



North America's Most Exciting Bi-National Region!

Rediscover Opportunity!

One continent... One market... One bi-national region accessing the world's richest marketplace!

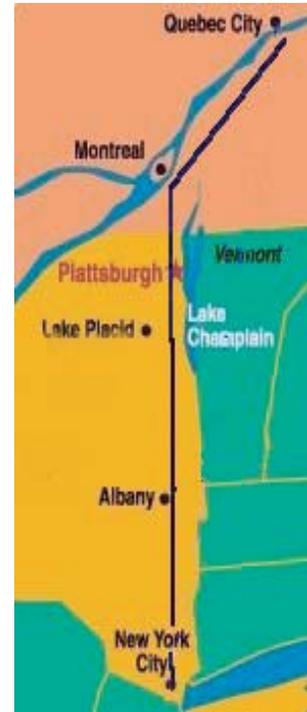
In 1609, explorers Samuel de Champlain and Henry Hudson established a European corridor of trade and commerce in North America - - Champlain from the north, sailing down the St. Lawrence in Quebec and exploring Lake Champlain in northern New York; Hudson from the south, navigating the Hudson River in New York at a point north of Albany.

This Corridor region has now been the greatest focal point for North American trade and industry for almost FOUR CENTURIES, AND THE BEST IS YET TO COME!

Why? Because the QUEBEC-NEW YORK CORRIDOR serves and bi-sects what has become THE WORLD'S RICHEST MARKETPLACE.

Just consider these facts:

- ✪ 132 MILLION PEOPLE - the biggest population concentration in North America - reside within one day's shipping time from the heart of the Quebec-New York Corridor. This is 50% OF THE TOTAL COMBINED POPULATION OF THE U.S. AND CANADA!
- ✪ This population represents OVER \$1.7 TRILLION (U.S.) in personal income.
- ✪ Of the entire U.S. & Canada, this region is home to 56% of all skilled workers: over 50% of all retail sales & wholesale receipts; 54% of all manufactured products shipped within the U.S. and Canada.
- ✪ The QUEBEC - NEW YORK CORRIDOR directly links both the #1 and #2 trans-Atlantic seaports in North America - Montreal and New York.
- ✪ The QUEBEC-NEW YORK CORRIDOR has become a recognized global leader in all of the emerging sectors of the new 21st - century economy, including INFORMATION TECHNOLOGY, NANOTECHNOLOGY, BIOTECH & LIFE SCIENCES, PHOTONICS/OPTICS, and others.
- ✪ Stretching just 330 miles (531 km) from Montreal to New York City, The QUEBEC-NEW YORK CORRIDOR not only features North America's richest market and its top logistical assets - it has become a UNIQUELY INTEGRATED, BI-NATIONAL ECONOMIC REGION, offering the VERY BEST OF BOTH THE U.S. AND CANADA IN ONE LOCATION!
- ✪ We invite you to become a part of the QUEBEC-NEW YORK CORRIDOR as your pathway to opportunity and success.



FÉDÉRATION DES CHAMBRES
DE COMMERCE DU QUÉBEC



BACKGROUND

Throughout the economic corridor from Quebec City and Montreal to Plattsburgh, Albany and New York City, partnerships are occurring along non-traditional lines and a fresh look is being taken at planning of all kinds. And with good reason. North America is in the midst of an economic realignment of historic proportions – and the Quebec-New York Corridor has become one of the key connections and beneficiaries of this shift.

From the days of European settlement, both the U.S. and Canada have been dominated by economic development strategies along an east-west axis. Each worked for two centuries to open up the interiors, developing roads, canals and trans-continental railways to tap raw materials and feed coastal industrial centers and ports.

But now, a momentous economic change is underway. The emphasis is shifting firmly to a new north-south axis as the U.S. and Canadian economies integrate, with Mexico following as well.

This rapidly evolving process has led to the clear emergence of several north-south **TRADE CORRIDORS** which possess the key transportation links between Canada and the U.S. and which are becoming more than growing commercial routes – they are becoming **NEW BI-NATIONAL ECONOMIC REGIONS**.

One of the most important such Corridors is the **QUEBEC-NEW YORK CORRIDOR**, connecting Quebec and New York, which is emerging as the route and location of choice into, out of and within what many have termed “the world’s richest market.”

If the private and public interests of Quebec and New York do nothing beyond past efforts, commerce within the Quebec-New York Corridor will still continue to grow because the world has discovered this logical and strategic pathway to and from North America. If, however, we collectively recognize the trends and global opportunities at our doorstep and begin aggressively doing the right things together to encourage even deeper and broader growth, we believe there are exciting things to be achieved for the people of Quebec and New York.

It is with this in mind that we enter into this agreement.

THE PARTIES

For the purpose of this compact, the Quebec Chamber of Commerce is recognized as the lead organization acting on behalf of Quebec-New York Corridor interests in Quebec, and the Plattsburgh-North Country Chamber of Commerce is recognized as the lead organization acting on behalf of Quebec-New York Corridor interests in New York.

GEOGRAPHY

At its core, the Quebec-New York Corridor is defined by the transportation systems and communities along the north-south axis of the St. Lawrence, Richelieu, Champlain and Hudson valleys. In the broadest sense, it represents the interests and opportunities of Quebec and New York as partners at all levels and in all locales, with the Quebec-Hudson Corridor serving as the key connection, hub and point of facilitation and support.

MISSION

The Quebec-New York Corridor is a framework within which a proactive leadership consortium shall commit to the development of the full potential of our common economic region. The Corridor and its partners will maximize environmental, human and geographic resources, and promote commerce and industry throughout the corridor to serve a global marketplace. We will work together through collaboration, cooperation, mutual support and commitment to enable the Quebec-New York Corridor to operate as a true regional economy.

GOALS

In pursuit of this mission, we commit ourselves and our partners to the following:

- I. **CHAMPLAIN/LACOLLE PORT OF EXCELLENCE:** The U.S.-Canadian border crossing at Champlain, New York/Lacolle, Quebec is the physical gateway which most connects Quebec and New York. Its facilities and services hold the capacity to either facilitate and encourage progress toward our economic aims, or to impede and discourage commerce and partnership. With this in mind, the creation and maintenance of a "Port of Excellence" at this gateway is a critical and indispensable goal of the Quebec-New York Corridor.

Our shared vision is a border crossing at Champlain/Lacolle that is so modern, extensive, flexible and customer friendly that it will not only be the premier U.S.-Canadian border crossing but will be an economic development engine, further attracting commerce and investment to our Corridor.

To this end, the Quebec-New York Corridor shall serve as the focal point and representative of U.S. and Canadian customer interests utilizing this gateway, and shall become the key advocate in pursuit of all elements of a Port of Excellence there, including but not limited to facilities, technology, staffing, customer service practices, and applicable laws and regulations.

This shall include the convening of an **ANNUAL BORDER SUMMIT**, aimed at engaging all involved private and public interests in the identification of needs, priorities, opportunities and action strategies, and the annual assessment of progress toward the vision.

- II. **TRANSPORTATION:** It is the excellence of the transportation assets within the Quebec-New York Corridor which have defined it, and their future excellence holds the key to all of the opportunities which we envision. With this in mind, we commit to the strengthening and continuation of a Quebec-New York Corridor Transportation Council, bringing together all of the key private and public transportation interests within the Corridor for the collaborative identification of needs, opportunities and strategies. It is essential that transportation planning and investment within our Corridor be in accord with our Corridor's changing demands and in support of its economic development objectives. The Transportation Council will encourage and facilitate a

Corridor-wide approach to planning and investment in all fields of transportation, including but not limited to the following:

- Roads and highways
- Ports and canals
- Rail
- Airports and aviation
- Intermodal

Activities of the Transportation Council shall be overseen and coordinated by a Steering Committee of not more than twenty members.

It shall be a goal of the Transportation Council to annually create a summary of our Corridor's key transportation assets, conditions, needs, priorities and action strategies.

III. **ECONOMIC DEVELOPMENT:** The economic development trends within the Quebec-New York Corridor are exciting, with even greater opportunities for the future through partnership and sharing. With this in mind, we commit to the strengthening and expansion of a Quebec-New York Economic Development Council, providing a vehicle for sharing and collaboration among the key public and private economic development agencies and organizations on a Corridor-wide basis. The Economic Development Council will encourage and facilitate mutually supportive approaches to economic development within the Corridor region, including but not limited to the following:

- Identifying and pursuing strategies for marketing the Quebec-New York Corridor as a shared economic region with a unique identity in the world marketplace.
- Identification of industrial "clusters" shared broadly within the Corridor as the basis for further development, and the generation of action plans for maximizing the potential of such clusters.
- The identification and pursuit of all possible areas for potential sharing and partnership, including information sharing, training, marketing and promotion.

Activities of the Economic Development Council shall be overseen and coordinated by a Steering Committee of not more than twenty members.

IV. **TOURISM DEVELOPMENT:** The transportation facilities, natural assets and unique communities which help to define the Quebec-New York Corridor and give it its special character also present exciting opportunities for the shared development and promotion of tourism as another leg of our Corridor's economic growth and quality of life. It is a goal of the Quebec-New York Corridor to develop our region as a unique bi-national tourism destination. To this end, we will facilitate sharing and partnership among key tourism interests throughout our Corridor. This will include, as an initial commitment, the embracement of the Lake Champlain/Champlain Canal Byways initiative in New York, to be expanded through linkages with appropriate Quebec partners, as well as anticipated plans in both New York and Quebec for the upcoming 400th anniversary of the explorations of Champlain and Hudson.

In addition, we commit ourselves to the development of further plans and strategies for tourism development within our Corridor within one year.

V. **SPORTS DEVELOPMENT:** Sports, including both professional and amateur activities as well as the hosting of international competitions, have played and continue to play a notable role in the economy of our Corridor, and we can foresee fresh opportunities in the future based upon the spirit of partnership inherent in this compact. With this in mind, it is a goal of the Quebec-New York Corridor to encourage the exploration of future opportunities for shared sporting competitions and events within our Corridor.

- VI. **ENERGY AND TELECOMMUNICATIONS:** Just as transportation infrastructure has been critical to defining our Corridor, appropriate energy and telecommunications infrastructure are critical to serving our Corridor's changing economy and advancing our shared aim of quality growth in the new century. With this in mind, the Quebec-New York Corridor is committed to identifying needs and pursuing opportunities for the fully integrated development of this Corridor as an important, efficient, effective, environmentally sensitive energy and communications pathway and connection between New York and Quebec, including but not limited to natural gas, electricity and broadband.
- VII. **WORKFORCE DEVELOPMENT:** As a longer term objective, the Quebec-New York Corridor shall encourage the creation, maintenance and attraction of the world's best workforce through sharing, collaboration and partnership among key private and public interests on a Corridor-wide basis, including but not limited to universities, colleges, training institutions and programs, public agencies and employers.
- VIII. **PROMOTION, ADVOCACY AND EDUCATION:** To achieve its various goals, the Quebec-New York Corridor shall continually strive to develop and possess the information, expertise, grassroots support and relationships necessary for success. To this end, we commit to the strengthening and expansion of the Quebec-New York Corridor Coalition as a broad and inclusive alliance of private and public interests who share our vision and have a role in its achievement. This shall include but not be limited to businesses, chambers of commerce, economic development organizations, transportation agencies and associations, educational institutions, tourism organizations and agencies, and public officials and agencies of all relevant levels. The Coalition shall be the subject of regular communications and information sharing, and shall be a critical resource group in terms of expertise, advocacy and participation in Corridor events and activities.

STRUCTURE

- I. **PRESIDENCY:** For the purpose of this compact, the Quebec Chamber of Commerce and the Plattsburgh-North Country Chamber of Commerce shall act as the lead organizations, wherein shall reside the presidential and executive functions of the Corridor. The President of the Quebec Chamber of Commerce or his/her designee shall be the Quebec President and chief executive officer and the President of the Plattsburgh-North Country Chamber of Commerce or his/her designee shall be the New York President and chief executive officer. The co-Presidents shall be responsible for staff, finances, general operations and management of the programs of the Corridor, with the advice and support of the Coordinating Council.
- II. **COORDINATING COUNCIL:** A steering and coordinating committee to be known as the Quebec-New York Corridor Coordinating Council shall be formed, with an equal number of designees from Quebec and New York, appointed annually by the two lead organizations. The purpose of the Coordinating Council shall be to establish overall goals and priorities, monitor progress, oversee the activities of other Councils and committees, and provide leadership support in pursuit of the aims of the Corridor. The Presidents or their designees shall serve as Co-Chairs of the Coordinating Council. Advisory Members may also be designated, in a non-voting capacity, to represent key public partners and interests.
- III. **OTHER COUNCILS AND COMMITTEES:** In addition to the Transportation Council and Economic Development Council, other Councils, committees and/or task forces may be established by the Coordinating Council from time to time as deemed necessary or desirable in the pursuit of various goals or projects. Membership in said Councils, committees and/or task forces may or may not be balanced between Quebec and New York, depending upon the circumstance.
- IV. **STATE OF THE CORRIDOR:** There shall be, on an annual basis, a Quebec-New York Corridor Conference, designed to establish and update the Corridor's various priorities, plans and strategies; facilitate partnership on a Corridor-wide basis; and generally promote and support the mission and aims of the Quebec-New York Corridor. This conference shall also generate an annual State of the Corridor Report, highlighting progress and identifying priority needs and opportunities.
- The first such conference shall be held in 2002 at a site and on a date to be determined, and shall thereafter rotate between locations in New York and Quebec.
- V. **FINANCES:** It is our goal to develop financial resources, private and/or public in nature, sufficient to pursue all objectives, including adequate staff support, basic operations and communications. The budget of the Quebec-New York Corridor shall consist of the separate and shared financial commitments obtained by the lead organizations and Coordinating Council, both for the direct operations of the Corridor and for the direct achievement of various goals and projects.



Garry Douglas, President and CEO
Plattsburgh-North Country Chamber of Commerce

Sean Finn, Premier Vice-President
Quebec Chamber of Commerce