assembly, packaging and printing, carried out by the company's 10 employees.

Contact: Michel Bélanger, president  
P.O. Box 91  
6 Crabtree Ave.  
Edmundston, N.B. E3V 3K7  
Tel: (506) 739-7755  
Fax: (506) 739-7755

## Cows Prince Edward Island



Charlottetown, P.E.I. - In 1982 a super-premium ice cream was created and sold in Cavendish, P.E.I. - and Cows began.

Soon there were three ice cream stores, combined with a full line of T-shirts and gift items imprinted with cow designs created by Marc Gallant, Island-born graphic artist/photographer.

Three stores on the Island now carry a line of all cotton T-shirts, colorful action

wear, beach towels, and a zany collection of novelty items imprinted with whimsical cow imagery.

In addition, the Cows premium ice cream continues to be served in their delicious waffle cones.

Two of the stores are seasonal while the downtown Charlottetown store is open year round.

In October 1991, a mail order division began and the first issue of Cows catalogue was distributed across Canada and the United States. Cows Prince Edward Island is extremely proud of its Island heritage and continues to work diligently in order to promote and support the Island and its people.

Contact:  
Cam Beck  
1 Cow Cabbage Lane  
Charlottetown, P.E.I.  
C1E 1B0  
Tel: 1-800-565-COWS  
Fax: 1-902-368-7347

## St. Anne-Nackawic Pulp Co.



Nackawic, N.B. - New Brunswick is known for the quality of its pulp and paper products, and the St. Anne-Nackawic Pulp Company Ltd. is one of the companies that contributes to this fact.

The bleached hardwood kraft pulp and paper manufactured at Nackawic is used

in producing specialty products such as photographic papers and decorative laminates. Known for its purity and brightness, St. Anne-Nackawic pulp received the Eastman Kodak "Gold Award" for exceptional quality, and the New Brunswick "Champion of Quality" award, a tribute to the work of the company and its 475 employees.

With markets located in Europe, Japan and North America, the company has embarked upon certification and registration in the ISO 9002 international standard for quality assurance program.

Contact: Peter Quinn,  
Industrial Relations Manager  
P.O. Box 1000  
Nackawic, N.B. E0H 1P0  
Tel: (506) 575-2221 ext. 222  
Fax: (506) 575-2734



Participating in the Arkansas trip were, from left, Paul LeBlanc, ISTC; Guy Landry, Greystone Energy Systems, Moncton; Kevin Locke, Industrial Enterprises, Saint John; and André Beaulieu, A.A. Beaulieu Ltd., Edmundston.

## Quest for quality links N.B. with State of Arkansas

It might appear as though New Brunswick and the State of Arkansas have nothing in common - except maybe their Little Rock and the province's Petit Rocher - but both share a concern for quality in what they manufacture.

That's the conclusion a group of New Brunswick industry representatives, educators and government officials reached when they visited the state in December as part of a Quality Partners Exchange Program sponsored by ISTC and the provincial Department of Economic Development and Tourism.

Arkansas is considered to be one of the leading states in the U.S. for fostering and promoting quality standards in its manufacturing and business community, as well as in government offices and educational institutions.

"As a result of an established state-wide quality mind-set, they have been able to attract a large number of Japanese firms to set up shop within their boundaries," says Paul LeBlanc, ISTC-N.B./P.E.I.'s Director of Industry and Technology.

"The Quality Partners Exchange Pro-

gram was initiated to foster a spirit of cooperation and understanding between state and provincial government officials," says LeBlanc, "to give business representatives in the province hands-on exposure to successful quality systems operating in comparable operations; to afford business representatives an opportunity to explore potential export markets and to allow instructional staff from post-secondary education institutions involved with quality to exchange notes on curriculum, methodologies and program delivery strategies."

While in Arkansas, the New Brunswick delegation visited Dow Chemical, Martin Lumber Company, Yarnell's Ice Cream and Monroe Auto Equipment, among others. The coordinator of the Arkansas Quality Management Task Force, Jan Partain, said the group's main focus was on how Arkansas companies incorporated quality in their operations such as changing plant culture, using teams and defining the scope of training.

New Brunswick's Quality Program was established following a 1989 study which found there was a low level of understanding regarding quality assurance among New Brunswick's 480 exporting manufacturing firms.

Today, the Quality Awareness Program is targeted primarily at manufacturers and processors and consists of awareness and training, implementation and monitoring, and total quality management.

For the Quality Partners Exchange Program, such as the visit to Arkansas, businesses must be willing to participate in future Quality Partners activities by sharing information about their own quality assurance systems and acting in role model capacities with other firms.

For more information contact Jean-Guy Bernard at (506) 851-6578 or Paul LeBlanc at (506) 851-6450.

### In search of excellence



For the ninth year running, businesses in Canada will be rewarded for their excellence. The Canada

Awards for Business Excellence, established in 1984, have recognized a vast array of business people for their outstanding achievements over the years.

The deadline for entries this year is April 8. Contact an ISTC officer for details.

## Manufacturers enhancing technology through AMTAP

The Advanced Manufacturing Technology Application Program (AMTAP) is a very successful program, says Jean-Guy Bernard, P. Eng., Industry and Technology Officer at ISTC.

Since the program started in 1989, no less than 45 New Brunswick and Prince Edward Island companies have taken advantage of the funding available to assess the commercial and technical feasibility of a comprehensive upgrade of manufacturing operations through the application of advanced manufacturing technology.

"The money is used to hire consultants to go in and look at the operations of a manufacturing firm," says Bernard. "Then, the consultants analyze the situation and issue recommendations for the implementation of systems, equipment and new manufacturing technology."

The result is a comprehensive report detailing the most feasible steps to take in preparation for expansion or technology upgrade.

Bernard says the program is beneficial in several ways, including the simplicity in applying for funds and the quick turnaround on applications, plus the fact that consultants do the bulk of their work on-site.

"The accompanying report also helps answer some of the questions banks or lending institutions might have about an expansion or upgrade," says Bernard.

"It's also helping local consultants because manufacturing firms are looking at advanced technology," he says. "That means consultants are also being exposed to new technology."

On a per capita basis, New Brunswick is second only to Ontario in the delivery of AMTAP, says Bernard, meaning firms in the province are working hard to acquire new technology.

Two such firms are Wayside Industries Ltd. in Saint John and Unitex Company Ltd. in Moncton.

Guy Richards of Wayside Industries, says AMTAP helped the company fund a marketing and technology study for the folding carton industry.

"We were able to use the findings of the study to get financing to put equipment in place that would help us do work we couldn't do in the past," says Richards. "It was something we couldn't afford to do on our own, and AMTAP got the ball rolling for us."

Brian O'Dwyer, president of Unitex, used AMTAP funding to hire a consult-

ant to assess the firm's operations and recommend a Total Quality Assurance program that led to CSA certification Z299.3, an important selling point in his business of selling garments to government and institutional customers.

"We had an engineer on the premises looking at the end-to-end construction of

uniforms to determine what processes we needed to implement to provide an efficient quality assurance program," he explains. "Now, every step, from the moment the material enters the facility to the

moment the finished product goes out is monitored and can be traced back in case of problems. The CSA certification says to our customers they can come down here and put us to the test."

The benefits since the May 1st inauguration of the program literally speak for themselves, says O'Dwyer, relating the reaction of more-than-satisfied customers receiving their first shipment since the implementation.

"But it also means that when a large engineering firm in Ontario calls us for samples, we're speaking their language," he says. "We tell them we design our product with CAD and that it meets CSA standards."

AMTAP financing is available to individual firms looking at upgrading their technology, or to groups of firms in the same sector experiencing the same difficulties, says Bernard.

"The bottom line is that we're all trying to increase the international competitiveness of our manufacturing firms," concludes Bernard.

### Food show (from page 1)

- new processing and packaging technologies
- industry-related seminars, workshops, panel discussions as well as film and video presentations
- a display of industry-related books, magazines and newsletters
- an incoming mission of European companies seeking business opportunities with Atlantic Canadian firms
- experts from all aspects of the food/seafood industry - marketing, product development, food science, packaging and transportation
- provincial, federal and international government representatives.

The show is presented jointly with ApEx '92.

For more information, contact Errol Dimock (506) 851-7648 or Roger Léger at (506) 851-6461.



Unitex employee Johanne Lessard operates a CAD station at the Moncton business.

## Trade Missions

- Feb. 12-15; **National Farm Machinery Show (National Stand)**; Louisville, KY; Sponsor: EAITC; Contact: P. Eged, (613) 991-9483
- Feb. 12-15; **Seafare International Southwest**; Long Beach, CA; Sponsor: EAITC; Contact: P. Eged, (613) 991-9483
- Feb. 14-17; **National Farm Machinery Show and Championship Tractor Pull**; Louisville, KY; Sponsor: ITC; Contact: T. Rogers, (306) 975-9365
- Feb. 19-20; **NEBS Mission - Computer Software**; Minneapolis, MN; Sponsor: EAITC; Contact: D. Shaw, (613) 991-9474
- Feb. 28-29; **Canadian Food**; Caracas Hilton, Venezuela; Sponsor: EAITC; Contact: J. Richard, (506) 851-6459
- March; **Northeast Construction Show**; Boston, MA; Sponsor: EAITC; Contact: R. McNally, (613) 993-7486
- March 9-14; **Foodex**; Tokyo, Japan; Sponsor: EAITC; Contact: J. Richard, (506) 851-6459
- March 22-24; **ANTAD '92 Food Products; Wholesalers and Retailers**; Guadalajara, Mexico; Sponsor: EAITC; Contact: J. Richard, (506) 851-6459
- Sept. 9-10; **BUILT** Boston, MA; Sponsor: EAITC; Contact: S. Perron, (506) 851-6445; Registration deadline: March 31, 1992

### Perseverance at BSC pays off

## Entrepreneur scores with mug shot

Jean-Guy Richard feels like he's discovered a small gold mine in the Business Service Centre (BSC) at Moncton's ISTC offices in Assumption Place.

As vice-president of Four Seasons Industries Inc. in Dieppe, Richard has been searching for leads to new products that the small printing, trophy and novelty manufacturing shop could add to its line. So far, he says, his visits have been quite successful.

"I go about twice a month," says Richard, taking a break from production. "I heard about it through a friend who uses the Business Service Centre quite often."

What Richard finds when he walks through the doors is information - starting with the federal government's BOSS: Business Opportunities Sourcing System - and manufacturers' and suppliers' directories, which include Fraser's, the Thomas Register, the Canadian Trade Index, and Scott's Atlantic. Hundreds of other sector-specific manuals also line the shelves, providing enquiring and established entrepreneurs like Richard with valuable information.

For him, leafing through the directories often translates into opportunities.

"In a small business like ours, we have to continually come up with new ideas and products," says Richard. "And the Business Service Centre is the only place in Moncton where we can get this type of information."

Richard usually goes in looking for something specific, but he's often come away with a source for other products and machines.

The latest acquisition includes video and mechanical equipment to transfer color or black and white photos onto coffee mugs - turning them into personalized and valuable keepsakes for everyone from grandmas to cat lovers.

"I was surprised at the amount of information they have there," says Richard. "If other small businesses took the time like we did, they'd realize it can give them a big advantage over their competitors."

Richard also uses the Business Service Centre to source suppliers of products used by Four Seasons Industries Inc.

"For example, we do pens with promotional messages on them," he explains. "If I can find three or four suppliers of pens, then I can deal with each and bargain for the best price, something I can't do if I only know of one supplier."

The N.B.-P.E.I. Business Service Centres are located on the 12th floor of the Assumption Place building in Moncton and the 4th floor of the Confederation Court Mall in Charlottetown. For more information contact Jeanne Cormier, BSC Manager at (506) 857-ISTC in Moncton, or fax at (506) 851-2384 (N.B.)/(902) 566-7450 (P.E.I.)

### Advertised visits schedule

Representatives from ISTC and the Canadian International Development Agency are continuing their schedule of advertised visits to industrial commissions in New Brunswick and Prince Edward Island. Here is their schedule for February and March.

If you would like to meet with these officials of ISTC or CIDA in your office, in the industrial commission's office in your area, or if you would like more information, call (506) 857-ISTC or 1-800-332-3801

- Feb. 3-4, 1992, **Chaleur Regional Development Commission Inc.**, Contacts: J.-G. Bernard, W. Boardman
- Feb. 6-7, 1992, **Capital Region Development Commission Inc.**, Contacts: M. Sheen, S. Perron
- Feb. 10-11, 1992, **Restigouche Industrial Commission Inc.**, Contacts: C. MacArthur, B. Hong, T. Noël
- Feb. 17-18, 1992, **Carleton Region Development Commission Inc.**, Contacts: R. Jones, T. Noël
- Feb. 20-21, 1992, **Economic Expansion Commission of the Peninsula Inc.**, Contacts: J.-G. Bernard, J. Richard
- Feb. 25-26, 1992, **Miramichi Region Development Corporation Inc.**, Contacts: M. Sheen, S. Perron
- Mar. 9-10, 1992, **South East Economic Commission Inc.**, Contacts: R. Léger, J. Richard
- Mar. 12-13, 1992, **Kent Economic Commission Inc.**, Contacts: R. Léger, S. Perron