



## Bangor - Saint John International Trade & Growth Corridor Asset Mapping Project

### Introduction:

This Project entails the completion of **Asset Mapping Work** for King's County, the greater Saint John Region and Charlotte County to complement and be fully integrated with asset mapping and information gathering activity currently underway within the Bangor - Eastern Maine region (under the direction of the Eastern Maine Development Corporation).

The integrated Saint John - Bangor asset mapping work (on completion) will also build off of and complement previously completed Halifax - Moncton growth corridor asset mapping work.

The Greater Halifax Partnership and Enterprise Greater Moncton have previously indicated their willingness to cooperate with Enterprise Saint John and the Eastern Maine Development Corporation in completing this project.

Enterprise Saint John has also secured the full cooperation and active participation of Enterprise Fundy and Enterprise Charlotte in the completion of this project. Both Enterprise Fundy and Enterprise Charlotte, along with the Atlantic Canada Opportunities Agency, Bangor Chamber of Commerce, Saint John Board of Trade, City of Saint John and City of Bangor will be invited to participate on the project's steering committee.

In 2004 Enterprise Saint John signed a cross border economic development MOU with the Eastern Maine Development Corporation based in Bangor, Maine. The MOU is focused on building closer economic linkages, encouraging international business-to-business networking and "connectivity", and laying the foundation for an international growth and trade corridor linking Saint John and Bangor.

The Saint John - Bangor relationship is the critical foundation for the concept of the broader Atlantica international northeast economic region, and is a natural extension of close to \$500 million in anticipated highway, bridge, border crossing, natural gas pipeline, rail, intermodal, and power transmission infrastructure improvements over the next 5 to 7 years between Saint John and Bangor.

The asset mapping project is a priority element of both the Enterprise Saint John and Eastern Maine Development Corporation current work plans, and is clearly linked to both Atlantic Canada's and the State of Maine's economic development and trade development strategies.

The asset mapping work will:

- *Identify, inventory and profile the corridor's transportation and energy transmission infrastructure;*
- *Identify, inventory and profile the corridor's business, cultural, knowledge, education, research, development and innovation assets;*
- *Identify, inventory and profile emerging economic opportunities, sectors and clusters;*
- *Identify, inventory and profile the corridor's economic strengths, weaknesses, opportunities and threats;*

- *Identify existing and emerging cross-border and corridor “synergies” and “connectivity”;*
- *Identify the key selling features and business development opportunities associated with the proposed Bangor - Saint John international trade and growth corridor;*
- *Provide recommendations on launching and developing the Bangor - Saint John international trade and growth corridor.*

The asset mapping work will be presented in a report format with an effective use of illustrative color graphic presentation techniques.

This asset mapping work will lay the foundation for Phase II of the Saint John - Bangor Corridor Project: the development of a marketing strategy and supporting marketing plan to promote the Saint John - Bangor International Growth & Trade Corridor within the context of the broader Atlantica - International Northeast initiative.

The objective is to officially launch the Saint John - Bangor International Growth & Trade Corridor at the forthcoming Atlantic Provinces Chamber of Commerce (APCC) Annual Conference to be held in June 2006. The Conference will have an “Atlantica” theme.

Enterprise Saint John and the Eastern Maine Development Corporation are the lead partners in this project.

### ***Enterprise Saint John***

Enterprise Saint John is private non-profit Community Economic Development Agency (CEDA) that is responsible for coordinating economic development and growth-related initiatives for the greater Saint John, New Brunswick region (the communities of Saint John, Grand Bay-Westfield, Quispamsis, Rothesay and St. Martins). Enterprise Saint John’s services include entrepreneur development, small business financing, business training and counseling, business and investment attraction, business retention and immigration attraction.

#### **Key Contact**

Neil Jacobsen  
COO  
Enterprise Saint John  
40 King Street  
Saint John, NB  
E2L 1G3  
506-632-6112  
1-800-561-2877  
[njacobsen@enterprisesj.com](mailto:njacobsen@enterprisesj.com)  
[www.enterprisesj.com](http://www.enterprisesj.com)

### ***Eastern Maine Development Corporation***

Eastern Maine Development Corporation is a private non-profit regional community and economic development organization serving Knox, Hancock, Penobscot, Piscataquis, Waldo, and Washington Counties, Maine. Additionally, through partnerships with other Maine organizations, EMDC provides financing and business development services to other areas in Maine.

## Key Contact

John Holden  
Senior Development Specialist  
Eastern Maine Development Corporation  
1 Cumberland Place, Suite 300  
P.O. Box 2579  
Bangor, ME  
04402-2579  
207-942-6389  
1-800-339-6389  
[jholden@emdc.org](mailto:jholden@emdc.org)  
[www.emdc.org](http://www.emdc.org)

## *Other Key Project Partners*

Enterprise Fundy ([www.ent-fundy.ca](http://www.ent-fundy.ca)) and Enterprise Charlotte ([www.enterprisecharlotte.ca](http://www.enterprisecharlotte.ca)), community economic development agencies for the King's County and Charlotte County regions of southern New Brunswick, have indicated their willingness to support and cooperate in the completion of this project. The project's asset mapping work will include the geographic and economic regions of both King's and Charlotte County.

The Atlantic Canada Opportunities Agency (ACOA) is a partner in this project and will be providing financial assistance. ACOA has been invited to participate on the project's steering committee. The Saint John Board of Trade, Bangor Chamber of Commerce, City of Saint John and City of Bangor will also be invited to participate in on the Project's Steering Committee.

## Scope and Requirements:

### Questions:

Any questions regarding the RFP should be directed to:

Neil Jacobsen  
COO  
Enterprise Saint John  
[njacobsen@enterprisesj.com](mailto:njacobsen@enterprisesj.com)  
506.632.6112

Or

Lois Vincent  
Manager, Business Development  
Enterprise Saint John  
[lvincent@enterprisesj.com](mailto:lvincent@enterprisesj.com)  
506.632.6105

### Requirements:

The successful asset mapping service provider (consultant or consulting team) will work with the Project Steering Committee and the various stakeholders to accomplish the goals outlined in the Terms of Reference.

For the proposal to be successful the Applicant must demonstrate the capability of the prospective asset mapping service provider to:

- Provide resources required to meet the goals outlined in the RFP which includes:
  - Research skills
  - Data collection and data interpretation skills
  - Analytical skills
  - Facilitation skills
  - Interpersonal skills
  - Report writing skills
  - Graphic presentation skills
- Ability to meet the timelines outlined.
- Broad-based understanding and familiarity with the fields of economic development, international trade, asset mapping and the creation of successful regional trade corridors or trade partnerships.
- Experience with working on an international or cross-border project with multiple stakeholders and interest groups.
- Solid understanding of the economic, business and cultural environment of the Province of New Brunswick and State of Maine.

**Note:** This project is open for bidding from companies or organizations that are based in Canada or the United States. In fact, companies from both sides of the border are encouraged to bid. International project teams will also be looked on favorably.

### **Costs:**

Your proposal should identify all anticipated costs. Cost will be a key consideration, however the contract will be awarded to the service provider who best demonstrates their ability to help us meet our goals as outlined in the Terms of Reference.

Proposal budgets or fee structures should be submitted in Canadian Funds. The project will also be awarded and paid in Canadian Funds. The project will be administered by Enterprise Saint John.

The external consulting fees (including consultant travel expenses, 50% of any HST <harmonized sales tax> that will billed, and the purchase of third party research, data and information) should not exceed **\$60,000 CAN**.

As noted in the Project's Terms of Reference, all US asset mapping data and information will be sourced through the Eastern Maine Development Corporation. EMDC has a dedicated and funded asset mapping staff resource available for this purpose. The Bangor - Saint John Trade & Growth Corridor Asset Mapping project will also build off of recent and existing research completed by EMDC and the State of Maine. In particular, EMDC has completed GIS mapping of transportation and economic assets in Washington County, and the State of Maine is currently concluding a report on the economic status and potential of Washington County.

Enterprise Saint John (ESJ), Enterprise Fundy and Enterprise Charlotte will assist the consultant in identifying data and information resources. EMDC, ESJ, Enterprise Fundy and Enterprise Charlotte and Enterprise Fundy will also provide the consultant with each information relating to each of region's recently completed and implemented regional economic development strategies, as well as relevant economic and growth-related trends, statistics, data, outcomes and reports.

The Project Partners will be responsible for covering their own project-related travel expenses, and will also cover all project stakeholder meeting costs.

### **References:**

Supply a list of three references, comparable in size and scope to this project, for which you have provided similar services, ideally in the field of asset mapping or trade corridor development.

References must include client name, client web site, client contact name, title, telephone number and e-mail address.

### **Additional Information and Contact:**

Please provide the name and contact information (i.e. phone #, fax # and e-mail address) of an individual within your organization who we may contact with additional questions.

If you have a website please provide the address.

## **Guidelines for RFP Preparation and Submission**

### **Final date and hour for submission:**

Your proposal must be submitted by email to:

Lois Vincent  
Manager, Business Development  
Enterprise Saint John  
[lvincent@enterprisesj.com](mailto:lvincent@enterprisesj.com)  
506.632.6105

The proposal should be received no later than Thursday, December 22<sup>nd</sup> at **4:00 pm** Atlantic Standard Time (New Brunswick) or **3:00 pm** Eastern Standard Time (Maine). The proposal should be submitted in Microsoft Word and Pdf format via email.

Enterprise Saint John will provide the applicant with an e-mail response indicating receipt of each submission.

### **Late Proposals**

Any proposal received after the due date may be rejected by Enterprise Saint John as not meeting the mandatory requirements of the RFP.

### **Economy of Proposal Preparation**

Your proposal should be prepared simply, and provide a straightforward concise description of your abilities to satisfy the requirements outlined in this RFP.

## **Vendor's Costs for Proposal Development**

Costs for developing proposals are entirely the responsibility of the Vendor and shall not be chargeable in any manner to Enterprise Saint John.

## **Enterprise Saint John Use of Proposals**

Enterprise Saint John reserves the right to use, for internal purposes, any or all information presented in any proposal submitted in response to this RFP. Selection or rejection of the proposal shall not affect this right.

## **Award:**

The Steering Committee will evaluate all submissions and make the final decision with respect to the awarding of this project. The vendor may be requested to appear before the committee as they deliberate to answer any questions.

Award of this contract is subject to final project partner funding approvals and the appropriate funding agreements being in place.

## **Date of Announcement:**

The vendor awarded the contract will be notified on or about January 6<sup>th</sup> 2006.

All other project applicants will be advised by letter once the contract has been successfully awarded.

## Attachment A:

### Saint John - Bangor International Corridor Asset Mapping Project

#### Terms of Reference

##### A) Objective:

To complete asset mapping work for the geographic region extending from Sussex, New Brunswick to Bangor, Maine, which includes King's County, Saint John County, the greater Saint John region, Charlotte County, Washington County, Maine and the greater Bangor region.

The asset mapping work will:

- *Identify, inventory and profile the corridor's transportation and energy transmission infrastructure;*
- *Identify, inventory and profile the corridor's business, cultural, knowledge, education, research, development and innovation assets;*
- *Identify, inventory and profile emerging economic opportunities, sectors and clusters;*
- *Identify, inventory and profile the corridor's economic strengths, weaknesses, opportunities and threats;*
- *Identify existing and emerging cross-border and corridor "synergies" and "connectivity";*
- *Identify the key selling features and business development opportunities associated with the proposed Bangor - Saint John international trade and growth corridor/*
- *Provide recommendations on launching and developing the Bangor - Saint John international trade and growth corridor.*

The asset mapping work will be presented in a report format with an effective use of illustrative color graphic presentation techniques.

##### B) Project Steering Committee:

The Project Steering Committee could consist of representatives from:

Eastern Maine Development Corporation  
Bangor Chamber of Commerce  
Enterprise Saint John  
Saint John Board of Trade  
Enterprise Fundy  
Enterprise Charlotte  
City of Saint John  
City of Bangor  
Atlantic Canada Opportunities Agency

The Project Steering Committee will meet a minimum of four times with the Project Consulting Team to provide guidance, direction, feedback and input.

### **C) Primary Project Stakeholders:**

Eastern Maine Development Corporation, Enterprise Saint John, Enterprise Charlotte, Enterprise Fundy, the Saint John Board of Trade, the Bangor Chamber of Commerce, City of Saint John, the greater Saint John Region, and the communities of King's County, Saint John County and Charlotte County, New Brunswick, as well as Washington County, Maine, the City of Bangor, and the greater Bangor Region.

This project will impact the overall competitiveness of our businesses and communities, and facilitate the increased flow of trade, people, energy, investment and ideas between Eastern Maine and Southern New Brunswick.

### **D) Other Key Project Stakeholders:**

This project will help lay the groundwork and will serve as the foundation for the broader Atlantica International Northeast Trade Corridor initiative. This project is clearly in line with efforts by the Atlantic Provinces and State of Maine to encourage increased trade, commerce and economic activity between Atlantic Canada and New England, including the State of Maine's forthcoming Northeast CanAm Connections Study ([www.canamconnections.com](http://www.canamconnections.com)).

The Bangor - Saint John Trade and Corridor Asset Mapping Project will in fact be used to support larger scale Atlantica and Northeast CanAm planning initiatives.

### **E) Project Methodology:**

The Consultant will have an initial project orientation meeting, two interim project review sessions, and a comprehensive final project wrap-up session with the Project Steering Committee. Consultant travel costs must be included in the original proposal, while Project Steering Committee Members travel costs will be independent of this proposal. It will be desirable to rotate the meetings between Bangor, Washington County / Charlotte County, Saint John and Sussex.

The Consultant will also meet with assigned representatives from each stakeholder group to identify existing and required asset mapping data, information and resources, as well as identify relevant economic development, trade development and corridor development issues, trends, strengths, opportunities, weaknesses and threats.

A particular focus of the asset mapping work will be the identification of existing and potential business clusters, regional economic development synergies, and a gap assessment with respect to existing and planned corridor infrastructure.

The Consultant, with support and involvement from the Project Steering Committee, will organize a broader regional stakeholder or partner project wrap-up meeting to present the results of the asset mapping project and recommended action items.

*Note: The Project Steering Committee will cover the costs associated with any stakeholder meetings.*



## Part 1) Data Collection & Asset Identification

In full consultation and collaboration with the Project Steering Committee and Partner organizations, the consultant will be required to review relevant existing qualitative and quantitative community, county, Provincial, State, National and International data sources to:

- *Identify, inventory and profile the corridor's transportation and energy transmission infrastructure;*
- *Identify, inventory and profile the corridor's business, cultural, knowledge, education, research, development and innovation assets;*
- *Identify, inventory and profile emerging economic opportunities, sectors and clusters;*

The consultant will be responsible for the costs of purchasing third party data, reports or information. Any purchased information will remain the property of the project partners on completion of the study.

All US asset mapping data and information will be sourced through the Eastern Maine Development Corporation. EMDC has a dedicated and funded asset mapping staff resource available for this purpose. The Bangor - Saint John Trade & Growth Corridor Asset Mapping project will also build off of recent and existing research completed by EMDC and the State of Maine. In particular, EMDC has completed GIS mapping of transportation and economic assets in Washington County, and the State of Maine is currently concluding a report on the economic status and potential of Washington County.

Enterprise Saint John (ESJ), Enterprise Fundy and Enterprise Charlotte will assist the consultant in identifying data and information resources. EMDC, ESJ, Enterprise Fundy and Enterprise Charlotte and Enterprise Fundy will also provide the consultant with each information relating to each of region's recently completed and implemented regional economic development strategies, as well as relevant economic and growth-related trends, statistics, data, outcomes and reports.

## Part 2) SWOT Analysis & Identification of Corridor Synergies & Connectivity

A key component of the asset mapping project will be the Identification of strengths, weaknesses, opportunities and threats in relation to the asset mapping information gathered in Part 1.

In addition, the consultant will have to identify and prioritize the synergies and connectivity associated with the proposed Bangor - Saint John International Growth Corridor.

Part 2 deliverables must include:

- *Identify, inventory and profile the corridor's economic strengths, weaknesses, opportunities and threats;*
- *Identify existing and emerging cross-border and corridor "synergies" and "connectivity";*

### Part 3) Recommendations On Launching The Bangor - Saint John International Growth Corridor

An essential component of this project will be the creation of a “road map” focusing on the required steps to successfully launch, develop and enhance the proposed Bangor - Saint John International Growth Corridor (within the context of the emerging broader Atlantica International Northeast Economic Region concept).

Recommendations should focus on expanding corridor trade and commerce synergies and connectivity, executing corridor economic development opportunities, accelerating the growth of strategic corridor clusters or sectors (or other prosperity or wealth generating opportunities), and mitigating identified corridor threats or weaknesses.

Part 2 deliverables must include:

- *Identify the key selling features and business development opportunities associated with the proposed Bangor - Saint John international trade and growth corridor/*
- *Provide recommendations on launching and developing the Bangor - Saint John international trade and growth corridor.*

### Part 4) Final Report Preparation & Graphic Interpretation of Data

A critical component of this project will be the preparation of a detailed final Bangor - Saint John International Growth Corridor Report with supporting full colour corridor asset maps, graphs and charts, along with a supporting PowerPoint presentation. The final Report should also include a suitable Executive Summary that could serve as an appropriate stand-alone public or community circulation document.

Electronic copies of the Final Report must be provided in both Word and Pdf formats. The Project Steering Committee will also require fifteen (15) full colour, bound copies of the Final Report and supporting PowerPoint Presentation.

Submitting project teams must provide sample Final Reports and PowerPoint Presentations that illustrate the quality of the graphics and asset mapping technology / techniques that will be used.

### **G) Preliminary or Targeted Project Timeline:**

Project Steering Committee approves Terms of Reference:	Nov 30, 2005
Project funding finalized:	Nov 30, 2005
Terms of Reference released:	Dec 2, 2005
Consultants asked to submit proposals by:	Dec 22, 2005
Consultant selected:	Jan 6, 2006
Project launched:	Jan 9, 2006
Project completed:	Mar 31, 2006

## Attachment B:

For Immediate Release: March 29, 2004

- Saint John, New Brunswick, Canada -

### Eastern Maine Development Corporation and Enterprise Saint John Launch Cross Border Economic Development Partnership

A new cross-border economic development partnership was launched this weekend at the Saint John - Bangor Corridor Conference held in Saint John, New Brunswick, Canada. Representatives from the Eastern Maine Development Corporation (EMDC) and Enterprise Saint John (ESJ) signed a Memorandum of Understanding (MOU) committing each Agency to a series of cooperative and mutually beneficial business development initiatives. The specific objectives of the MOU include:

- *informing and educating the Eastern Maine and Saint John business communities on cross-border business development opportunities;*
- *providing Eastern Maine and Saint John businesses with access to a larger, cross-border network of potential investors, partners and customers;*
- *encouraging cross-border business-to-business networking and "partnering" between Eastern Maine and Saint John;*
- *exchanging information on economic development "best practices" between EMDC and ESJ;*
- *providing reciprocal office and meeting space for cross border EMDC and ESJ business development trips;*
- *encouraging cross-border educational and research and development partnerships between Eastern Maine and Saint John;*
- *educating the Eastern Maine and Saint John business communities on cross-border government procurement opportunities;*
- *working with our respective State, Provincial and Federal Government Representatives to complete the required Bangor - Saint John highway and border crossing improvements;*
- *working with our respective State, Provincial and Federal Government Representatives to ensure the unrestricted flow of goods and services between Eastern Maine and Southern New Brunswick;*
- *positioning Bangor and Saint John as the geographic and economic gateway between New England and Atlantic Canada;*
- *providing tangible momentum for the concept of a cross-border Atlantic Canada - New England Growth Corridor.*

The EMDC and ESJ MOU builds on existing strong cross-border relationships between the Bangor Chamber of Commerce and Saint John Board of Trade and a "sister city" relationship between the Cities of Bangor, Maine and Saint John, New Brunswick.

It is anticipated that the EMDC and ESJ MOU will be expanded to include additional New Brunswick and Maine economic development agencies and stakeholders in 2004.

*" This partnership is a recognition that 'cross-border' trade and 'cross-border' business development are critical to the future of Eastern Maine and Southern New Brunswick,"* stated Jonathan Daniels, President & CEO of the Eastern Maine Development Corporation. *" Greater*

*collaboration between EMDC, ESJ and our regional economic development partners will help identify and implement effective cross border growth strategies and policies."*

*" We view Bangor and Saint John as the foundation for a New England - Atlantic Canada Trade and Growth Corridor", commented Edward Sleeper, Chairman of the Eastern Maine Development Corporation, " this MOU will help lay the groundwork for a much larger and longer-term international trade initiative".*

Steve Carson, CEO of Enterprise Saint John stressed that this agreement will help businesses on both sides of the border expand and develop new markets - *" Saint John and Bangor are relatively small markets on their own, but together they are the natural gateways to the entire Atlantic Canada - New England region".* He added *"cross-border cooperation will contribute to the growth of both communities - we will be much stronger if we work together."*

Dale Knox, Chairman of Enterprise Saint John, added *" formalizing our economic development relationship with Eastern Maine is also one more critical step in elevating the importance of completing the required Saint John to Bangor highway and border crossing improvements - these improvements are key to the economic future of the entire Region. "*

Eastern Maine Development Corporation is a private non-profit regional community and economic development organization serving Knox, Hancock, Penobscot, Piscataquis, Waldo, and Washington Counties, Maine. Additionally, through partnerships with other Maine organizations, EMDC provides financing and business development services to other areas in Maine.

Enterprise Saint John is private non-profit Community Economic Development Agency (CEDA) that is responsible for coordinating economic development and growth-related initiatives for the Greater Saint John, New Brunswick region (the communities of Saint John, Grand Bay-Westfield, Quispamsis, Rothesay and St. Martins). Enterprise Saint John's services include entrepreneur development, small business financing, business training and counseling, business and investment attraction, business retention and immigration attraction.

For more information on EMDC or ESJ visit their respective web sites, [www.emdc.org](http://www.emdc.org) and [www.enterprisesj.com](http://www.enterprisesj.com).

