SESSION ONE

STRUCTURAL CHANGES TO THE ECONOMY AND CENTRAL CANADA’S STRATEGY FOR THE FUTURE

QUESTION #1:

WHAT STRUCTURAL CHANGES WILL THE CENTRAL CANADIAN AND GLOBAL ECONOMIES UNDERGO IN THE NEXT 15 TO 20 YEARS (E.G. PERCENTAGE OF GOODS VS. SERVICES INDUSTRIES; REDUCTION OF MANUFACTURING BASE IN CANADA COMPARED TO LOW-COST COUNTRIES) AND HOW WILL THIS AFFECT TRADE NEEDS, INTENSITY AND TRANSPORTATION PATTERNS?

Panelist: Patrick Leblond, Professor, International Business Department, HEC, Montreal

PRESENTATION OVERVIEW

There is no doubt that trade flows between Canada and the United States have greatly increased since the signing of Canada-United States Free Trade Agreement (CUSFTA) in 1988. What is less clear is the impact that free trade has had on interprovincial trade flows. Some argue that it is now easier to trade with our southern neighbor than to trade among ourselves because there is no free trade between Canadian provinces (as exemplified by the recent agreement between Alberta and British Columbia). The thrust of the presentation will be to shed light on the issue of Canada’s evolving trade patterns.

QUESTION #2:

HOW WILL THE EVOLUTION OF E-COMMERCE AFFECT THE PATTERNS AND INTENSITY OF GOODS MOVEMENTS?

Panelist #1: Brian Gerrior, National Manager, Transportation and Customs, Sears Canada

PRESENTATION OVERVIEW

The evolution of e-commerce has challenged and indeed changed the retail industry. We have been forced to examine our current business models and practices as customers continue to demand a superior product mix at their finger tips with expedited services. The e-commerce “revolution” has opened up new avenues of information data flow and 24-hour services to the point where retail is literally “never closed”. Most retailers have had to think “outside the box” as e-commerce affords a number of selling opportunities not previously available. This medium will continue to streamline best industry practices and will intensify the movement of goods worldwide.

Panelist #2: Robert Johnson, President, Purolator Courier
PRESENTATION OVERVIEW

Where Business is going?

Picking up and delivering a shipment from point A to point B takes more than a delivery vehicle. In fact, much of the success Purolator has achieved over the past 48 years is in large part due to its commitment to innovation and technology. As the leading provider of integrated distribution solutions to, from and within Canada, Purolator is constantly seeking new ways to deliver more to its customers through technology - whether through enhanced online shipping, real time tracking capabilities, information-rich bar codes or leading-edge automated facilities. During this presentation attendees will learn how e-commerce and technology play an important role in Purolator’s ability to meet customer requirements from coast-to-coast.

QUESTION #3:

WHAT ARE THE MOST RECENT TRENDS IN THE SUPPLY CHAIN INDUSTRY AS OBSERVED IN CANADA AND ABROAD, AND HOW ARE THESE FACILITATING TRADE AND SECURITY?

Panelist: Philippe Richer, Assistant Deputy Director, Service Industry and Consumer Product Branch, Industry Canada

PRESENTATION OVERVIEW

Canadian manufacturers are facing increasing pressures to reduce costs and engage in globalization, and, as a result, low cost country sources (LCCS) and infrastructure needs are quickly emerging as business drivers. Industry Canada will present key policy related findings on global sourcing for manufacturers of a partnership research with the Canadian Manufacturers & Exporters Association (CME), the Supply Chain & Logistics Association of Canada (SCL) and the Retail Council of Canada.
SESSION ONE PANELIST BIOGRAPHIES

Patrick Leblond, Professor, International Business Department, HEC, Montréal

Dr. Leblond is Assistant Professor of International Business at HEC, Montréal and Director of the CERIUM’s International Economy Network (REI). He is also a member of the University of Montreal’s Chair in American Political and Economic Studies. Dr. Leblond specializes in international political economy with a particular focus on international economic integration and business-government relations in Europe and North America. Before entering academia, Mr. Leblond worked as a public accountant and a business strategy consultant. He holds a degree from Columbia University, Cambridge University, Lund University and HEC, Montréal.

Brian Gerrior, National Manager, Transportation and Customs, Sears Canada

Mr. Gerrior has spent the past 33 years in the retail industry and the past 20 working exclusively in international supply chain management and related support services. During his career, he has traveled extensively through Europe, the Middle East, the Indian sub-continent, South-East Asia and Pacific Rim Countries in order to establish logistic partnerships. In addition, he has worked to advance new business opportunities in emerging markets with a view to reduce overall cycle times in getting retail goods to market. He has spent considerable time and energy reviewing global trade patterns around the world and understanding technology available in the market place to enhance supply chain practices.

Mr. Gerrior was elected Chairman of the CRSA (Canadian Retail Shippers Association) in 1998 and in that capacity has grown the membership substantially and raised the overall visibility of the organization. The CRSA consists of thirteen retail companies in Canada including Sears, Sony, Reitmans, Eddie Bauer, Tabi, Club Monaco and Northern Reflections, to name a few. The CRSA have offices located in both Hong Kong and Shanghai. These offices have become an integral part of CRSA operations/services in Asia. The CRSA have been transloading cargo in Vancouver for many years as part of their regular operations. In 2005, after an extensive review, CRSA began transloading all India sub-continent and South-East Asia cargo through the Port of Halifax. This venture enables CRSA members to unload containers at an east coast location and build direct loads to Distribution Centres/Retail Stores throughout Canada thereby dramatically reducing transit times, additional handling and overall expense. Thus far, this initiative has been very successful via the Suez Canal and the first retail trans-load operation in Halifax. Mr. Gerrior was instrumental in leading the initial visits of the Port of Halifax to India and assisting them in establishing a representative office in that country. He has worked with federal, regional and local governments on gateway initiatives and continues to be a strong voice in the retail sector on supply chain/procurement best practices. Mr. Gerrior is a graduate of St. Mary’s University, Halifax.
Robert Johnson, President, Purolator Courier Ltd.

Robert C. Johnson joined Purolator Courier Ltd., Canada’s leading overnight courier, as President and Chief Executive Officer on July 16, 2001. Mr. Johnson is proud to lead Canada’s premier provider of integrated distribution solutions.

Since his arrival, and with his visionary expertise, Mr. Johnson has led Purolator through advancements in operational procedures and corporate efficiencies, improving service to its customers and its operating profits. With continued investments in technology and overseeing the ongoing development of integrated distribution solutions for customers, Mr. Johnson is positioning Purolator for sustained growth and profitability. His vision for the company remains focused on growing in new areas to maintain competitive advantage in the Canadian marketplace and continuing to add value for customer supply chains through enhanced products and services.

Before coming to Purolator, Mr. Johnson spent six years with TNT Post Group in Europe. Most recently, he was Managing Director, TNT Benelux, responsible for all TNT Express activities in the Netherlands, Belgium and Luxembourg. Prior to his employment at TNT, Mr. Johnson was a valued member of the executive team at Canada Post Corporation for 12 years and held progressive positions including Senior Vice President in charge of marketing, sales and customer service functions.

Mr. Johnson holds a degree in Economics from the University of Winnipeg, Manitoba, and attended the Queens University Executive Program. Mr. Johnson lives in Mississauga, has four children and enjoys golf, racquet sports, the theatre and symphony, and reading.

Philippe Richer, Assistant Deputy Director, Service Industry and Consumer Product Branch, Industry Canada

Mr. Richer is Deputy Director, managing the supply chain management and logistics innovation research agenda, at Industry Canada. In that function, he was responsible for developing and coordinating research and policy related to e-business and supply chain innovation, smart borders, skills, Radio Frequency Identification (RFID), Key Performance Indicators and global sourcing. Prior to joining Industry Canada, Mr. Richer held various supply chain analytical and managerial functions at Michelin in France, as well as Nortel Networks and Plats du Chef in Canada, Europe and Asia.

Mr. Richer holds a degree in Operations and Production Management as well as an International Masters of Business Administration in Information Systems.

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Ontario-Québec Continental Gateway and Trade Corridor:
Developing Competitive and Sustainable Transportation Policy Workshop
March 9-11, 2008
SESSION TWO

WHAT MAKES YOU COMPETITIVE?

QUESTION #1:

HOW CAN WE ENSURE THAT WE WILL PROVIDE A HIGHLY COMPETITIVE TRANSPORTATION SYSTEM THAT NOT ONLY ENABLES THE MOVEMENT OF GOODS, BUT ALSO IS COMPETITIVE ENOUGH TO INFLUENCE THE INVESTMENT AND LOCATION DECISIONS OF INTERNATIONAL FIRMS IN FAVOUR OF CENTRAL CANADA?

Panelist: Saad Rafi, Partner, Deloitte & Touche

PRESENTATION OVERVIEW

A Global Infrastructure deficit is impacting governments' ability to provide for a competitive investment environment. However, the unprecedented growth in private capacity may provide an opportunity. Therefore, the Ontario-Québec Continental Gateway and Trade Corridor may benefit from this private capital and its search for quality projects, particularly aimed at infrastructure. Governments are making commitments to and their own significant investments in infrastructure. PPPs could be a way to address this infrastructure gap thereby providing a better investment climate.

QUESTION #2:

WHAT OTHER FACTORS ARE INFLUENCING OR CAN INFLUENCE THE DECISION OF FIRMS IN CENTRAL CANADA (E.G., LABOUR, QUALITY OF LIFE, ETC.) TO LOCATE OR NOT?

Panelist: Dr. Jacques Roy, Professor, Logistics and Operations Management, HEC Montréal

PRESENTATION OVERVIEW

A real life case study will be presented describing the factors influencing the location of an assembly line in the aerospace industry. It will be shown that factors such as government participation and exchange rates play a major role in the final decision.

QUESTION #3:

WHAT OTHER VALUE-ADDED SERVICES CAN WE PROVIDE (E.G. REPACKAGING, MARKET-SPECIFIC TAILORING OF GOODS) THAT WOULD DIFFERENTIATE THE CONTINENTAL GATEWAY FROM OTHER NORTH AMERICAN GATEWAYS?
Panelist: Jean-Robert Lessard, Vice-President, Marketing and Public Relations, Robert Transport

PRESENTATION OVERVIEW

My presentation is based on some examples of shipments we have organized using the multimodality concept. I will go through these examples explaining why and how we have adapted our logistics to fit the need of the time. In addition I will show some statistics that depict the evolution of the truck, rail and shipping markets which affect us all. I will complete my presentation with some concerns that I have concerning the markets and the adaptation to multimodality.

QUESTION #4:

A PAPERLESS BORDER? WILL ELECTRONIC CLEARANCE SERVICES EVER BE FEASIBLE AS THE ONLY MEANS TO TRANSIT BORDER-PROCESSING POINTS AND REDUCE CONGESTION AT BORDER POINTS?

Panelist: Jennifer Fox, Assistant Manager of Operations, Ontario Trucking Association

PRESENTATION OVERVIEW

A brief overview of how crossing the border used to work (for Carriers), an update on how the border currently works, including obstacles faced by Carriers at present, and concluding with a brief forecast of what's coming from US and Canada Customs that will impact Carriers, and whether or not we ever truly will achieve a paperless border - maybe in a perfect world, but not realistic.
SESSION TWO PANELIST BIOGRAPHIES

**Saad Rafi**, Partner, Deloitte & Touche

Mr. Rafi is a partner in Financial Advisory at Deloitte & Touche. He is the North American Practice Leader for the Infrastructure Advisory & Project Finance Group. He has successfully undertaken privatizations, concession agreements, PPPs, and other alternative service delivery projects. While at Deloitte, Mr. Rafi has led infrastructure projects in the Hospital, Energy, Water, Waste, Transit, Roads and Bridges and special accommodation sectors. Additionally, he has undertaken strategic advisory assignments on governance and alternative service delivery options in multi-jurisdictional environments, and on PPP mandates and approaches to national projects.

Prior to joining Deloitte & Touche, Mr. Rafi was Deputy Minister with the Ministry of Transportation, Government of Ontario, Canada. Prior to his Ministry of Transportation role, Mr. Rafi was also the Deputy Minister of the Ministry of Public Safety and Policing Services. Mr. Rafi also held the position of Vice-President for Public-Private Partnerships with the Ontario SuperBuild Corporation, where he led various privatization and public financing initiatives. In addition to these roles, Mr. Rafi has held several other executive positions with the Government of Ontario: Assistant Deputy Minister (ADM) of Policy and Coordination with the Cabinet Office and Assistant Deputy Minister of the Road User Safety Division, Ontario Ministry of Transportation.

Mr. Rafi has an Honours Bachelor of Arts and a Masters in Public Administration from Carleton University, Ottawa, Ontario.

**Jacques Roy**, Professor, Logistics and Operations Management, HEC Montréal

Jacques Roy is a professor of Logistics and Operations Management at HEC Montreal (École des Hautes Études Commerciales de Montréal) where he is also Director of the Carrefour logistique, a university-industry forum on Supply Chain Management. He is the Director of the research group Chaîne that is conducting research activities in the field of Supply Chain Management. He is currently an administrator of the Foundation for Training in Freight Transportation in Quebec. He was also Director, Research and Publication, and Director, Training, at the Montreal-based International Aviation Management Training Institute.

Professor Roy graduated with a BSc from the Royal Military College in Saint-Jean and completed his education with an MBA and a PhD in Business Administration at École des Hautes Études Commerciales in Montréal.

Prior to his teaching career, Dr. Roy was employed as an aerospace engineering officer with the Canadian Armed Forces. He also possesses many years of experience as a management consultant with several large Canadian corporations and governmental organizations. His expertise lies in the areas of logistics and transportation management. Dr. Roy has authored several articles and publications in this subject area, and has participated in many conferences at both national and international levels.
**Jean-Robert Lessard,** Vice-President, Marketing and Public Relations, Robert Transport

Following his education (Baccalaureate of Arts) at Jolliette College, M. Lessard started his career with Ultramar Canada as Sales Representative and in 1967 as Northern Quebec Supervisor.

He served as Project Manager, Distribution on the James Bay Hydro project until mid 1980 when he was transferred to Vancouver as General Manager for Cross Canada Carrier Corporation. He joined Groupe Robert in 1984 as Vice-President Operations and served as Vice-President Sales and Marketing from 1990 until 2002.

Currently, he is acting as Vice President Marketing, Public Relations and Mentoring.

He is also member of the following boards:

- Montreal South Shore Chamber of Commerce
- Groupe Export Agri-Food Quebec, Canada
- Montérégie International
- Canadian Pallet Council.

**Jennifer Fox,** Assistant Manager of Operations, Ontario Trucking Association

Jennifer Fox is the Assistant Manager, Operations of the Ontario Trucking Association. During her career she has worked for a major Canadian importer, a Canadian steel manufacturer and exporter, and a North American transportation company.

Jennifer has had extensive involvement in the Automated Commercial Environment Truck eManifest program including identification of issues, error resolution, enhancing efficiency of the program and working towards expedited border crossing experiences for carriers. She has served as a panelist at several ACE events, presenting on carrier reports at the Buffalo ACE Exchange in June 2007 and representing northern border carriers to US Customs and Border Protection port personnel at a DHS exclusive training event in July 2007. Jennifer has represented Ontario Carriers at numerous trade conferences and seminars illustrating the various issues associated with cross border travel for commercial trucks. She continues to have ongoing involvement in US and Canadian Customs programs including ACE, PIP, CTPAT, FAST and others, contributing to improvements and working closely with port personnel, high level customs officials, carriers, customs brokers, importers, and other trade associations.

Jennifer is co-chair of OTA’s Safety Council, lead chair of OTA’s Customs Committee and is actively involved in the Canada Border Services Agency’s Advanced Commercial Information (ACI) eManifest initiative, representing northern border carriers on the eSPN Communications Working Group.

Jennifer is also a Certified Customs Specialist through the Canadian Society of Customs Brokers.
SESSION THREE

MULTIMODAL INTEGRATION/US-CANADA TRANSPORTATION SYSTEMS INTEGRATION

QUESTION #1:

HOW CAN WE PROVIDE THE BEST POSSIBLE MULTIMODAL INTEGRATION OF THE ONTARIO-QUÉBEC (AND MORE BROADLY SPEAKING CANADIAN) MULTIMODAL TRANSPORTATION SYSTEM WITHIN THE NORTH-AMERICAN TRANSPORTATION SYSTEM?

Panelist: Stephen Blank, Co-Chair, North American Transportation Competitiveness Research Council

PRESENTATION OVERVIEW

I will make three main points: 1. Most importantly, we are not yet really speaking about a North American transportation system. There remains a contradiction between the public discourse and government policy on one side and the reality of a deeply integrated North American system in many key sectors of the economy on the other side. 2. Border problems – integration is retarded by border delay and congestion. Ultimately, the only solution is to move security away from the US-Canada border. 3. Most efforts to discuss freight transportation infrastructure and transportation corridors are based on linear projections of increases in traffic volume. We need to think instead in terms of a multi-variable situation, factoring in the impact of fuel cost, stricter environmental regulations and potential changes in ownership of major transportation factors as well as more general issues of economic growth, global conflict and technological innovation.

QUESTION #2:

HOW CAN SUCH A MULTIMODAL SYSTEM ENSURE THAT THE TRANSPORTATION OF INTERNATIONAL SHIPMENTS DESTINED TO THE NORTH AMERICAN MARKET IS MOST EFFICIENT AND SECURE BY TRANSITING THROUGH CANADIAN GATEWAYS?

Panelist: Richard Bickley, Director of Transportation, Rio Tinto Alcan

PRESENTATION OVERVIEW

My presentation is based on some examples of shipments we have organized using the multimodality concept. I will go through these examples explaining why and how we have adapted our logistics to fit the need of the time. In addition I will show some statistics that depict the evolution of the truck, rail and shipping markets which affect us all. I will finish my presentation with some concerns that I have regarding the markets and the adaptation to multimodality.

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QUESTION #3:

WILL OUT-SOURCING OF MANUFACTURING TO LOW-COST COUNTRIES OUTSIDE NORTH AMERICA AFFECT THE NORTH-SOUTH INTEGRATION OF THE NORTH AMERICAN ECONOMY?

Panelist: Dr. Jacques Roy, Professor, Logistics and Operations Management, HEC Montréal

PRESENTATION OVERVIEW

The outsourcing of manufacturing activities to low cost countries such as China is modifying the flow of goods worldwide. As a result, companies are reconfiguring their logistics network. We will show the impact of such a phenomenon on the location of distribution centers in North America using examples from actual company decisions in the recent past. We will also explain how mergers and acquisitions are compounding this logistics network redesign issue.

QUESTION #4:

HOW CAN TECHNOLOGY AND INNOVATION AFFECT THE GATEWAY?  HOW CAN NEW COMMUNICATION AND INFORMATION TECHNOLOGY AND SERVICES BE APPLIED TO STREAMLINE AND INCREASE THE RELIABILITY OF THE SUPPLY CHAIN?

Panelist #1: Dr. Teodor Crainic, Professor, Management and Technology Department, Université du Québec à Montréal

PRESENTATION OVERVIEW

Technology and innovation impact the Gateway through new or improved equipment, processes, methods, decision-support tools. New communication and information technologies enhance the knowledge of each stakeholder relative to its own operations, provide timely data for decision making supported by sophisticated analysis and planning methods, facilitate the sharing of information among stakeholders and the emergence of communities of interest and partnerships. Better informed and coordinated decisions should translate into decreased delays, more streamlined operations and more reliable supply chains.

Panelist #2: Gordon McBean, Professor, University of Western Ontario; Chair, Policy, Institute for Catastrophic Loss Reduction

PRESENTATION OVERVIEW

Decisions are continuously being made on operations for the next hours to days and for investments over the next months to decades. Factors that need to be included in the decision process are how the changing environment (including weather, air quality, climate, water availability) will impact on those operations and investments and how those choices will in turn impact the environment. Science-based information services, extending well beyond the usual weather or smog forecasts and delivered using new communication technologies, are needed through an integrated consortium of federal-provincial-municipal agencies and private sector partners. Implementation would lead to, for example, reduced impacts of winter storms and summer smog days on operations, better adaptive investment strategies to a changing climate, more effective governmental regulation and improved population and environmental health.
SESSION THREE PANELIST BIOGRAPHIES

Stephen Blank, Co-Chair, North American Transportation Competitiveness Research Council

Dr. Blank is Adjunct Research Scholar, Center for Energy, Marine Transport and Public Policy at Columbia University and Senior Research Fellow, North American Center for Transborder Studies at Arizona State University. Dr. Blank holds a BA from Dartmouth, MA from Cambridge and MA and PhD from Harvard, and taught in universities for more than 40 years. In 1978, he was a founding partner of Multinational Strategies, Inc., an international management consultancy and in 1985, of Stephen Blank Associates. He continues to consult on international business issues, most recently with Kansas City, Missouri’s Office of International Affairs and Trade on the city’s North American trade strategy. In 1997-2004, Dr. Blank was Managing Director of the PanAmerican Partnership for Business Education, an alliance of four North American business schools. He was a Council on Foreign Relations International Affairs Fellow and a scholar in residence at the Villa Serbeloni, the Rockefeller Foundation’s study center in Bellagio, Italy. He served as a Claude Bissell Visiting Professor of US-Canada Relations at the University of Toronto in 1998 and in 2004-05 was a Fulbright Distinguished Professor in the University of Montreal’s Centre for International Study and Research. Stephen Blank is the author or co-author of eleven books and many articles. He is a member of the Council on Foreign Relations. In 2002, Dr. Blank was awarded L’Ordre National du Québec by the Government of Quebec.

Richard Bickley, Director of Transportation, Rio Tinto Alcan

Richard Bickley started his career in 1974 as a Logistics Officer within the Canadian Armed Forces. His military duties have permitted him to acquire experience in all facets of transportation and traffic industry on three continents.

He ended his military adventure while at the Headquarters in Ottawa and joined Alcan Smelters and Chemicals in Montreal as Manager, Transportation Services.

Since 2004 he has held the position of Manager, Transport, Americas for Rio Tinto Alcan. He is responsible for the North American land and maritime movements of raw materials and finished goods.

He has been a member of CITA since 1990 where he held the position of Chairman of the Board. He also was member of the “Forum de Camionnage du Québec” and of the “Table de Sécurité Routière du Québec”.

Mr. Bickley is a graduate in Administration of the Collège Militaire Royal de St-Jean and has obtained an MBA in Material Management from École des Hautes Études Commerciales de Montréal.

Jacques Roy, Professor, Logistics and Operations Management, HEC Montréal

Jacques Roy is a professor of Logistics and Operations Management at HEC Montreal (École des Hautes Études Commerciales de Montréal) where he is also Director of the Carrefour Logistique, a university-industry forum on Supply Chain Management. He is the Director of the research group Chaîne that is conducting research activities in the field of Supply Chain Management. He is currently an administrator of the Foundation for Training in Freight Transportation in Quebec. He was also Director, Research and
Publication, and Director, Training, at the Montreal-based International Aviation Management Training Institute.

Professor Roy graduated with a BSc from the Royal Military College in Saint-Jean and completed his education with an MBA and a PhD in Business Administration at École des Hautes Études Commerciales in Montréal.

Prior to his teaching career, Dr. Roy was employed as an aerospace engineering officer with the Canadian Armed Forces. He also possesses many years of experience as a management consultant with several large Canadian corporations and governmental organizations. His expertise lies in the areas of logistics and transportation management. Dr. Roy has authored several articles and publications in this subject area, and has participated in many conferences at both national and international levels.

Teodor Crainic, Professor, Management and Technology Department, Université du Québec à Montréal

Dr. Crainic obtained a PhD in Operations Research at the Université de Montréal in 1982. He is a Professor of Operations Research, Transportation, and Logistics and NSERC Industrial Research Council Chair in Logistics Management at the School of Business Administration of the Université du Québec à Montréal. He is also adjunct Professor at the Department of Computer Science and Operations Research of the Université de Montréal, the Molde University in Norway, and the Computer Science department of the University of Manitoba in Winnipeg. He is a member of CIRRELT (serving as Director of the Centre for Research on Transportation from 1991 to 1999) and Director of its Intelligent Systems Laboratory.

His research interests are in network and combinatorial optimization, meta-heuristics, and parallel computation. The main application areas are transportation, logistics and telecommunication system planning, management, and operations, Intelligent Transportation Systems, and e-business and e-market design. He authored and co-authored over 130 scientific articles, gave more that 20 plenary presentations and tutorials at international conferences, and more than 400 presentations at scientific conferences, as well as some 90 invited talks at universities and organizations around the world. He co-authored STN, a method and software for strategic planning of multimodal, multi-commodity transportation systems used by planning institutions in 16 countries, and a combinatorial e-auction mechanism for transportation markets.

Dr. Crainic serves on several editorial boards and co-founded the TRISTAN (Triennial Symposium on Transportation Analysis) and Odysseus (International Workshop on Freight Transportation and Logistics) series for international meetings. He received the 2006 Merit Award of the Canadian Operational Research Society and has been a member of the Royal Society of Canada since the same year.

Gordon McBean, Professor, University of Western Ontario; Chair, Policy, Institute for Catastrophic Loss Reduction

Dr. McBean is a Professor at the University of Western Ontario, and Chair for Policy in the Institute for Catastrophic Loss Reduction. Previously he was the Assistant Deputy Minister, Meteorological Service of Canada (MSC); Professor and Head, Department of Oceanography, University of British Columbia; Professor and Chairman, Atmospheric Science Program, University of British Columbia, and; Senior Scientist, Canadian Climate Centre, MSC, located at the Institute of Ocean Sciences. Dr. McBean’s early
career spanned a wide variety of interests in MSC, including boundary layer research, hydrometeorology and environmental impact research, and weather forecasting. He has received many distinguished awards (MSC Patterson Medal, CMOS President’s Prize, EC Jim Bruce Award) and has been elected a Fellow of the Royal Society of Canada, the Canadian Meteorological and Oceanographic Society and the American Meteorological Society. Dr. McBean has Chaired and been a Member of numerous national and international scientific committees, including Chair of the International Scientific Committee for the World Climate Research Programme, and has published extensively. Dr. McBean received his PhD in Physics and Oceanography from the University of British Columbia.
SESSION FOUR

SUSTAINABLE DEVELOPMENT

QUESTION #1:
WHAT GREEN SOLUTIONS CAN ENABLE BOTH SUSTAINABLE DEVELOPMENT AND THE OPTIMIZATION OF THE TRANSPORTATION SYSTEM?

Panelist: Claude Comtois, Professor, Department of Geography, Université de Montréal

PRESENTATION OVERVIEW

Transportation-based trade gateways and corridors are considered a prerequisite to participation in the increasingly exchange-based world economy. This infrastructural arena raises three critical issues: how is the environment becoming a factor in changes; how are investment choices made, considering their environmental impact; and, how are these developments affecting the status of transportation based on trade gateway and corridors?

QUESTION #2:

WHAT CAN BE DONE TO ADDRESS SIGNIFICANT ENVIRONMENTAL ISSUES IN KEY MULTIMODAL OR TRADE HUBS LOCATED IN HIGH-DENSITY URBAN AREAS? HOW CAN WE ENSURE THAT FUTURE GROWTH OF THE TRADE AND TRANSPORTATION SYSTEMS ARE MORE SUSTAINABLE AND MINIMIZE THE ENVIRONMENTAL FOOTPRINT, WHILE RESPONDING TO THE NEED FOR GREATER CAPACITY?

Panelist: Glen Murray, President and CEO, Canadian Urban Institute

PRESENTATION OVERVIEW

An economic transformation is in play and the pace of change in climate is pushing Earth towards larger ecological changes that are better described as planet change. Creativity is a process and innovation is the product of almost every sustainable manufacturing and services business practice. The emergence of a creative economy and the need for a sustainable economy are strongly aligned. Positive impacts on economic productivity and human health could be the consequence of smart policy choices that result in a greener and pinker economy. Urban systems, from zoning and transportation to energy and taxation, all have to be reconsidered in the innovation-centered and carbon-constrained global economy.

The global economy is not national or industrial and must be understood as interconnected urban regional economies. It is the health of both the natural ecology and the business ecology of place that must be understood as the foundation of prosperity. Where, what and how what we move, build and eat are now more critical urban planning and consumer decisions than ever before in human history.
QUESTION #3:

WHAT ARE CANADIAN CITIES DOING TO ATTRACT NEW INVESTMENTS AND RETOOL THEMSELVES FOR THE TWENTY-FIRST CENTURY?

Panelist: Mario La Barbera, President, Pival International

PRESENTATION OVERVIEW

Mario La Barbera will describe the action plan and strategy of creating a major value added multimodal logistics centre for Eastern North America: Vaudreuil-Soulanger. The market driven action plan includes: discovering a new corridor for Quebec and Ontario, validating the importance for Eastern Canada, testing the hypothesis, canvassing support from business, communities and governments, identifying key leaders and players, and creating a vision and mission. The key objective is becoming a zone of excellence for material handling and intermodal transportation.

Panelists: David Conklin, Professor, Richard Ivey School of Business, The University of Western Ontario; Guy Holburn, Professor, Richard Ivey School of Business, The University of Western Ontario

PRESENTATION OVERVIEW

Sustainable Development and Infrastructure Investment: A Balanced Growth Approach

We argue that a ‘balanced growth’ policy requires investment in infrastructure that matches the needs of current and future patterns of economic growth. In Canada, the long term shift away from East-West internal trade towards North-South international trade with the United States has created new infrastructure requirements in trade corridors. Since trade corridors span multiple jurisdictions, however, investment levels in corridor infrastructure tend to lag economic demand, leading to congestion. We illustrate this development in the context of trade flows and infrastructure congestion within the southern Ontario - Michigan corridor. We comment on priority issues for future infrastructure policies, including the urgent need to develop high quality, publicly available statistical data on trade, transport and infrastructure sectors that can underpin corporate and public decision-making.
SESSION FOUR PANELIST BIOGRAPHIES

Claude Comtois, Professor, Department of Geography, Université de Montréal

Claude Comtois is Professor of Geography at the Université de Montréal, Canada. He has a degree in political science, an MSc in geography from Laval University and a PhD from the University of Hong Kong for his research in the field of transportation. He is affiliated with the Research Centre on Enterprise Networks, Logistics and Transportation at the Université de Montréal and has over 10 years experience as transport project director for the Canadian International Development Agency in China. Visiting professorships include more than 15 foreign universities. His teaching and research are centred on transport systems with an emphasis on shipping and ports. He has been involved in consultancy studies on marine policy, intermodal transport and environmental issues. He is a co-author of the Geography of Transport Systems, published by Routledge and has published many articles in scientific journals on port and marine transport. He currently supervises a project on sustainable port and inland waterways.

Glen Murray, President and CEO, Canadian Urban Institute

Mr. Murray is the Chief Executive Officer and President of the Canadian Urban Institute. As the former Mayor of Winnipeg for six years, his vision for urban centers is anchored in practical and very successful experience on the council floor, working with business and union leaders, and collaborating with other levels of government. His vision for a new deal for cities started with the formation of the C5 - a coalition of mayors from five Canadian cities. It was during that time that he became the first chair of the Big City Mayors Caucus 2002. He was appointed by the Prime Minister of Canada to the chair of the Canadian National Round Table on the Environment and the Economy, where his extensive experience in municipal government is helping to shape environmental policy and respond to climate change in Canada.

Mario La Barbera, President, Pival International

Prior to starting a successful logistics and warehousing business in 2003, Mr. La Barbera worked in Canada and the U.S. for two large railroads directing Industrial and Business Development activities. Based in Vaudreuil, QC, Pival International specializes in providing dedicated warehousing and transportation services to Fortune 500 companies including General Motors, Alcoa, Bridgestone, Goodyear, Pirelli and others.

Mr. La Barbera has a keen interest in developing the Vaudreuil-Soulanges region as a gateway and trade corridor. He is President of the Regional Transportation and Logistics Committee which has been a driving force in retooling the region to attract major intermodal and distribution center investments.

Mr. La Barbera was raised in Montreal where he obtained a BCom at McGill. He and his wife Rose have three children. He is an avid skier and volunteer ski patroller in Vermont.
David Conklin, Professor, Richard Ivey School of Business, The University of Western Ontario

David Conklin has a Ph.D. in Economics from M.I.T., is a Professor at Ivey, and has also been a member of the UWO Economics and Political Science Departments. He has developed and taught courses in Urban and Regional Economics, Environmental Economics, Municipal Program Evaluation, Strategic Planning and Management in Government Agencies, and Cost/Benefit Analysis. His current teaching includes the Global Environment of Business, and Business in a Political World: International Strategies and Public Policies. He has written or edited over thirty books, more than eighty business cases, and over one hundred articles or chapters in books.

Dr. Conklin has extensive experience teaching and consulting for commercial banks as well as for governments and government agencies, including Canada’s Department of Foreign Affairs and International Trade, Canada’s Business Development Bank, and the World Bank. He has served as Research Director of several government task forces, and has been a Policy Planning Coordinator and Senior Policy Advisor in the Ontario Department of Finance. He has served as Research Director of the Ontario Economic Council, the UWO Centre for American Studies, and the UWO Office of the Institute for Research on Public Policy.

Guy Holburn, Professor, Richard Ivey School of Business, The University of Western Ontario

Guy Holburn is an Associate Professor at Ivey, specializing in infrastructure planning, performance and management. His research focuses on infrastructure public policy issues in Canada as well as internationally. Dr. Holburn joined Ivey in July 2001 after completing his Ph.D. in Business Administration and M.A. in Economics at the University of California, Berkeley. Prior to his doctorate, Dr. Holburn worked for several years as a management consultant with Bain and Company in London, England, and was a founding member of the Bain South Africa office. His undergraduate degree is from Cambridge University. Dr. Holburn has been awarded a number of research grants, including from the Social Sciences and Humanities Research Council of Canada, Ontario Centers for Excellence, the Olin Foundation, the University of California Energy Institute and California Public Utilities Commission. He has also worked as a consultant in the private and public sectors on infrastructure projects in Canada, the United States and Britain.

Ontario-Québec Continental Gateway and Trade Corridor:
Developing Competitive and Sustainable Transportation Policy Workshop
March 9-11, 2008
SESSION FIVE

PRIVATE SECTOR INVOLVEMENT

QUESTION #1:

WHAT ARE THE APPROPRIATE ROLES OF THE PUBLIC AND PRIVATE SECTORS IN THE DEVELOPMENT AND IMPLEMENTATION OF AN ONTARIO-QUÉBEC CONTINENTAL GATEWAY AND TRADE CORRIDOR STRATEGY?

Panelist: David Livingston, President and CEO, Infrastructure Ontario

PRESENTATION OVERVIEW

David Livingston will give participants an overview of Ontario’s Alternative Financing and Procurement program, and the role of the Crown Corporation he leads: Infrastructure Ontario. He will discuss the differences between AFP and traditional PPP projects, and will dispel certain myths about Ontario’s infrastructure development model.

QUESTION #2:

WHAT ROLE CAN THE PRIVATE SECTOR PLAY TO FURTHER IMPROVE THE PROVISION OF AND THE DEMAND FOR EFFICIENT AND SUSTAINABLE TRANSPORTATION INFRASTRUCTURE AND SERVICES?

Panelist #1: Rick Byers, Executive Vice President, Borealis Infrastructure

PRESENTATION OVERVIEW

Mr. Byers will provide background on how OMERS and Borealis approach investing in transportation infrastructure. He will review the key decision criteria and approaches to risk assessment. He will also identify the types of risks inherent in these projects and review whether the private or public sector is best placed to manage them.

Panelist #2: Michael Fenn, CEO, Metrolinx

PRESENTATION OVERVIEW

Metrolinx is a new Provincial agency, charged with coordinating and putting in place an integrated, sustainable transportation system—everything from transit to freight movement — across the Greater Toronto and Hamilton Area. The presentation will outline current and future planning and projects, including those with potential to involve the private sector in financing and construction, through the Province’s Alternative Financing and Procurement (AFP) program, administered by Infrastructure Ontario.

Panelist #3: Timothy J. Murphy, Partner, McMillan Binch Mendelsohn

PRESENTATION OVERVIEW

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Governments need the right expertise on their side of the table and the right levers of accountability to help enhance the legitimacy of P3s as a vehicle for delivering public and quasi-public goods and services and to monitor the risk allocation throughout the project term.

To make an accurate comparison, it is not the cost, but the net benefit, taking into account all factors, which is the most relevant benchmark. Here, a well-negotiated P3 model can offer significant value for money assuming, and this is the key point, the risk transfer to the private sector is effective.

Carefully crafted service and quality standards in a concessionary P3 contract combined with effective oversight provide the public sector with the power to clearly define and control the levels of quality and service required of its private sector partners. Penalty clauses and in the extreme case, the right to terminate the contract, can be used by the public sector as a discipline on service quality.

In order to further enhance accountability, P3 projects ought to be subject to publicly available value for money assessments at three critical stages: (1) at the point of selecting an appropriate procurement methodology; (2) at the point of assessing P3 bids; and (3) at appropriate junctures during the concessionary contract.

Not all projects are ideally suited to a public private partnership. The value for money generated by a P3 rests on clear and accountable incentives and on an optimal risk allocation, by which is meant the measurement and minimization of risk by the party best able to do that.

A lack of contracting expertise can be a significant problem for governments with limited P3 experience. Individual government departments or smaller sub-national entities, such as municipalities, often cannot achieve relevant economies of scale and therefore learn by doing on each project leading to inappropriate risk transfers and opportunistic behaviour by private sector bidders and partners.

QUESTION #3:

HUMAN RESOURCES- LESSONS LEARNED

Panelist: Gord Stewart, Vice President, Independent Contractors and Builders Association, British Columbia

PRESENTATION OVERVIEW

As Ontario and Quebec embark on an ambitious initiative to upgrade and promote the Continental Gateway Trade Corridor, there are numerous lessons that may be learned from another of Canada’s major gateway and trade corridors – the Asia-Pacific Gateway.

One of the main factors driving the nearly decade long boom in BC is the investment in the Asia-Pacific Gateway strategy. British Columbia ports are the shortest marine links to the burgeoning economies of Asia and have the potential to become the principal continental link between Asia and North America. As a result, the provincial and federal governments have made historic investments in roads, bridges, tunnels, airports and other infrastructure to facilitate the growth of the economy in today’s global marketplace.

The unprecedented infrastructure work in Western Canada overlays a continued hot housing market, record investment in mines and oil and gas, and the buildup to the 2010 Winter Olympic games.
While government’s strategy to invest in Canada’s transportation infrastructure is clearly long overdue, the human resource issues facing the construction industry are proving to be arguably the biggest challenges to implementation.
SESSION FIVE PANELIST BIOGRAPHIES

David Livingston, President and CEO, Infrastructure Ontario

As President and Chief Executive Officer of Infrastructure Ontario, David Livingston oversees the crown corporation responsible for executing large-scale public infrastructure projects for the Government of Ontario. Mr. Livingston has 30 years of financial industry experience, where he ultimately rose to Executive Vice-President, Corporate Development at TD Bank Financial Group. At Infrastructure Ontario he has created a team of private and public experts that use innovative tools to deliver complex projects on time and on budget. Mr. Livingston obtained his BSc from The University of Western Ontario in 1973 and his MBA from Queen’s University in 1976. He is a director of Ovarian Cancer Canada and The Children’s Aid Society of Toronto. He is also a member of the Children’s Aid Society, the Toronto Real Estate Committee and the Children’s Aid Foundation Scholarship Award Committee. He and his wife have two grown children.

Rick Byers, Executive Vice President, Borealis Infrastructure

Mr. Byers joined Borealis Infrastructure after 16 years in the investment banking business with BMO Capital Markets. His experience in the infrastructure market has included senior involvement in the largest tractions in Canada: the Greater Toronto Airports Authority, Highway 407, and NAV Canada. He has also been involved in advisory assignments for Infrastructure Ontario, the Government of Canada, Canada Post, VIA Rail and Atomic Energy of Canada Limited. Before joining the investment banking business, Mr. Byers spent four years in the Office of the Minister of Finance in Ottawa. He holds an MBA from the University of Ottawa and is a Chartered Accountant.

Michael Fenn, CEO, Metrolinx

Michael Fenn was appointed Chief Executive Officer of Metrolinx, formerly known as the Greater Toronto Transportation Authority (GTTA), in February, 2007. Prior to his appointment he was CEO of one of Ontario’s new regional health authorities (Mississauga Halton LHIN), after serving for eight years as a Deputy Minister with the Ontario Ministries of Municipal Affairs & Housing, and Community safety. His municipal career includes being City Manager of Burlington and later CAO of Hamilton-Wentworth Region, for a total of eleven years. As City Manager and CAO, he had overall managerial responsibility for a range of municipal functions, including public transit, traffic and transportation, environmental services, and corporate budgeting.

Throughout his career, Mr. Fenn has been recognized for bringing “customer focus” and innovation to the delivery of public services and for promoting citizen involvement in public policy. While CAO in Hamilton-Wentworth, he was involved in implementing the public-private partnerships for the delivery of water and wastewater services across the region and for the privatization of the Hamilton International Airport, both of which remain among the largest and most complex municipal P3s ever undertaken in Ontario. He has served on the boards of OMERS, PSAB, the United Way and the Ontario Realty Corporation. His career achievements have been acknowledged by a number of professional awards, including the Lieutenant Governor’s Medal of Distinction in Public Administration for Ontario.

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Michael was born and raised in downtown Toronto, and now lives in Burlington, with his wife Carolyn.

Timothy J. Murphy, Partner, McMillan Binch Mendelsohn

Tim Murphy’s practice focuses on transactions with a public component with a particular emphasis on public private partnerships and on assisting governments and the private sector on broader public policy issues. In a wide array of areas, including infrastructure, energy and health care, Tim brings extensive experience in the public sector. As Chief of Staff to the Prime Minister of Canada, Mr. Murphy provided strategic advice and direction to the Cabinet, the Prime Minister and to senior levels of the public service. His public sector experience also includes serving as Chief of Staff to the Finance Minister of Canada, as a Member of Provincial Parliament in Ontario and as a strategic advisor to governments at all levels.

As a lawyer, Tim has advised national and international clients in diverse areas including commercial contracts, construction law and construction dispute resolution, commercial litigation, tender law and bid practices and dispute resolution generally.

Tim is currently teaching the Law and Policy of Public Private Partnerships at the University of Toronto Faculty of Law and was recently a sessional professor of Securities Regulation at the Queen’s University Faculty of Law.

Gord Stewart, Vice-President, Independent Contractors and Builders Association, British Columbia

Gord Stewart is the Vice-President of the Independent Contractors and Businesses Association, a construction industry association representing over 900 members engaged in industrial, commercial, institutional and high-rise residential construction. ICBA provides health benefit plans, training, apprenticeship and a wide range of human resource support and development programs for its members.

Mr. Stewart serves on the boards of The BC Industry Training Authority (a Crown agency responsible for trades and apprenticeship in BC), The Vancouver Economic Development Commission, and The Canadian Labour Watch Association. He is also a member of the Worksafe BC Employers Forum. He has a BA in Economics from the University of Western Ontario, a Certificate in Public Relations and Communications from Langara College and a Graduate Certificate in Project Management from Royal Roads University. Mr. Stewart’s employment background includes experience in mineral exploration, oil and gas, forestry and construction.

Anthony Ferrari, President, Bridgepoint Group Ltd.

Anthony Ferrari is the President of Bridgepoint Group Ltd., where he manages the firm’s Infrastructure industry vertical, including Public-Private Partnership (PPP) and Alternative Financing and Procurement (AFP) initiatives.

Mr. Ferrari has extensive professional experience in business and government in Canada and internationally. Prior to Bridgepoint, he held senior positions at a number of investment firms in Canada, including Burgundy Asset Management where he was involved in investment research and analysis in Canada, the United States and Asia. Mr. Ferrari worked as a Legislative Assistant to the Hon. Sergio Marchi.
on Parliament Hill in Ottawa, while Mr. Marchi served as Chairman of the National Liberal Caucus. He subsequently joined Minister Marchi’s Office as Special Assistant, when Mr. Marchi was called to Cabinet. In Ottawa he also worked as an Intern in the Communications Office of the Right Honorable Jean Chretien. In addition, he served as a Congressional Intern on Capitol Hill in Washington, DC, as well as a Parliamentary Assistant in the House of Commons in London (UK).

Mr. Ferrari has an MBA from the Richard Ivey School of Business, MSc from the London School of Economics (LSE) and MPA from Queen’s University. In addition, he has a BA from the School of Journalism and Communication at Carleton University. During his undergraduate years, Mr. Ferrari also studied at Harvard University and Georgetown University.