

COUNCIL OF THE
North American **Americas**
BUSINESS COMMITTEE



Building North American Competitiveness Conference Report

December 1-2, 2006 - Kansas City, MO



Executive Summary

Supply chains throughout Canada, Mexico and the United States face regulatory incompatibility, increasing costs, and lack of investment in transportation infrastructure to support the volume growth expected not only from North America but also from high-growth Asian competitors. The combination of these conditions puts North American competitiveness at risk. While protecting our borders against terrorist threats, there is a need to strengthen transportation strategies for North America that facilitate trade and result in efficient transportation networks throughout Canada, the United States and Mexico.

Introduction

On December 1 and 2, 2006, the City of Kansas City, Missouri and the Council of the Americas through the North American Business Committee co-hosted the conference NORTH AMERICA WORKS II. This was the second conference of the NORTH AMERICA WORKS series, and a continuation of the Louisville, Kentucky conference organized by the Council of the Americas to discuss North American Competitiveness and the Security and Prosperity Partnership (SPP). The objective was to continue the exchange and dialogue among public and private sectors with a specific focus on action.

NORTH AMERICA WORKS II brought together approximately 125 transportation, logistics and economic development specialists from across Canada, the United States and Mexico.

Georges Rioux, Canadian Consul General in Chicago, and Héctor Marquez, representing the Mexican Ministry of the Economy NAFTA Trade Office in Washington D.C., addressed each of their country's initiatives, focusing on transportation infrastructure projects. Their initial remarks were followed by a series of discussions featuring diverse presenters and participants.

Stephen Blank, Kansas City, Adviser on International Trade and North America Works and Eric Farnsworth, Vice President, Council of the Americas, moderated the discussions.

This summary outlines the key points articulated at the conference.

Background

2006 marked the twelfth anniversary of entry into effect of the North American Free Trade Agreement (NAFTA) signed by Canada, Mexico and the United States.

The NAFTA formalized the economic and trade relations that were already in place even before 1994. Today, the combined Gross Domestic Product (GDP) of these nations reaches \$14.5 trillion dollars, which represents one third of the world's GDP. However, two fundamental events have come to reshape the interlinked relationship among the NAFTA partners:

- Post 9/11 security considerations. In the post 9/11 era, partnership between Canada, Mexico and the United States has to manage new challenges and changes in the global context to maintain both open doors for trade and closed doors to any terrorist or other security threat.
- The emergence of China and India as extremely competitive economies. Today, North American countries face high competitive pressure from China and other emerging economies. In order to increase the region's competitiveness Canada, Mexico and the United States need to put in place now the infrastructure capabilities to take full advantage of the efficiencies derived from higher integration, compatibility of cross-border business practices, and regulations that allow a "seamless" flow of goods at competitive costs and economies of scale.

Strikingly, Canada, Mexico and the United States have moved to lower rather than higher levels of competitiveness as reported by the United Nations Human Development Report and by the World Economic Forum. Furthermore, Mexico is lagging behind compared to the ranking of the other two NAFTA partners.

This summary is published by the Council of the Americas, a non-partisan organization founded to promote better understanding and dialogue in the Western Hemisphere. The positions and opinions expressed in this publication are those of the authors or guest commentators and speakers and do not represent those of the Council of the Americas or its members of the Boards of Directors. No part of this publication may be reproduced in any form without permission in writing from the Council of the Americas.

Transportation and Logistics Strategies

Based on the premise that the intertwined economies of Canada, the United States and Mexico should be reflected in a similar interconnection of transportation networks throughout the region, transportation efficiency is a key component of the Security and Prosperity Partnership agenda.

Nonetheless, transportation users and experts in the subject highlighted throughout the conference that the transportation infrastructure in North America is not only insufficient to respond to current flows of trade within the region, but also faces challenges to remain competitive within the global context. These two conditions erode the competitive advantages derived from NAFTA.

Infrastructure challenges throughout North America require higher investments in existing facilities as well as in new projects to expand capacity.

Furthermore, outstanding regulatory differences among the NAFTA partners cause inefficiencies in the movement of goods throughout the region. These include: high non-tariff barriers, divergences in equipment standards (vehicle weights, dimensions, etc), limited access to cargo and lack of driver freedom mobility among Mexico and its northern partners.

Several participants agreed that transportation infrastructure components across North America also require immediate collaboration among public agencies (at federal, provincial/state, and municipal levels) and private stakeholders in order to attain a thoughtful balance between border security priorities and trade facilitation objectives.

Recommendations

The extensive discussions in Kansas City and the recommendations from both the private sector and the public representatives highlighted the need to:

1. Work together toward a regulatory framework that increases border crossing efficiencies;
2. Promote cooperation and understanding among key stakeholders in the public and private sectors among the three countries;
3. Use technology and innovation to increase partnerships (public/private) in infrastructure projects in order to respond to capacity limitations in current conditions;
4. Create a higher level of awareness (build constituencies) that highlights the importance of transportation infrastructure so that the initiatives from the private sector are heard by policy makers and are included in legislative agendas. The general public also needs to understand and be aware of how transportation infrastructure challenges ultimately impact jobs and quality of life.

The North American region cannot be globally competitive without transportation infrastructure that facilitates the flow of trade above and beyond tariff liberalization.



Meeting participants



Eric Farnsworth, Vice President of the Council of the Americas and Kay Barnes, Mayor of Kansas City, MO



Deputy Mayor of Winnipeg Brenda Leipsic, Kansas City Councilwoman Bonnie Sue Cooper, Mayor Barnes, and Council of the Americas Senior Advisor Pamela Wallin



Gabriel Castro Cavazos, Alvin Brooks, Ximena Somoza, Rafael Vasquez, Antonio Muñoz and Jose Somoza



Greg Dandewich, Stuart Duncan and Jim Paterson



Claudio Perez-Korinko, Antonio Muñoz and Gabriel Castro Cavazos

I. Setting the agenda for transportation and infrastructure in North America

The subjects of transportation infrastructure and logistics fall under the scope of regulatory cooperation, trade facilitation and border security priorities set in the SPP agenda. Within this framework, the following highlights were addressed by Canadian and Mexican representatives.

Canada

Georges Rioux

Consul General of Canada in Chicago

When addressing the importance of improving infrastructure in shared borders with the United States, the Canadian government focused on the Detroit-Windsor corridor, which is Canada's most important point of entry into the United States. Targeted bi-lateral efforts have resulted in the improvement of customs facilities that have proved fruitful in reducing cross border delays in Canada-bound commercial traffic.

In terms of the strategic investments in transportation corridors, the Canadian federal budget for 2006 has allocated CA\$5.5 billion in new funding for highways, border infrastructure and gateways.

The budget for 2006 also confirms the government's commitment to keep and increase its level of infrastructure investment, which will receive support of about CA\$16.5 billion for provincial, territorial and municipal infrastructure over the next four years.

Transport Canada is working with the United States Department of Transportation in a specific Transportation Border Working Group (TBWG) to enhance collaboration on transportation mutual interests. The key guidelines for future investment decisions in infrastructure at border crossings along the Canada-United States border are included in the Border Infrastructure Compendium.

Canada, however, highlighted two main concerns in terms of bilateral border-crossing initiatives:

1. The economic impact of the passport requirements established in the Western Hemisphere Travel Initiative (WHTI). On both sides of the border, the private sector can work to delay the launch of new border security measures. Canada strives for a solution that keeps borders open to trade and closed to any security threats. This solution should be paired with an appropriate timeline for implementation that does not result in actions counterproductive to the close economic relationships with the United States.
2. The new interim rule issued by the United States Animal and Plant Health Inspection Service (APHIS) which would impose agricultural inspections and user fees on commercial conveyances entering the United States from Canada. Canada believes this measure is not in the best interest of either country since these additional inspections would result in incremental costs and border delays.

Notwithstanding the issues highlighted above, Canada recognizes that the SPP provides a valuable framework that will bring trilateral interests to a new common approach toward security and an increase in jobs and quality of life of the three NAFTA countries.



Georges Rioux, Canadian Consul General in Chicago

Mexico
Héctor Márquez Solís
Representative – NAFTA Trade Office
Mexican Ministry of the Economy

In the last 25 years, Mexico has been transformed into an open economy ranking as the largest economy in Latin America behind Brazil. The new Calderón administration has stated that in order to attain Mexico's economic potential, the priority is to increase employment and education opportunities for the country's predominantly young population.

To increase job creation, Mexico needs to continue its exporting push. Excluding oil, the most important sectors which complement the United States are: electronics, transportation and electric appliances. These industries have geographic niches throughout the states of Jalisco, Querétaro, and Aguascalientes. The new administration is also planning to increase manufacturing activities in the South of Mexico, which will also call for new investments in transportation infrastructure in this geographic area.

With the expansion of manufacturing hubs, it is necessary for transportation systems to overcome more complex networks in order to reach different cities and connect the clusters in key industries throughout the country.

Some interesting infrastructure projects for the new administration include a trade corridor in the Istmo de Tehuantepec, investments in railroad infrastructure, and port development (for Lázaro Cardenas and Manzanillo, in the Western part of the country).

The development of transportation infrastructure is very important in order to attain the economic and prosperity goals of Mexico as a partner of Canada and the United States.

An analysis of the needs in Canada, Mexico and the United States may provide common objectives that need to be communicated to the governments involving both the private and public stakeholders. This will allow leaders to take a look at regional economic integration beyond trade.

II. Why the focus on transportation strategies for North America?

The discussions in Kansas City focused on transportation infrastructure in North America, demand projections, and the need to advance public/private initiatives to further integrate supply chains.

Two sectors effectively illustrate the different challenges that transportation users currently face, ultimately impacting consumers.



Héctor Márquez Solís, Mexican Ministry of the Economy and Kansas City Councilwoman Bonnie Sue Cooper

Automobile

The automobile sector is thoroughly integrated throughout Canada, Mexico and the United States.

The competitiveness of this industry is highly dependant on border-crossing efficiencies that facilitate just-in-time deliveries of the components required to manufacture a car. From the point of view of automakers, the components of a production line are also considered “*perishable*” if they are not received in a timely manner, causing an interruption in production lines. Moving parts across the borders has become every expensive due to congestions at the border crossings, increased fuel costs and a lag in infrastructure development.

To better illustrate the importance of border-crossing challenges within this industry, consider that a specific North American manufacturer reviews transit delays three times a day in the three countries, not only with internal resources, but through logistic providers and GPS systems.

Another need is an improvement and integration in the rail system. To transport auto parts within North America, one company noted, it must deal with eight different rail companies (two in Canada, four in the United States and two in Mexico).

Finally, auto manufacturers still have to deal with the complexity of electronic manifests and paperwork required to move materials along the continent.

Representatives from this key sector would like to see transparency and ease of exit through the efforts of the SPP. The industry also calls for a calibrated transportation infrastructure with the right capacity and capabilities. Auto companies are looking for efficiencies to remain competitive.

Food Products

The share of intra-NAFTA trade in food and agricultural products has increased from ten percent two decades ago to a level of thirty percent or more in 2005. The food and agriculture sector depends greatly on transportation systems that respond to the time-sensitive nature of the business.

Retail, restaurant, and institutional consumers of food products are implementing just-in-time systems. For this industry both high speed and low cost distribution are important factors throughout the supply chain.

One important challenge that this industry experiences, even after twelve years of NAFTA, is the different regulatory environments among the three countries. Within the scope of diverse regulations, a representative from this industry highlighted the issue of Mexican carriers that are unable to operate in the United States, waiting for U.S. Department of Transportation authorization (since revised).

In this particular sector, it seems that the pace of economic integration has exceeded the pace of regulatory integration among NAFTA countries, thus hampering efforts to build great competitiveness in the industry.

III. Why is it important to invest in transportation infrastructure?

Throughout the conference, two main points of view were given when addressing the demand on transportation infrastructure:

1. Current demand.
 - a. Current transportation networks are insufficient to face demand levels of trade. Increases in demand due to growth in trade aggravates the condition of an already clogged system. Bottlenecks in cities, ports, airports and at the borders signal insufficient transportation infrastructure throughout the region.
2. Future expectations.
 - a. Economic growth in North America is expected to double the freight coming into U.S. ports and to increase freight shipments by 70 percent over the next decade.
 - b. North America does not currently have competitive global transportation capabilities. The increase in Asian trade alone should make public and private stakeholders reconsider the requirements in infrastructure and regulatory procedures.

The demand on the transportation system shows no signs of easing and neither development policies nor current physical infrastructure are responding to the fast pace of economic integration in the global context.

Other challenges that call for immediate consideration regarding competitive transportation infrastructure system throughout North America include:

1. Divergence in regulatory procedures that limit or cause significant delays in the flow of goods and people across the borders.
2. Lack of coordination between public agencies (diverse levels in government in the same country and among the three countries) and other private links in the supply chain. In the United States, for example, the Food and Drug Administration inspectors have different schedules from the operating hours of Customs Facilities, thus creating delays in the clearance of merchandise that require inspection.
3. The environmental factor. When considering infrastructure requirements, we should mitigate the negative environmental impacts associated with transportation initiatives.



Canadian Consul General Georges Rioux, Winnipeg Deputy Mayor Brenda Leipsic, Pamela Wallin and Luis Pinto of the Council of the Americas, Kansas City, MO Mayor Kay Barnes and Eric Farnsworth of the Council of the Americas

IV. Recommendations to enhance the North American transportation system infrastructure

An important outcome of the Kansas City discussions was that collaboration between public and private stakeholders would streamline regulatory procedures while increasing investments in existing infrastructure.

Governments should recognize the efforts of private initiatives and the benefits of collaboration with private projects.

The spectrum of recommendations fall within the following broad courses of action:

1. Improve capacity and infrastructure capabilities to meet demand expectations.
2. Further cooperate in regulatory procedures among Canada, Mexico and the United States.
3. Coordinate participation at different levels of public agencies in the three countries in collaboration with the private sector.
4. Build a higher sense of urgency and awareness among stakeholders.

Conclusions

The North American region cannot be globally competitive without a transportation system and infrastructure that facilitate the flow of trade above and beyond tariff liberalization while ensuring the security of our countries and citizens.

While border security is a top concern of the three countries on a post 9/11 era, there are other outstanding conditions that still increase the inefficient flow of goods and people across the region include: different regulatory frameworks among Canadian, Mexican and U.S. agencies; infrastructure deficiencies resulting in lack of transportation capabilities; narrow coordination among intergovernmental agencies (federal, state/provincial, municipal levels) and the private sectors within and among Canada, Mexico and the United States.

The development of transportation networks requires an appropriate mix of public and private sector participation to balance the discussions of regulatory convergence and other aspects that foster transportation efficiencies throughout the region.

A clear interest springs from the private sector to recommend and participate with the public agencies in forwarding initiatives that respond to the challenges in demand, requirements in transportation capacity, and areas for improvement and development of transportation infrastructure projects in the region.



Participants at Reception at Union Station, Kansas City, MO

Presenting Sponsors



Neighborhood Tourist Development Fund
City of Kansas City, Missouri



Brenda Leipsic, Deputy Mayor of Winnipeg, Kay Barnes, Mayor of Kansas City, MO and Minister of Transportation of Manitoba
Ron Lemieux



Hunt Midwest Sub Tropolis

NORTH AMERICA WORKS II

Registration List

Canada

Rachel Auclair, Transport Canada
Cheryl Baldwin, The Winnipeg Chamber of Commerce
Brian Bohunicky, Transport Canada
Garold Breit, University of Manitoba Technology Transfer Office
Mary Brooks, Dalhousie University
Gerry Bruno, InterVISTAS Consulting Inc.
Malcolm Cairns, Canadian Pacific Railway
Chantal Line Carpentier, Yale World Fellow/CEC
Martin Coiteux, HEC Montreal
Anne Cox, Foreign Affairs and International Trade Canada
Ryan Craig, City of Winnipeg Mayor's Office
Greg Dandewich, Destination Winnipeg Inc.
Brent DePape, Canadian Consulate General
Robert Dilay, Manitoba Trade and Investment
Stuart Duncan, Destination Winnipeg Inc.
Maurice Egan, Canadian Consulate General
Judy Ettinger, Transport Canada
James Frost, Halifax Gateway Council
David Gillen, University of British Columbia
Greg Hebb, Dalhousie University
Andrew Horosko, Province of MB, Infrastructure and Transportation
Brenda Leipsic, City of Winnipeg Mayor's Office
Ron Lemieux, Government of Manitoba
Maureen Martin-Osland, Government of Manitoba
Paul Ouimet, InterVISTAS Consulting Inc.
Graham Parsons, Organization for Western Economic Cooperation
Jim Paterson, City of Winnipeg
Nancy Phillips, Greater Halifax Partnership
Barry Prentice, University of Manitoba
Georges Rioux, Canadian Consulate General
John Spacek, Manitoba Infrastructure and Transportation
Mike Tretheway, InterVISTAS Consulting Inc.
Denys Volkov, City of Winnipeg
Gustavo Zentner, INTERPOC - International Point of Commerce

Mexico

Gabriel Castro, Confederación Nacional de Productores de Agave Tequilero
Jaime Escalera, Universidad Politécnica de Aguascalientes
Fernando Ferraez, Hector Mora & Asociados, S.A. de C.V.
Neal Goins, ExxonMobil Ventures México, Ltd.
Ricardo Haneine, AT Kearney
Lee Anne Malloy, Hector Mora & Asociados, S.A. de C.V.
Héctor Márquez, Government of Mexico
Francisco Martinez, NASCO
Hector Mora, Hector Mora & Asociados, S.A. de C.V.
Antonio Muñoz, ENERGAS
Daniela Ochoa González, State of Michoacán

United States

Flynn Adcock, Center for North American Studies, Texas A&M University
Ruben Alonso, Kansas City SmartPort
Alan Artibise, Arizona State University
Michael Babcock, Kansas State University
Fred Baehner, InterMark Marketing
Alan Banwart, US EPA Region 7
Kay Barnes, City of Kansas City MO
Gary Bartek, ST Group
Linda Becker, International Affairs and Trade Office
Hart Berger, ISO Polar
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Steven Brainard, Academic Consultant
Stephan Bras, International Affairs and Trade Office
David Burdick, Priority Logistics
Mark Camillo, Lockheed Martin Corporation
Wayne Cauthen, City of Kansas City MO
Sara Clark, TranSystems
Rachel Connell, NASCO
Bonnie Sue Cooper, City of Kansas City, MO
Jose M. Cruz, Consulate General of Chile
Javier Dragone, Lockheed Martin Transportation & Security Solutions
Joanna Edgerton, International Affairs and Trade Office
Jeff Elliott, ST Group
Eric Farnsworth, Council of the Americas
Alfred Figuly, Kansas City Foreign Trade Zone
Randall Garber, A.T. Kearney
Ramiero Gonzáles, FEDEX
Bill Grojean, Marleon International
Monica Guevara, Council of the Americas
Chris Gutierrez, Kansas City SmartPort
Robert Harrison, Center for Transportation Research
Regina Heise, U.S. Dept of Commerce
Kim Hill, Center for Automotive Research
Ken Hoffman, Kansas City SmartPort
Rick Hughes, Kansas City Convention & Visitors Assoc.
Thomas Jensen, UPS
Chris Kuehl, Armada CI
Laura Lane, Park University
Todd Lanter, Ozburn-Hessey Logist
Cathy Le, City of Kansas City, MO
Mary Edith Lillis, Kansas City, Missouri - Mexico Trade & Business Corp.
Tom Long, NASCO
Arnie Maltz, Arizona State
Cesar Márquez, Marleon International
Teresa Martinez, International Affairs and Trade Office
Kathleen McIntyre, Ford Motor Company
Tiffany Melvin, NASCO

United States - Continued

John Mohler, Lockheed Martin
Estella Morales, Kansas City, Missouri-Mexico Trade & Business Corp.
Joyce Mucci
Larin Payne, Kansas City SmartPort
Claudio Perez-Korinko, Kansas City SmartPort
Luis Pinto, Council of the Americas
Steve Rinne, Port Authority of Kansas City
Alonza Robertson, Westin Rinehart Public Relations
Mark Rosner, BNSF Railway
Parr Rosson, Center for North American Studies, Texas A&M University
Bill Roup, NBR Inc
Francois Sauer, Trans Am Group
Paula Schumacher, International Affairs and Trade Office
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Brad Stremsterfer, Ozburn-Hessey Logist
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A. J. Teegarden
Matt Thomas, Ozburn-Hessey Logist
Denver Tolliver, ST Group
Dale Vander Schaaf, Iowa Department of Transportation
Rafael Vazquez, International Office of KCMO
Juan Carlos, Villa, Texas Transp Institute
Bill Volkamer, Ozburn-Hessey Logist
John Wagner, Wagner Industries Inc
Pamela Wallin, Council of the Americas
Jeff Ward, ST Group
Mark Wine, State of Missouri Department of Economic Development

Moderator - Stephen Blank, International Affairs and Trade Office



Joanna Edgerton, International Affairs & Trade Office, Kansas city, MO and Dr. Stephen Blank, Advisor on Internatinal Trade & North Americas Works, Kansas City, MO



North America Works II

IN KANSAS CITY

Building North American Competitiveness

Nov. 30 – Dec. 2, 2006



Presented by Kansas City, Mo., International Affairs and Trade Office
and Council of the Americas/North American Business Committee

Welcome



Mayor Kay Barnes
City of Kansas City, Mo.

Welcome!

Thank you for joining us for the second annual North America Works Conference. We are excited to continue the important dialogue necessary to formulate a strategy that will enhance North American competitiveness and inspire entrepreneurship.

Kansas City is pleased to join forces with the Council of the Americas and the North American Business Committee for this year's conference. They bring a new level of participation and influence to our discussions.

Based on a strong foundation of partnership, innovation and cultural appreciation, Canada, Mexico and the United States have already created a powerful path toward success.

Let's get to work!
Mayor Kay Barnes

Welcome to Kansas City, the hub of North America Bienvenidos a Kansas City, centro de Norteamérica Bienvenu à Kansas City, le centre de l'Amérique du Nord

On behalf of the Council of the Americas and the North American Business Committee, I welcome you to the second conference in the North America Works series, which will focus on transportation and logistics strategies for the region.

Attaining higher levels of competitiveness in North America is a process that involves concrete actions, participation and more importantly, exchanges between leading public and private stakeholders from Canada, Mexico and the United States.

With a shared commitment to promote initiatives that will foster competitiveness and entrepreneurship in North America, we are proud to co-sponsor this meeting, which promises to be a launching pad for strategic discussions to reach the security and prosperity goals that Canada, Mexico and the United States envision.

Welcome.
Susan Segal



Susan Segal
President and CEO
Council of the Americas

**Kansas City
Marriott
Downtown**

Noon – 5 p.m.

Conference Registration

Third Level

**Kansas City
Marriott
Downtown**

2-4:30 p.m.

Pre-conference Sessions

North American Urban Regions

Lester Young B Room

Virtual Network

Hosts: Councilwoman Bonnie Sue Cooper, Kansas City, Mo., U.S.A.; Greg Dandewich, Director, Economic Development, Destination Winnipeg, Inc., Winnipeg, Canada

Chair: Nancy Phillips, Greater Halifax Partnership, Halifax, Nova Scotia, Canada

Transportation, Logistics and Supply Chain Management Study Group

Jay McShann A Room

Chair: Barry Prentice, Asper School of Management, University of Manitoba, Winnipeg, Canada

Mexico Roundtable

Benny Moten Room

Chairs: Jose Somoza, Kansas City, Mo. General Manager-Mexico & Latin America, Kansas City, Mo., U.S.A.; Mark Wine, International Business Manager Mexico/Latin America/Canada, Missouri Department of Economic Development, Jefferson City, Mo., U.S.A.; Rafael Vázquez, Kansas City, Mo., Managing Director, “Casa Kansas City”-Mexico, Guadalajara, Jalisco, Mexico

**Park
University
Campus**

2-4 p.m.

Second Annual North American Education Seminar

Entrepreneurism and North American Competitiveness

Martin Coiteux, Department of International Business, HEC Montreal, Montreal, Quebec, Canada; Alan Artibise, Divisional Dean and Executive Director, Institute for Social Science Research, Arizona State University, Tempe, Ariz., U.S.A.; Park University, Parkville, Mo., U.S.A. university faculty and Kansas City entrepreneurs

5:30 p.m.

Transportation from Kansas City Marriott Downtown to Union Station

Union Station

Official Conference Opening

Hosted by Kansas City Southern

6 p.m.

Reception

Emcee: Warren Erdman, Kansas City Southern Senior Vice President Corporate Affairs, Kansas City, Mo., U.S.A.

7 p.m.

Opening Dinner

Welcome and comments by Mayor Kay Barnes, Kansas City, Mo., U.S.A.; Deputy Mayor Brenda Leipsic, Winnipeg, Manitoba, Canada; Mayor Salvador Lopez Orduna, Morelia, Michoacán, Mexico (invited); Pamela Wallin, Council of the Americas, Former Consul General of Canada in New York, N.Y., U.S.A.

9 p.m.

Transportation from Union Station to Kansas City Marriott Downtown

Agenda

Kansas City
Marriott
Downtown

Conference Registration

Second Level

7:30 a.m. – noon

Kansas City
Marriott
Downtown

Continental Breakfast

Count Basie Ballroom A

Hosted by the Council of the Americas/North American Business Committee

7:30 a.m.

Kansas City
Marriott
Downtown

The North American Agenda:

Count Basie Ballroom A

Building the Security and Prosperity Partnership

Walter Bastian, Assistant Deputy Secretary, U.S. Department of Commerce, Washington, D.C., U.S.A.; Georges Rioux, Canadian Consul General in Chicago, Chicago, Ill., U.S.A.; Héctor Márquez Solís, Mexican Ministry of the Economy, NAFTA Office in Washington, D.C., U.S.A.

8-9:45 a.m.

Kansas City
Marriott
Downtown

Conference Sessions

Count Basie Ballroom A

Hosted by KC SmartPort

10 a.m. – 4 p.m.

Public-Private Dialogue on Transportation Infrastructure in North American Competitiveness: A North American Transportation Strategy

10 a.m.

Introduction to Session

Chair: Stephen Blank, Kansas City, Mo., Adviser on International Trade and North America Works, and Lubin School of Business, Pace University, New York, N.Y., U.S.A.

10:10-10:30 a.m.

Toward a Continental Transportation Strategy for North America

Mary Brooks, William Black Chair of Commerce, School of Business Administration, Dalhousie University, Halifax, Nova Scotia, Canada

10:30-11:30 a.m.

The Impact of Transportation Infrastructure on Supply Chain Management

Discussion Leader: Barry Prentice, Transportation Institute, Asper School of Management, University of Manitoba, Winnipeg, Manitoba, Canada

11:30 a.m. –
12:15 p.m.

Designing a Continental Transportation Infrastructure Strategy

Discussion Leader: Malcolm Cairns, Director of Business Research, Canadian Pacific Railway, and President, Canadian Transportation Research Forum, Ottawa, Canada

**Kansas City
Marriott
Downtown**

12:30-1:30 p.m.

Lunch

Count Basie Ballroom A

Transportation and Logistics Initiatives for North American Competitiveness

Welcome and comments by Wayne A. Cauthen, City Manager, City of Kansas City, Mo., U.S.A.; Ron Lemieux, Minister of Transportation and Government Services, Manitoba, Canada: "The Western Gateway Initiative"; Chris Gutierrez, President, KC SmartPort, Kansas City, Mo., U.S.A.: "Trade Data Exchange – visibility, accountability, process efficiency and security in the supply chain."

**Kanas City
Marriott
Downtown**

1:45-2:45 p.m.

Conference Sessions - continued

Count Basie Ballroom A

Hosted by KC SmartPort

Public-Private Dialogue on Transportation Infrastructure in North American Competitiveness: A North American Transportation Strategy

2:45-3:45 p.m.

A North American Transportation Strategy Work Plan

Discussion Leader: Randy Garber, Vice President, A.T. Kearney, Santa Clara, Calif., U.S.A.

3:45-4 p.m.

Influencing Policy Makers: Cooperation and Leadership for the Future of North American Competitiveness

Introduction by Councilwoman Bonnie Sue Cooper

U.S. Sen. Christopher "Kit" Bond, Mo., U.S.A. (invited); Pamela Wallin, Council of the Americas, Former Consul General of Canada in New York, N.Y., U.S.A.; Tiffany Melvin, Executive Director, NASCO, Dallas, Texas, U.S.A.

4:30 p.m.

Special Announcements

Transportation from Kansas City Marriott Downtown to North America Night Event

**Hunt Midwest
SubTropolis
5 p.m.**

North America Night Reception

Co-hosted by the City of Kansas City, Mo., and the City of Winnipeg and Destination Winnipeg Inc.

Welcome comments by Lee Derrough, President and CEO, Hunt Midwest Enterprises Inc., Kansas City, Mo., U.S.A.; Mayor Kay Barnes, City of Kansas City, Mo., U.S.A.; Deputy Mayor Brenda Leipsic, Winnipeg, Manitoba, Canada
Emcee: Al Figuly, President, Greater Kansas City Foreign Trade Zone Inc., Kansas City, Mo., U.S.A.

5:30 p.m.

Tour of Hunt Midwest SubTropolis during reception

8:30 p.m.

Transportation from North America Night Event to Kansas City Marriott Downtown

Dinner on your own

Agenda

Kansas City
Marriott
Downtown

8:30-11 a.m.

Breakfast

Harvest Room

Building Constituencies for North American Competitiveness through Public Awareness and Education

Co-chairs: Alan Artibise, Divisional Dean and Executive Director, Institute for Social Science Research, Arizona State University, Tempe, Ariz., U.S.A.; Pamela Wallin, Council of the Americas, Former Consul General of Canada in New York, N.Y., U.S.A.

11 a.m.

Wrap-up

Stephen Blank, Kansas City, Mo., Adviser on International Trade and North America Works; Eric Farnsworth, Vice President, Council of the Americas, Washington, D.C., U.S.A.

11:30 a.m.

Adjournment

Marketing Partners

City of Kansas City, Mo., City Manager's Office
City of Kansas City, Mo., Mexico Business Development Office
Economic Development Corporation, Belton, Mo.
Greater Kansas City Chamber of Commerce – World Trade Center
Hispanic Chamber of Commerce of Greater Kansas City

International Relations Council
International Trade Council of Greater Kansas City
Mexican Consulate – Kansas City, Mo.
Port Authority – Economic Development Corporation of Kansas City, Mo.
State of Missouri – Department of Economic Development
U.S. Department of Commerce – Kansas City Export Assistance Center

Organizing Partners

Dr. Stephen Blank, Kansas City, Mo., Adviser on International Trade and North America Works, and Lubin School of Business, Pace University

Council of the Americas/North American Business Committee

City of Kansas City, Mo., International Affairs and Trade Office (City Manager's Office)

A Special Thank You

The Kansas City, Mo., International Affairs and Trade Office (City Manager's Office) extends a special "Thank You, Gracias and Merci" to conference sponsors, partners, organizers and volunteers. It would not have been possible without you.

A most special thanks to Dr. Stephen Blank for his dedication, vision and leadership with North America Works II.

JoAnna "Jody" Edgerton
Director of City of Kansas City, Mo., International Affairs and Trade Office (City Manager's Office)

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