

**Summary Review of the Atlantica Council Project of the
Atlantic Provinces Chamber of Commerce
February 2009**

Introduction:

During 2006, the Atlantic Provinces Chamber of Commerce (APCC) developed and submitted to Atlantic Canada Opportunities Agency (ACOA) a "Proposal for the Establishment of the Atlantica Council" (the Proposal) that outlined the preliminary terms of reference and funding requirements for the establishment by APCC of an Atlantica Council (the Council) to promote trade enhancement initiatives and monitor the results of the initiatives. APCC subsequently entered into a joint funding agreement with ACOA (the Project) based on that proposal. The \$744,000 project was announced at the 2007 Atlantica Conference in Halifax. This report summarizes Atlantica related activities and results to date. A final detailed Atlantica report for the Project is in progress and will be available by the end of March 2009.

Current Status:

1. APCC Atlantica Council Established

The Proposal was signed in October 2006 during a period of dramatic and significant organizational change at APCC. Appendix '3' to the Proposal laid out the original critical path but due to the concurrent transitional events at APCC the Project was delayed by several months. The steering committee contemplated by the plan was assembled in the spring of 2007 and a revised Appendix '3' was submitted to ACOA and approved before the new Council was created.

The new Council was formed in June, 2007 as a committee of the APCC Board. As announced at the Atlantica Conference 2007, held in Halifax, NS, the volunteer members included: Neville Gilfoy (Chair), Janine Bisailon-Cary, Axel Meisen, Jonathan Daniels*, (Mayor) Norm McFarlane, John Murphy, Regis Duffy, and Tim Curry. (* The Chair of APCC is ex officio a member of the APCC Atlantica Council. Jonathan Daniels and was replaced by current Chair David Hooley, in May 2008)

In July 2007, Brent Sansom was engaged by APCC, as contemplated in the Project, in the role of VP Atlantica as the primary staff resource supporting the Council. Other APCC staff also contributed to the Project.

Axel Meisen resigned from the Council in Dec. 2007. David Slade and Bill Zuccareno agreed to serve on the Atlantica Council in April, 2008. Norm MacFarlane resigned from the Council in May, 2008 and Regis Duffy resigned from the Council in Dec. 2008.

The APCC Atlantica Council formally met as follows:

- Oct. 18/19, 2007– Saint John, NB *
- Jan. 23/24, 2008 – Portland, ME *

- April 16/17, 2008 – Fredericton, NB

* These council meetings also involved “Atlantica Forums” where the council invited participation from local business and government leaders in order to promote the Atlantica initiative and to allow the Council to collaborate and engage with a broader stakeholder group. A fourth Atlantica Forum took place in December 2008 but the Council did not meet at that time.

2. APCC Atlantica Council Business Plan Developed

Since July, 2007 APCC staff have gathered, organized, reviewed and made available to the Council, background information related to Atlantica from the previous work of numerous ad-hoc regional workgroups, research organizations, and government groups.

APCC staff also organized and conducted numerous formal and informal meetings/presentations and face-to-face discussions and interviews with regional stakeholders in order to better understand their views on the issues and opportunities related to growing business in Atlantica or to gain a better understanding of information contained in reports and studies related to Atlantica. *(see section 4 of this report for detail)*

These document reviews and stakeholder interactions have identified the following:

Shared & Common Regional Factors

Many business, political and community leaders believe “Shared Opportunities” exist for the Atlantica region. Building on our shared history and cultures, significant opportunity for business throughout Atlantica is evident through a review of the regional strengths and weaknesses including:

- High volumes and a major percentage of our trade is conducted between the two countries within the Atlantica region.
- Many parts of our regions share common economic challenges.
- Much of our youth has and continues to leave the region in search of employment opportunities.
- Our aging populations are creating skilled labour shortages.
- Our economies are based on trade and depend on external markets.
- We have a high concentration of:
 - Small/medium businesses that drive the economy.
 - Resource-based industries, including tourism.
- Significant elements of our manufacturing sector are weak and many related businesses are closing or relocating from the region due to global competitive pressure.
- We have a limited pan-regional focus by our businesses, political or social institutions; creating and maintaining a long-term pan-regional focus will be challenging.

Dealing with the complexity and number of issues to be addressed will be a time-consuming and difficult effort, but it is essential for future growth within

the Atlantica region. Accordingly, every effort must be made to encourage cooperation and collaboration. Sustaining a long-term focus on such issues and opportunities must become a primary concern for the business and community leaders in the region and for those involved in the APCC Atlantica Council.

Atlantica Opportunities

- Population base of over 10 million people.
- Potential Gross Domestic Product of over \$1.0 t. \$US.
- Vibrant, community-oriented businesses that leverage economies of scales.
- Implementation of pan-regional economic and trade policies, transportation policies, security policies, and border policies.
- Safe, secure and sustainable environment.
- Improved “State of the Art” infrastructure such as roads, highways, airports, seaports, hospitals, universities, financial institutions, energy and power grids.

Atlantica Challenges

- Lack of regional strategies, focus, cooperation, and collaboration.
- Parochial attitudes and practices that enforce and strengthen protectionism versus cooperation and partnerships between cities, states, provinces, countries, businesses, sectors, etc.
- Individual business practices that are not consistent between national political jurisdictions or across business sectors.
- Infrastructure gaps or sub-optimized infrastructure assets resulting in dis-economies of scale for the region.
- Inadequate marketing of “Our Shared Region’s ” collective capabilities to the world market.
- Individual businesses whose capabilities are not “Global Ready” and, as such, are not globally competitive.

The Council has reviewed and discussed many facets of the current state of the Atlantica region and progress to date for other Atlantica initiatives. During initial meetings of the Council a common concern was expressed that in the past there have been various groups who have met over the years to talk about Atlantica, but with little really being accomplished. To regain and build momentum, the Council felt it was critical that they recommend priorities for change, with an initial focus on short term “early wins”. The opportunity areas identified included:

- Transportation Policy Harmonization
- Transportation Infrastructure
- Energy Opportunities in Atlantica
- Building the Atlantica Network
- Skilled labour shortage
- Business Globalization "Capacity Building"
- Import / Export Policy Harmonization
- Atlantica Research Requirements & Performance Measurements
- Atlantica Focused Multi-Sector Import / Export Trade Missions

These inputs were used by APCC staff to prepare a "draft" APCC Atlantica Council Business Plan - 2008/2009 (the Plan) for review by and feedback from the Council at the April 2008 Council meeting. The Plan provided both a comprehensive review of the issues and opportunities related to advancing Atlantica and provided a strategic framework with specific detailed action plans targeted for completion during the remaining months of the project to March, 31 2009. An updated and revised version of the Plan will be available in a detailed Final Report. At the meeting, the Council consented to the following five strategic themes identified in the Plan:

- SYNERGIZE ATLANTICA BUSINESS – All change initiatives that will enhance the effectiveness of the business environment within Atlantica.
- IMPORT - All change initiatives that will attract more business capacity to Atlantica.
- EXPORT – All change initiatives that will be required to export more goods and services to more global markets.

These strategic pillars would require and must be supported by comprehensive:

- STAKEHOLDER COMMUNICATION AND ENGAGEMENT – All activities and efforts that enhance and grow involvement by participants across the Atlantica region.
- MEASURES OF SUCCESS – Set and establish meaningful baseline measurements that will assist in tracking progress related to Atlantica initiatives.

NOTE: The business plan focused on the remaining (3rd) project year of APCC's three year funded project and consequently two strategies - b) Import and c) Export, were determined to be of lower priority within the context of the current year's business plan.

A summary of the action plans and funding requirements outlined in the Plan are as shown below:

Strategic Theme	Action Plan		Proposed April 1, 2008 / March 31, 2009 Atlantica Project Budget \$(000)				
	#	Name	Original Project Funding (April 1, 2008 March 31, 2009)	Carry Forward Project Funding (Unspent from Previous years)	Total Funding Available	New Research Funding Required	Revised Total
1. Synergize Atlantica Business	1.1	-Early Wins - Transportation - Support Research and Produce Transportation White Paper	\$ 60.0	\$ -	\$ 60.0	\$ 85.0	\$ 145.0
	1.2	- Research - Atlantica "Integrated Transportation System"	\$ -	\$ -	\$ -	\$ 20.0	\$ 20.0
	1.3	- Research - Develop Economic Profile of Atlantica (incl. Asset Map)	\$ -	\$ -	\$ -	\$ 30.0	\$ 30.0
	1.4	- Research - Atlantica Energy Sector	\$ -	\$ -	\$ -	\$ 30.0	\$ 30.0
	1.5	- Research - Atlantica Tourism Sector	\$ -	\$ -	\$ -	\$ 30.0	\$ 30.0
	1.6	- Research - Atlantica ITC and Service Sectors	\$ -	\$ -	\$ -	\$ 35.0	\$ 35.0
	1.7	- Research - Manufacturing Sector - (incl. NAFTA and FTA Review)	\$ -	\$ -	\$ -	\$ 20.0	\$ 20.0
4. Stakeholder Communication and Engagement	4.1	- Early Wins - Atlantica Communications Strategy	\$ 50.0	\$ 102.9	\$ 152.9	\$ -	\$ 152.9
	4.2.1	- Early Wins - Expand and Engage the Atlantica Network - Establish & Support the APCC Atlantica Council and Expand the Network	\$ 171.0	\$ -	\$ 171.0	\$ -	\$ 171.0
	4.2.2	Expand and Engage the Atlantica Network - Establish "Sector" Working Sub-committees	\$ -	\$ 50.0	\$ 50.0	\$ -	\$ 50.0
5. Measures of Success	5.1	Create Initial Baseline Macro Level Measures for Atlantica	\$ -	\$ 65.0	\$ 65.0	\$ -	\$ 65.0
TOTAL			\$ 281.0	\$ 217.9	\$ 498.9	\$ 250.0	\$ 748.9
ACOA (or Other) %			\$ 210.7	\$ 163.4	\$ 374.1	\$ 187.5	\$ 561.6
APCC %			\$ 70.2	\$ 54.5	\$ 124.7	\$ 62.5	\$ 187.2

The specific “Early Win” projects (funding highlighted in green) are those which could be completed within the original project funding available from April 2008 to March 2009. All other project work required further funding commitments, as was outlined in the plan and repeated below:

“ . . . the revised total budget proposed for the Atlantica project of \$748.9k for the period April 1, 2008 to March 31, 2009, is required to accomplish all of the specific action plans and the deliverables identified in this plan. This proposed budget includes \$498.9 k. to support the “early wins” projects (highlighted in green) based on the original project funding for the period of \$281.0k plus \$217.9 (which assumes ACOA will agree to carry forward funding of \$163.4K of unspent funds from the previous two project years and that APCC will also fund their matching portion of the carry forward equal to \$ 54.5k.). In addition, this plan assumes that seven newly identified research project work (highlighted in yellow) will require additional new funding of \$250.0k and that ACOA or another funding partner will agree to be the 75% contributor (\$187.5k) and APCC would find further matching funds from business supporters of \$62.5 k. to complete these research projects.”

APCC staff requested and received concurrence from ACOA in late April 2008 to carry forward unspent 2007/2008 ACOA funding of \$163.4k. This carry forward amount and the matching 25% APCC extra funding requirement was reflected in APCC’s budget for 2008, but unfortunately, due to revenue shortfalls experienced by APCC, this funding was not available and resulted in not completing all the work planned in Action # 4.1 (e.g. enhanced web

presence for Atlantica information), and # 4.2.2 (establishing “Sector” working committees) and # 5.1 (creating the initial baseline macro level measures for Atlantica).

The 2008 APCC budget included \$250K for seven proposed research projects (Action Plan #1.1 to 1.7). With the exception of action plan #1.1 - Transportation White Paper, the remaining 6 research projects were not developed into formal proposal requests in 2008. These additional projects were contingent on APCC securing additional financial resources and these efforts were largely unsuccessful in 2008.

It is estimated that to March 31, 2009 approximately \$528,000 will have been invested in the Project, shared 75% by ACOA \$396,000 and 25% by APCC \$132,000. At February 29 the actual investment was \$510,140.02. The initial Project budget was \$744,000. Therefore at March 31, 2009 we anticipate the unspent budget will be approximately \$215,000.

3. Early Wins

Since the April 2008 Council meeting, APCC staff have continued to use the Plan as a guide for their ongoing work, within the financial resources available at APCC. This work has resulted in a number of accomplishments outlined below.

Transportation Infrastructure and Policy Harmonization

The Council focused much of their attention on identifying early wins and specifically, improvements to the regional transportation infrastructure and transportation policy harmonization. The following are highlights of the effort and results related to Transportation:

a) At the April 2008 Council meeting, staff was directed by the Council to prepare a report that would identify the highest priority opportunities for improvements in the Atlantica wide transportation infrastructure and regulatory framework, and which would set out the ‘business case’ arguments to support government actions and investments to address these priorities. On July 17, 2008 staff distributed for Council’s review and concurrence, a proposal for the research project # 1.1 - **Transportation White Paper**. After months of effort to get the support and cooperation of industry stakeholders to assist in conducting research for the White Paper, a written request was submitted to ACOA, on December 16, 2008, seeking their agreement to modify the scope of the Project to reallocate project funds toward the completion of this research work. This research work was proposed to be completed by the spring of 2009. On February 19, 2009 we received an email from ACOA indicating ACOA would not support the proposal in its existing format.

b) In cooperation with the Saint John Board of Trade and Enterprise Saint John, the Council co-hosted private meetings and a public event in Saint John, NB, on November 8/9, 2007 to support the Cianbro team (Peter Vigue) regarding their **Proposed East/West Highway Corridor**. APCC staff also participated in information sessions in Bangor, Maine, and Sherbrooke, Quebec in January 2008, and have continued to collaborate with the Cianbro team during the feasibility study stage of their project and have been involved in related discussions with member Chambers in northern NB during the summer of 2008. APCC staff also attended and supported a public presentation made by the Vigue team at an Edmundston Chamber luncheon on Sept 18, 2008.

c) On Dec 8th, 2008, in partnership with the Greater Bathurst Chamber of Commerce, APCC co-hosted an **Atlantica Forum on Transportation** in Beresford, NB and had over 140 business, government and community leaders attend this public information session, in which eight senior industry leaders deliver very relevant information on related transportation plans, assets and opportunities.

Presentations : Atlantica Forum on Transportation (Beresford, NB Dec 8, 2008)			
Name	Title	Organization	Presentation Topic
Doug L. Johnson	Co-Chair	Atlantic Gateway Federal/Provincial Officials Committee	Atlantic Gateway Update
Denis Landry	Minister	Province of NB – Department of Transportation	Provincial Multimodal Transportation Strategy 2008-18
Doug L. Johnson	Assistant Deputy Minister	Province of NB – Department of Transportation	The New Brunswick Intelligent Transportation
Alwyn G. Soppitt	Relations	Representing the Southern NB Gateway Council	The Atlantic Gateway and Atlantica
Donald Hammond	Executive Director	Enterprise Chaleur	Northern NB Corridor Study
Jenna Doucet	Director of Marketing	Port of Belledune	Update on the Port of Belledune
Eric Bordeleau	General Manager – North American Schedule Planning	Air Canada	Air Transportation in Atlantic Canada
Peter G. Vigue	Chairman	Cianbro Companies	Proposed E/W Highway Corridor Project
Richard Scott	Director of Infrastructure and Roads	SNC-Lavalin ProFac / Brunway Team	Public Private Partnerships
Réal Robichaud *	Executive Director	Tourism Industry Association of New Brunswick (TIANB)	Tourism Sector Overview and Transportation Implications

* Absent due to weather but presentation distributed

d) APCC staff actively participated with the government led **Atlantic Gateway** initiative by attending the first public consultation session in Halifax on January 23, 2008. On March 26, 2008 APCC provided direct feedback to Min. Peter Mackay on the Atlantic Gateway initiative, by addressing a well attended AMCHAM hosted event held in Halifax. APCC staff also attended the Atlantic Gateway - New Brunswick Stakeholder Consultation Session held in Fredericton, NB on May 21, 2008. The resulting focus of this session was to develop specific marketing initiatives for the Atlantic Gateway to increase shipments into our region. APCC supports the creation of a regional Atlantic Gateway Council.

Stakeholder Communications and Engagement of the Atlantica Network

The goals associated with growing the Atlantica Network, as identified in the

APCC Atlantica Council Business Plan have been two fold. First, to significantly leverage the existing APCC network and develop new contacts, communications, consultations and dialogues with businesses, Chambers and other stakeholders across the Atlantica region in order to create a common understanding of the issues and opportunities related to Atlantica. Secondly, to build and sustain the business leadership and commitment and "common voice" that is required to support the work necessary to deliver Atlantica related changes.

a) As summarized in the following table there have been a total of **195 Atlantica Network Building Activities** which have increased the understanding and commitment for involvement by business and government leaders related to the opportunities and issues associated with Atlantica. To date, these network building activities have involved contacting over 1000 individuals regarding the APCC Atlantica initiatives. All of these activities have been conducted by APCC staff and include individual meetings, Atlantica presentations, Atlantica Council meetings and Atlantica Forums, or attending related industry events.

Activity Type	Estimated # of Individuals Contacted	# of Network Enhancing Activities
Met	193	133
Presented (note 1)	745	24
Organized (note 1)	64	7
Attended	127	31
Total	1129	195
Legend		
MET	Conducted individual meetings with business, government or Chamber representatives to inform and engage them or their organization related to identifying or resolving Atlantica issues.	
PRESENTED	Made formal Atlantica presentations for audiences at various types of public or private events.	
ORGANIZED	Organized Atlantica Council meetings and Atlantica Forums to move forward on the Atlantica agenda	
ATTENDED	Attended events as participants to gain further knowledge, or make further contacts that could be used in the efforts of the APCC Atlantica Council.	

(Note 1) - The following is a list of the Atlantica presentations made and the Atlantica events organized by APCC staff.

#	Date	Organization	Topic	Contact Name(s)	Region Affected	Contact Location	Est. # of Contacts
1	August-24-07	Access Atlantica sponsored panel on weight restrictions on I95	Atlantica Update	Approx. 150 business and government representatives from Maine and NB	ME	Bangor	150
2	October-03-07	Joint APCC award at 101 Business Awards	Presentation of 101 Business Awards	Neville Gilfooy	NB	Saint John	5
3	October-24-07	Atlantic Mayors Congress	Prepared presentation for Norm McFarlane to deliver re: Atlantica Update	Atlantic Provinces Mayors	NL	Happy Valley	20
4	October-25-07	APCC Urban Chambers, re	Atlantica Update	Various urban Chamber staff and board members from NB, NS, & PE	NB	Moncton	15
5	November-01-07	Prov. Of NB	Atlantica Update	Min. Greg Byrne & various staff	NB	Fredericton	4
6	January-16-08	NS Chamber of Commerce	Atlantica Update	NS Chamber of Commerce with approx. 8 board members & guests	NS	Truro	8
7	January-28-08	Waterville Rotary, Mid-Maine Chamber of Commerce, & Mid-Maine Global Forum	Atlantica Update	Tom Longstaff with approx. 100 business and government in attendance including Rosemary Winslow (rep for Congressman Michaud)	ME	Waterville, ME	100
8	January-29-08	novaknowledge Breakfast	Atlantica Update	Tim Outhit with approx. 30 business people from the ICT sector in Halifax area.	NS	Halifax	30
9	February-19-08	Chambre de commerce francophone de Halifax	Atlantica Update	Robert Yves Mazerolle (President) and approximately 15 members.	NS	Halifax	15
10	March-26-08	AMCHAM	Addressed Min. Peter Mackay on the Atlantic Gateway Initiative.	David Goff	NS	Halifax	10
11	April-14-08	APCC	Atlantica Update	APCC Board	NB	Moncton	5
12	April-22-08	Exploits Regional Chamber of Commerce	Atlantica Update	Sean Cooper (Exec. Dir.) with about 20 members.	NL	Grand Falls Windsor	20
13	April-23-08	Bay St. George Chamber of Commerce	Atlantica Update	Cynthia Downey (President) with approx. 30 plus business and municipal government leaders	NL	Stephenville	30
14	April-24-08	St. John's Board of Trade	Atlantica Update	Donna Sloan (President) and Siobhan Coady (Acting CEO) with approx. 8 members and staff	NL	St. John's	10
15	May-05-08	Dieppe Rotary	Atlantica Update	Pierre Gauvin with approx. 20 local business and government representatives	NB	Moncton	20
16	May-24-08	APCC AGM	Atlantica Update	Atlantica panel discussion, re: Atlantica Update	PE	Summerside	40
17	June-17-08	3 Edmundston region Chambers of Commerce	Atlantica Update & Peter Vique E/W Hwy.	Paul Gagnon (Exec. Director) with approximately 8 others present from 2 other chambers.	NB	Edmundston	8
18	June-17-08	Grand Falls Chamber with approx. 10 people	Atlantica Update & Peter Vique E/W Hwy.	Curtis Haley (President) with approx. 10 of their members represented.	NB	Grand Falls	10
19	June-18-08	Bathurst Chamber of Commerce	Atlantica Update and Peter Vique E/W Hwy.	Donna Landry(Exec. Dir) & Vilma Glidden (President) with approx. 15 members present	NB	Bathurst	15
20	June-18-08	Campbellton Chamber of Commerce	Atlantica Update & Peter Vique E/W Hwy	Greg Davis (President) with approx. 10 members present	NB		10
21	September-24-08	Fredericton Cybersocial	Vermont Atlantica Forum	Various contacts	ALL	Atlantica	4
22	October-06-08	Atlantica Forum on ICT	Vermont Atlantica Forum	Various contacts	ALL	Atlantica	16
23	October-21-08	APTA Annual Mtg.	Atlantica Update & Transportation White Paper	Various contacts	All	Halifax	60
24	December-08-08	Atlantica Transportation Forum in Bathurst	Atlantica Transportation Forum in Bathurst	Various contacts	All	Atlantica	140
TOTAL - PRESENTED							
1	October-18-07	1st Atlantica Forum - Atlantica Update	1st Atlantica Forum - Atlantica Update	Various new invited participants	NB	Saint John	8
2	October-19-07	1st Atlantica Council Meeting	1st Atlantica Council Meeting	Atlantica Council and guests	NB	Saint John	10
3	November-08-07	Vique Meeting / Dinner	E/W Hwy Proposal	various - see email invitees	NB	Saint John	15
4	January-23-08	2nd Atlantica Forum	2nd Atlantica Forum - Atlantica Update	14 brand new faces we in attendance and 5 new people presented. APCC received financial support for event from MICT, TDBanknorth, and the Cianbro Corp	ME	Portland, ME	14
5	January-24-08	2nd Atlantica Council Meeting	2nd Atlantica Council Meeting	Atlantica Council and guests	ME	Portland, ME	5
6	April-15-08	Atlantica Council	3rd Atlantica Council Meeting - Planning Session	Atlantica Council	NB	Fredericton	6
7	April-16-08	Atlantica Council	3rd Atlantica Council Meeting - Planning Session	Atlantica Council	NB	Fredericton	6
TOTAL - ORGANIZED							

b) Since first introduced on May 20, 2008 over 250 people have been receiving weekly email based delivery of **Atlantica Market Intelligence reports** from the Atlantica Portal database. The weekly distribution currently includes the Atlantica Council and APCC Board of Directors and staff members from each of the 100 plus member Chambers of APCC. Many local chambers distribute this weekly report to their local members. Web based access to the historical information available from the Atlantica Portal is limited to APCC staff, Board and Atlantica Council members.

c) APCC Atlantica staff worked with Bill Zuccareno (the Vermont based Atlantica Council member) to host an **Atlantica Forum on ICT** as part of the 11th Annual Rural Telecom Congress which was held in Vermont between Oct 6 -8, 2008. This included a very successful match-matching event that saw over fifteen organizations present their business including the following six from Atlantic Canada: Media Badger - Halifax, Mariner Partners - Saint John, National Research Council - Fredericton, Shift Central – Moncton, Global Mentoring – Fredericton, and a Broadband Sourcing interest – Miramichi. It also provided great exposure for APCC and the Atlantica initiative among Vermont business and government leaders in attendance.

Future Directions:

As outlined above, much has been done during the past eighteen months to identify and support the changes that will be required related to advancing the Atlantica regions growth and prosperity.

- **APCC Atlantica Council has been established.**
- **An APCC Atlantica Council Business Plan has been developed.**
- **Significant progress related to early wins in the Transportation Infrastructure and Policy Harmonization**
 - **Transportation White Paper proposed.**
 - **Proposed East/West Highway Corridor supported.**
 - **Atlantica Forum on Transportation held.**
 - **Atlantic Gateway initiative supported.**
- **Significant progress related to the early wins in Stakeholder Communications and Engagement of the Atlantica Network**
 - **More than 1000 people have been engaged through approximately 30 Atlantica presentations/events and attendance at over 30 other industry related functions.**
 - **Established communication capabilities**
 - Atlantica presentations and templates
 - Atlantica Intelligence Portal and Weekly reporting process.

A key issue going forward is to secure financial and volunteer commitment as identified in the Plan in order to continue the work required to achieve the goals defined.

The following are the next 5 steps that APCC staff proposes to the Atlantica Council, in order to gain further success for the APCC Atlantica initiative.

1. The APCC Economic Development Committee and the Council

APCC has recently completed a review and revision to its Strategic Plan and is in the process of completing its associated business plan. One of the key objectives identified in the APCC Strategic Plan is to **Promote Regional Economic Growth Initiatives**. APCC has established an **Economic Development Committee** (the Committee) to address APCC's ongoing efforts required in this area, including the Atlantica initiative.

Atlantica has been one of the key initiatives APCC has been engaged in as part of regional economic development for many years. Therefore the Council's work which has been completed can be rolled back into the Committee where the Atlantica initiative now resides. It would be prudent for the Committee to call on the experience and expertise of the Council members. These individuals could bring a great deal of knowledge and experience from specific industry sectors. These people could lead or serve on "Sub-Committees" for one of the 5 industry sectors identified in the APCC Atlantica Council Business Plan, 1) transportation, 2) energy, 3) tourism, 4) information & communications technology (ITC) and 5) manufacturing.

Effort should also be made to avoid duplication and reinventing the wheel. In those cases where regional sector organizations exist, are forming or where the nucleus exists to expand to the regional level, APCC should seek to collaborate and support these. (i.e. Atlantica Centre for Energy, Atlantica Bioenergy Task Force, Atlantic Gateway Council, etc.)

Strategic Theme	Action Plan		
	#	Name	Resp.
1. Synergize Atlantica Business	1. 1	-Early Wins - Transportation - Support Research and Produce Transportation White Paper	Sub Comm. 1
	1. 2	- Research - Atlantica "Integrated Transportation System"	Sub Comm. 1
	1. 3	- Research - Develop Economic Profile of Atlantica (incl. Asset Map)	AC
	1. 4	- Research - Atlantica Energy Sector	Sub Comm. 2
	1. 5	- Research - Atlantica Tourism Sector	Sub Comm. 3
	1. 6	- Research - Atlantica ITC and Service Sectors	Sub Comm. 4
	1. 7	- Research - Manufacturing Sector - (incl. NAFTA and FTA Review)	Sub Comm. 5
4. Stakeholder Communication and Engagement	4. 1	- Early Wins - Atlantica Communications Strategy	AC
	4. 2.1	- Early Wins - Expand and Engage the Atlantica Network - Establish & Support the APCC Atlantica Council and Expand the Network	AC
	4. 2. 2	Expand and Engage the Atlantica Network - Establish "Sector" Working Sub-committees	AC
5. Measures of Success	5. 1	Create Initial Baseline Macro Level Measures for Atlantica	AC

2. Develop Atlantica Policy for APCC

Based on the issues and opportunities identified and sound research, APCC has an opportunity to develop appropriate policy positions to clearly define what Atlantica means for business, (e.g. regional economic growth, enhancing trade, investment cooperation, harmonization of rules and regulations, avoiding waste in administering redundant regulations, elimination of barriers to trade, etc.) With appropriate policies in place, APCC can advocate on behalf of business to push for the changes necessary to maximize opportunities for future growth and prosperity across the region.

The focus of this advocacy effort should lead up to the Sept 2009 meeting in Saint John NB to be attended by the Atlantic Premiers and New England Governors

3. Complete the Transportation White Paper project

The Council and/or APCC should seek input and clarification from ACOA to modify the proposal to maximize the potential contribution of the proposal to the newly formed Atlantic Gateway Council. APCC should offer support for the Atlantic Gateway Council and seek to collaborate on common policies.

4. APCC Role in future of the Atlantica Initiative.

The Council should encourage APCC to continue to support and lead the Atlantica initiative on behalf of business. APCC should propose to ACOA and seek their agreement to carryover remaining Project funding, at March 31, 2009, into 2009/10 in order to continue the implementation of the remaining action items specified in the Plan. As stated above the anticipated unspent Project budget at March 31 will be approximately \$215,000. At 75% ACOA's share is \$161,250 and APCC's share at 25% is \$53,750.

5. Grow business support for the APCC lead Atlantica initiative.

If deemed appropriate APCC must develop and implement strategies and action plans to create and further leverage alliances with business leaders and other business organizations within both,

- a) The Atlantic Provinces
- b) Other regions of Atlantica (Quebec, ME, NH, VT, & NY).

This work should align APCC Atlantica efforts with regional, provincial and state Economic Development Agencies and Trade Missions.

In Conclusion

Along with our partner ACOA, APCC has invested years and significant resources in support of the Atlantica initiative. The current Project and the creation of the Council has had its challenges but a very significant amount of useful work has been done, the foundation of a broad Atlantica network has been laid. But the work is not yet done. We need an economic blueprint, a clear path based on the opportunities before us, to guide us to a prosperous future based on collaboration and cooperation. It's time to engage that network.

We are within months of delivering important reports in several key sectors that can support a variety of initiatives such as the Atlantic Gateway. Sticking to a plan a final focused push over the next twelve months can convert all these efforts and our investment into a concrete and realistic framework, including an "Economic Blueprint" as envisioned in the original Project proposal, to promote and support regional growth and prosperity.