WINNIPEG – CANADA'S CENTRE FOR GLOBAL TRADE



Connecting transportation with trade

> Competing in world markets

MAYOR'S TRADE COUNCIL REPORT



Dear Mayor Sam Katz,

We are honored to deliver the report of the Mayor's Trade Council (MTC) entitled "Winnipeg – Canada's Centre for Global Trade." I had the privilege of chairing the MTC and I thank you for that opportunity.

The MTC is unanimous in the recommendations submitted. We firmly believe that the changing dynamics of global trade, spurred by explosive growth in the Asia Pacific Rim countries, presents a unique opportunity for Winnipeg to become "Canada's centre for global trade" given its transportation infrastructure assets, growing trade and geographic location.

These changing trade dynamics are causing geographic realignment and reprioritization of trade routes to respond to economic growth. Within these changing dynamics, western Canada and Winnipeg, Manitoba at its eastern terminus can capture new economic activities associated with trade and the resulting value-added activity.

There is recognition by all levels of government that trade and transportation are economic enablers. This is reflected in the Western Transportation Ministers' Report of March 2005 proposing a Western Canada Transportation System (WCTS) whose strategy was adopted by the Council of the Federation in December 2005; the Manitoba Government's and City of Winnipeg's consistent support for the mid-continent trade corridor; the development of the Manitoba International Gateway Strategy (MIGS); the federal policies referred to in our report; the establishment by Manitoba of the MIGS Council; and your creation of the MTC – the first municipal initiative of its kind in Canada.

Amongst our recommendations we strongly urge that the City and Provincial governments collaborate and harmonize their trade policies consistent with provincial priorities; that those policies reflect federal criteria to create seamless trade and transportation investment priorities; that a formal senior committee be established with public/private sector participation to coordinate investment decisions reporting directly to the Premier and Mayor on progress; that Winnipeg support Manitoba's objective of creating an inland port based at the Winnipeg James Richardson International Airport and on lands adjoining it to the northwest; that trade routes connecting critical trade activity be established; that enterprise zones deferring, not forgiving, taxation be established to encourage investment in trade activities; and that political and business leaders champion this unique economic opportunity and jointly press the federal government for required support.

There is a sense of urgency attached to these recommendations. With timely action, Winnipeg can become the eastern hub of the WCTS; the northern hub of the mid-continent trade corridor linking Canada, United States and Mexico; and the first or second port of entry for polar trade linked through the Port of Churchill with Russia and Eurasia – hence, "Canada's Centre for Global Trade."

Within this context, Winnipeg working cooperatively with senior levels of government and the private sector, must connect with trade, and therefore growth and opportunity. There is uniform recognition that the era of consideration is over. In its place we have entered a period of consequences – the legacy of action versus the consequences of inaction. Whether Winnipeg *"seizes the moment,"* connects its economy into these opportunities, or lags behind competing jurisdictions is the choice before us all.

In conclusion, I would be remiss if I did not sincerely thank each member of the MTC and specifically Greg Dandewich of Destination Winnipeg for their tireless efforts. They all are great assets to Winnipeg!

Respectfully submitted,

Chris Lorenc, B.A., LL.B
Chair, Mayor's Trade Council (MTC)
President, Manitoba Heavy Construction Association (MHCA)

Contents

Foreword 2

1. Executive Summary 4

2. The Economics of Trade 6

3. Winnipeg and Manitoba Trade and Transportation 8

4. Mayor's Trade Council Recommendations 9

Appendix A 14
Mayor's Trade Council Rationale for Recommendations

Appendix B 17
Definitions and Background

Appendix C 21
Alignment of Provincial and Municipal Policy with the National Policy Framework for Strategic Gateways and Trade Corridors

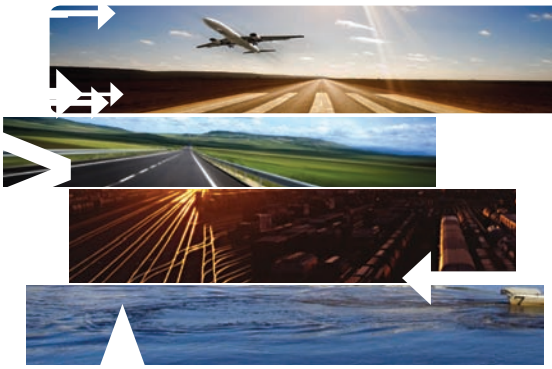


PHOTO CREDITS (from top down)

Cover
3rd and 4th photos:
Dan Neufeld
Dodgie Dator

Contents
3rd and 4th photos:
Dan Neufeld
Dodgie Dator

Page 4
2nd and 3rd photos:
Ron Garnet/Airscapes
Churchill Gateway Development Corp.

Page 5
Courtesy of Bison Transport

Page 8
Dan Neufeld

Page 9
Courtesy of CN Rail
Jason Poturica

Page 10
Courtesy of Winnipeg Airports Authority

Page 11
Courtesy of Winnipeg Airports Authority

Page 12
Courtesy of Arnold Bros. Transport Ltd.
Courtesy of Manitoba Aerospace Association Inc.

Page 13
Dan Harper

Page 14
2nd photo:
Courtesy of CN Rail

Page 15
Manitoba Trucking Association

Page 16
grajewski fotograph inc.

Page 17
Dodgie Dator

Page 18
Manitoba Aerospace Association Inc.

Page 19
grajewski fotograph inc.

Page 20
Juncatta International
Churchill Gateway Development Corp.
Stock

Page 22
Courtesy of Arnold Bros. Transport Ltd.
Travel Manitoba

Page 23
Courtesy of Winnipeg Airports Authority

Page 25
Ken Miner Photography
Ruehle Design
Bison Transport
Manitoba Aerospace Association Inc.

Inside Back Cover
3rd and 4th photos:
Dan Neufeld
Dodgie Dator

Foreword

"At the dawn of the 21st century, no country in the world is better positioned than Canada to prosper in the emerging global economy. The Gateway Initiative is obviously critical to realizing our potential as a country."

Prime Minister Stephen Harper (May 4, 2007)
Prime Minister of Canada

"Manitoba is also taking a major role in the development of a Mid-Continent Trade Corridor, connecting our northern Port of Churchill with trade markets throughout the central United States and Mexico. To advance the concept, an alliance has been built with business leaders and state and city governments spanning the entire length of the Corridor. When fully developed, the trade route will incorporate an 'in-land port' in Winnipeg with pre-clearance for international shipping."

Premier Gary Doer
Speech from the Throne November 20, 2007
At the Opening of the
Second Session of the Thirty-ninth
Legislature of the Province of Manitoba

"The global and local forces shaping cities are making it very difficult for planning. However, the city, provincial and federal governments need to establish their priorities, investments, policies and actions for bridging major gaps, and involving the private sector, where appropriate, as part of the solution."

Mayor Sam Katz
Economic Opportunity Framework
for the City of Winnipeg 2006-2015

"The whole world is going global, in ways that make the new trade game as different from the old as baseball is different from football – international trade today is a whole new ballgame. There is a risk that we will be sidelined and end up as spectators in this new game. And bear in mind that at every ballgame, the spectators have to pay to watch, and it is the players who make all the money. So, of course we would rather be players."

The New Global Trade Game:
Will Canada be a player, or just a spectator?
Stephen S. Poloz
Senior Vice-President and Chief Economist
Export Development Canada
January 20, 2005

"...Canada is separated by two oceans...The issue for Canada will be how to develop the kind of trade and transportation infrastructure that can efficiently bring its resources and products to world markets...if Canada can deliver with an efficient multi-modal system capable of bringing its resources and products to world markets, the 21st century could well become the Canadian century."

Michael Gallis, Michael Gallis & Associates Inc.
Mr. Gallis is a renowned authority on the subject of creating globally competitive regions.

"A key priority in 'Building Canada' is developing and exploiting major gateways and corridors to strengthen our economy. Why? Because as the most trade-dependant country in the G-8, Canada's prosperity and quality of life depends on trade."

The Honourable Vic Toews
President of the Treasury Board
Manitoba Heavy Construction Association
2008 Annual Magazine

MAYOR'S TRADE COUNCIL

1. Executive Summary

Winnipeg's prominent central geographic location within North America enables the city to be Canada's national east-west transportation and trade hub, the eastern hub of a Western Canada Transportation System (WCTS), the northern gateway for the Mid-Continent Trade Corridor linking Canada, the United States and Mexico, and a primary or secondary port of entry for polar transportation link through the Port of Churchill to Russia and Eurasia.

In addition to geographic location, Winnipeg and Manitoba have other clear advantages – well-established, in place and mature multi-modal transportation assets – rail, air, marine and road. This infrastructure provides a tremendous base of multi-modal and logistics capabilities as a critically strategic trade and transportation location for Canada.

With the above advantages and appropriate strategies and investments made, Winnipeg can become *Canada's Centre for Global Trade*.

For Winnipeg to adapt to the increasing demands of trade and transportation in the 21st century, and reach its economic potential, actions must be implemented in a coordinated and mutually supportive manner between the City, the Province, the federal government and the private sector.

This effort is about future growth, investment and jobs for Winnipeg, Manitoba and Canada. The time for action and strategic long-term planning is now. The platform exists to build opportunity as Canada's centre for global trade.

Winnipeg and Manitoba are not the only jurisdictions seeking ways to tap into the wealth generated by changing global trade patterns. Jurisdictions such as Halifax, Sault Ste. Marie, Regina, Saskatoon, Calgary and



Edmonton are all promoting and positioning their trade and transportation capabilities for financial assistance from their local governments, the federal government and investment from the private sector, and receiving it.

Time is of the essence for Winnipeg, the capital region and Manitoba. We have entered an era of consequence or legacy. It is up to our political leaders, the community and private sector to initiate action and some risk taking, to either leave a legacy to successive generations of economic growth and opportunity or be relegated to the status quo – the choices are, in our view, as stark as that.

In May 2007, Winnipeg Mayor Sam Katz appointed the Mayor's Trade Council (MTC) to develop recommendations for the City of Winnipeg around trade growth opportunities and supportive transportation asset investments. The work of the MTC is part of developing strategies and priorities that support the new long-term Economic Opportunity Framework for the City of Winnipeg 2006-2015.

In order to properly context its recommendations, the MTC held extensive discussions and meetings with stakeholders. It conducted related research and participated in exhaustive deliberations. As a result of the front-end work, the MTC submits that it has developed recommendations that provide the appropriate and strategic direction for taking action – immediately.

The MTC met with senior Transport Canada officials to discuss, understand and carefully consider the recently announced federal trade and transportation policies. This includes the "Federal National Policy on Strategic Gateways and Corridors" and its "Five Policy Lenses," which guide federal government financial investment in trade corridors and gateways. The MTC encourages regionally sensitive criteria be taken into account as part of the interpretation of the "five lenses" to better reflect the unique regional assets and capacity to meet the national objectives of the policy.

The MTC heard presentations around and reflected upon the Province of Manitoba's "Reaching Beyond our Borders" trade strategy and the "Manitoba International Gateway Strategy (MIGS)" in formulating its recommendations. Additionally, the MTC held extensive meetings and discussions with industry stakeholders to understand impediments to efficient trade from their perspectives along with their views on emerging trade-related opportunities.

Sectors that support trade provide jobs and job growth opportunities – such as trucking, rail, marine, warehousing, distribution and manufacturing – impact many lives and jobs in our province. In Manitoba, well over 100,000 jobs are dependant upon international exports alone. A similar level of jobs may be dependant upon inter-provincial trade. With 65% of the provincial GDP, Winnipeg accounts for the dominant share of trade-related jobs.[1]

The level of urgency is real as Winnipeg examines its role within the global context related to trade and transportation. Striking the right balance between maintaining the infrastructure that presently serves our trade requirements and making the right new infrastructure investment decisions will either



stimulate greater economic growth or simply support the status quo.

This effort is not about Winnipeg choosing between maintaining streets and bridges, already in dire need of maintenance, and adding to the trade and transportation system with new infrastructure. This is about ensuring decision-making for capital investments that address both. The priorities of the three levels of government and the industry must be aligned, coordinated and mutually supportive. This has been a fundamental principle underpinning the work of the MTC.

Areas of recommendations include:

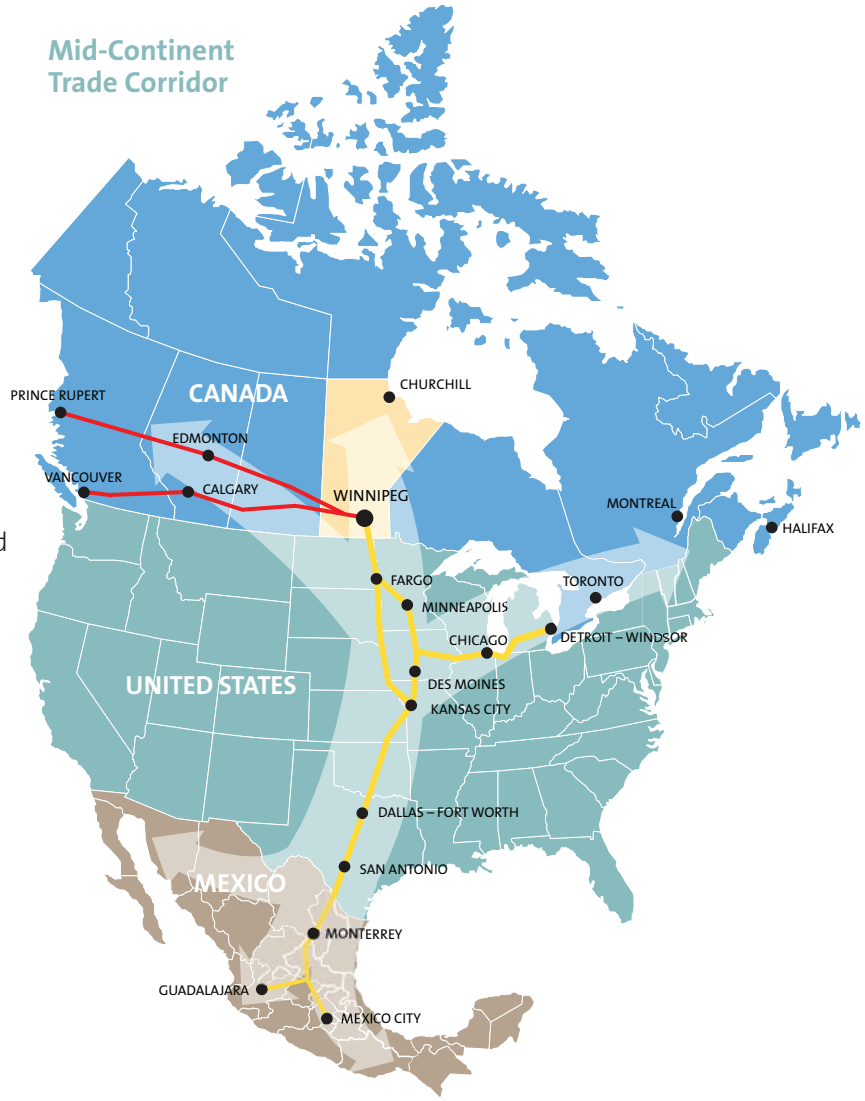
- funding necessary infrastructure;
- seeking out innovative financing approaches including the strategic use of Public Private Partnerships (PPP);
- identifying opportunities to gain efficiencies;
- developing strategic projects, such as an inland port; and
- determining priorities through a coordinating body of key stakeholders.

The MTC believes that the recommendations presented are realistic, responsible, actionable and necessary. An integrated, connected national system for global trade with Winnipeg as its central link is arguably critical to Canada's future economic growth.

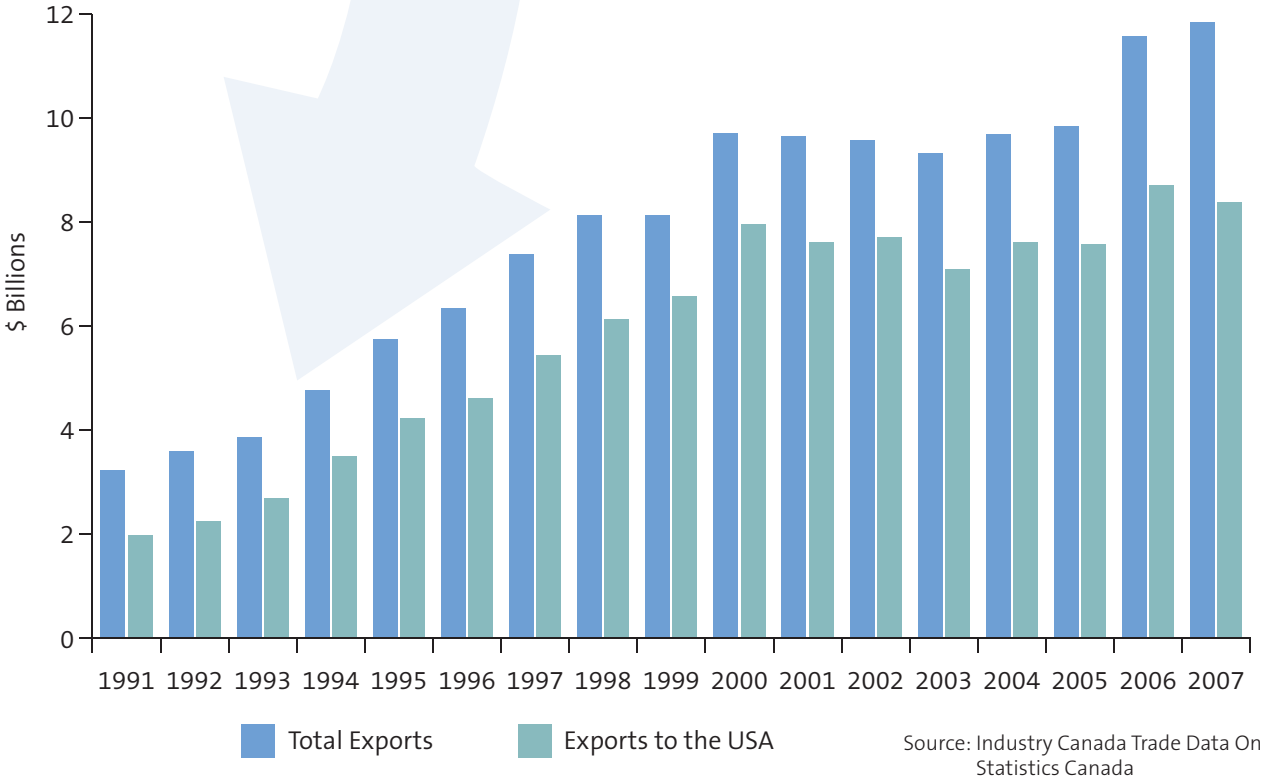
2. The Economics of Trade

Globalization is a changing of trade patterns and supply chains that have reshaped the way goods and services move around the world. This has resulted in the movement of freight through a series of tiered hubs supported by transportation networks connecting sea, air, rail and highway modes.

As one of the most trade-reliant nations in the world – the Canadian economy is nearly five times more dependant on trade than our largest trading partner, the United States[2] – Canada is benefiting from the growth



Manitoba Exports 1991-2007



Source: Industry Canada Trade Data Online, Statistics Canada

of the global economy. In 2007, Canada's exports and imports of merchandise goods hit record highs, reaching $465 billion and $416 billion, respectively.[3]

For many decades, Canada's primary export market has been the United States where in excess of $1.7 billion of two-way trade takes place daily. This is a result of integrated supply chains in industries such as the automobile industry and the bilateral Canada-US Free Trade Agreement and the tri-lateral North American Free Trade Agreement.

As Canada is a trading nation, so is the Province of Manitoba. In fact Manitoba is one of Canada's most export-orientated provinces, with exports accounting for 62% of its economy.[4]

In 2007 Manitoba's foreign merchandise exports exceeded $11.8 billion. Manitoba's international exports have grown dramatically since the early 1990s.[5]

Given that in Canada it is estimated that for every $1 billion in exports, there are approximately 8,000 to 10,000 jobs dependant on those exports, in Manitoba well over 100,000 jobs are dependant upon international exports. Another 100,000+ jobs may be dependant on inter-provincial exports. Winnipeg represents the dominant share of exports as the Winnipeg capital region represents 64% of Manitoba's GDP.[6]

"For Canada...we are starting to run into full capacity at all of our other port systems – and when I say systems, I mean the rail links and the port itself. By being able to go to the port of Churchill, we actually improve the ability to have trade not only from Churchill, but from western Canada in general."

Rob Huebert, Associate Director of the Centre for Military and Strategic Studies at the University of Calgary

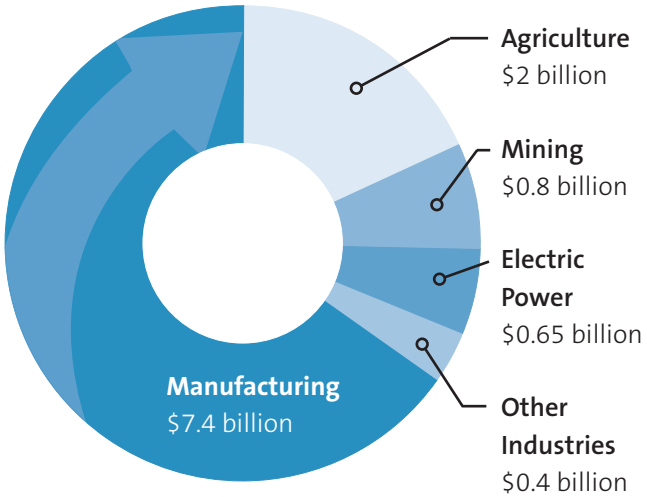
By far Manitoba's largest trading partner is the United States, the world's largest economy with a GDP of over $13 trillion. In 2007, Manitoba's exports to the US were $8.4 billion, representing 71% of all exports from the province. Imports from the US were $10.5 billion, or 80% of all imports into the province. Manitoba's two-way trade in merchandise goods with the US states along the Mid-Continent Trade Corridor and Mexico approaches $10 billion annually.[7]

3. Winnipeg and Manitoba Trade and Transportation

Winnipeg's economy has traditionally been built around transportation and trade. The transportation sector plays a major role in Winnipeg and Manitoba directly as a sector and as an enabler of all economic activity. Transportation represents 6.8% of Manitoba's GDP, the second highest share of GDP of the provinces and approximately 40% higher than the national average. Total transportation employment in Manitoba has grown to nearly 50,000 jobs.[8]

Winnipeg's geographic position in the centre of North America and its well-established multi-modal transportation assets, capabilities and capacity offer several distinct advantages. In terms of air cargo activity, the Winnipeg James Armstrong Richardson International Airport is ranked number four in Canada in air cargo handling by tonnage with 160,000 tonnes annually and ranked 17th out of the 160 airports operating in North America. Winnipeg's airport is ranked number one in Canada in the number of dedicated cargo freighters operating through Winnipeg.[9]

Manitoba Exports by Industry 2006 ($ Millions)



Source: Statistics Canada, Manitoba Bureau of Statistics



Both CP and CN maintain extensive and modern yards with major service facilities. At CN's Symington Yards over 3,000 cars can be handled in a day. CP's yard processes an average of 2,000 cars per day. CN and CP combined directly to employ over 4,000 people in Winnipeg and through their extensive intermodal operations and indirectly impact employment in the trucking, distribution and logistics sectors. Short-line rail operations are also an important part of Manitoba and Winnipeg's rail network. The Hudson Bay rail line owned by OmniTRAX is the key trade link to Churchill.

Manitoba has Canada's only deep-sea port in the middle of the country. Given the Port of Churchill's north positioning and connection to the Northwest Passage, both Canada and Russia see the Port of Churchill and its connection to the Port of Murmansk as a strategic trade route between North America and Eurasia. Shipping via Churchill to Murmansk is nine days faster than the use of the St. Lawrence Seaway passage creating a significant competitive advantage.

Winnipeg is Canada's trucking centre and many of our national trucking companies are based here. The province is served east-west by the Trans-Canada Highway system while provincial highway No. 75 is the province's major connection south to the United States. The Emerson, Manitoba and Pembina, North Dakota border crossing handles over 1,000 two-way commercial truck traffic a day and is the second busiest commercial crossing in western Canada.[10] The level of commercial truck traffic continues to grow annually as the movement of goods by truck continues to grow north-south.

4. Mayor's Trade Council Recommendations

The Mayor's Trade Council (MTC) has developed recommendations for consideration by the Mayor of Winnipeg and City Council. The recommendations are a result of extensive research and deliberations by the MTC and reflect directions and actions, taking into consideration the objectives of the provincial and federal governments and industry stakeholders.

> "One of the reasons why the Russians are pushing it so hard is they are trying to establish themselves as an international ported destination, so there is tremendous advantages to be gained by the Russians if this is successful."
>
> Rob Huebert, Associate Director of the Centre for Military and Strategic Studies at the University of Calgary





The recommendations are separated into two distinct groups.

1) Recommendations that can be acted upon by the City on its own; and
2) Recommendations associated with establishing partnerships with other levels of government and industry.

Each of the recommendations reflect the broader position of the City of Winnipeg as well as both federal and provincial policies and programs that have been developed to address the issues of international trade and transportation.

The key policy and program documents of the City, provincial and federal governments include:

- Economic Opportunity Framework for the City of Winnipeg 2006-2015 and Plan Winnipeg;
- The Province's international trade policy contained in the "Reaching Beyond Our Borders" document and the Province's "Manitoba International Gateway Strategy;" and
- The "Federal National Policy Framework for Strategic Gateways and Trade Corridors."

I. AREAS FOR CITY OF WINNIPEG ACTION

1. Prioritizing Infrastructure Investment

Recommendations

- Reprioritization of investment and the rationale for investment in the Winnipeg "street system," specifically, "trade routes" that would be acknowledged as the key trade and commercial arteries fuelling our trade activities. These are identified so that they interface with the provincial trade route system, support provincial trade policy priorities and reflect the financial investment criteria of the federal government's "National Framework for Strategic Gateways and Trade Corridors" and related policies.
- For the purposes of the "Trade Route System," develop economic growth evaluation criteria that mirror the "Five Lenses" view of the federal government's "National Framework for Strategic Gateways and Trade Corridors."[11]
- Adopt a set of guiding principles as part of the annual City of Winnipeg Capital Budget review to ensure a trade and investment perspective is incorporated in strategic infrastructure decisions tied to "Federal National Framework for Strategic Gateways and Trade Corridors."

Priority Areas

- Waverley West connection road from Bishop Grandin Boulevard to the Perimeter Highway.
- Development of road connection from the Perimeter Highway and development of the lands west of the airport.
- Widen Kenaston Boulevard from the Assiniboine River to Taylor Avenue.
- Staged completion of the inner ring road consistent with Plan Winnipeg Policy Plates "B" and "C" (see map).

2. Financing Infrastructure

Recommendation

- First and foremost, the federal, provincial and municipal governments all have a responsibility to fund and finance infrastructure, balancing their fiscal capabilities and the constant pressure for infrastructure investment, maintenance and repair. Substantial federal and provincial



infrastructure funding is needed for trade growth and to address infrastructure deficits across Canada. The national government needs to significantly increase funding for trade and transportation infrastructure.

- In select cases, consider utilizing Public Private Partnership (PPP) arrangements to initiate strategic infrastructure investments specifically related to the development of trade routes and inland port developments.
- Develop criteria to access federally designated PPP funds for infrastructure investment and other trade and transportation related programs.

3. Gaining Efficiencies

Recommendation

- Harmonize or improve compatibility where possible with the Province (e.g., licensing and permitting);
- Develop a limited set of higher order routes (major east-west and north-south routes) within Winnipeg and designate them as trade routes;
- Rationalize and provide route continuity of provincial trade routes with city trade routes;
- Synchronize lights and road rules and in particular speed limits on "trade routes" as a first priority;
- For trucking, upgrade trade routes to carry Road and Transportation Association of Canada (RTAC) route loading where required;
- Limit and rationalize direct access to private developments from trade routes;



- Provide instructions and easy access to truck route maps and structure information for trucks entering and operating through the city;
- Have controlled construction and closures on truck routes;
- Provide well defined and established truck routes in support of current and future industrial park development (as reflected in the Employment Lands Strategy); and
- Support the 24/7 operating status of the Winnipeg James Armstrong Richardson International Airport.

II. AREAS FOR CITY OF WINNIPEG-PROVINCE OF MANITOBA ACTION

4. Intergovernmental Collaboration

Recommendation

- To confirm priorities, coordinate follow-up and monitor progress related to enhancing the growth of trade-related economic activity, the MTC suggests that the Premier and the Mayor review the status of these recommendations at their regular meetings, and that they assess progress with the senior federal minister for Manitoba on a regular basis.
- The Premier and the Mayor establish a special coordinating committee of senior officials to expedite implementation and support progress



reviews. The coordinating committee would be co-chaired by the Deputy Minister of Trade for the Province and by the Chief Administrative Officer for the City of Winnipeg, with private sector participation. It should focus on rationalization and prioritization of trade and transportation priorities related to investment, trade route priorities, capital plans and respective roles and related responsibilities of the two levels of government.

- The coordinating committee's mandate would be to report regularly to the Premier and Mayor on the status of each of the MTC and the coordinating committee's recommendations and make such other related recommendations as circumstances evolve.

Priority Areas

- Utilize "tools" such as economic trade zones to lever investment in Airport Area Lands, Fort Garry Industrial Park, St. Boniface Industrial Park, Inkster Industrial Park and Transcona Industrial Park.
- Improve all major trade entry points of access and in particular Headingly and St. Norbert.

5. Supporting the Province's Policy Role on Trade

Recommendation

- Review existing city-to-city relationships and explore potential new relationships through a set of criteria that takes into consideration the Province of Manitoba's international trade framework and the City's objective of enhancing economic development partnerships internationally.

Priority Areas

- Mid-Continent Trade Corridor, which links Winnipeg at its northern hub with the United States and Mexico.
- Work with Manitoba and the other western provinces in the development of a strategic Western Canada Transportation System that potentially places Winnipeg as its eastern hub.[12]
- Build on the Kansas City-Winnipeg Economic Opportunity Partnership.

III. AREAS FOR WINNIPEG COLLABORATION WITH THE PROVINCE, FEDERAL GOVERNMENT AND INDUSTRY

6. Inland Port Development

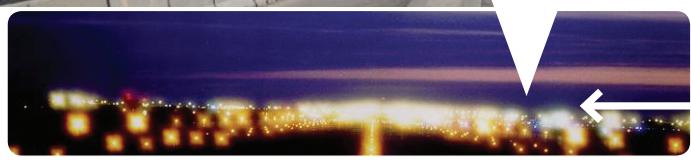
Recommendation

- The City of Winnipeg and the Province of Manitoba must initiate the development of a Winnipeg Inland Port, with enabling and financial support of the federal government. The inland port will promote Winnipeg as a primary or secondary port of entry for Canada for goods received, for added-value, assembly and distribution.

Priority Areas

- The Winnipeg James Armstrong Richardson International Airport and the lands west of the airport offer the most promising business case locations as a starting land asset base for the development of a Winnipeg inland port strategy.





- Use the Kansas City SmartPort structure and the Province of Manitoba-KC SmartPort Agreement as a framework to develop a made-in-Manitoba inland port.[13]

7. Enterprise Zone

Recommendation

- In collaboration with the Government of Canada and the Province of Manitoba, establish a pilot project for a very selective enterprise zone(s) with deferred taxation payment trigger mechanisms and incentives to attract investment from key businesses that support and enhance trade facilitation, e.g., terminals, assembly plants, distribution facilities.[14]

Priority Areas

- The Winnipeg James Armstrong Richardson International Airport, and the lands west of the airport.

8. National Policy Lenses

Recommendation

- The Province of Manitoba and the City of Winnipeg must ensure that they utilize and adopt the federal "five national lenses" in evaluating strategic trade and transportation infrastructure investment.[15]
- In addition, the Province and the City must work in concert with the Government of Canada to clearly establish investment priorities for trade and transportation infrastructure, leveraging federal infrastructure programs for the economic benefit of Canada, Manitoba and Winnipeg.



NEXT STEPS

- For the City of Winnipeg "alone" recommendations, the Mayor and City Council should quickly evaluate and adopt those recommendations that are within their scope of authority and expeditiously ensure their implementation.
- For the recommendations requiring Province-City collaboration, the Premier and Mayor meet on priorities and actions, and immediately establish the joint Coordinating Committee referred to above with the clear instructions that this area reflects Winnipeg-Manitoba political and policy priority.
- The City and the Province initiate action on the development of an Inland Port at the location above noted.
- Engage the business and community leaders, including the Manitoba International Gateway Strategy Council, Business Council of Manitoba, Winnipeg Chamber of Commerce and Destination Winnipeg, to provide support and a unified Winnipeg/Manitoba approach with the Federal Government.

Appendices

APPENDIX A
Mayor's Trade Council Rationale for Recommendations

I. AREAS FOR CITY OF WINNIPEG ACTION

1. Prioritizing Infrastructure Investment

Rationale for Recommendation

Winnipeg's existing trade infrastructure (road, rail and air) provides a strong foundation for meeting the new reality of global supply chain logistics. However, the existing trade infrastructure system requires on-going enhancement, evaluation and strategic investment to meet the changing dynamic of international trade and the movement of goods into and through Canada, Manitoba and Winnipeg.

The City of Winnipeg has a leadership role to play in identifying strategic trade routes within its perimeter that interface/link with the broader provincial trade route grid and allocating capital to improve or add to that system. It is important that a Winnipeg "Trade Route System" be given an equal level of consideration when investment priorities are being considered for the broader Winnipeg regional streets system, which includes a truck route system, collector, residential streets, lanes and sidewalks.

However, as is the case with each municipal entity, there is the required process of evaluating priorities within the city, ranking those priorities and then allocating capital and timeframes to address those priority investments. The Mayor's Trade Council believes it is critical that the City of Winnipeg adopt a set of guiding principles for determining the allocation of capital to infrastructure that addresses trade facilitation.







2. Financing Infrastructure

Rationale for Recommendation

The City of Winnipeg has an obligation to undertake capital projects based on its ability to finance projects within their available budget. Subsequently, capital projects that have been deemed critical are given high priority status while other projects deemed less critical are slotted within the 5-year capital budget process, placing them within the appropriate budget queue.

This process results in the difficult task of municipal councils needing to make decisions around "need to have investments" and "strategic investments." Projects identified within existing budget capabilities typically and understandably address the "need to have" such as road, sewer and bridge maintenance. New capital projects are deliberated within the longer 5 to 10 year timeframe even though the project may provide a much needed strategic piece of infrastructure making the community more competitive for trade and industry and providing a platform for more economic growth and jobs.

3. Gaining Efficiencies

Rationale for Recommendation

Each municipality endeavors to make their community as efficient as possible in terms of the movement of traffic and people. In some instances this requires investment into large capital infrastructure projects. In other instances it requires a review of systems and gaining efficiencies through innovation and collaboration.

Within Winnipeg a fully developed internal "ring road system" or "beltway" does not exist. Subsequently, innovative ways of improving traffic flows within the existing regional street system are necessary. The need to be strategic in aligning a "Trade Route System" with the existing street system also requires detailed analysis. Higher order routes within the city need to be identified and enhanced through the addition of new road construction and re-alignment of existing roads to develop the most efficient internal trade route system possible.

Additionally, with the City of Winnipeg finalizing an Employment Lands Strategy to better guide industrial/commercial land development, well established and efficient truck routes are important to support future industrial development within and around the city. This strategy, coupled with a clearer rationalization of the city's future "Trade Route System," will help to secure lands pre-determined for industrial/commercial development west of the airport as opposed to residential development, which could impact the vital 24-hour operating status of the airport.

II. AREAS FOR CITY OF WINNIPEG-PROVINCE OF MANITOBA ACTION

4. Intergovernmental Collaboration

Rationale for Recommendation

The City of Winnipeg's responsibility for making decisions on capital investments has an impact on the competitiveness of the city in terms of supporting infrastructure and how that infrastructure addresses the needs of trade-related industries. However, to ensure that municipal investments can achieve maximum impact, broader trade and transportation issues need to be jointly reviewed with the Province of Manitoba.

Given the provincial government's role and responsibility for trade policy and provincial trade route investment, both the City and the Province need to ensure that investments are aligned. It is important that a unified position and priorities be established between the City of Winnipeg and Province of Manitoba on trade and transportation. Aligning the City and Provincial positions will reflect positively when approaching the federal government in terms of existing and future infrastructure programs.



The Mayor's Trade Council recognizes that the effectiveness and success of many of its recommendations will depend on close cooperation and coordination among the City of Winnipeg and surrounding municipalities, the Province of Manitoba, and the Government of Canada. The appropriate level of engagement and coordinated action are necessary on the rationalization and prioritization of trade and transportation infrastructure investment, trade routes, capital plans, and roles and related responsibilities.

5. Supporting the Province's Policy Role on Trade

Rationale for Recommendation

The roles and responsibilities of the Province and the City of Winnipeg are clear in terms of trade. The Province of Manitoba is responsible for setting policies and strategic directions (Reaching Beyond Our Borders) related to all aspects of provincial trade. The City conversely provides support for the Provincial strategy by developing city-to-city relationships enabling the City to build external awareness of the economy to facilitate commerce and trade linkages, e.g., Winnipeg-Kansas City Economic Opportunity Partnership.

Efforts should continue to be undertaken to build city-to-city relationships that support Winnipeg's objectives of building awareness and collaboration in the area of economic development.

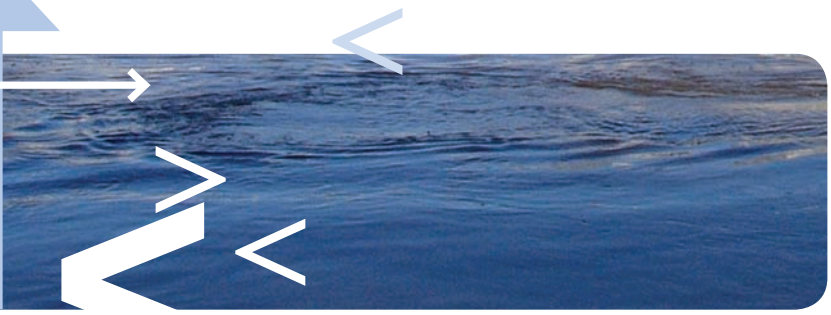
The Mayor's Trade Council is mindful and supportive of the regular meetings and discussion of priorities conducted by Manitoba's Premier and Winnipeg's Mayor. Respectfully they are the genesis of a forward-linking approach that not only serves the citizens of Manitoba well, but should find its way into some form of ongoing senior level, politically connected structure.

III. AREAS FOR WINNIPEG WITH THE PROVINCE, FEDERAL GOVERNMENT AND INDUSTRY ACTION

6. Inland Port Development

Rationale for Recommendation

An integral part of trade success for Manitoba, is the long-term commitment to and resources for the establishment of a Winnipeg Inland Port. The increasing numbers of jurisdictions in North America that are pursuing inland port projects are a reflection of the need for communities to maximize the efficiency of their infrastructure and create economic development opportunities.



Within the Manitoba International Gateway Strategy, inland port development is identified as a priority initiative. In October 2005 the Province of Manitoba and Kansas City SmartPort signed a Memorandum of Understanding outlining areas where each jurisdiction can collaborate in terms of the development of their respective inland port initiatives. This agreement and the long standing relationship between Winnipeg and Kansas City, Missouri, more formalized in 2005 with the two cities signing an Economic Opportunity Partnership, has enabled Winnipeg to gain a better understanding of the value of inland port projects and structural options to consider in pursuing such a project in Winnipeg.

7. Enterprise Zone

Rationale for Recommendation

The increasing competition for business growth across North America continues to drive communities to be more proactive and innovative in terms of positioning their jurisdictions as being competitive. Increasingly we see communities instituting incentive zones focused on building out key industry sectors in designated areas within cities. Each of these designated zones have structures that meet the unique dynamics of a community but all have a common goal to leverage existing assets to spur economic growth.

8. National Policy Lenses

Rationale for Recommendation

This national policy was developed in order to advance the competitiveness of the Canadian economy on the rapidly changing playing field of global commerce. The National Policy Framework for Strategic Gateways and Trade Corridors will help guide investment decisions for the new $2.1 billion fund for gateways and border crossings established in the 2007 budget as part of Building Canada, the federal government's long-term infrastructure plan.

The Mayor's Trade Council recognizes the importance of ensuring that the recommendations put forward have taken into consideration the central role that the federal government must play in supporting Winnipeg and Manitoba in their efforts to contribute to the nation's trade and transportation system.

The Federal Government's National Policy includes five policy lenses, which they will use to evaluate and analyze future gateway and corridor strategies and projects. These guidelines will enable Winnipeg to ensure that actions as a result of the recommendations put forward in this report will be in alignment with the federal government's "policy lenses."

APPENDIX B
Definitions and Background

INLAND PORTS

One of the most used definitions of inland ports comes from the Center for Transportation Research, University of Texas at Austin:

"An inland port is a site located away from traditional land, air and coastal borders with the vision to facilitate and process international trade through strategic investment in multi-modal transportation assets and by promoting value-added services as goods move through the supply chain."

There are a variety of models in North America regarding inland port developments. Some are single large geographic footprints such as AllianceTexas located in Forth Worth. Others are broader based inland ports that are an amalgamation of a variety of physical transportation assets and properties such as airports and intermodal facilities coordinated to meet the needs of trade facilitation, such as the Kansas City SmartPort initiative.

The Kansas City SmartPort initiative is a non-profit economic development organization formed to promote and enhance the Kansas City metro area's status as "America's Inland Port Solution." The initiative is focused in two main areas:

1) To grow the area's transportation industry by attracting businesses with significant transportation and logistics elements; and
2) To make it cheaper, faster, more efficient and secure for companies to move goods into, from and through the Kansas City area.

KC SmartPort's primary initiatives are:

- Economic Development – SmartPort is focusing on attracting investments from companies with significant transportation and logistics elements such as distribution centres, warehouses, third-party logistic providers and manufacturers.
- Intelligent Transportation Systems (ITS) – SmartPort is working to improve the Kansas City area's ITS infrastructure by first analyzing the needs of the industry and then developing architectural designs and test projects to meet those needs.
- Business Services – SmartPort is working to bring additional services, such as foreign customs offices, to the Kansas City area to aid business of all sizes in moving their goods both domestically and internationally.

Each of these elements is consistent with the areas of focus and interest discussed regarding inland port development in Winnipeg and offers a strong framework from which to proceed.

WINNIPEG'S INLAND PORT

Within Winnipeg a combination of connecting current infrastructure and investing in new infrastructure will help to create a "made in Manitoba" inland port solution. Presently, several key physical transportation assets provide existing capacity to meet the needs of trade. These include:

- CN Intermodal at Symington Yards;
- CP Intermodal at Keewatin Yards; and
- Air Cargo – Winnipeg James Armstrong Richardson International Airport.



Though these physical assets are not co-located they represent the extensive multi-modal capabilities already present within the city. The approach to building an efficient inland port in Winnipeg requires a series of coordinated actions.

- **Audit of Existing Infrastructure and Capabilities:** This includes the capacity of rail intermodal, truck terminals, logistics capabilities and air cargo. (Existing capacity is fairly well documented and understood.)
- **Identifying Infrastructure and Efficiency Gaps:** Upon completing the audit of existing infrastructure and capability gaps, new infrastructure and areas for improved coordination of existing capabilities need to be assessed.

- **New Infrastructure Investment:** The type of new infrastructure required and the location for such infrastructure must be evaluated objectively. The Mayor's Trade Council recommends that vacant lands west of the airport be the site for new investment and the core of Winnipeg's inland port project. Initial infrastructure requirements will be road, sewer and water.



The success factors for Winnipeg's inland port will be based on the following:

Coordination

A coordinated approach with all stakeholders (City, Province, trucking, rail, commercial real estate, airport, etc.) needs to be established. This will help develop multi-stakeholder relationships that can work towards establishing system-wide efficiency. This connectivity will help to solidify a common position in promoting and marketing the capabilities and advantages of Winnipeg's inland port.

Development

The development of a single geographic footprint as the nucleus of Winnipeg's inland port is essential. This would require investment in hard infrastructure, distribution and warehousing facilities, multi-modal terminals and air cargo facilities. The development would also include on-site logistic services and customs. The site would also be designated as a Free Trade Zone that can serve the other trade facilitation assets within the city and province, e.g., CN, CP intermodal operations.

The ultimate objective is to create value-added opportunities for customers moving products into and through Winnipeg. As a strategically located North American inland port, Winnipeg could provide added value in assembly and manufacturing, provide seamless and efficient movement of goods through an uncongested and efficient transportation network, and promote and market the city as a major trade and transportation hub within the Mid-Continent Trade Corridor.

Public-Private Partnerships

Given the reality of limited municipal capital budgets, cities have recognized that public-private partnerships (PPP or P3s) provide an option for cities to consider in accelerating select capital infrastructure projects. Effectively, a public-private partnership is a partnership arrangement in the form of a long-term performance-based contract between the public sector and the private sector to deliver public infrastructure for citizens. In many jurisdictions this approach has been effectively used to address certain infrastructure needs for communities. However, these arrangements should not be considered the panacea for addressing the myriad of infrastructure investments being faced by cities across North America.

Each potential project needs to be scrutinized to determine if utilizing a PPP is the best approach. The variables associated with conducting the appropriate level of due diligence can be very complex. Detailed analysis of life cycle costs, overall risk mitigation, cost management issues and overall value for money analysis are issues to consider.

Winnipeg has engaged in PPP projects in the past, with the Charleswood Bridge as a specific example. City staff estimate that this PPP project resulted in $1 million, or approximately a 10%, cost savings and with the private sector contractor utilizing a "fast-track design-build method" the City estimates that

this PPP project resulted in the bridge being built two years faster. Perhaps more importantly is that this PPP project has improved traffic flow moving north and south in the city while easing congestion on other bridges. In additional, it improves emergency ambulance and fire department response times. Though few examples of PPPs exist in Winnipeg, this option should be considered as part of the City of Winnipeg annual Capital Budget process. This approach is also in sync with the federal $1.25 billion set aside for public-private partnerships.

Free Trade Zones

Foreign or Free Trade Zones (FTZs) were created in the United States to provide special customs procedures to US plants engaged in international trade-related activities. Duty-free treatment is accorded items that are processed in FTZs and then re-exported, and duty payment is deferred on items until they are brought



out of the FTZ for sale in the US market. Additionally, merchandise that is shipped to foreign countries from FTZs is exempt from duty payments. This provision is especially useful to firms that import components in order to manufacture finished products for export. The economic impact of Free Trade Zones in the United States is significant with 340,000 people employed due to FTZ activities, which handle some $170 billion worth of merchandise annually.

Free Trade Zones are typically divided into general-purpose and sub-zones. General-purpose zones involve public facilities that can be used by more than one firm, and are most commonly ports or industrial parks used by small to medium sized businesses for warehousing/distribution and some processing/assembly. Sub-zones, on the other hand, are sponsored by general-purpose zones, but typically involve a single firm's site that is used for more extensive manufacturing/processing or warehousing/distribution that cannot easily be accomplished in a general-purpose zone.

Recently, Canada was the only G-8 nation without effective provisions for Free Trade Zone (FTZ) capabilities. The inability to bring goods into Canada, and add value to them in a tax and duty-free environment, meant that Canada generally was not viewed as an attractive location for modern North American distribution centres despite its geographic and operating cost advantages.

With the recent changes to Canada's tax laws, firms now have the opportunity to operate Export Distribution Centres (EDCs) in Canada and to be a part of the world-wide growth in such activities. This new opportunity allows Canada to provide a flexible tax and duty-free environment serving as a distribution centre to the US and world markets.

However, the existing EDC structure has been expressed by the shippers and logistics community as too administratively cumbersome. Various community stakeholders from across Canada are discussing with federal agencies how their individual communities



can effectively establish Export Distribution Centres to maximize their transportation and distribution capabilities within a duty-free environment.

Enterprise Zones

Enterprise Zones began to be established in the United States during the 1980s as a way to either boost investment in impoverished communities or rehabilitate decayed city neighbourhoods.

Benefits would typically include a combination of a wage tax credit, investment tax credit, employment incentive credit, tax reduction credit, real property tax credit and sales tax exemptions.

More recently however, Enterprise Zones have been established around strategic areas of economic influence such as hospital research campuses or airports to leverage existing investments and to attract specific industries consistent with the industries already located in the zone. This enables specific economic zones to build out capacity and core capabilities around industry sectors important for a community's economic growth.

This type of Enterprise Zone has been established in Minnesota through designated Bioscience Zones, which are in place to attract commercial entities around their existing life science district such as the Mayo Clinic. The criteria for eligibility is varied but all are based on performance measurements in terms of levels of capital investment and the creation of jobs. Similar initiatives have been explored regarding the zone around the Health Sciences Centre campus as well as the airport area zone around the Winnipeg James Armstrong Richardson International Airport.

APPENDIX C
Alignment of Provincial and Municipal Policy with the National Policy Framework for Strategic Gateways and Trade Corridors

NATIONAL POLICY LENS #1: INTERNATIONAL COMMERCE STRATEGY

Gateway and corridor strategies must help align Canada's major transportation systems with our most important opportunities and challenges in global commerce.

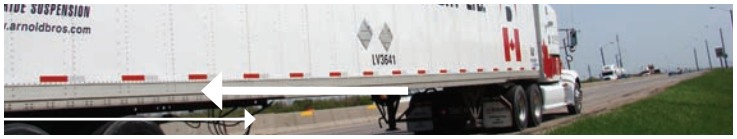
Existing Alignment with Manitoba and Winnipeg Efforts

The City of Winnipeg and Province of Manitoba have been actively developing north-south trade relationships along the Mid-Continent Trade Corridor from Winnipeg through to Monterrey, Mexico. This relationship was built on the collective recognition that there exists a common, and connected north-south transportation system. That system includes Manitoba Provincial Highway 75, connecting through the Emerson, Manitoba and Pembina, North Dakota border, which connects to Interstate 29 to Kansas City, MO connecting to Interstate 35 down through the Port of Laredo, TX and into Mexico. Presently, the two-way trade between Manitoba and the Mid-Continent Trade Corridor states is $10 billion in a wide range of products such as aerospace, agri-food, machinery and equipment, pharmaceuticals, and industrial and consumer goods.

The joint Winnipeg and Manitoba international strategy related to the Mid-Continent Trade Corridor is built upon developing strategic city-to-city and province-to-state partnerships (Winnipeg-Kansas City Economic Opportunity Partnership, Province of Manitoba and the State of Nuevo Leon Economic Development Memorandum of Understanding). The City and the Province have close relationships with counterparts in the United States, which have enabled

us to participate in trade and transportation issues of common interest.

Additionally the Province, the City, and their supporting agencies, Manitoba Trade and Destination Winnipeg have provided leadership in tri-national and bi-national organizations including North America's Super Corridor Coalition, and the Canadian/American Border Trade Alliance. Participation on the boards of these organizations has enabled both the City and Province to solidify international relations and influence the positioning of strategic North American gateways and corridors.





The Province of Manitoba's Reaching Beyond Our Borders international trade document and the Manitoba International Gateway Strategy each interline with the objectives of the City of Winnipeg and the broader national trade and transportation system.

NATIONAL POLICY LENS #2: VOLUMES AND VALUES OF NATIONAL SIGNIFICANCE

Gateway and corridor strategies must have, at their core, systems of transportation infrastructure that carry nationally significant levels of trade.

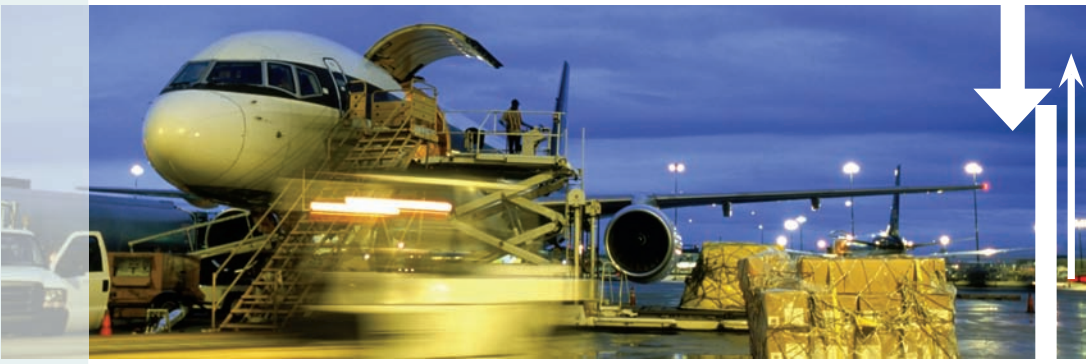
Existing Alignment with Manitoba and Winnipeg Efforts

Winnipeg and Manitoba are presently handling large volumes of trade within western Canada. With 369,612 two-way truck traffic crossing the Manitoba-North Dakota border, this crossing is ranked second in western Canada and eighth in the nation for truck traffic volume.

The existing Provincial Highway 75 north-south corridor connecting into Winnipeg and the Trans-Canada Highway system significantly contributes to the national trade and transportation network. Winnipeg is an epicentre for the primary trade infrastructure within Manitoba and Canada. The key provincial highway trade routes and the two national railways merge into the city of Winnipeg from the east-west and north-south. This provincial system is part of a broader Western Canada Transportation System of which Winnipeg is an important element.

This policy lens indicates the need to display significant volumes and values of trade. However, this must also take into account the anticipated growth of trade volumes based on the increasing movement of Asia Pacific container traffic and existing infrastructure that are positioned to meet that demand with the appropriate levels of investment.

Manitoba is fortunate to have a northern sea port at Churchill whose significance at the national level is growing given the increasing ice-free days along the North West Passage sea shipping route. This recognition was validated with Prime Minister Stephen Harper visiting Churchill in October 2007 to announce more than $68 million in public-private funding to initiate improvements to the port and its connecting rail line. The federal government and the Province of Manitoba are sharing the $40 million in improvements to the Hudson Bay rail line between Churchill



and The Pas, and $8 million for improvements to the Port of Churchill, while The Hudson Bay Rail Company committed to spend $20 million for rail line maintenance as part of a renewed 10-year agreement by its parent company, OmniTRAX.

Also in October 2007 a Russian ship loaded with fertilizer entered the Port of Churchill signifying the opportunity to increase both the volume and value of trade goods into and through Manitoba.

The Winnipeg James Armstrong Richardson International Airport has become a significant air cargo player within Canada and North America. Presently they are ranked number four in air cargo handling by tonnage in Canada with 160,000 tonnes annually and ranked 17th out of the 160 airports operating in North America. Winnipeg's airport is ranked number one in Canada in terms of dedicated cargo freighters operating through Winnipeg. The growing global demand for air cargo and the strong foundation from which to build that capacity at the Winnipeg airport contributes to the national gateway and corridor system.

The existing road and rail infrastructure, the growing importance of our northern seaport and airport cargo infrastructure, all of which connect to growing international and national trade and transportation systems, clearly meet the national criteria of addressing increasing trade volumes and values through the Manitoba and Winnipeg gateway and corridor.

NATIONAL POLICY LENS #3: FUTURE PATTERNS IN GLOBAL TRADE AND TRANSPORTATION

Gateway and corridor strategies must be forward-looking, addressing major trends in international transportation. Long-term planning is essential, but must be based on empirical evidence and analysis, not just optimism.

Existing Alignment with Manitoba and Winnipeg Efforts

Provinces and cities seeking federal support for gateways and corridors need to develop strategies that can be held up to various degrees of scrutiny. The strategy must ensure that it takes into consideration the long-term national interest and that action items can be implemented.

The Manitoba International Gateway Strategy (MIGS) is the Province of Manitoba's trade facilitation and transportation strategy identifying several key projects, all of which build upon our existing capabilities and central geographic location. The strategy includes the formation of a Manitoba Gateway Council made up of representatives from the private sector engaged in shipping, distribution and transportation. This Council is significant in that it brings private sector

leadership into partnership with the public sector forming a vehicle to gain private sector input into policy decisions required to initiate and carry through the projects within the strategy.

Presently, a detailed economic analysis is underway on each of the projects identified in the Manitoba International Gateway Strategy. This analysis will provide the empirical data required to clearly articulate to the federal government the importance of Winnipeg and Manitoba's trade infrastructure in helping Canada meet the future patterns in global trade and transportation.

NATIONAL POLICY LENS #4: POTENTIAL SCOPE OF CAPACITY AND POLICY MEASURES

Gateway and corridor strategies should go beyond infrastructure systems to address interconnected issues that directly impact how well the system works and how well Canada takes advantage of it.

Existing Alignment with Manitoba and Winnipeg Efforts

Winnipeg and Manitoba have been collaborating on issues related to corridor and gateway development for over a decade. The two governments have jointly funded memberships on key tri-national organizations such as North America's Super Corridor Coalition and jointly hosted forums on international trade and transportation. The Mayor's Trade Council and the Manitoba Gateway Council are coordinating their efforts as business and community representatives to collaborate with the municipal and provincial governments on implementing strategies and actions to build upon our traditional trade infrastructure and capture a share of 21st-century global supply chains.

The harmonization of policy and clear delineation of the roles and responsibilities between governments and industry is helping to align our common objective of growing our economy through trade and transportation. The Federal National Framework for Gateways and Corridors has provided the criteria from which Winnipeg and Manitoba's joint policies can align with the broader national trade and transportation interest.

Collaborating on policy and processes impacting the efficiency of existing infrastructure is fundamental. Implementing actions such as single source licensing and permitting, designation of municipal trade routes, and working with industry can help to maximize the efficiency of our existing road, rail, air, marine and intermodal infrastructure.

The recommendations presented by the Mayor's Trade Council recognize the need to ensure that maximum efficiency is achieved in the existing trade system and therefore have included a series of recommendations in that regard. It's this type of collaboration between Winnipeg, Manitoba and industry that reflects the type of integration the federal government is seeking within its National Framework.

NATIONAL POLICY LENS #5: FEDERAL ROLE AND EFFECTIVE PARTNERSHIPS

Gateway/corridor strategies must ground federal actions in concrete federal responsibilities and effective partnerships with other governments and the private sector.

Existing Alignment with Manitoba and Winnipeg Efforts

Transportation infrastructure throughout Canada are owned and operated through a combination of public and private systems regulated and taxed by all three levels of government. Ensuring that a systems-based approach is achieved will require all key public and private stakeholders to support a common vision and participate in implementing actions to reach that vision.

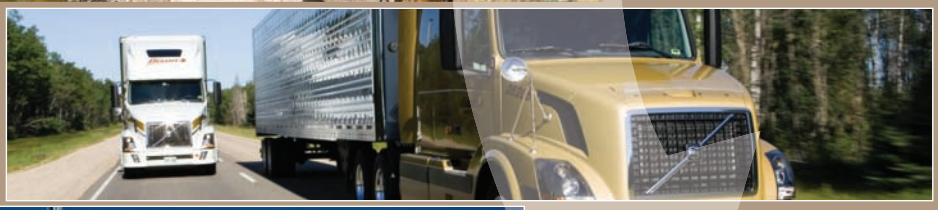
The combined efforts of the Mayor's Trade Council and the Manitoba Gateway Council is intended to create the framework to achieve these partnerships along with actionable recommendations that will meet the federal government's National Policy Framework criteria.

It is clearly recognized that municipal and provincial efforts to position their collective infrastructure assets to facilitate trade need to fit into the broader national system. Similarly the federal government must also recognize that national policies need to consider the uniqueness of a region. In the case of Winnipeg, its central location and connection to the broader Western Canada Transportation System becomes an important connector for trade from the west and the north into the mid-west United States. Present day volumes and values of trade are important but so are future trade patterns, which require equal consideration, such as the case of more freight coming through the Port of Churchill.

Winnipeg and Manitoba have historically developed strong tri-partite arrangements with the federal government, such as the Core Area Initiative and the Winnipeg Development Agreement. The reality of global trade patterns and the importance of Canada and its various regions in meeting that challenge will require new tri-partite partnerships. The alignment of policy, investment and partnerships that the Mayor's Trade Council has incorporated into its recommendations help to ensure alignment with the federal government's gateways and corridors objectives.









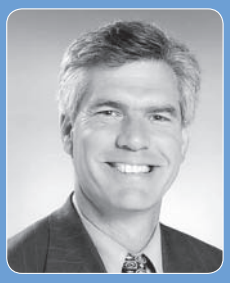
COUNCIL MEMBERS



CHAIR
Chris Lorenc , B.A., LL.B
President, Manitoba Heavy Construction Association



Dave Angus
President, Winnipeg Chamber of Commerce



Jim Carr
President & CEO, Business Council of Manitoba



Stuart Duncan
President, Destination Winnipeg Inc.



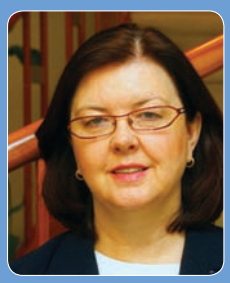
Jim Eldridge
Former Deputy Minister of Intergovernmental Relations and Cabinet Secretary, Province of Manitoba



Kerry Hawkins
Retired, President, Cargill Limited



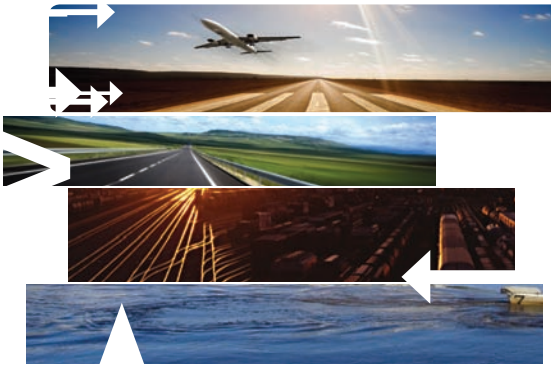
Eugene Kostyra
Retired, Chair Economic Development Committee of Cabinet, Province of Manitoba



Maureen Prendeville
President & CEO, Prendeville Industries



PROJECT MANAGER
Greg Dandewich
Director, Economic Development, Destination Winnipeg Inc.



END NOTES

[1] Please see Appendix C "Five Policy Lenses"

[2] *"Western Canada Transportation Infrastructure Strategy for an Economic Network,"* report of the Western Canada Transportation Ministers released March 2005

[3] Statistics Canada "Canadian Inernational Merchandise Trade" February 14, 2008

[4] Province of Manitoba, "Reaching Beyond Our Borders"

[5] Industry Canada Trade Data Online, Statistics Canada

[6] Conference Board of Canada

[7] Industry Canada Trade Data Online, Statistics Canada

[8] University of Manitoba Transport Institute

[9] Winnipeg Airports Authority Inc.

[10] Infrastructure and Transportation, Province of Manitoba

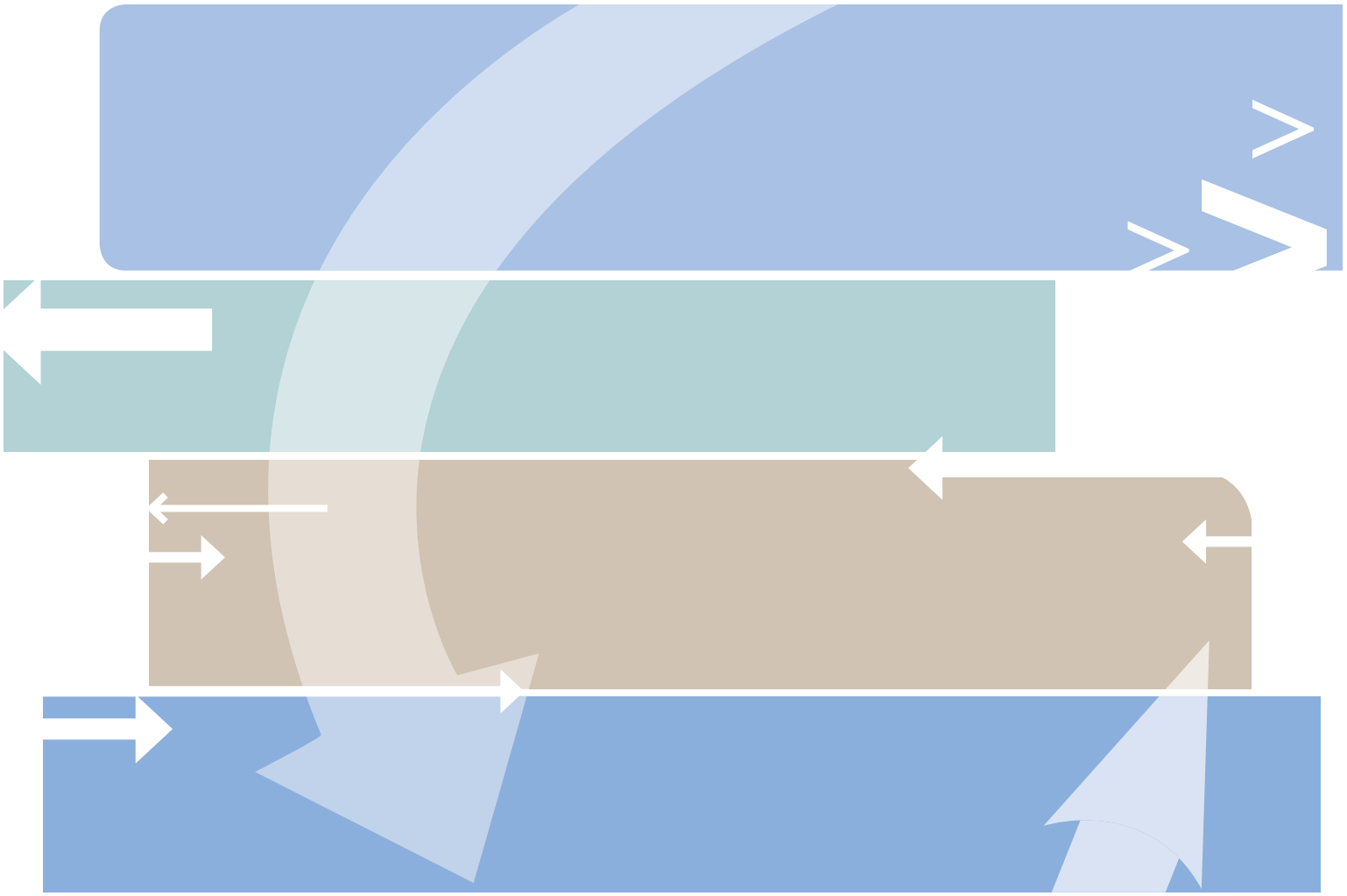
[11] See attached federal "Five Lenses" funding investment criteria

[12] A strategic Western Canada Transportation System (WCTS) is being pursued in a partnership between a coalition of regional private sector organizations and the four western provincial governments. The initiative recognizes that to compete, western Canada must have a competitive, efficient, secure multi-modal transportation system that ignores provincial boundaries and recognizes the needs of importers, exporters and systems users.

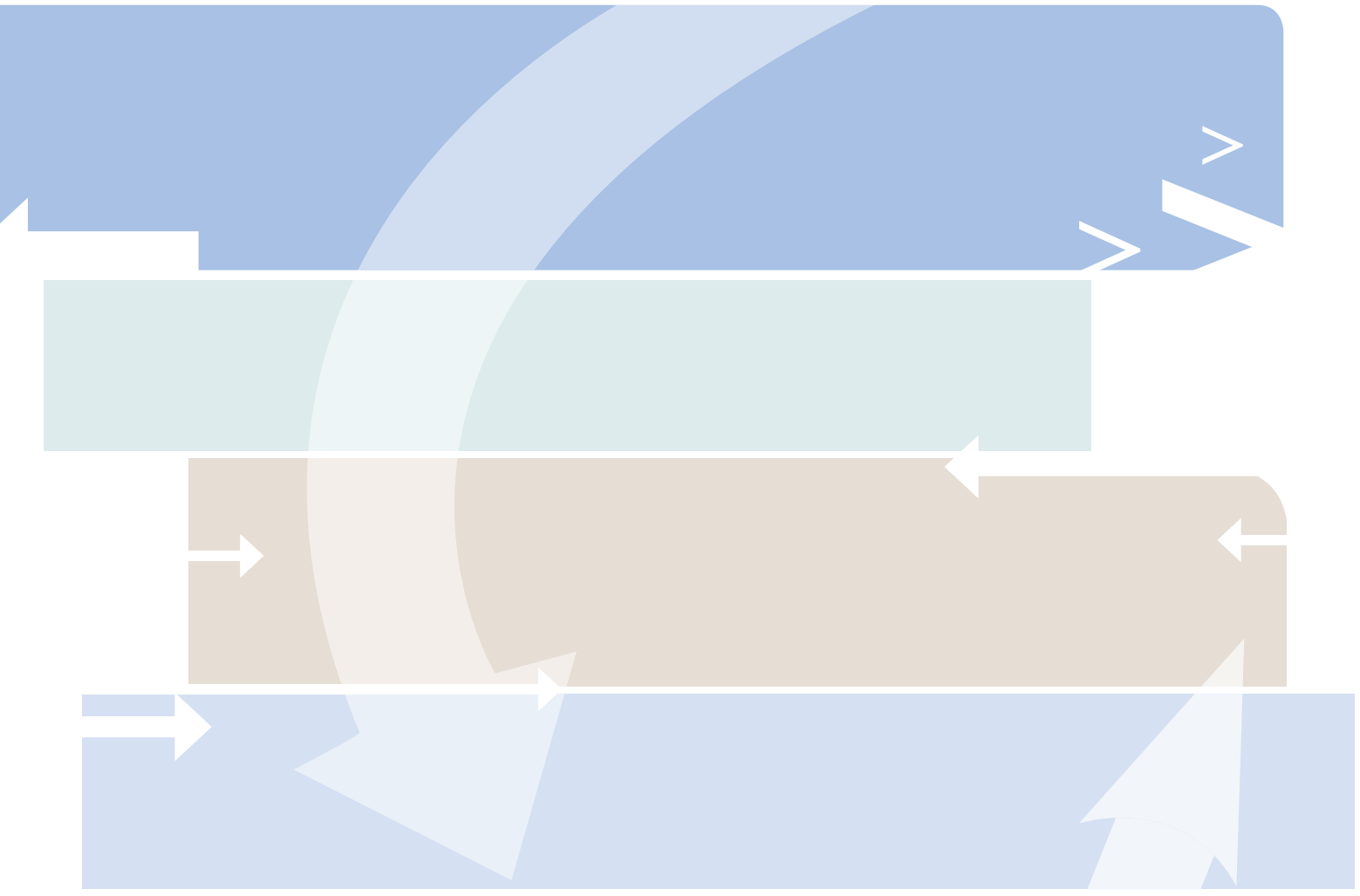
[13] Winnipeg-Kansas City Economic Opportunity Partnership and Manitoba-KC SmartPort Agreement

[14] The economic impact of Free Trade Zones in the United States is significant with 340,000 people employed due to FTZ activities that handle some $170 billion worth of merchandise annually.

[15] See explanation of the "Five Lenses" attached

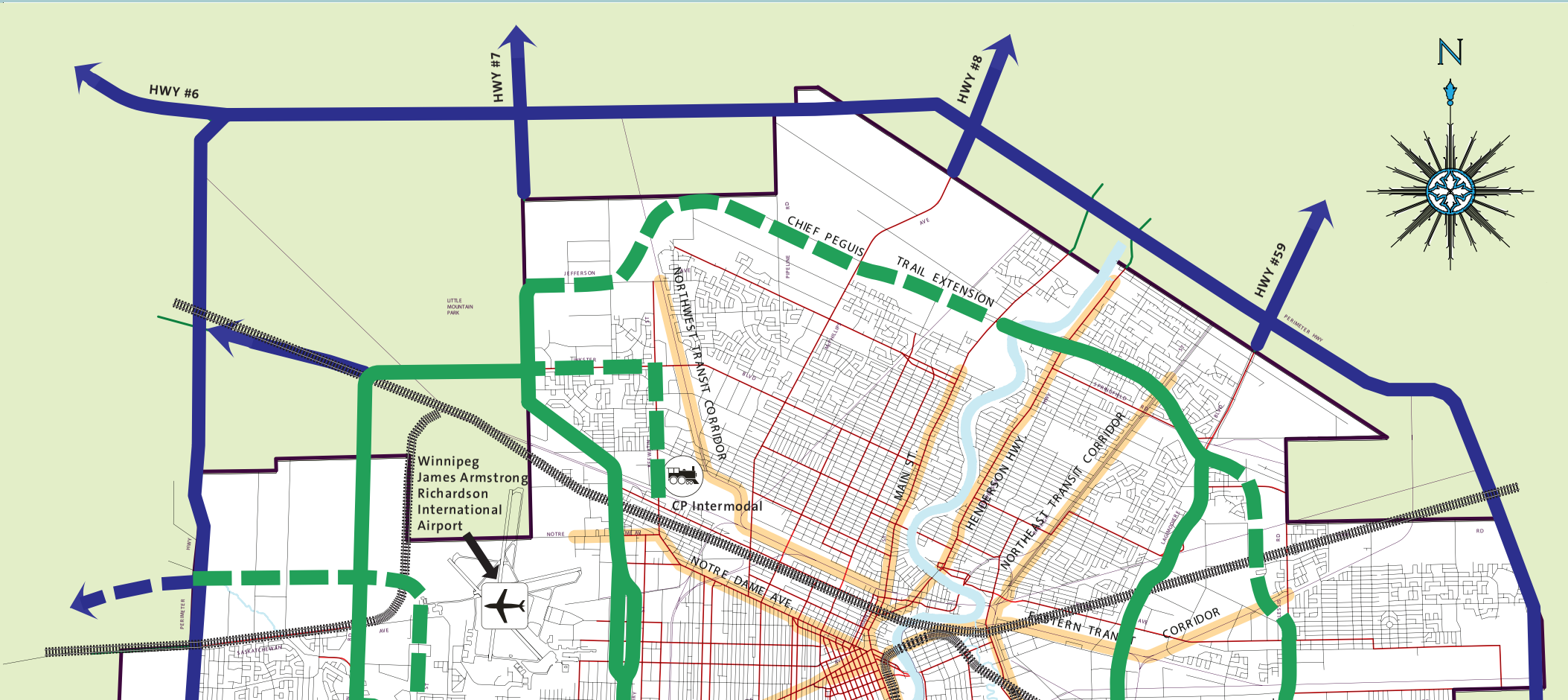


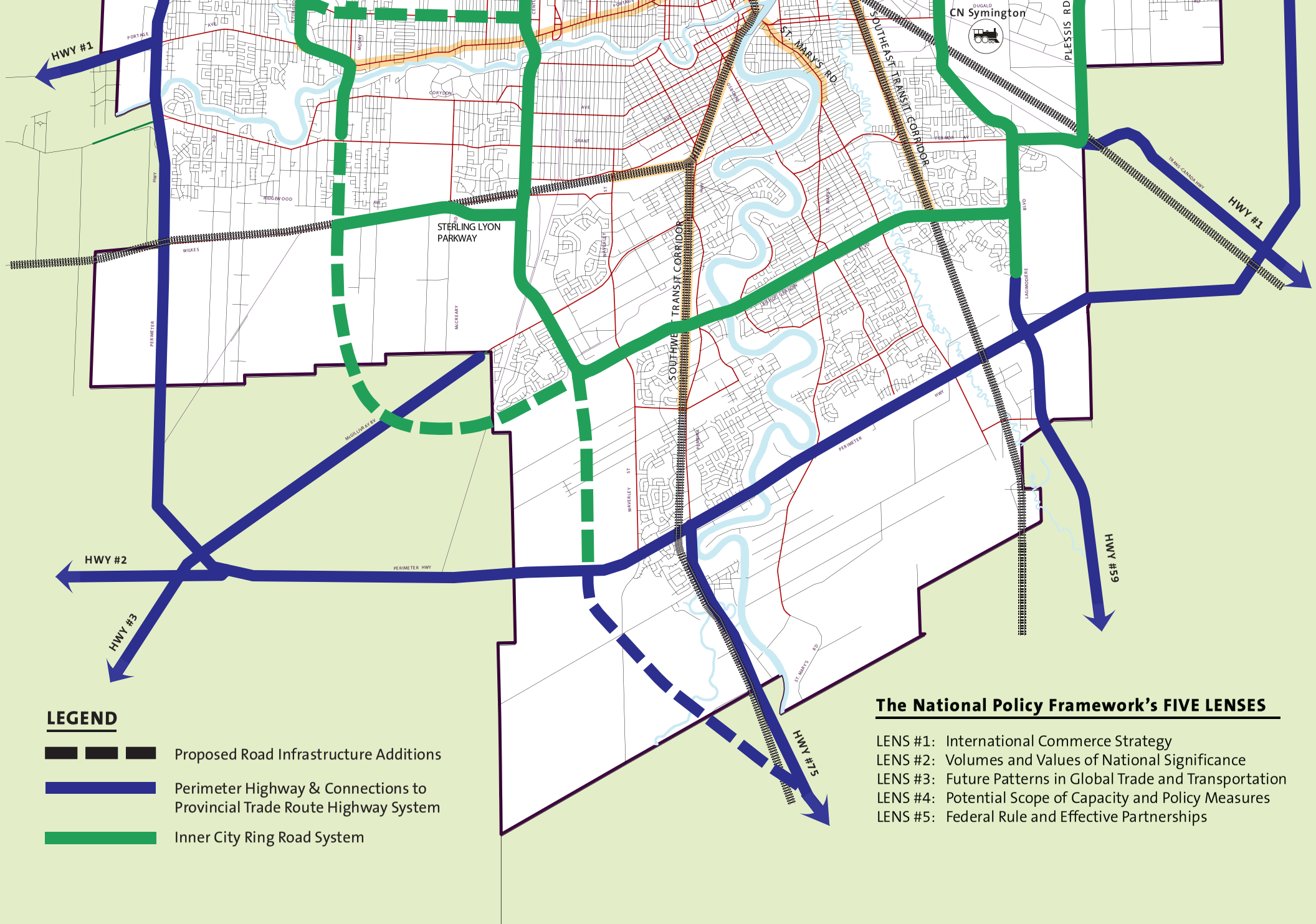
City of Winnipeg's Critical Road Infrastructure and Trade Route Connection with the Province of Manitoba



City of Winnipeg's Critical Road Infrastructure and Trade Route Connection with the Province of Manitoba

MAP ADAPTED FROM PLAN WINNIPEG POLICY PLATES "B" AND "C" (SEE RECOMMENDATION #1, PAGE 10 – PRIORITIZING INFRASTRUCTURE INVESTMENT)





LEGEND

- Proposed Road Infrastructure Additions
- Perimeter Highway & Connections to Provincial Trade Route Highway System
- Inner City Ring Road System

The National Policy Framework's FIVE LENSES

LENS #1: International Commerce Strategy
LENS #2: Volumes and Values of National Significance
LENS #3: Future Patterns in Global Trade and Transportation
LENS #4: Potential Scope of Capacity and Policy Measures
LENS #5: Federal Rule and Effective Partnerships

