

If you had 15 minutes with the three NA leaders, what vision of North America would you present them? What recommendations would you ask them to adopt and carry out?

There needs to be more respect between the three nations – starting from the top down. The federal governments need to *lead* their citizens – not react to them. They need to help educate citizens on the importance of our nations to one another and our trade with one another; the importance of our integrated supply chains and how integrated they already are. People need to understand the importance of international trade to their individual daily lives and to job retention and creation. People need to be educated about the number of jobs in our three countries that rely on international trade.

It is fine to have a grandiose vision. What is more important is to have specific action items, implementation plans and deadlines. Even if only one thing is accomplished each year, that is better than nothing but vision year after year. Be specific!

Border:

- Instead of focusing on pre-inspection or pre-clearance at one or two ports, why not direct attention to a mandate for RFID that would see every single truck whether CA-US bound moving by 1 min 30 seconds faster. The Canadian Trucking Association underlined the impact this would have when a truck crosses the northern border every 2 seconds: imagine the time savings at Ambassador Bridge alone where roughly 11,000 trucks cross every day.
- Using existing administrative capacity to increase the list of professions on the NAFTA TN approved list.
- Pilot cross-border Foreign Trade Zones so as to expedite movement of goods
- Create a tripartite working group to report back in 100 days on improving corridors. This would include mapping needed infrastructure and how to better move goods and people between modes, especially train and truck.
- Create border community action groups at border crossings, big and small, to work with CBP and CBSA on practical solutions as to how to expedite border passage. Pilot them locally and then share best practices.
- Follow through on all the unfinished business dating back to 'Smart Border' particularly as it relates to inter-agency collaboration within member governments. Ex: CBP working with the US Department of Agriculture. There is a belief that government relishes the 'big vision' statements but buries the stuff that doesn't work Ex: preclearance and 'inspected once, cleared twice' at Prince Rupert. The rail and trucking operators were scathing in relating their experience about trains stopped at Portal or Rainy River and then cars sent back to the port by US officials. For example, how do we get the US Department of Agriculture to work with Canadian Food Inspection Agency on wood pallets

Trade and competitiveness:

- Infrastructure: We need a North American Infrastructure Mechanism. Evolve the current North American Development Bank through Canadian participation. P3 partnerships are the way to go but there must be an easy mechanism for capital to identify opportunities and then participate.
- North American Trade Committees: Mirroring the existing steel committee - should we not consider similar committees for sectors like autos and pharmaceuticals. They would have been beneficial during the recent TPP talks and have application given supply chain and integrated production sharing.
- Presidential permitting – the Americans recognize that the process of permitting for bridges (ex the five years it took for the Gordie Howe Bridge to be approved) and pipelines (KXL) does not work

- **Managing Skills Development:** Create, and raise awareness of, pathways for entry and mid-level training and certification programs that should help efforts to create a portable, North American workforce credential that has obvious positive implications for the logistics of supply chain management.

Greater involvement in the NALS process of the other orders of government, business and civil society with the following recommendations:

- **Creation of a NALS Secretariat:** it could be permanent or revolving but it would be useful to have industry / organization leaders designated at each meeting so that business and civil society groups have a point of contact between meetings.
- **Province-State Problem-Solving:** This occurs behind the headlines – governors and premiers attend one another’s meetings, there are regional meetings of state and provincial legislators and occasionally trilateral sessions.
- **Intensification of Existing Consultative Mechanisms:** **Business stakeholders were emphatic about the need for stakeholder consultations to accompany government-to-government consultations, especially on regulatory cooperation, and that using existing mechanisms and grassroots groups is preferable to inventing new mechanisms.**
- For sectoral and regional meetings of premiers and governors use existing organizations to convene these meetings.

What is your measurement of success for this stakeholder process?

Action / Results

Engage the private, industry stakeholders – not only government officials

Continued engagement from the private stakeholders / Regular meetings of the stakeholders, including the accountable representatives from the federal government for implementation of the objectives

Accountability by the federal administrations for implementation in a timely manner – don’t assign responsibility to an already overworked government employee – dedicate staff to the North American objectives.

The test for each of these initiatives will be in the specific, practical implementation of the NALS North American objectives and then application of them to advance trade and investment and benefit business and travelers.