

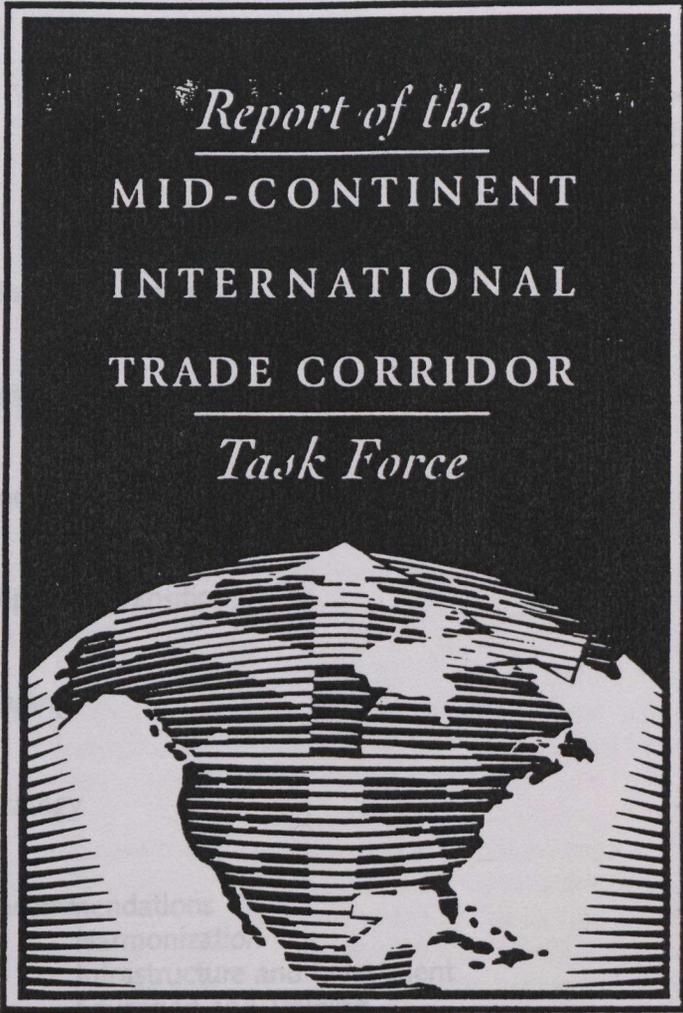
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Canada. Mid-Continent International  
Trade Corridor Task Force  
Report of the Mid-Continent  
International Trade Corridor Task  
Force. --  
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Mid-Continent International Trade Corridor Task Force

Mid-Continent International Trade Corridor Task Force



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August 6, 1998

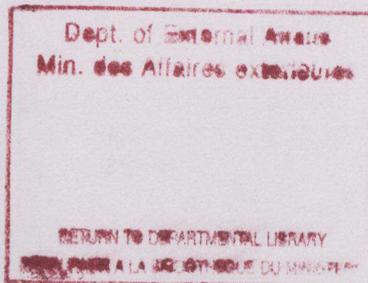


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Minister of Foreign Affairs  
House of Commons, Ottawa

Hon. Roy Gomersal  
Secretary of State for Western Economic Diversification  
House of Commons, Ottawa

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*Graham Dixon*  
Graham Dixon  
Chairman



August 6, 1998

Hon. Lloyd Axworthy  
Minister of Foreign Affairs  
House of Commons, Ottawa

Hon. Ron Duhamel  
Secretary of State for Western Economic Diversification  
House of Commons, Ottawa

Dear Ministers:

Earlier this year, you asked a group of us to serve as a task force and issued the challenge to consider the public policy and business aspects of the Mid-Continent International Trade Corridor.

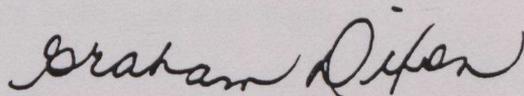
This report constitutes our advice on what the Government of Canada and other stakeholders could do to advance this country's participation in economic development across the center of the North American continent. The future of Manitoba and Winnipeg in particular are closely tied to our ability to work together to build an effective and efficient regional trade corridor.

The focus of our attention has been on international trade and economic expansion opportunities, and on the transportation system and services needed to support and take advantage of those opportunities.

Your initiative was timely, since there are several crucial international trade and transportation decisions imminent in the United States, Canada and Mexico. Among those decisions is the investment of billions of dollars in the US for its transportation system, being allocated across the mid-continent and other regions. Our comments in some cases have gone beyond strictly the Government of Canada's jurisdiction, to include suggestions on what could be done by all levels of government, other public institutions and the business community.

We are confident that the information and proposals we are putting forward will be considered in light of the urgency of action in some key areas. We have noted that several issues we raised in discussions with Canadian government officials have already led to the re-consideration of policies and procedures, particularly related to border crossings and the harmonization of trade rules.

Sincerely yours,



Graham Dixon  
Chairman



## 2. Terms of Reference

The Mid-Continent International Trade Corridor Task Force was created in February 1998 for the purpose of "...seeking to foster the expansion of trade in this region to benefit the economy of Manitoba and other parts of Western Canada".

The Task Force was asked to carry out its work to produce a report that would "...identify opportunities and develop recommendations for strengthening the trade and transportation system within Manitoba and the corridor region".

Specifically, the Task Force was asked to:

- Examine the current status of the Mid-Continent International Trade Corridor and what impediments stand in the way of enhancing its competitive position;

- Make recommendations to improve existing transportation networks that serve trade, including road, rail, air and international border crossings;

- Examine opportunities for both Winnport and the Port of Churchill to contribute to increased trade in the corridor.

The importance of this corridor is illustrated by the economic development and international trade opportunities it represents. As Foreign Affairs Minister Lloyd Axworthy described the situation: "Trade is vital to the future prosperity of Manitoba ... we are asking the major stakeholders involved in trade to tell us what more we can do to strengthen our transportation and trade systems, and improve Manitoba's competitive position."

The Task Force consisted of 26 members who contributed their time on a voluntary basis, and several ex-officio and staff participants, working together within a tight time schedule to report by June 30, 1998. In addition to the participants, who represented a wide range of organizations and interests, the opinions of a cross-section of interested groups and individuals were also obtained through written submissions and presentations to the Task Force. Several federal, provincial and municipal government officials contributed information and expertise on the issues of interest to Task Force members.

The Government of Canada provided funding for the project through the Department of Western Economic Diversification, and engaged the Transport Institute of the University of Manitoba to serve as the secretariat and researchers for the project. As part of its work, the Institute was asked to produce a set of background papers and report summaries. These are being made available for more detailed consideration of what have become, in some cases, complex technical and public policy issues.

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### 3. Corridor Concept

Trade corridors defy simple description, presenting a problem that resembles the parable of the blind wise men trying to describe an elephant. Each touched a different part of the animal and consequently gave a vastly different description of it.

The concept of an international trade corridor is just as difficult to describe or define. To some, it is a vision of an evolving new trade pattern. To others, it is a narrow band of interconnecting highways and railways stretching from Mexico to Hudson Bay and beyond. And to still others, it is a group of communities and gateways in three countries gradually forming a geographic and economic region. The reality is that all of these descriptions are accurate in some respects, but capture only portions of the overall concept.

Despite the reality of its economic impact, this corridor is still largely a vision of the future, but with an increasingly large and avid group of supporters. It does not consist of any comprehensive or official organization, nor does it exist as an institution like a company or government. This corridor concept is endorsed and promoted by some voluntary associations, primarily comprised of government officials and transport researchers, who have been working effectively, but on a largely informal basis, to share information and investigate common interests.

#### *Definitions:*

One recent useful definition of the corridor was put forward by Transport Canada, describing its purpose as being: "... expansion of Canada's international trade and economic development based on the transportation system of the mid-continental North America region".

In the joint submission to the Task Force from the Government of Manitoba, City of Winnipeg, Winnipeg 2000 and the Winnipeg Chamber of Commerce, another important definition was stated:

*The mid-continent trade corridor is more than an isolated route from Winnipeg to Mexico City and more than a ribbon of pavement, or railway track. It is a geographic swath and a band of economic influence through the center of the continent, from the Arctic through Mexico, en route cutting a wide path through the US heartland ... Its northern segment is tied to the world through the port of Churchill and the Winnipeg International Airport.*

For the Task Force's purpose, we describe the Mid-Continent International Trade Corridor as an economic region having the following key features:

- focusing on trade and economic development activity;
- comprising multimodal elements of transportation;
- connecting communities and companies across a wide tract of central North America from the western prairies to the Mississippi River;

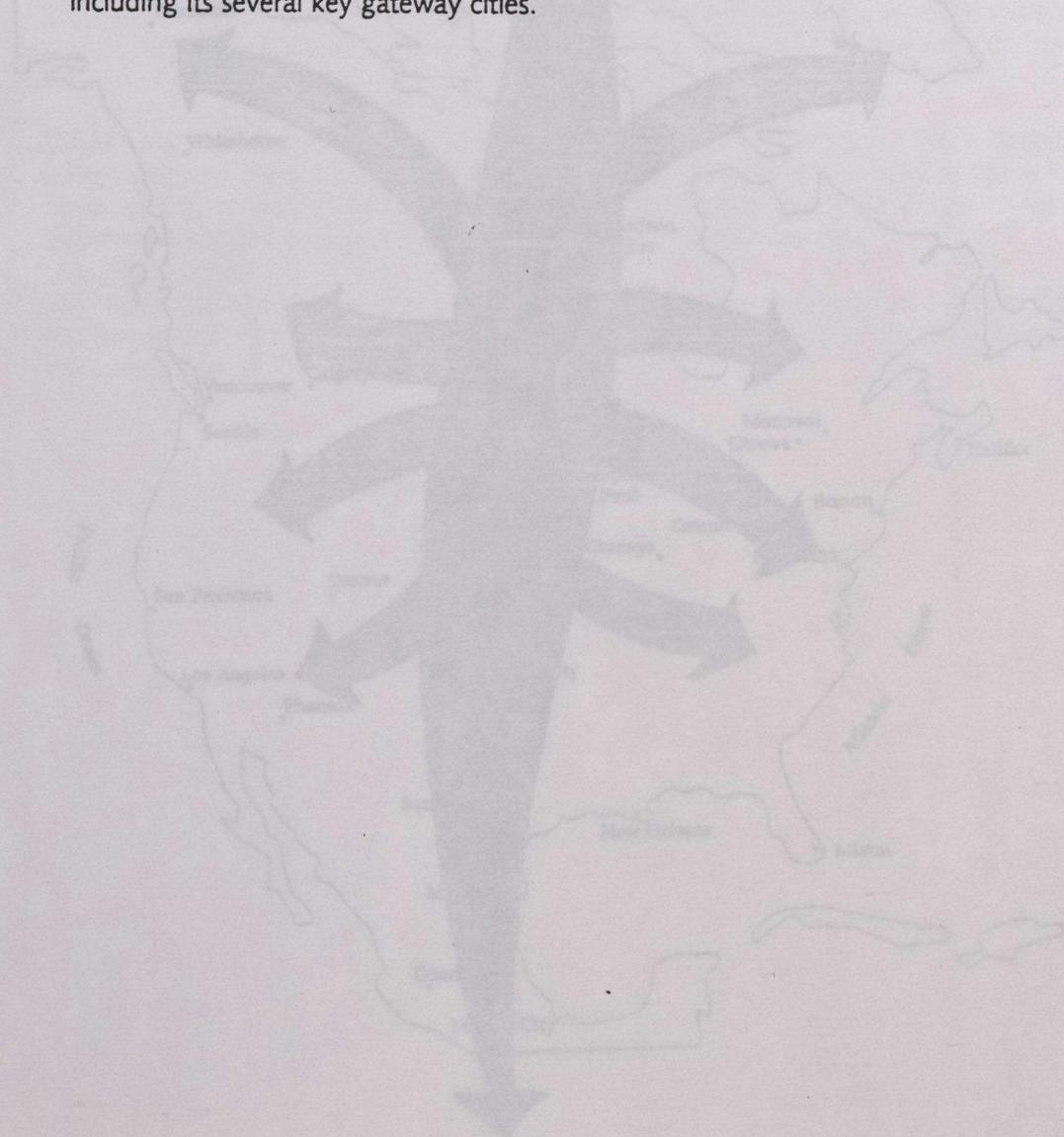


## Mid-Continent International Trade Corridor

- \* branching north, east and west in the form of air, rail and highways routes, reaching from Manitoba to Mexico through the central United States, and,
- \* linking through its gateway cities, such as Winnipeg, Chicago, Dallas and Monterrey, extensive surrounding markets and geographic areas.

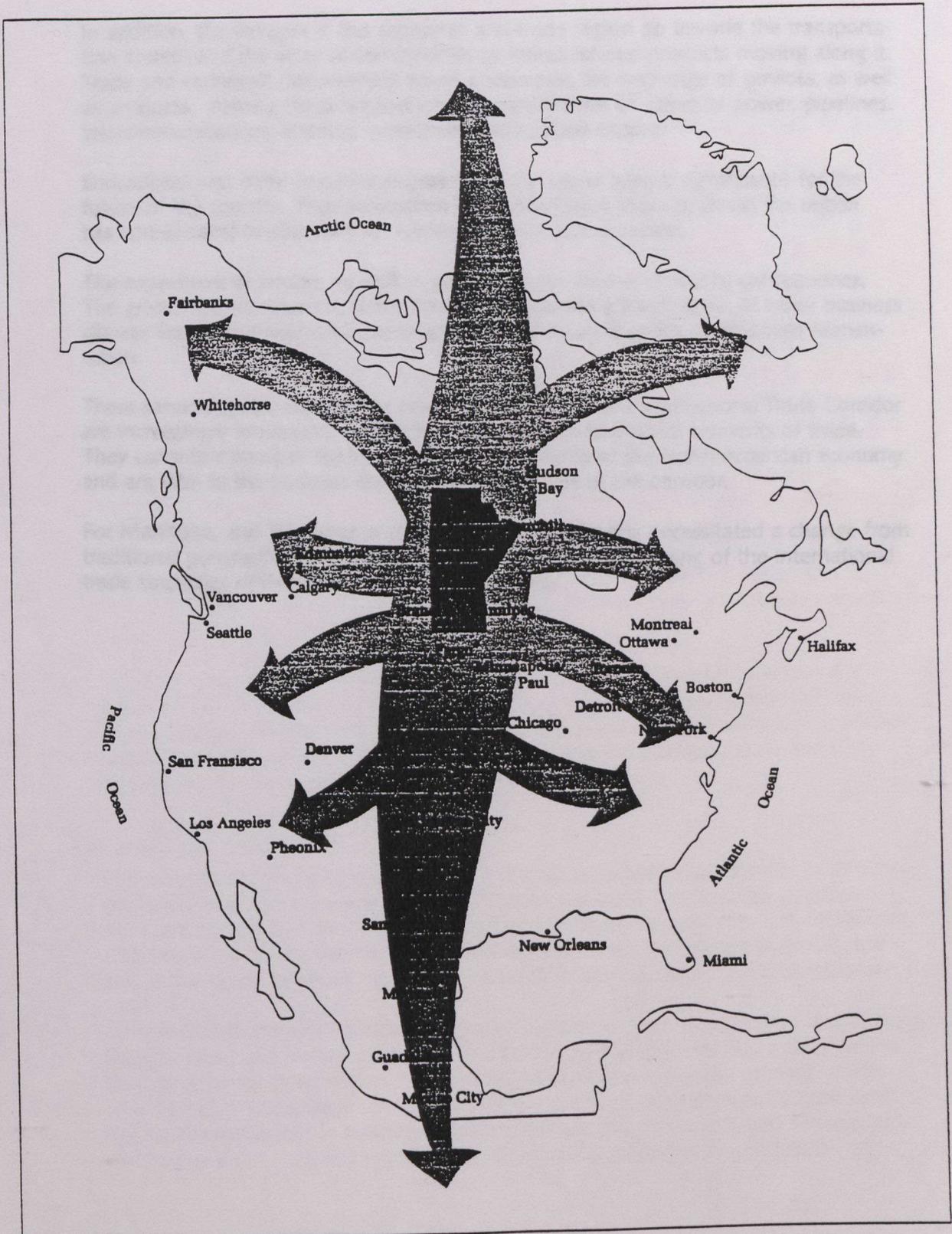
For Manitoba, this corridor has Winnipeg as its main gateway, but includes the remainder of the province, including the OmniTRAX rail route to Hudson Bay and extends into the east-west Canadian corridor to Atlantic and Pacific gateways.

The following map provides a representation of the Mid-Continent International Trade Corridor, highlighting the notion of it as a comprehensive region, branching out and including its several key gateway cities.





# Mid-Continent International Trade Corridor





In addition, the linkages in this economic and trade region go beyond the transportation system and the array of commodities or manufactured products moving along it. Trade and economic development issues encompass the exchange of services, as well as products. Among these services are the transmission of electrical power, pipelines, telecommunications, tourism, investment and cultural exports.

Educational and other knowledge-based services are of special significance for the future of the corridor. Their integration with technology projects across the region has considerable implications for future economic development.

The movement of people, as well as goods and services, is of crucial consequence. The growth of eco-tourism, cultural industries and the attractiveness of other business climate features of Manitoba are of growing significance to the north-south reorientation.

These services sector connections along the Mid-Continent International Trade Corridor are increasingly important, if often less obvious than traditional elements of trade. They constitute some of the fastest-growing segments of the North American economy and are vital to the business development objectives of the corridor.

For Manitoba, and Winnipeg in particular, this corridor has necessitated a change from traditional perspectives and involved a fundamental repositioning of the international trade strategies of its governments and industries.

### *Beyond Transportation*

The most typical public perception of corridor systems has transportation as its principal focus. The reality, however, is that international trade and business activities are the more crucial, but less visible, factors that constitute the corridor and create their ultimate value. The transportation system does not exist for its own purposes, but serves the needs of people and the firms using it within Canada and internationally.

For the Mid-Continent International Trade Corridor to grow and prosper, it first needs the economic and business activities that constitute the fundamental market which motivates for its development. Transportation capability is not the primary reason why Canadian companies and industries are exporting. The real reasons have been the fundamental shift in business attitudes towards global markets and the necessity of trade as an increasingly important element of the strategies of companies.



#### 4. Region in Transition

##### *Corridor Systems*

Other north-south international trade corridors and their key gateways have been identified and promoted in recent years. These include the Canamex route, Central North American Trade Corridor, and the North America's Superhighway Coalition. In all, there are an estimated 38 such corridors extending in a variety of directions across North America.

In some respects these trade corridors and gateways compete with one another, primarily for infrastructure funding from the US federal government. However, they compete only marginally with one another for the tonnage of goods and types of products and services in their regions or along their transportation routes.

Each of the corridors has its particular features. In the case of the Mid-Continent International Trade Corridor, those features include its ready accessibility to key US and Mexican markets and its mature air, rail and trucking infrastructure, as well as its link to the northern seaport at Churchill. Public awareness of this corridor has grown dramatically, particularly with the recent Mayors' Summit in Winnipeg, involving government officials and others from across the region. It was clear at that event that there is widespread commitment in the US and Mexico for the Mid-Continent International Trade Corridor and extensive recognition of its benefits.

The existence of integrated corridor routes has become especially important to freight forwarders and transportation brokers, who recognize the need for speed and on-time delivery, particularly for manufacturing components, business services and many agricultural products.

What the promoters of each corridor have been seeking is greater investment in infrastructure, primarily highways, and more consistency in government rules and regulations affecting trade and transportation among the several state and provincial jurisdictions. They share a similar purpose of forging the business, trade and transportation links necessary for stronger economic growth.

##### *Beyond Transportation*

The most typical public perception of corridor systems has transportation as its principal focus. The reality, however, is that international trade and business activities are the more crucial, but less visible, factors that constitute the corridors and create their ultimate value. The transportation system does not exist for its own purposes, but serves the needs of people and the firms using it within Canada and internationally.

For the Mid-Continent International Trade Corridor to grow and prosper, it first needs the economic and business activities that constitute the fundamental market-driven incentives for its development. Transportation capability is not the primary reason why Canadian companies and industries are exporting. The real reasons have been the fundamental shift in business attitudes towards global markets and the necessity of trade as an increasingly important element of the strategies of companies.



#### 4. Region in Transition

The essential premise for the development of the Mid-Continent International Trade Corridor and other similar corridors has been the extension of trade patterns from east- west directions across Canada to increasingly important north-south business and transportation movements from the Canadian prairies to the central United States and Mexico.

This trend has gradually grown over the past two decades and has been reinforced by the conditions created by the North American Free Trade Agreement (NAFTA) with the United States and Mexico.

##### *Driving Forces*

There have been three fundamental drivers in the transition of Manitoba's trade patterns and the changes in the underlying elements of its economic development directions.

The first of these are macroeconomic, including the effects of the change in transportation payments under the Western Grain Transportation Act. The expansions of the hog and other value-added agricultural product industries are directly attributed to this change, which has led to greater export activity from the Canadian prairie region. The several phases of deregulation of transportation during the past two decades have brought a more competitive cost and pricing structure, while public sector restraint and megamergers in the country's industrial sectors have had a substantial effect on the underlying economic conditions.

The second driver is technology, including innovations such as double-stacked containers that reduce transportation costs significantly. The changing relative costs of transportation modes have been dramatically affected by technology, and enabled multimodal capabilities, in particular, to be developed and become cost-effective. The positive international perception of the quality of Canadian products, combined with the decreasing value of the Canadian dollar, has created an opportunity for exporters to begin entering new markets in key segments of the corridor region. The use of telecommunications and information technology in the financial and transportation sectors, in particular, have enabled trade to flow at a more rapid rate, unencumbered by much of the paperwork burden of the past.

The third driver of the transition is geopolitical, such as the NAFTA and other international agreements. The bilateral air agreements among countries have become increasingly important for the air cargo movement of goods that had, until recently, been largely oriented to passenger movements rather than all-cargo traffic. At the same time, the attitudes of Canadians have shifted to a recognition of the importance and value of North American continental trade and the opening of markets in the United States and Mexico to overcome the limitations of the relatively small-scale consumer market in Canada.

At the same time, a change has occurred in the forms and types of products and services that are moving from Western Canada into the corridor and back. Increasingly, those



are manufactured and processed goods, such as apparel and motor coaches, instead of raw materials or commodities. As was mentioned previously, non-industrial products, such as educational, consulting and financial services, are being increasingly exported across the region.

### *New Directions*

We hasten to underline that this transformation to more north-south trade patterns is not to the detriment of the long-standing economic policies that built the cross-Canada transportation system. That system remains strong, and will continue to be instrumental in the nation-building it was intended to serve. What the north-south links provide is an important addition to the existing interprovincial trade that has been a mainstay of Canada's economy. The corridor enables Canadians to reach a vast new set of potentially lucrative markets in the United States and Mexico and beyond, and build sales volumes that would not otherwise be possible, given Canada's limited population and product demand.

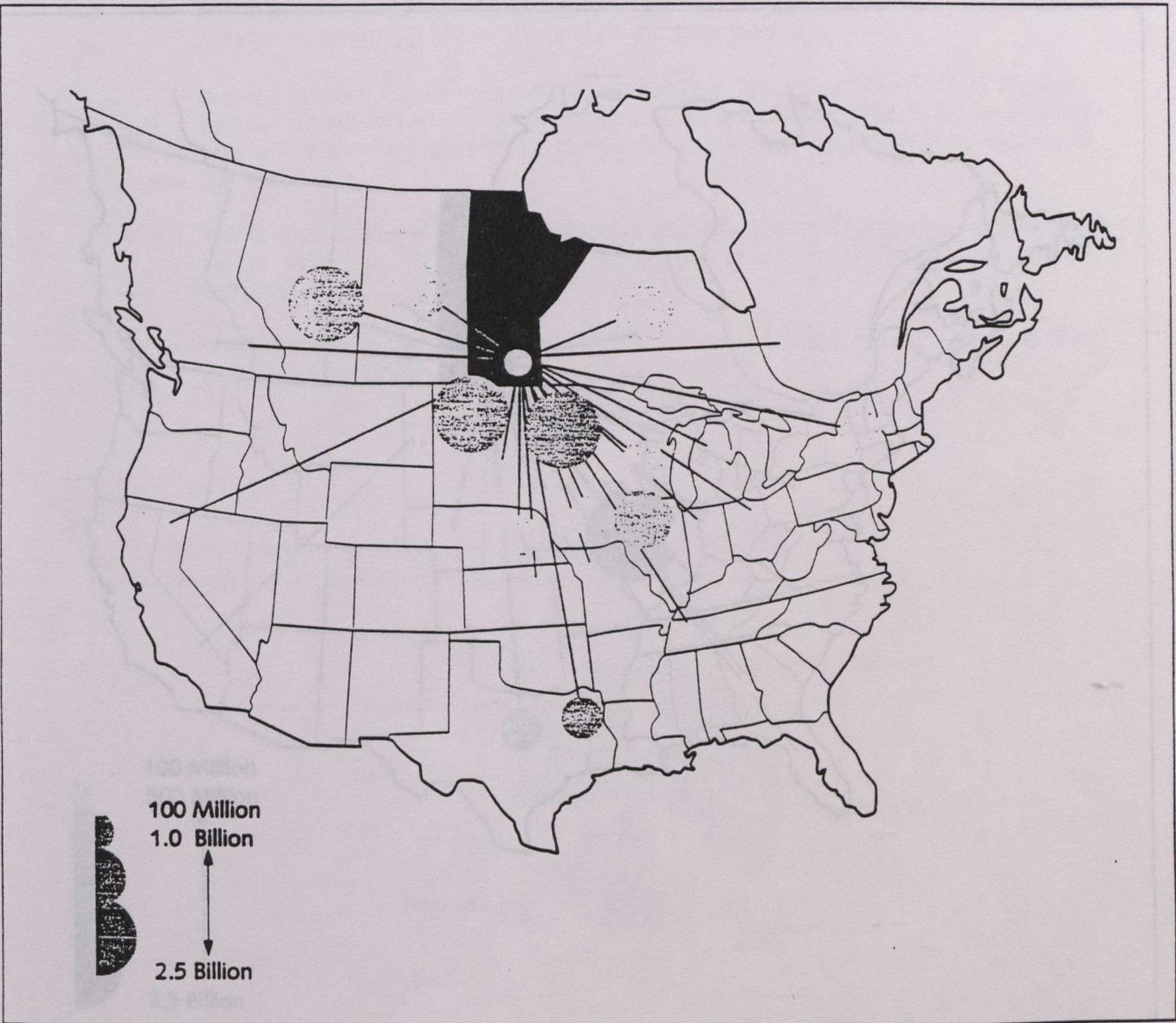
The trade patterns of the corridor and its gateways are being transformed, as shown in several key indicators:

- \* In 1996 Manitoba's exports into the US segment of the corridor were valued at \$2.1 billion, nearly triple their 1990 value;
- \* The province's trade with Mexico was \$87 million in 1996, compared to \$13 million in 1990;
- \* The volume of trucks moving through the Emerson border crossing grew 80% between 1992 and 1995 and is now expanding at an even faster rate;
- \* Combined rail and truck traffic volumes from Western Canada to the US increased 9.3% per year between 1991 and 1996;
- \* Trade in the corridor accounts for the fourth-largest trade flow between Canada and the United States, and provides a vital Canadian connection with the busiest US-Mexico border crossing at Laredo, Texas;
- \* The US markets accessible to Canadian exporters in the corridor region account for one-third of that entire country;
- \* Rail traffic in the corridor moving north and south is growing three times faster than east-west traffic.

The two following maps illustrate the trade patterns of goods moving from and into Manitoba through the Mid-Continent International Trade Corridor region. The first of these maps shows exports (Province of Origin and State of Destination), while the other shows imports (State of Origin and Province of Destination). They provide a graphic illustration of traffic volumes moving across the border primarily at Emerson and moving to the locations as shown. The exports, for instance, show a substantial volume of traffic originating in Alberta and Saskatchewan and moving into the United States through Manitoba.

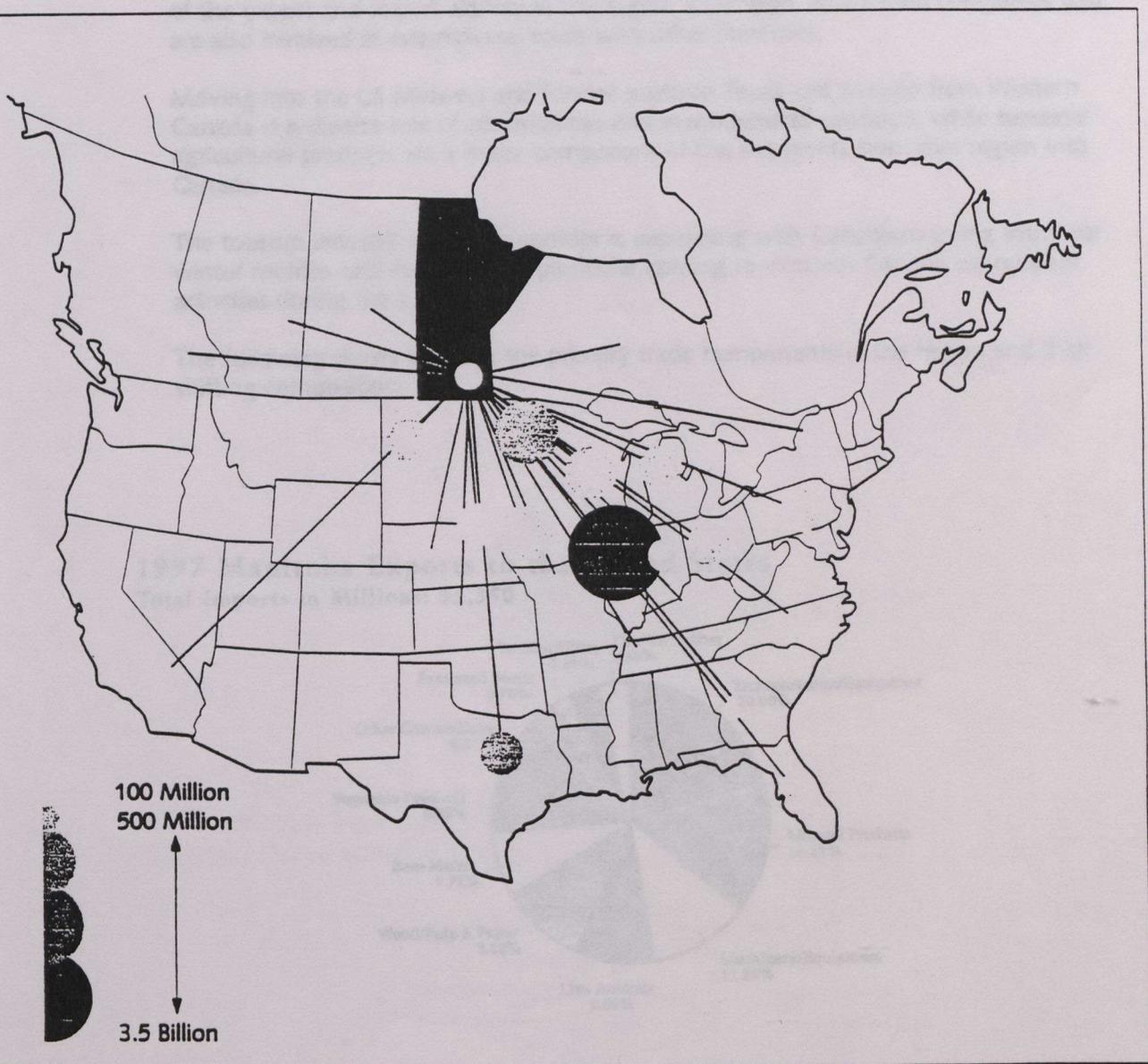


### 1997 Exports from Canada to the United States





### 1997 Imports to Canada from the United States





1997 Manitoba Exports to the United States  
 Total Exports in Millions: \$5,350

Trade Profile

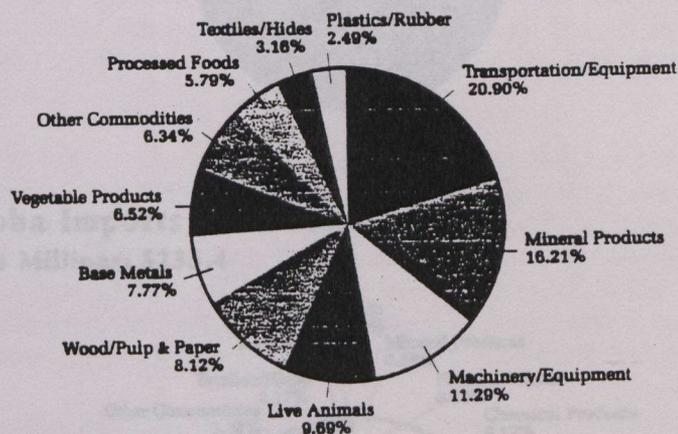
A wide variety of products have been moving through the corridor. For instance, commodities going into the Chicago region from Western Canada are primarily crude oil by pipeline, automotive and truck components, lumber, newsprint, potash and agrifood products. Shipments from that region to Canada are mainly automotive, trucks, and auto parts, as well as telecommunications and electronic equipment. Most of the export and import activity in this region is by large, established companies that are also involved in international trade with other countries.

Moving into the US Midwest and further south to Texas and Mexico from Western Canada is a diverse mix of commodities and manufactured products, while seasonal agricultural products are a major component of the shipments from that region into Canada.

The tourism industry along the corridor is expanding with Canadians going south for winter months and Americans in particular coming to Western Canada for outdoor activities during the summer.

The following charts illustrate the primary trade components in the region and their shifting composition:

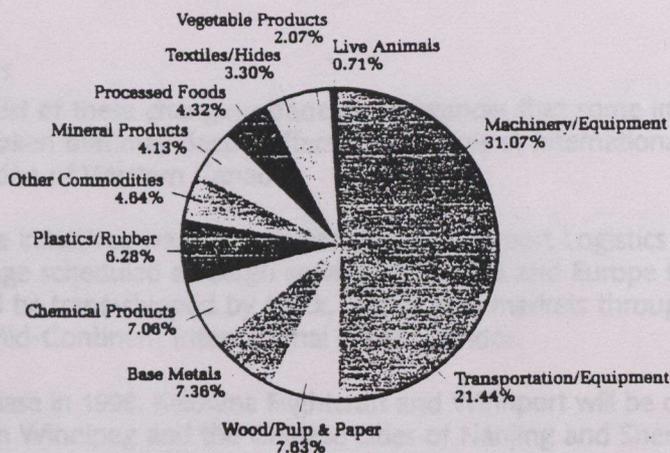
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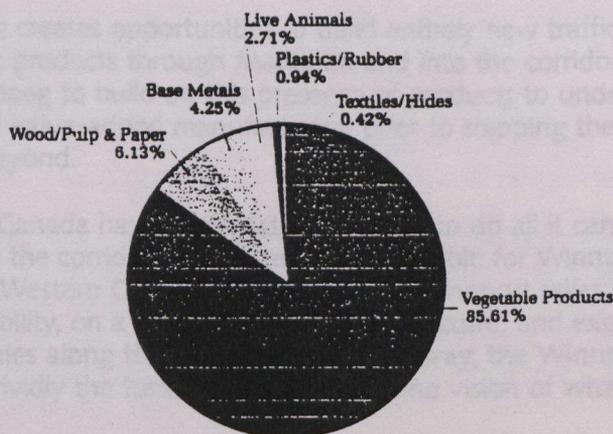
### 1997 Manitoba Imports from the United States

Total Imports in Millions: \$6,382



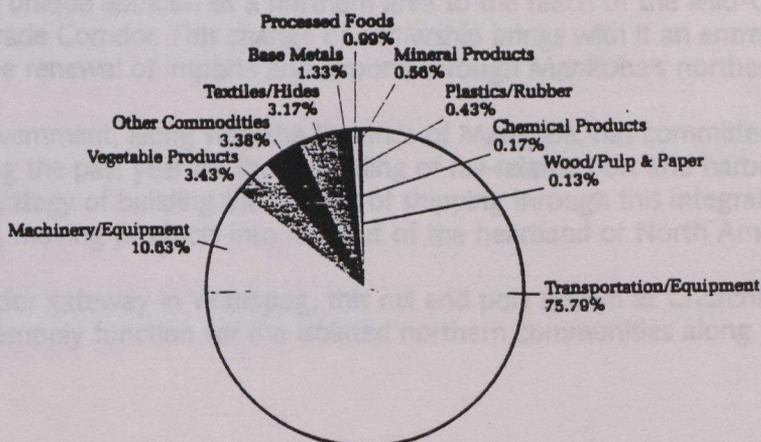
### 1997 Manitoba Exports to Mexico

Total Exports in Millions: \$284.8



### 1997 Manitoba Imports from Mexico

Total Imports in Millions: \$233.4





### *Key Initiatives*

It was in the midst of these changing trade circumstances that some important initiatives were taken that may deeply affect the patterns of international trade and economic evolution of Western Canada.

The first of these initiatives was the creation of the Winnport Logistics project. It intends to manage scheduled all-cargo services from Asia and Europe to Winnipeg, where cargo will be trans-shipped by truck, mainly into markets throughout Canada and along the Mid-Continent International Trade Corridor.

In its start-up phase in 1998, Kelowna Flightcraft and Winnport will be operating cargo services between Winnipeg and the Chinese cities of Nanjing and Shenzhen, under rights obtained by Canada in a bilateral agreement signed with the Chinese government. The Government of Canada and Province of Manitoba have been instrumental in Winnport's development to date, and in assisting in the early stages of proving the business concept on which the project is based. The federal government was particularly instrumental in establishing the bilateral air cargo agreement with China.

The Winnport project creates opportunities to build entirely new traffic volumes of foreign and domestic products through Manitoba and into the corridor. Moreover, it could enable Winnipeg to build on this presence of products to undertake product assembly and related value-added manufacturing prior to shipping the goods onward to US markets and beyond.

The Government of Canada has clearly stated its desire to do all it can within its jurisdiction to enable the corridor to become fully accessible for Winnport and other business ventures in Western Canada. The viability of Winnport relies on an efficient border crossing capability, on a strong highway infrastructure, and expanding business links among companies along the corridor. In its own way, the Winnport project demonstrates most vividly the fundamental concept and vision of what the corridor is meant to become.

The second of the major initiatives is the transition of the Hudson Bay railway system, grain export facilities and seaport at Churchill to short-line rail operators, OmniTRAX. For the preceding decade, that transportation route operated far below its capacity. However, with its new organization and investments to improve the infrastructure, it now offers a unique addition of a northern area to the reach of the Mid-Continent International Trade Corridor. This change of ownership brings with it an entrepreneurial approach to the renewal of imports and exports through Manitoba's northern port.

The federal government, along with the Province of Manitoba, has committed substantial funds during the past year for the upgrading of rail-related port and harbor facilities as part of its strategy of building the volume of shipping through this integrated rail and seaport facility, moving products into and out of the heartland of North America.

From the corridor gateway in Winnipeg, this rail and port system at Churchill provides the essential resupply function for the isolated northern communities along Hudson



Bay. It is a cost-effective export outlet for prairie grain moving to Latin America, Africa and Europe, and for bulk commodities and other material coming into Western Canada and the central United States.

With this capability to link directly by ship into Europe, the Mid-Continent International Trade Corridor was dubbed the "Monterrey to Murmansk" route, illustrating its unique northern links from the North American continent.

### *Business Plans*

Several other important initiatives are underway by organizations in the corridor. One of these, which has major consequences, is the impending merger of CN Rail with Illinois Central Railway, which runs through the eastern portion of the corridor from Chicago through Memphis to New Orleans. This combination of CN's east-west routes with Illinois Central's route running parallel to the Mississippi River establishes a formidable transportation system, which can be fed traffic from CN's strong Manitoba base. Its running agreements with other US railways also provide access into Mexico. From its intermodal terminal near Chicago, the newly merged railway offers a greatly extended competitive reach for Canadian companies to move goods through that segment of the corridor.

CP Rail already has its link into the United States mid-west through its acquisition in the early 1990s of the Soo Line Railroad Company, which has vast cross-border and corridor interconnections, enabling it to move goods into and out of Canada.

Manitoba is the country's largest bus manufacturing centre. One of its companies, New Flyer Industries, is establishing a new plant in Minnesota, which will work in conjunction with its existing facilities. The establishment of this regionally integrated manufacturing capability across the Canada-US border is indicative of a strategy being considered by several other firms in both countries. The presence of a manufacturing plant in that country will enable the company to satisfy the US domestic content requirements of its municipal government customers. At the same time, it expands the opportunity for the Canadian plant to provide component parts for assembly in the American segment of the corridor.

The establishment of a new plant in Mexico by Manitoba's Palliser Furniture, Canada's largest furniture manufacturer, also reflects the growing business perception and reality of the corridor linking manufacturing capabilities in different locations. That company uses a sophisticated logistics capability to move its products for export into the increasingly important US markets. It will now be able to tie together its manufacturing plants near the two extremities of the corridor and provide an example to other Canadian firms of how an integrated transportation system can serve supply and distribution functions efficiently across the borders.

At the same time, the McCain Foods plant in Portage la Prairie, J.M. Schneider plant in Winnipeg, and impending Maple Leaf hog plant in Brandon are industry developments of tremendous importance which rely on export and import opportunities in the corridor region beyond the Canada-US border.



## 5. Findings

Investments by foreign-owned firms, such as Cargill and Ford New Holland, provide further illustrations of the benefits of industrial locations in Western Canada and Manitoba, particularly as the base to serve markets across the region.

The extensive operations and recent investments of Air Canada and Purolator in Winnipeg illustrate the importance of this location as an air transport hub, and furnish further evidence of the existing capability on which the corridor region could be served more extensively from this site.

Winnport's evolving plans include the establishment of a business park and free trade zone in the airport area, and the Winnipeg Airport Authority is looking towards expansion of the services it offers in consulting and training.

Elsewhere in the corridor, innovations are driving the development of the trade and transportation systems. For example, in Texas the Alliance air/container port is enabling shippers and carriers to pool their resources and work together effectively to sort out cargo and move it more rapidly. Tentative steps are being taken to create more sophisticated electronic monitoring of goods moving across the corridor, particularly by truck, in an effort to ensure on-time performance and coordinate transfers from truckloads to less-than-truckload carriers.

In each of these cases, there has been a fundamental rethinking of the challenges and opportunities afforded by the corridor, and changes of both strategy and plans to deal with them.

The Mid-Century International Trade Corridor and its gateways have competitive strengths relative to other north-south routes, such as the other corridors mentioned earlier. It is widely accessible from all directions and has increasingly updated inter-modal capabilities, including air transport. Being located at the centre of the continent, it has a larger geographic window than other corridors. And, it runs through favourable flat, dry terrain, with fewer weather-related interruptions.

Markets throughout the central US and into Mexico can be readily accessed from Manitoba using the corridor. It offers the shortest distance and least travel time between the population centres of Mexico and Western Canada. By incorporating these countries and including the key gateway cities, the corridor provides a breadth of international trade opportunities unsurpassed by others.

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Given these advantages, the Mid-Century International Trade Corridor makes strong economic sense and provides strengths on which Manitoba and Winnipeg can build. In the mandate of this Task Force, there was particular reference to what could be done to advance the development of Winnipeg and Port of Churchill. We found that there were no special measures necessary for either of them, but they would benefit from a series of initiatives that would have broad application to industries and transportation companies in Manitoba and elsewhere across Canada.



## 5. Findings

Manitoba and Winnipeg are well positioned and have some exceptional competitive advantages in addition to those already mentioned.

- \* They have a large transportation infrastructure already serving the east-west traffic and increasingly active in corridor trade.
- \* They offer the shortest gateway route and least travel time for trucks moving to Mexico from anywhere on the Canadian prairies.
- \* They have a progressive 24-hour airport, with the presence of major carriers and the Winnport initiative, offering an array of services and connections throughout the world.
- \* They are the head office location for eight of Canada's largest trucking companies.
- \* They have valuable multicultural and multilingual capabilities such as the large francophone business community, able to serve national and international call centres.
- \* They have educational and training facilities with capabilities in technical trades to support the business community.
- \* They are locations that have wide visitor appeal for their outdoor activities and eco-tourism.
- \* And, they have a vibrant business climate in which transportation and trade are recognized for their crucial role in the economy.

The fundamental strengths of Manitoba and Winnipeg are enhanced even more by the opportunities created by the corridor. The considerable attractiveness of the province as a location for industry and as an increasingly important gateway centre are strengthened by the north-south reorientation of trade and business. It is reinvigorating Winnipeg, in particular, and reinforcing its traditional role as a vital transportation centre.

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### *Leadership*

It is important to recognize that this corridor is at an early and somewhat vulnerable stage of its development. So far, it has been relatively strong in theory but less so in practical implementation. The growing trade and traffic in the region is a tribute to the vision of several people across Canada, the United States and Mexico who saw the tremendous advantages that an integrated system could offer, and became directly involved as promoters or users of the corridor. But much can be done to create conditions in which the corridor can achieve greater economic results.

To its benefit, the corridor has had the dedicated support of influential political leaders in all three countries. Government officials across the corridor have established a series of essential connections that have been vital in underpinning the definition of the corridor and its role in the region's economy. Those political initiatives and intergovernmental efforts, such as those of the Manitoba/Winnipeg Corridor Partners Committee, must continue and the involvement of federal government officials should be encouraged.

The Manitoba government and Winnipeg community leaders have invested considerable resources to develop contacts and a strong information base about trade and transportation in the mid-continent region. They participate on behalf of this area in many of the organizations such as Red River Trade Corridor and North America's Super-highway Coalition. They have provided the fundamental groundwork in the initial phase of drawing together the interests of political leaders and government officials at many levels who are interested in the corridor.

### *Underlying Issues*

In our review of the issues, the Task Force found some important matters that require attention if the corridor is to succeed in attaining its intended economic benefits. Not all of the elements are yet in place to enable Manitoba to take full advantage of the corridor.

One of these matters is the urgent shortage of skilled employees in key industry sectors, and the mismatch of skills and job requirements. For some key sectors, including manufacturing, the shortage of skilled workers currently limits the potential for exporting from Manitoba.

While the shortage of skilled workers is a public policy issue with broad implications for immigration and education, it is one which must be kept in mind as governments proceed with any measures to enable corridor development. A key to taking advantage of the corridor will be to ensure that the human resources and skills are in place, and that training adapts to the changes in industry that the corridor is bringing. Closer working relationships with industry should become a priority for universities, community colleges and other training institutions.

There are some particular skill sets for personnel working in corridor-related businesses that need to be developed. One of these is for drivers, dispatchers and others in the transportation sector, who need to become more computer-literate to deal with customs documents and reporting, and to handle new technologies such as global-positioning



## 6. Strategy

systems and other navigational equipment, which is becoming important for long-haul trucking across jurisdictions with different regulatory requirements. Exporting companies face the need to invest in new equipment and staff to handle electronic data interchange and similar innovations which are increasingly necessary for international operations. Smaller firms, in particular, face difficult challenges in this transition.

The development of better export marketing and sales capability in Canadian firms is also an apparent need, so that the markets across the corridor can be effectively pursued. There are considerable differences in cultural backgrounds in the various gateway cities and distinct ways of doing business throughout the corridor, and a focus of marketing education should prepare Canadians to work more effectively in the various parts of the region, particularly in Mexico.

### *Federal Government Initiatives*

To their credit, several Canadian government departments have initiated improvements in north-south trade. These include Revenue Canada's innovative use of a "single window" in some instances to coordinate the involvement of all government departments, such as Agriculture and Immigration, in cross-border movements. Revenue Canada also has active training programs, including sensitivity to aboriginal rights, to help employees work more effectively.

Transport Canada has been undertaking studies to identify corridor routes and freight movements, as well as the ways in which regulatory activities have an impact on corridor development. It also leads the Canadian delegation dealing with NAFTA's land transportation standards and motor carrier issues.

The federal government's International Trade Centre in Winnipeg offers a range of business development services, including export counselling and access to government programs, aimed at increasing the number of active exporters and diversifying their markets.

### *Broader Participation*

It is important for the corridor to begin drawing more private sector participants into the shaping of its form and direction. This Task Force identified, in its first set of discussions, the need for the transportation system to be responsive to the initiatives of manufacturers and exporters, rather than vice versa. The corridor is to serve a purpose, and that purpose is economic and business development.

To help the corridor maintain its focus on trade and economic issues, as well as transportation infrastructure, there needs to be more direct involvement by exporters, manufacturers, and shippers to balance the interests of governments and transport carriers that tend to have more direct involvement in matters that are more strictly defined as transportation. This corridor and its gateways are more likely to succeed and prosper if they are driven by a combination of both the companies making use of the system and those in the transportation industry operating it.



## 6. Strategy

The Government of Canada understandably has difficulty in establishing detailed national policies on corridor development when there are several groups across the country each suggesting different priorities for federal involvement and support of their particular corridor region. The Government of Canada is expected to adhere to policies that are consistent across the country and serve a broad national interest. Its role in terms of the Mid-Continent International Trade Corridor is important, but it must act with a recognition of the need for balance and regional fairness.

The Task Force found that where federal government action was required and would be favorable to this corridor it would be consistent with existing national policies and also be beneficial to other regions of Canada.

This corridor and others are not meant to be working towards erasing the boundaries between the three nations of North America. What they are doing, and should continue to do, is transform what have often been border roadblocks into accessible doorways between the nations.

The public policy and business issues surrounding the Mid-Continent International Trade Corridor have as much to do with preventing the loss of opportunities as with eliminating impediments to development. Specifically, the corridor requires the rapid expansion of business activity and the underlying growth of exports and imports to provide the essential purpose and returns on trade and transportation system investments. Measures to ensure the human resources, skill sets and business climate to achieve that purpose are essential.

Specifically, there are four categories of crucial issues related to the corridor: harmonization, infrastructure and investment, education and training, and innovation.

**Harmonization** issues are those that require consistency in the rules and procedures of the several jurisdictions along the corridor. Of increasing importance is the ability to use the corridor to fulfill the requirement of companies to have their products delivered reliably on-time and to carry out their export and import business efficiently. In the case of Winport, for instance, the ability to deliver to markets quickly through the corridor is paramount to attracting customers. Timing is increasingly crucial in transportation, and impediments at borders can only serve to undermine the viability of the corridor for Canada and Mexico. Obstacles at the borders of Canada, United States and Mexico - chiefly differences in information and procedural requirements, approaches to enforcement and hours of service - were identified as serious problems affecting this and other corridors. At the same time, Task Force members recognize that governments need to take measures at the frontier to protect public safety. The success of the corridor will depend in large part on how well governments are able to align their control processes with modern business practices and how well business understands government requirements.



**Infrastructure and investment** is a second crucial issue. In several instances, infrastructure development is needed and this corridor can demonstrate that the funding of such investment in all three countries is justified in generating returns through economic growth and regional development. A strong case was shown to this Task Force for new investment in this corridor region for expansion of both trade and transportation facilities. The value of such investment in a series of targeted projects would help to improve the viability of corridor and make its use both more efficient and more attractive for users.

**Education and training** refers to issues surrounding the human resources and work skills that are emerging as crucial factors in relation to the corridor. There is considerable scope and potential for the integration of the training resources across the Corridor region, including the expansion of Manitoba's post-secondary educational system to deliver courses and programs beyond its provincial borders through distance learning. The growth of Manitoba as a primary centre for the corridor's educational services, in technical trades and logistics for the transportation industry, could be built on the existing foundations of the province's training systems. The relationships between educational institutions and industry sectors are becoming all the more important.

The fourth category of issues — **innovation** — should become a hallmark of the Mid-Continent Trade Corridor. It needs to develop unique characteristics and services which will set it apart from its competitors and demonstrate its value in more tangible ways. An example of one current initiative of this sort is the use of fibre optic cable along the interstate highway system in the corridor to allow data flows for customs clearance and tracing that would minimize vehicle inspection requirements. The unique characteristic this corridor should portray is its inventiveness and innovative approach, though it will require both investment and a considerable degree of marketing to demonstrate this capability. It will also necessitate research and development to pursue new technology and identify opportunities for applications. For this corridor, the growth and nurturing of an information highway across the corridor will be as crucial for its success as any investment in roads and railways.



## 7. Recommendations

The recommendations of this Task Force are organized around the four groups of issues outlined above: harmonization, infrastructure and investment, education and training, and innovation. They encompass a wide range of matters on which public and private sector organizations can take action.

### *Harmonization*

- 7.1 Committees of government officials of the three countries are working under provisions in NAFTA to coordinate their laws and regulations. While they have been working diligently, it has been frustrating for Canadian exporters to be told that it may still be several years before common standards can be set on equipment, information requirements, forms and treatment of goods and services. This situation is intolerable, and the Canadian government should be urged to lead the process of hastening negotiations on these important aspects of NAFTA.

The efficiency of this corridor would be considerably improved if greater progress was being made to create more consistency among the state and provincial regulatory requirements for truck size and weights, as well as cabotage. Canadian leadership among the NAFTA partners could hasten the process of determining an appropriate set of agreeable and enforceable rules.

In addition to establishing more consistency in the rules, there needs to be a method of ensuring uniformity in the interpretation and application of the rules. The discrepancy in treatment by the three countries at their borders even where there are some common rules in place has been a constant source of irritation, particularly to the trucking industry and Canadian exporters.

#### **Recommendation**

*The federal government should persuade its counterparts in the US and Mexico to speed up the work of the NAFTA committees and harmonize their regulations and rules, particularly in weights, dimensions, immigration and customs policies and procedures among the three countries by the year 2000;*

- 7.2 The trucking industry highlighted to the Task Force some important problems that have the effect of putting Canadian truckers at a disadvantage compared to their US and Mexican counterparts. One of these involves the prohibition on Canadians wanting to participate in repositioning moves in the United States, while US truckers are allowed to do so in Canada. At the same time, Mexico imposes severe restrictions and virtual prohibitions on Canadian truckers hauling into that country. In the effort to move towards more liberalized trade, these restrictions should be eliminated if the corridor is to become an effectively integrated trade region for people and products in transportation.

#### **Recommendation**

*Pursue further negotiations with the US and Mexico under NAFTA to establish fair and consistent reciprocal arrangements for transportation sector personnel.*



- 7.3 The inconsistency of information and paperwork requirements of the three countries at their borders is an on-going problem that could be resolved, particularly if a common set of data requirements was established. In many cases, there is a paperwork overload in the form of vastly different official documents, particularly for products moving from Canada into Mexico. While consistency of the basic information would be highly beneficial and efficient, it is preferable that it be in electronic formats to enable information to move ahead of the actual vehicles and loads, to be available to customs officials prior to arrivals at border crossings. As experiments proceed in this field, it would be valuable to test such systems in the Mid-Continent International Trade Corridor, where there is particularly strong interest and support from the business community and shippers.

**Recommendation**

*Continue the innovation in border crossing procedures, with Manitoba as a test case, and establish more joint projects with the US and Mexican governments to install compatible documentation systems in electronic formats wherever possible.*

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- 7.4 The timely movement of products across the Canada-US border has become a matter of particular concern in western Manitoba where the hog industry has grown rapidly. At the same time, the creation of high throughput elevators and the marketing of livestock and special crops is leading to increased use of the border crossing facilities in the area. Other agricultural product movements from Manitoba by rail and truck are also becoming more significant, including grain and specialty crops from Western Canada moving into the Mississippi river system. The availability of agricultural inspection capability from both countries at major border points is particularly beneficial, as is maintaining the current 24-hour ports and expanding hours at other locations wherever feasible.

**Recommendation**

*Encourage the availability of agricultural inspection and ensure optimum hours of operation of select Manitoba-US border crossing facilities.*

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- 7.5 The importance of tourism has not received the attention it deserves in the plans for the corridor's development. There are measures involving tourism that should be taken in conjunction with the freight transportation and goods-processing aspects of the regional development underpinning the corridor concept. A refocus of the corridor issues should include the tourism elements, which are increasingly crucial for the region's economic growth and business development, particularly in northern Manitoba. Improvements in transportation, border operations and other corridor projects must be related to both people and products.

**Recommendation**

*Establish a tourism marketing plan that emphasizes the features of the corridor and promotes tourist travel across the region.*



- 7.6 The United States decided some years ago to close its trade consulate in Winnipeg, and there is no one in the province representing that government to work with Manitobans seeking information on trade issues from the US perspective. It would be useful for both the United States and Mexico to arrange to have local international trade representation of some sort to work directly with potential Canadian exporters, importers and investors in the corridor.

**Recommendation**

*Encourage the US Government to re-establish a consulate in Winnipeg, and work with the Mexican federal government to establish commercial representation in the province to promote trade links.*

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*Infrastructure and Investment*

- 7.7 A set of issues arose in the Task Force discussions concerning the need to ensure that the corridor obtains adequate investment in infrastructure and services. The Government of Canada should be making its case for investments that reinforce Canada's corridor initiatives, particularly to its counterpart in Washington where US federal government funding is currently being allocated for transportation development across the United States. The states and local governments in the region would find it helpful for the Canadian government to support their case for the Mid-Continent International Trade Corridor region's priority in the allocation of US government funds. The Government of Canada, in conjunction with Mexico, could do so by demonstrating the international trade benefits which all three countries would receive from such investments in the corridor's transportation infrastructure.

**Recommendation**

*Encourage the US Government to give priority to directing its funding for transportation infrastructure investment into projects that will build the corridor and its border crossings, and more efficiently link the trade systems of the three countries.*

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- 7.8 There is an opportunity for Canadian trade development to become a corridor-wide initiative, establishing common marketing themes and projects for the central North America region. The Government of Canada should look carefully at the value of strengthening its trade commission representation in the United States and Mexico. It could also contribute to the corridor's viability by coordinating the resources of the three Canadian consulates in the US segment of the corridor and the Monterrey and Guadalajara consulates in Mexico. The use of Canadian trade representatives across the region has been of great value to small- and medium-sized firms, particularly those entering the US and Mexican markets for the first time.

**Recommendation**

*Ensure coordination of the work of the Canadian consulates in Monterrey, Guadalajara, Dallas, Chicago and Minneapolis to assist Canadian firms and expand opportunities through trade missions and investment promotion across the Mid-Continent International Trade Corridor region.*



7.9 The Task Force was told by Canada's trade commissioners about the need for more extensive preparation by Canadian firms that want to become exporters into corridor region markets in the US and Mexico. Without adequate preparation in many instances, Canadian firms cannot make best use of the Canadian trade commission offices. After initial difficulties in market research or failed marketing efforts, some firms have retreated from their intended export markets. It appears that a concerted effort is needed in Canada to prepare prospective exporters before they venture into export markets. Better understanding of the needs of potential exporters would be particularly useful for the several public sector and business organizations involved in trade promotion. A study of this issue led by Western Economic Diversification could quickly draw together the governmental and private sector resources needed for this task.

**Recommendation**

*Create a joint government-business study to identify the preparation and information needs of prospective Canadian exporters, with a focus on markets across the corridor region in the US and Mexico, to enable firms to establish their export-ready capabilities.*

7.10 Canadian firms appear to have difficulties accessing the market research and export opportunities information they need to become more active exporters into the corridor region. While there are various information sources and government programs to assist potential exporters, there is often a high cost involved for Canadian firms in the initial stages of assessing export markets. The level of awareness in the business community about the availability and types of programs appears to be insufficient, and many firms are unaware of the sources which can supply market information or the extent of available information. Existing export readiness programs should be enhanced with emphasis on publicizing information sources and expansion of new exporters' trade missions.

**Recommendation**

*Expand resources for publicity to Canadian industry on the availability of export information sources and existing programs in order to increase the number of export ready companies and enable expansion of new exporters' missions to US and Mexican markets.*

7.11 The example of the Alliance multimodal air/container port in Texas illustrated to the Task Force the kind of public and private sector partnership that is sometimes necessary to establish a new facility in spite of the initial reluctance of some participants. The rapid growth in the use of containers for multimodal transportation and the need for joint investment in facilities to handle them were highly instructive. While the location of such a facility might be controversial in Winnipeg, the economic benefits would appear to be substantial and would enable the city and the province to become more competitive as a transportation hub. The creation of a central container port in Winnipeg appears to be an essential ingredient in any plan for the long-term viability of the city as an efficient gateway.



**Recommendation**

*Initiate a feasibility study with other governments into the establishment of a Winnipeg container port that would consolidate the existing facilities and enable containerized goods to move more efficiently into the corridor.*

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- 7.12 The growth of the air cargo capabilities at the Winnipeg International Airport will continue to require a concerted effort to draw together land owners, government officials and transportation companies to pursue common objectives. For the federal government's part, it will require a change of policy to permit the airport area to proceed with the broader development plans of which Winnport is a first key element. Those plans for the airport area involve the establishment of processing, manufacturing and service facilities which constitute high value-added functions related to the air cargo handling capabilities. What is needed to help make this vision a reality is the sale and transfer of ownership of existing land held by the federal government, which is currently under lease. Without this transfer, there is a limited incentive for investors to put up the capital required to proceed with the next stages or to make full use of the opportunities afforded by the Winnport project and other air cargo initiatives. This measure would allow Winnipeg to become a centre for increased value-added activity for products destined for export through the corridor.

**Recommendation**

*Encourage Transport Canada to move from lease to transfer of title of the property under the management of the Winnipeg Airport Authority to assist in the development of new business activities.*

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*Education and Training*

- 7.13 The shortages of skilled labor that affect key industry sectors in Manitoba will become even more significant problems as export opportunities continue to expand in the corridor region. The Task Force was told of cases where companies were concerned that they might not be able to develop the scale of business activity required to supply export markets due to difficulties in getting enough employees with the right skills in the province. While this problem is not exclusively related to the corridor, it has a considerable significance in how Manitoba can take full advantage of the potential offered by trade with the US and Mexico. The effort to ensure that the right mix of skills can be developed to match the needs of industry becomes even more crucial as a result of the corridor's development.

**Recommendation**

*Governments and educational institutions should proceed quickly to assess the evolving training needs of Manitoba industry and take the measures necessary to ensure that a skilled workforce is in place as the corridor advances.*



- 7.14 Educational and training services are among the products most crucial to the corridor region. Colleges and universities in Manitoba have begun to identify workforce requirements in transportation and logistics across the region, and are considering the development of more courses and the marketing effort needed to satisfy the growing demand. Manitoba's educational system appears to be an often underutilized competitive advantage, and its institutions are beginning to focus their attention on the human resources related to the corridor. The export of training services and educational courses from Manitoba would illustrate the value we place on knowledge-based industries and the importance of establishing pan-corridor institutional links.

**Recommendation**

*Encourage linkages along the corridor for educational and training programs in transportation, distribution, logistics and international trade among a group of educational organizations along the corridor, to encourage closer working relationships leading to business development opportunities.*

- 7.15 A further issue involves the training and mandate given to customs and immigration officials in Canada, the United States and Mexico. There seems to be a perception, in some cases, of a lack of balance between the conduct of their regulatory functions and their consideration of the interests of travellers, carriers and shippers. This Task Force was told that the effect of this situation for business travellers and tourists has been to discourage business linkages and allow an atmosphere in which foreign investors and visitors felt unwelcome. Instances of particular difficulties and misunderstandings about aboriginal rights at borders were brought to the Task Force's attention. The use of the advanced employee training by Revenue Canada and its US and Mexican counterparts continues to be crucial.

**Recommendation**

*Promote tri-national training for customs and immigration officials in all three countries to balance their functions involving the regulation of products, vehicles and people with their functions involving the encouragement of international commerce and the movement of people across the Canadian, US and Mexican borders.*

*Innovation*

- 7.16 At the same time as the US Government is considering its allocations of funding related to corridor development, the Government of Canada is looking at its options related to highway development. In Transport Canada, a proposal is being drafted on the transportation aspects of border highway improvements. In this process, the Minister of Transport recently stated that the government was examining the renewal of the National Highway System programs. With that in mind, it seems reasonable that a Canadian initiative could be pursued in a coordinated effort with the US Government to help ensure that the highway and other transportation infrastructure of both countries



is brought up to date to meet international trade requirements. This should not be just another highway funding scheme. As the Minister of Transport has already indicated, such a program would encourage the testing of advanced technologies such as electronic sensing devices, which monitor freight movements and provide relevant weather data, and provide information to make processing at border crossings faster. It should also include provisions to recognize the importance of airside and road connections to airports as integral elements of the corridor.

**Recommendation**

*Proceed as soon as possible to provide Government of Canada financial incentives for the provinces to improve their multimodal and trade infrastructure, specifically to link the existing systems into north-south connections in the corridor.*

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- 7.17 As the Government of Canada establishes its incentives for corridor development, it should include a portion for funding educational and training capabilities. The recent US legislation for transportation development included \$228 million in funding for colleges, universities and transport institutes to undertake research and develop educational capabilities in fields such as logistics and professional studies related to trade and transportation. For Canada, a similar educational investment at the national level seems to be overdue.

**Recommendation**

*Assign a portion of any federal government funding for Corridor development to undertake trade-related research and to establish educational programs in international trade and transportation at the professional level.*

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- 7.18 In identifying innovation as a desired hallmark of this corridor, the Task Force pointed to the need to establish unique elements in how it operates and how it represents its advantages. One of the ways to build a uniqueness in this region would be to establish a pan-corridor electronic freight market which would link the users and transportation organizations across the region. Based in Winnipeg, it would serve much like the Multiple Listing Service for real estate, providing the opportunity for bidding on the transportation requirements of shippers. It would create a highly efficient system to keep transportation costs as competitive as possible in a near-perfect market, and create unique corridor capability.

**Recommendation**

*Initiate a feasibility study into the creation of an electronic freight market to connect shippers throughout the region with air, rail, marine and truck carriers, and enable them to work jointly to maximize their efficiencies.*



7.19 Another essential aspect of an innovative approach for the corridor would be the use of technology and evolution of the "intelligent highway" that would bring it into the forefront of technology and efficiency. This matter is of particular interest to Transport Canada, which plans to have a full-scale pilot test in place by next year to enable the filing of shipping information electronically. Using this system, trucks would not necessarily have to stop for checks at Canadian border points. In addition to that project, it was suggested to the Task Force that a trade compliance centre be established to house the array of trade services, including customs inspectors, warehouse facilities, traffic management and travel information. By drawing together the key people involved in international trade activities, it would enable goods to be handled quickly and efficiently. Operating in conjunction with emerging technologies for harmonized customs clearance and pre-arrival systems, the centre would illustrate vividly the position of the Mid-Continent International Trade Corridor as a user-directed innovator. The Government of Manitoba has already taken the initiative in extensive preliminary work on the concept.

**Recommendation**

*Encourage and assist a feasibility study located in Winnipeg to establish an international trade compliance centre to provide services to improve the movement of goods through the corridor and beyond.*

7.20 For this corridor to become more innovative and driven by the needs of its users, it needs valid and timely data on which investment and business expansion plans can be reliably based. Unfortunately much of the data, particularly from Statistics Canada, is less than useful due to long time lags. The official data on air cargo activity, for instance, is collected and processed too slowly and there is insufficiently detailed output. At the same time there is little compatibility of the data on trade and transportation flows across the three corridor countries. It appears that there is a need for better data collection by third-parties, with both collection and dissemination by electronic communications.

**Recommendation**

*Integrate the data collection and distribution activities related to international trade and transportation among Canada, US and Mexico, and direct the production of Statistics Canada data into timely delivery.*

7.21 The Task Force found that there is still a job to be done to build the corridor beyond its current stage and to pursue the business development that is needed to fuel its next phase of evolution. It was suggested that there may be a need for an organization or entity of some sort to pursue specific business objectives and to market Manitoba's and Western Canada's involvement in the corridor. This in no way implied that the work being done by the current stakeholders was inadequate; the progress to date has been remarkable in many respects. The need that became apparent to this Task Force is for a complementary effort, which does not overlap with the existing initiatives and work already being done well by others.



## 8. Appendix

The Task Force also discussed the importance of a pro-active process and accountability for implementing the corridor's requirements. It is crucial that the recommendations and issues raised in this report be pursued vigorously and persistently.

The importance of a structure to provide follow-up can be viewed in light of another recent experience. In that case a good concept had been languishing in Western Canada for decades. That concept was the use of the Port of Churchill and the Hudson Bay rail system that served it. It declined for reasons other than the broad public support it had from across the prairies and the faith of people in its viability. What it lacked was a marketing organization and motivated participants, who could become directly involved in the financial benefits of making the Churchill trade and transportation system work. With the right organization and incentives now in place, the Hudson Bay rail line and Churchill port are aggressively moving back to prosperity.

In the case of this corridor, what seems to be needed is a way to mobilize the involvement of the private sector manufacturers, shippers and investors in this economic region and build on the solid base already established by political and government leaders. It requires a concerted, organized effort by a unit that can act decisively to execute the business projects needed to carry forward the Mid-Continent International Trade Corridor.

### **Recommendation**

*Establish an entity, jointly funded by governments and the private sector, to enable the corridor to move to an operational business development stage in which more tangible economic and job creation benefits can be achieved. Its mandate would be to facilitate business and trade activities within the corridor and to assist stakeholders to institute the recommendations of this Task Force.*

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## 8. Appendices

### A. Task Force Members

Graham Dixon	Task Force Chairman
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Rod Bushie	Grand Chief, Assembly of Manitoba Chiefs
Jim Clarke	President, Burrows Lumber Inc.
Arthur DeFehr	President, Palliser Furniture
Bob Dolyniuk	General Manager, Manitoba Trucking Association
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Morris Kaufman	Member, Board of Directors, VIA Rail
Richard Kroft	Member, Board of Directors, Canadian National Railways
Dave Leitold	Director, Field Sales, Air Canada
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Barry Prentice	Director, Transport Institute, University of Manitoba
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### B. Staff and Participants

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Graham Rush	Consul and Senior Trade Commissioner, Dallas
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Sean Hogan	Burrows Lumber Inc.
Sheldon Howe	Air Canada
Joseph Korbel	U.S. Customs Service
Roy Malyon	Red River Community College
Gary McLean	Assembly of Manitoba Chiefs
Lance Norman	OmniTRAX
Scott Roberts	Canadian National Railways



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### C. Research Report

#### Introduction and Commodity Flow Studies

- i Manitoba's Import and Export Trade With the U.S. and Mexico, 1985-1997
- ii Exports from Manitoba to the U.S.: Growth by Sector, 1988/89 - 1996/97
- iii Exports from Manitoba to the U.S.: By Commodity Composition, 1988/89 vs. 1996/97
- iv Exports from Manitoba to Mexico: Growth by Major Sector, 1988/89 - 1996/97
- v Exports from Manitoba to Mexico by Commodity, 1988/89 vs. 1996/97

### D. Background Papers

- i Winnipeg: Gateway to the Mid-Continent International Corridor
- ii Container Terminal Winnipeg
- iii Technology Issues and Opportunities on the Mid-Continent International Trade Corridor
- iv Business and Trade Development Issues along the Mid-Continent International Trade Corridor
- v Customs Impediments at Canada-U.S. Border Crossing Facilities
- vi Regulatory Inconsistencies: Truck Size and Weight Regulations & Transborder Truck Cabotage
- vii Tourism in Manitoba
- viii Mid-Continent International Trade Corridor: Education Requirements
- ix First Nations Issues Along the Mid-Continent International Trade Corridor

### E. Summaries of Other Corridor Initiatives

- i Gateway North: Report of the Churchill Task Force
- ii Report on Trade and Traffic Across the Eastern U.S.-Canada Border, Eastern Border Transportation Coalition and Member Agencies
- iii Northwest Transportation and Trade Corridor Task Force: Taking Hold of Canada's Shortest Link to Asia
- iv Arctic Bridge: An Overview of Trade Opportunities between Russia and Canada Via The Arctic Ports of Churchill and Murmansk

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Exports from Manitoba to Mexico: Growth by Major Sector, 1987-1997 - 5

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D. Background Papers

1. Gateway to the Mid-Continent International Corridor - 1

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