

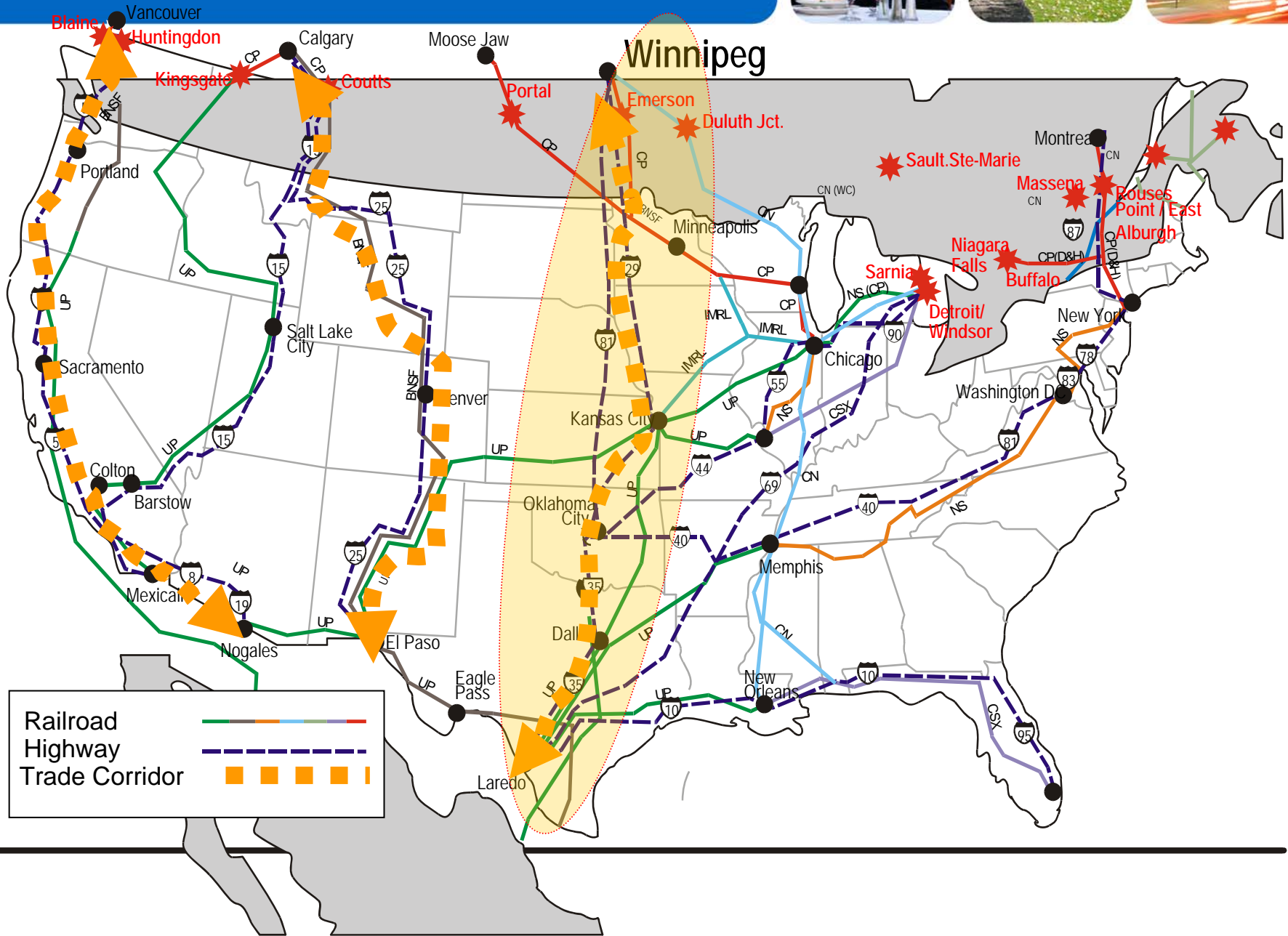


Cross Border Regions Roundtable



Overview of Cross Border Regions Mid-Continent Region
Ottawa March 7, 2006

Western Continental Corridors





Northern Great Plains Inc.



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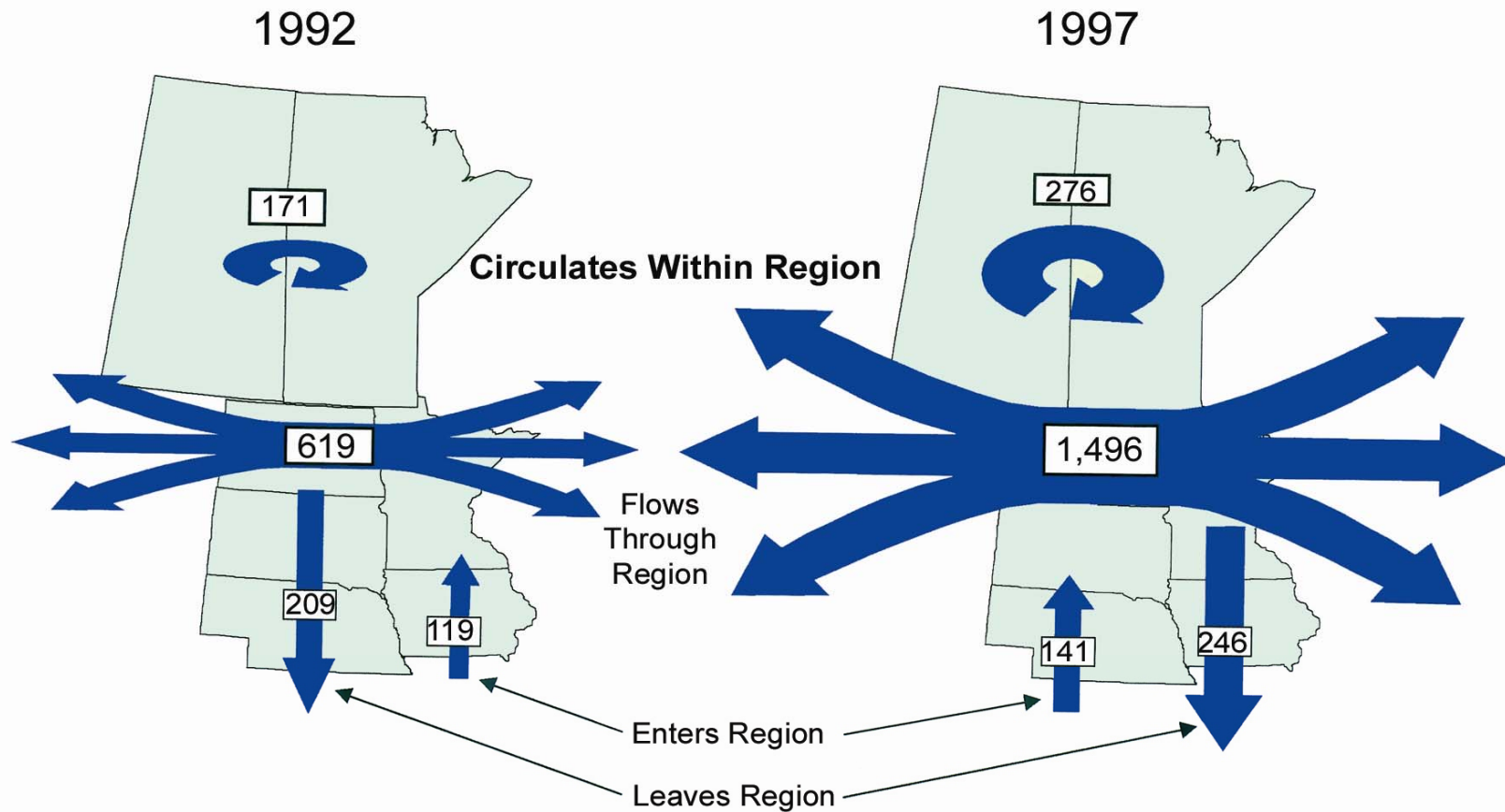


NGP Inc. serves the states of Iowa, Minnesota, Nebraska, North Dakota, and South Dakota and the provinces of Manitoba and Saskatchewan.

Northern Great Plains Inc. works to develop and implement regional solutions to issues, concerns and opportunities that can best be addressed through regionally focused action.

Toward New Horizons: Trends in Transportation and Trade – Moving the Northern Great Plains Region to a Stronger Economic Future

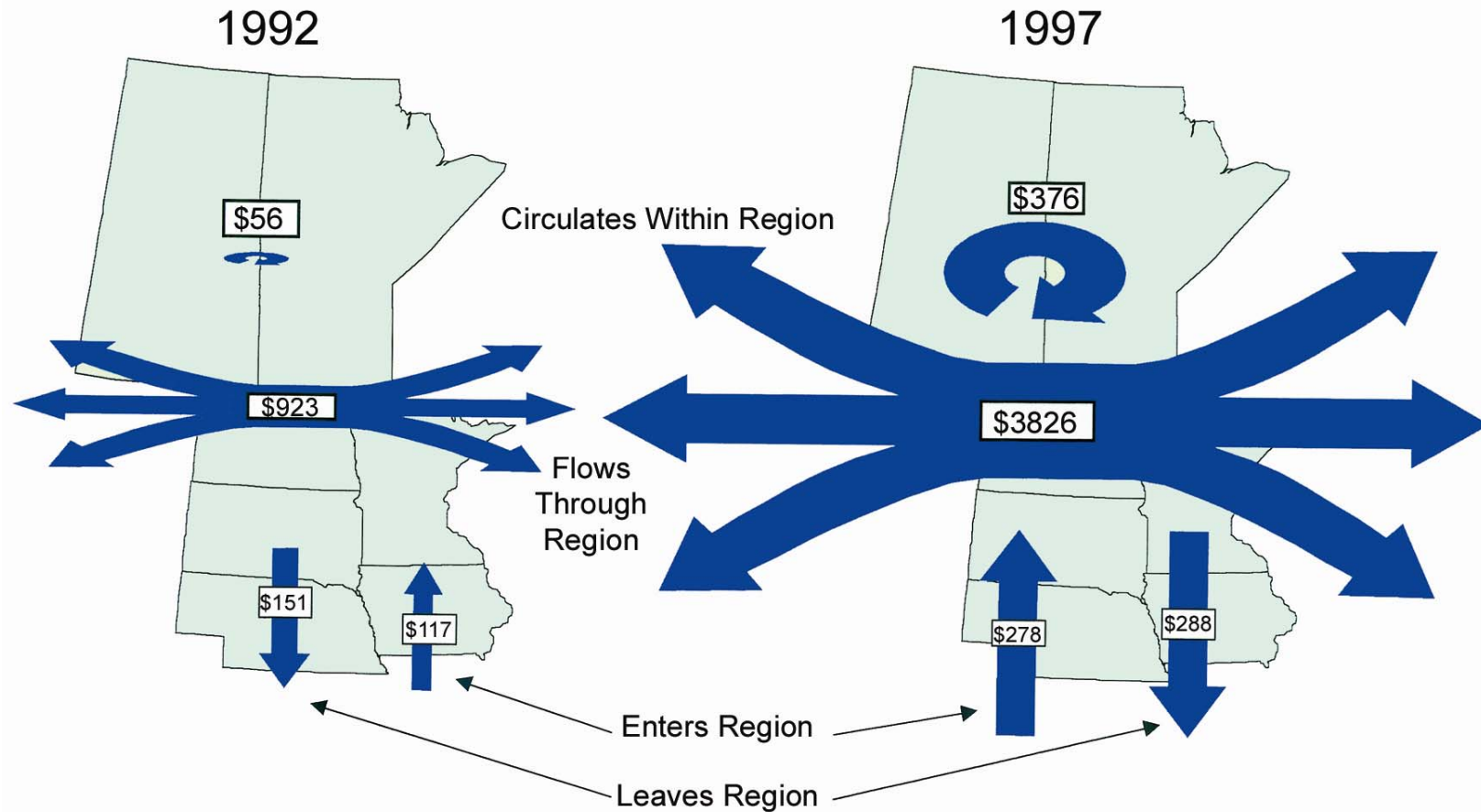
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- 32% of all Manitoba exports into the United States go to the Northern Great Plains States.
- 29% of all Manitoba imports from the United States come from the North Great Plains States.

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Major Trends Impacting the Northern Great Plains Region

Transportation

- Trade within North America has grown rapidly since the enactment of NAFTA and further growth is expected.
- Intermodal efficiency and access will have a significant impact on the Region's transportation system reliability and competitiveness
- The Region's DOTs and local units of government will continue to face a gap between transportation investments needs and the level of available resources
- As world trade continues to expand, the regional and global integration of the transportation network will become more important

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Major Trends Impacting the Northern Great Plains Region

Manufacturing

- Manufacturers are examining their value chain to identify and maximize their companies' advantages and core competencies.
- Manufacturing is evolving from a single-focused mechanistic model into a system model characterized by Regional and local manufacturing industry clustering will intensify.
- self-improving networks and feedback loops.

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Major Trends Impacting the Northern Great Plains Region

Information Technology

- Information technologies will continue to transform the way we live and work.
- The pace of change will accelerate.

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Major Trends Impacting the Northern Great Plains Region

Agriculture and Natural Resources

- Global agricultural trade and global trade rules will have a growing importance for the Region's agriculture.
- Producers will be more closely tied to processors' needs for specific identity-preserved varieties.
- There will be a growing demand for traceability in food production and processing because of concerns about food quality and safety. Containerized shipping will be an increasing share of the market.
- New non-food products made from agricultural crops—fibers, building materials, chemicals, fuel, energy, and health products—will be a significant outlet for regional agriculture.

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Major Trends Impacting the Northern Great Plains Region

Energy and the Environment

- New approaches and innovations are emerging to meet today's transportation, energy and environmental challenges. These trends present significant short- and long-term opportunities for the region.
- Competing uses of natural capital will intensify and shape economic development, trade and transportation.

Manitoba/US Relations



- US customers account for 75% of exports
- Two-way trade between Manitoba and the US has grown significantly reaching over USD\$12.5 billion annually
- Nearly 2 million people crossed between Manitoba and the US last year
- Manitoba's position at the heart of North America makes it a key part of the Mid-Continent Trade Corridor. The Corridor runs all the way from the Port of Churchill, Manitoba in the north, through the Canadian and US heartland, straight south to Texas and into Mexico
- All along the Corridor businesses have access to over 50 million consumers, a common time zone, and excellent transportation connections



Long Term Effort



Mid-Continent Trade Corridor:

- Winnipeg 2000 & City of Winnipeg develop initiative focusing on north/south trade along the Mid-Continent Trade Corridor (1995)
- Mayor Susan Thompson
- Traveled the corridor

Objective:

- Pulling together the collective influence of cities around issues of tri-national trade and transportation

Partnerships Key Organizations



Organizations

- North America's Super Corridor Coalition (NASCO)
- North Great Plains Inc. (NGP)
- Kansas City SmartPort
- San Antonio Free Trade Alliance
- Canadian/American Border Trade Alliance

Local and Regional Partners

- Cities, MPOs
- Industry
- Universities

Canadian/American Border Trade Alliance



Corridors, Gateways and Regional Economies Council

Mission

To broaden and deepen, through collaboration and partnership, the development of Can/Am corridors as bi-national economic regions, leading the way to new prosperity for North America within the changing global economy.

Best Practices



In order to be successful exceptional networks must be developed, grown and maintained

- 1. Direct Contact with Businesses**
One on one meetings with businesses currently involved in the initiative as well as those that could potentially benefit need to be approached, questioned and educated.
- 2. Historic Behavior and Performance**
The experiences of staff, findings of reports as well as documented successes) and failures).
- 3. Strategic Interviews**
Structured interviews with associated and affected organizations and individuals.
- 4. Group Review**
Working sessions with teams that enable them to examine their progress to date and modify existing group priorities.



Best Practices



You can't "boil the ocean" so its essential to pick your spots.

Upon identifying a series of possible priorities, it is important to develop a ranking system. The number of projects undertaken is a function of available resources, leadership, identified impact and time required. More capacity means more projects.

1. Impact and Alignment

Anticipated outcomes and "fit" within the goals.

2. Sponsorship and Leadership

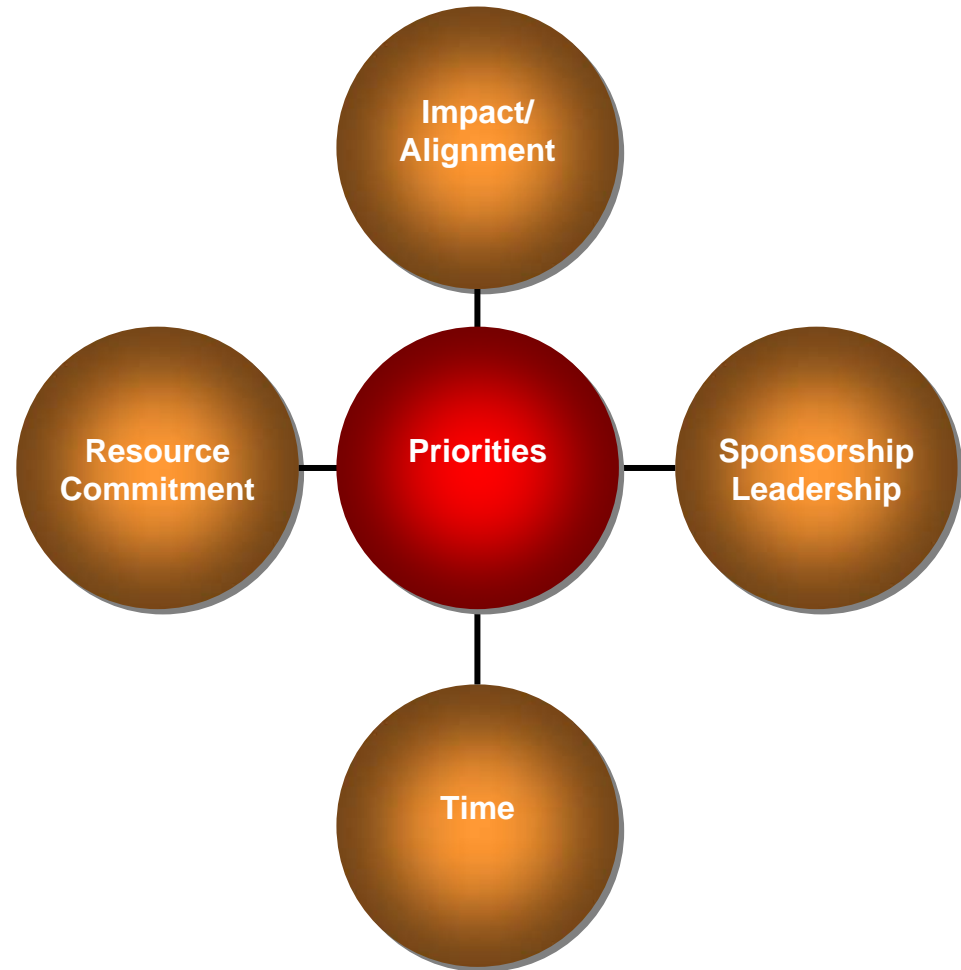
The commitment by a participant to take ownership of an initiative.

3. Time

Are the returns expected to surpass inputs relative to other initiatives? Need to attain a balance that captures short, medium and long term (the future) objectives.

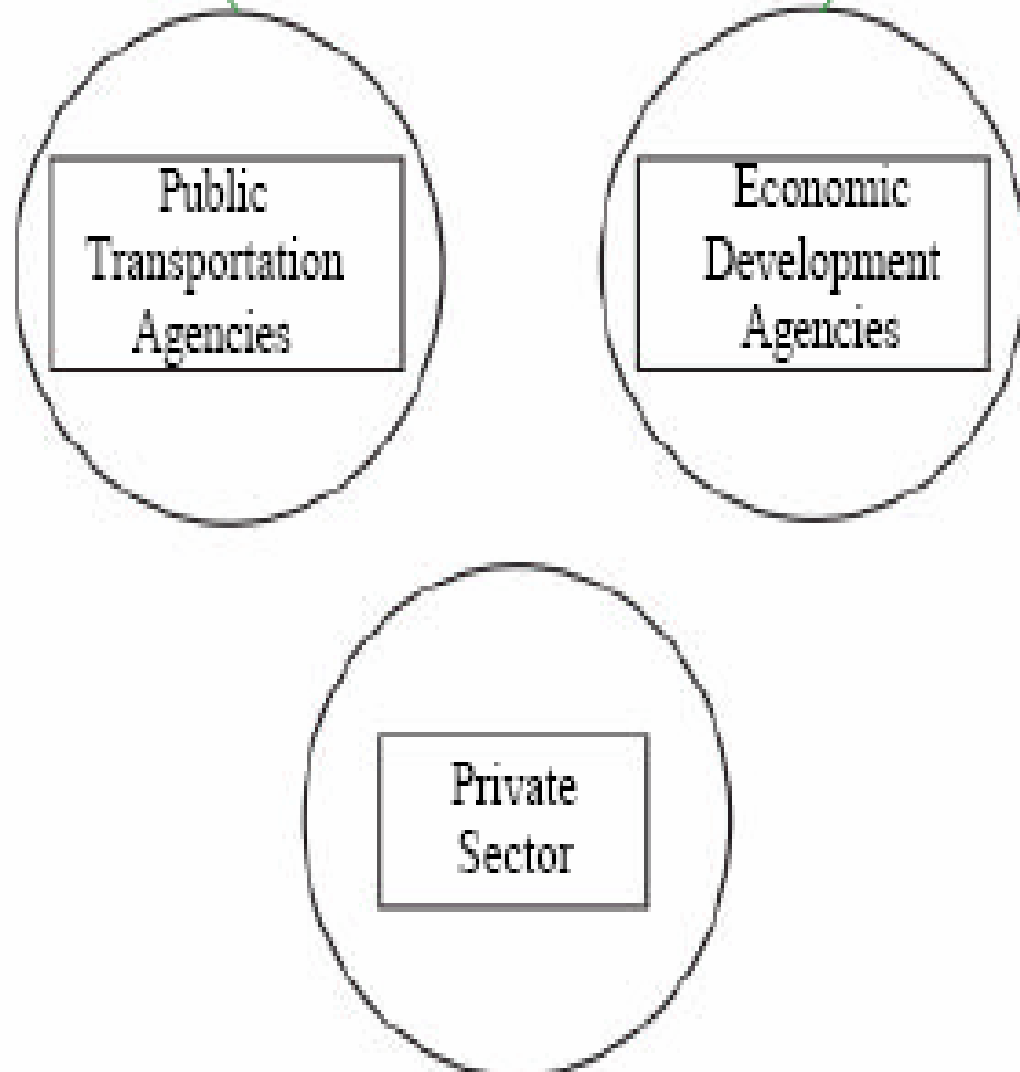
4. Resource Commitment

Are human and capital resources available for execution?

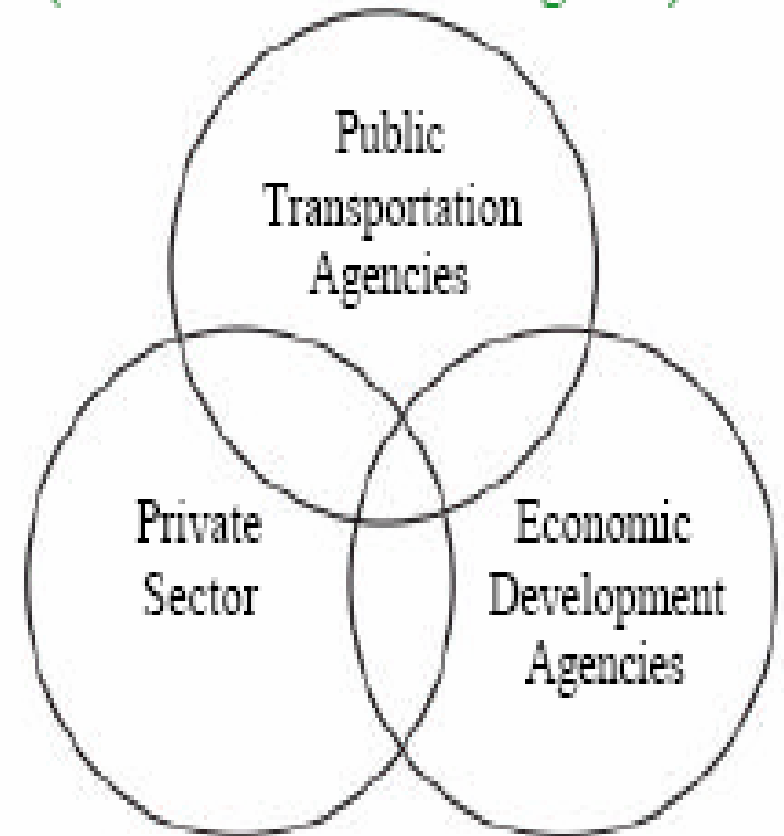


Models of Interaction among Transportation Agencies, Economic Development Agencies, and the Private Sector

Sub-optimal
(Reactive and Disconnected)



Optimal
(Collaborative and Integrated)



Region's Strengths & Weaknesses



Strengths

- Strong Networks
- Common Purpose/Objectives
- Similar and Diversified Economies
- Ability to mobilize public decision makers
- Un-congested road/rail/air infrastructure

Region's Strengths & Weaknesses



Weaknesses

- Isolated from major markets
- Small population base
- Struggling rural economies
- Access to investment capital
- Limited Strong formal Networks

Best Practices



Key to success is communication

- Clearly articulated objectives
- Long term process
- Public/Private involvement
- Leadership/Champions
- Manage Expectations

Best Practices



“The best way to predict the future is to create it”

Management Guru: Peter Drucker