

MEMO

To: Michael Merritt, Chief Administrative Officer, CBRM

Cc: Cecil Clarke, Mayor, CBRM

From: Eileen Lannon Oldford, CEO, Business Cape Breton

Date: July 28, 2016

Re: Foreign Trade Zone Marketing Plan Application – Funding Request

Dear Mr. Merritt,

Business Cape Breton (BCB) on behalf of Cape Breton Regional Municipality (CBRM) and the Port of Sydney team are seeking to develop a marketing strategy to promote the CBRM FTZ internationally.

We have made application to the Global Affairs Canada FTZ Marketing Program which provides 50% funding to approved proposals. It is our expectation that the marketing strategy should cost no more than \$50,000 to develop based on our experience and our conversations with colleagues.

We are requesting consideration for CBRM to become a funding partner for the remaining balance of \$25,000 for the project. We will be making a request to the Province of Nova Scotia to partner as well. Should we receive a favorable response, the CBRM request would be adjusted accordingly.


Funding Body	Amount
Global Affairs Canada	\$25,000
CBRM	\$25,000
TOTAL	\$50,000

Please find attached a copy of the application that has been submitted to Global Affairs Canada. Please advise in writing by August 10, 2016 if you will be able to facilitate this request so that we may confirm with Global Affairs Canada

your participation.

If you have any questions/concerns or require further information, please do not hesitate to contact me.

Sincerely,

A handwritten signature in black ink, appearing to read "Eileen Lannon Oldford". The signature is fluid and cursive, with the first name "Eileen" being the most prominent part.

Eileen Lannon Oldford
CEO, Business Cape Breton

Foreign Trade Zones – Marketing Program Project Application

1. Applicant information

a. Applicant Organization

<i>Name of Applicant Organization (Legal name):</i>	Business Cape Breton Association
<i>Website Address:</i>	www.businesscapebreton.ca

<i>Address:</i>	77 Kings Rd.	<i>Mailing Address (if different):</i>	
<i>City:</i>	Sydney	<i>City:</i>	
<i>Postal Code:</i>	B1S 1A2	<i>Postal Code:</i>	
<i>Province/ Territory:</i>	Nova Scotia	<i>Province/ Territory:</i>	

b. Authorizing Officer

The Authorizing Officer is an official with the applicant organization that is authorized to enter into legal agreements on behalf of the organization.

<i>Salutation/First Name:</i>	Eileen	<i>Last Name:</i>	Lannon Oldford
<i>Position:</i>	Chief Executive Officer, Business Cape Breton		
<i>E-mail:</i>	eileen@businesscapebreton.ca		
<i>Telephone:</i>	902-562-2156	<i>Mobile Telephone:</i>	902-371-5530
<i>Facsimile:</i>	902-562-2866		

c. Main Contact Person

The Main Contact Person is the person with the applicant organization who will be doing the day-to-day work on the FTZ-MP file, such as drafting the application and submitting claims and reports.

<i>Salutation/First Name:</i>	Wayne	<i>Last Name:</i>	Scott
<i>Position:</i>	Development Officer		
<i>E-mail:</i>	wayne@businesscapebreton.ca		
<i>Telephone:</i>	902-562-2029	<i>Mobile Telephone:</i>	N/A
<i>Facsimile:</i>	902-562-2866		

2. FTZ Marketing Strategy

a. Background and Outline of FTZ Marketing Strategy:

Provide a summary of the key elements of your FTZ Marketing Strategy. For applications seeking FTZ-MP support to create their FTZ Marketing Strategy, identify the key steps that will be used in its development. (Maximum 2500 characters)

- The CBRM FTZ Advisory Committee will develop terms of reference for a marketing strategy that will be posted via request for proposals.
- An evaluation package will be used to grade proposals.
- After reviewing the submissions, a marketing consultant will be selected to develop the strategy with an emphasis on deliverables.
- The CBRM FTZ Advisory Committee will work with the successful consultant to complete the marketing strategy.
- Upon completion of the marketing strategy, implementation of Phase I of the marketing strategy will begin.

b. Strategic Objectives of Project:

Identify the key objectives of the project – i.e. build strategic partnerships, increase marketing reach, generate leads, etc. How do they contribute to your FTZ Marketing Strategy? (Maximum 2500 characters)

- Market CBRM FTZ assets regionally and internationally.
- Brand recognition to demonstrate that the CBRM FTZ is positioned for success.
- Maximize our value proposition of Canada's FTZ programs while aligning CBRM FTZ to acquire traction in attracting foreign direct investment.
- Trade missions are expected to help define opportunities for succinct, targeted potential companies in key markets.
- Align CBRM FTZ with Atlantic Gateway branding.
- Develop strategic international relationships/partnerships.
- Identify qualified leads including contact information and steps to proceed that have potential to use CBRM FTZ assets such as the potential trans-shipping hub.
- Develop marketing tools to attract local/national/international businesses to the CBRM FTZ.
- Align the CBRM FTZ with Global Affairs' Markets Action Plan and Canada's new trade and export strategy.
- Project will have two phases: 1) Development of the marketing strategy and 2) implementation of the marketing strategy. The funding request presented in this application is for Phase I exclusively.

c. Linkage to Foreign Affairs, Trade and Development Canada (DFATD) priorities:

How is this project consistent with the Government of Canada's Global Markets Action Plan and its priority markets? (Maximum 2500 characters)

The marketing strategy for the CBRM FTZ will align with Global Affairs priorities by identifying fast-growth economies and key priority market countries such as China and India. The CBRM already has a sister city agreement in place with Dalian, China and will be seeking to further strengthen the relationship to the mutual benefit of both parties. We would also be seeking to take advantage of various trade agreements such as the CETA agreement given our proximity to the European market and the proposed Trans-Pacific Partnership demonstrates strong potential for our seafood industry in particular.

3. Project Activities

a. *Please provide a breakdown of the project's proposed activities (including their expenses, outputs and performance measures) by completing an "Activity Worksheet" template for each activity.*

b. *Please then provide a listing of each activity, with the title and the Total Requested FTZ-MP Funding in the table below.*

Activity Number	Activity Title	Total Requested FTZ-MP Funding
1	Hire a trade consultant to develop a marketing strategy - successful consultant to identify all activities and strategies to be implemented in Phase II.	\$ 50,000
		\$
	Funds to be split \$25,000 CBRM & \$25,000 FTZ MP	\$
		\$
		\$
		\$
		\$
		\$

		\$
--	--	----

4. Project Results

**a. Will this project improve the region's capacity to attract Foreign Direct Investment (FDI)?
Please explain. (Maximum 1000 characters)**

Yes, this project will most definitely improve the region's capacity to attract Foreign Direct Investment (FDI). Global exposure is crucial to being successful in business today. One of the major issues for this specific region in Canada from a global perspective is the lack of exposure, the reputation for being less competitive in business than the United States and being perceived to have challenging climates.

Our region lacks representation globally with regards to the opportunities for business available in Atlantic Canada. We hope to structure a marketing strategy that addresses these issues and thereby increases the capacity of the region to attract foreign clients enhancing and raising awareness as a place to do business. It is our objective to make Sydney, NS a key logistic entry point for global trade.

**b. Will this project increase potential investors' awareness of FDI opportunities in Canada?
Please explain. (Maximum 1000 characters)**

Yes, this project will most definitely improve the potential to increase Investor awareness of FDI opportunities in Canada. One of the deliverables of the marketing strategy will be to identify Investors worldwide with expansion/relocation plans targeted at servicing North America and Western Europe, we believe that targeting all of these prescreened investors with our FTZ project will create an opportunity for FDI. We will be using the project funding to commission the strategy that will be used moving forward. The CBRM FTZ is part of a larger initiative to use our strategic location to increase FDI in the region.

**c. Will this project improve the region's knowledge of investment attraction opportunities?
Please explain. (Maximum 1000 characters)**

Yes, we strongly believe that our knowledge of investment attraction opportunities will improve with this project. While tendering the marketing strategy our goal is to identify an organization with a high level of expertise in the field (with the necessary experience) and a solid reputation in the global market. The successful company should have a track record of other clients accomplishing success based on their ability to identify potential partnerships. Based on our clearly drawn out list of deliverables that includes information on opportunities, international market studies, organizational expansion/ relocation strategies and actual contacts within these organizations in order to ensure qualified leads we plan to

improve our knowledge on investment attraction. Investment attraction being key as we continue to explore the feasibility of establishing Sydney, NS as a trans-shipment hub.

5. Capacity to Complete the Project

a. Project Governance

Identify how the project will be governed – by a single agency, in partnership, or by committee – and what structure will be in place to ensure the Main Contact Person will have access to the information and records required for communicating with the program management and submitting claims and reports. (Maximum 2500 characters)

The CBRM FTZ will be governed by Business Cape Breton. Business Cape Breton is a non-profit organization contracted by the CBRM to deliver their economic development priorities. BCB has also formed an advisory committee for the CBRM FTZ. The committee is comprised of representatives from the Port of Sydney, Business Cape Breton, Cape Breton Regional Municipality, J.D. McCurdy Airport, Nova Scotia Business Inc. and Marine Atlantic. Business Cape Breton will be the marketing program lead and will disseminate information to committee members and gather their input throughout the development of the marketing strategy with the consultant. The committee will be consulted during the development of the terms of reference for the RFP as well as during the development of the marketing strategy.

b. Work Plan

Milestones	End Date
Identify possible funding bodies for development of the marketing strategy	2016-07-31
Submit an application to Global Affairs for FTZ MP funds.	2016-07-31
Development of terms of reference for Marketing Strategy RFP	2016-08-31
Call for RFP (if approved)	2016-09-01
Evaluation of submissions	2016-10-15
Notify successful consultant	2016-10-16
Development of the marketing strategy – Final document prepared by January 30, 2017.	2017-01-30

c. Sustainability

Identify how you intend to maintain the key elements of the project for your investment attraction initiatives in future years. (Maximum 2000 characters)

It is the intention of the partners involved with the CBRM FTZ Advisory Committee to request a phased, five year plan within the marketing strategy to be developed. Based on the outcomes of the strategy, it would be our intention to apply on annual basis to the FTZ Marketing Program to ensure that we build momentum to move the CBRM FTZ forward.

6. Additional Supporting Documentation

In addition to the required documentation (your FTZ Marketing Strategy, the written confirmation from the relevant Regional Development Agency concerning the FTZ Task Force requirement), please provide a listing of any supplementary documentation you are attaching to your application.

File Title	Description