

GREAT LAKES INTERNATIONAL TRADE AND TRANSPORT HUB SUMMIT

October 16-18, 2011 in East Lansing, Michigan
Michigan State University, Prima Civitas Foundation, Dalhousie University

EXECUTIVE SUMMARY

The Summit discussion was organized around five agenda topics and we have added two additional topics as a result of the Summit. They include Business and industry collaboration; Asset and infrastructure integration; Workforce, talent, and education alignment; Policy transformation; Marketing and public education, and added topics; Capital access, and Organization. The recommended action items relating to each topic are presented here.

Business and Industry Collaboration

- Think and act collaboratively as an integrated regional global supply chain hub by investing comprehensively in the region's infrastructure, develop a clear and consistent message, and helping regional stakeholders, including policy makers, to understand and recite the value proposition for the region's global supply chain operations;
- Reduce the duplicity of organizations and repetitious procedures required of business and industry. Streamline what is really needed on a regional level.
- Collaborate with the Business Leaders of Michigan to create a visible private sector voice to promote the concept of a regional trade and transportation hub.
- Work with Michigan Economic Development Corporation and Michigan Department of Transportation to equip leaders with tools to promote economic development through supply chain innovation;
- Act as a team with industry (small and large) to identify the infrastructure improvements and policy issues that make it difficult to import, export, and complete SCM value added activities within the region.

Assets and Infrastructure Integration

- Identify a state-wide organization to take a broad view of the public and private sector initiatives to enhance supply chain assets and infrastructure. The goal of this organization will be to provide independent expertise to help inform and guide public sector supply chain investment and policy decisions. The Summit participants recommend that the Michigan State Supply Chain Development Commission (established by Public Act 398 of 2008) be institutionalized to provide such guidance;
- Drive development of the identified state-connected critical infrastructure initiatives to support trade and transportation activities. These include: 1) The Detroit River International Crossing; 2) Detroit Intermodal Freight Terminal; 3) Freight Aerotropolis; and 4) the CP Rail Tunnel;
- Develop a unified plan to prioritize infrastructure needs. Summit consensus is that there must be a regional plan that is familiar to all regional economic development leaders. Within the plan, prioritize critical infrastructure investments that benefit the entire region;
- Continue to partner with Canadian officials, other state and federal agencies, including the Army Corps of Engineers, and economic development agencies to secure funding for essential freight projects. There is a call for an evaluation or analysis of joint asset investments;
- Team up with major providers and users of infrastructure (carriers, border crossings, terminals) to identify collaborative opportunities for new services or operational integration;

- Engage the security industry to introduce electronic processing and new technology at border crossings to reduce wait times and increase security confidence;
- Create a funding program for cross-border projects that will help synergize individual strengths and align innovative supply chain solutions.

Workforce, Talent, and Education

- Help employers succeed by advising new and ongoing businesses regarding cross-border and global operations. This includes providing access to talent for developing global value propositions as well as talent to support ongoing operations;
- Collaborate with universities, community colleges, and training centers to organize and promote programs that align talent with key target areas of need in alternative energy, advanced manufacturing, defense and homeland security, and supply chain/logistics;
- Work proactively to promote supply chain talent base in the region.
- Acknowledge existing talent in the region and formalize job creation efforts with key employment sectors and workforce boards. There is a need for aggregate information regarding required job skills that already exist in the region to attract business to the region.

Policy Transformation

- Organize regional policy-related priorities and dedicate resources to fully participate in a global supply chain that will be transformational. Develop a one-stop information portal for business and industry to obtain updates regarding policy and regulatory changes. There are 5,000 regulatory changes in the region annually that impact trade and security standards.
- Provide “tool kits” that walk small and medium business owners through the export process and related policies.
- Review and reform policies that inhibit economic development through supply chain innovations.
- Work with political leaders in both countries to support “trusted trader programs” and “pre-clearance measures” for smaller firms; improve benefits for participating in these programs, and; provide full recognition for participating at both U. S. and Canadian customs agencies.
- Call on federal governments to move toward one set of security standards that can reduce confusion, border inefficiency, industry non-compliance, and wait time.

Marketing and Public Education

- Support the research to identify niche markets and businesses that would most benefit from the regions assets;
- Develop a collaborative and consistent marketing message and information program, possibly building on the “Pure Michigan” campaign to promote the Great Lakes region as a global logistics hub among industry leaders as well as regional residents. Columbus, Ohio; Indianapolis, Indiana; , and the State of Georgia are successfully enhancing their economic development by using supply chain initiatives as a key driver A major component of each of their strategies is an integrated, regional and global marketing message that emphasizes the region’s potential as a trade and transportation hub;
- Assist firms in the development of their value propositions so that use of the regional supply chain is clearly recognized to reduce costs while adding reliability to the transport process.

Capital Access



- Focus funding on critical infrastructure projects, particularly those involved in border crossing;
- Build on the Canadian “Gateway Strategy” to share financial risk of critical infrastructure through suitable funding mechanisms;
- Pursue Public-private partnership (P3) legislation as a finance strategy for infrastructure upgrades and new construction needs that requires regional collaboration and cooperation on every front – among businesses, financial institutions, government, and academia.

Organization



- Formalize the GLITTH collaborative organization to extend the overall vision, facilitate collaboration with local and regional economic development initiatives, formulate and review policy and infrastructure priorities, guide the regional business strategy and marketing initiatives, and provide a unified voice when communicating with global SCM decision makers;
- Promote the GLITTH binational, regional vision, execute an action agenda that identifies specific deliverables, timelines and measures to assure continued evolution of this SCM sector, and demonstrate a unified effort as a follow-up to the a Summit event on October 16-18, 2011 at Kellogg Center;
- Involve major providers and users of infrastructure (carriers, border crossings, terminals) to identify collaborative opportunities for new services or operational integration;
- Provide expertise to regional, state/provincial, and local economic development personnel to help position and quantify the value added benefits of locating SCM activities within the region;
- Sponsor GLITTH meetings and conferences to share best practices, provide a forum for cutting edge research, network and monitor the Action Agenda, and continue to formulate recommendations for regional policy makers.

More information including the full report is enclosed and available at www.GLITTH.msu.edu

Great Lakes International Trade and Transport Hub Summit Full Report of the GLITTH Summit

October 16 – 18, 2011

SUMMIT ON DEVELOPING AN ACTION AGENDA FOR ECONOMIC DEVELOPMENT STIMULATION BETWEEN THE GREAT LAKES REGION, ONTARIO AND NOVA SCOTIA USING EMERGING GLOBAL SUPPLY CHAIN SOLUTIONS

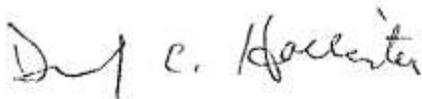
More than 130 representatives of the business, public and nonprofit sectors from Michigan, Ohio, and Canada's Ontario and Nova Scotia provinces attended the GLITTH Summit. Participants were charged with creating an action agenda for increasing trade and economic development between the U.S. Midwest and Canada. Five strategic planning themes framed the dialogue.

- I. **BUSINESS AND INDUSTRY COLLABORATION**
- II. **ASSETS AND INFRASTRUCTURE INTEGRATION**
- III. **WORKFORCE, TALENT AND EDUCATION ALIGNMENT**
- IV. **POLICY TRANSFORMATION**
- V. **MARKETING AND PUBLIC EDUCATION**

Each theme was first addressed by a knowledgeable speaker, and then by a facilitated panel discussion. Speakers and panelists were asked to identify priority three to four action items under the stated theme. Suggestions were then summarized and the audience voted on which should be first priority. At the end of the summit, the audience was asked to report which of the actions should be done in the short term and which of them should be done in the longer term.

A recount of the summit and points of discussion are provided here along with the audience's ranking of short and long term recommendations.

Respectfully submitted,



David Hollister
Senior Vice President for Special Projects, Prima Civitas Foundation
Chair, Great Lakes International Trade and Transport Hub (GLITTH)
Steering Committee



Ann Marie Schneider
Director of the Canadian Studies Center
Michigan State University
GLITTH Summit Chair

Introduction

The focus of the Great Lakes International Trade and Transport Summit was on the *action* steps needed to increase trade and related economic activity between the U.S. and Canada while creating jobs across the region.

Who attended

- Geographically – Ontario, Nova Scotia, every region of Michigan, and Ohio were represented.
- Group wise – Experts from a series of previous meetings held in Halifax, Nova Scotia and Detroit, Michigan came together in East Lansing to contribute to the summit. Six key speakers and over 45 panelists on one or more aspects of trade and transportation reported on their recommendations for increasing binational, regional trade.

- Content wise – A mix of multiple perspectives from the business, academic, government, and nonprofit sectors made for a rich discussion of what may catapult the Midwest region as a leader in safe, secure trade processes.

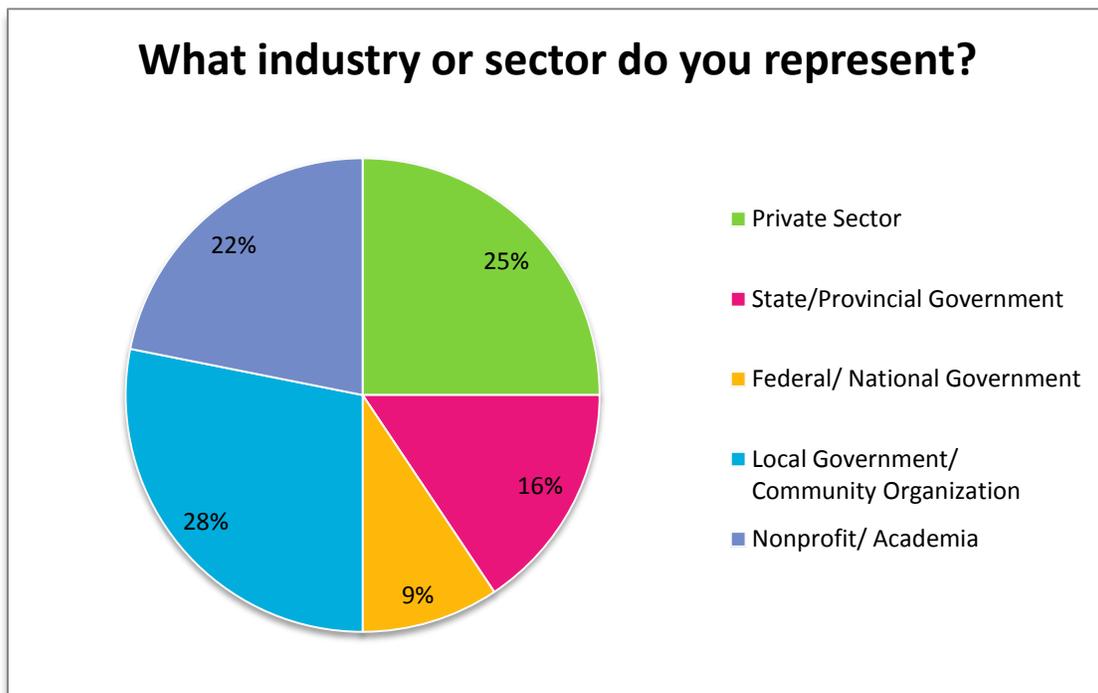
A survey of the Summit attendees revealed a relatively even disbursement between the private sector (25%), local economic development community groups (28%), and nonprofit and academic representation (22%). Representation of state government was 16 percent, while nine percent of the audience was from federal government. Among these audience members, 26 percent had 10 to 20 years experience in their current field, and an even 26 percent had 30 years experience to add to the discussion. The talent counterbalanced the 24 percent who indicated that they had worked in their field five years or less.

Commitment from participants

At the onset of the summit, the audience was asked to actively contribute to the discussion while committing to:

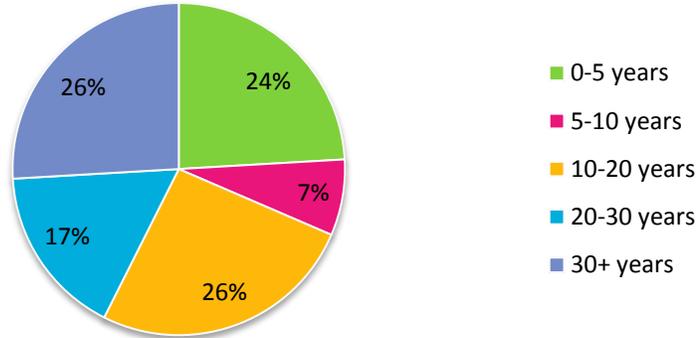
- 1) Regional and international networking and collaboration;
- 2) Creative, nontraditional thinking about supply chain solutions;
- 3) Sound and accurate information related to future directions.

Audience in Attendance



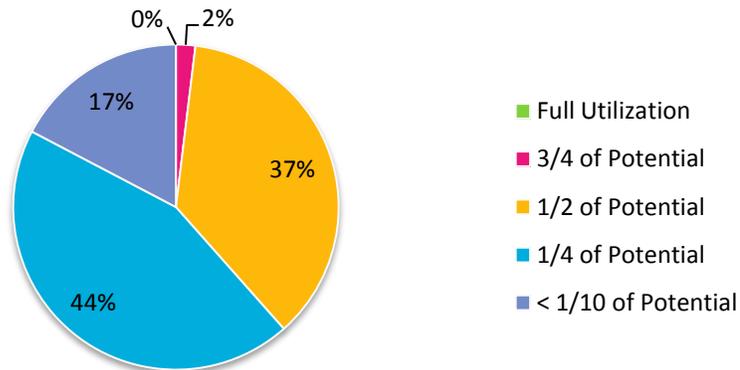
Expertise in the Room

How Long Have You Worked in Your Current Field?



Glimpse of Audience Perspective

Current Utilization of Regional Supply Chain Hub Potential



Note: No one (0%) in the audience thought that the regional supply chain was being used to its full potential.

Opening Address

**David Hollister, Great Lakes Trade and Transport Hub Steering Committee Chair
Senior VP for Strategic Initiatives, Prima Civitas Foundation**

Prima Civitas Foundation connects knowledge resources throughout the state with public and private sector partners to help grow Michigan's economic base and address the challenges and opportunities that will define Michigan in the next century.

www.primacivitas.org

- We are meeting in the epicenter of a transition, a transition that will move the region from the Rust Belt economy to the New Economy. There are enormous challenges running parallel with great opportunity that will come if we focus on the New Economy.
- The New Economy is built on guiding principles that include innovation, collaboration, inclusiveness, diversity, commercialization of research, entrepreneurship, and robust international trade.
- *Moving forward, we need a formula*, one entitled VP3 – a Vision, a Plan, Partners and Perseverance. Our meeting in Halifax helped to form a vision for a Great Lakes International Trade and Transport Hub. The momentum there acknowledged the real potential of such a hub. As recommended at the closing of that meeting, a multifaceted volunteer organization has been formed and defined by charter. The charter has provided a structure, helping the group, the Great Lakes Trade and Transport Hub Group, to move forward as a collective body. All summit attendees are invited to join the chartered organization.
- The summit provides a venue for “partners” to plan a strategy for bringing more trade and jobs in the Great Lakes region via a world class, binational, regional supply chain.
- With perseverance, we can build on the region's assets to become a major force of economic development.

Russell MacLellan, Past Premier of Nova Scotia, Wickwire Holm

Premier MacLellan inspired the idea of the follow up SUMMIT during a Halifax meeting in June 2011.

The GLITTH initiative is not going to be easy. Big ideas never come easy.

- Following through on multiple levels with multiple perspectives is a must.
- It is not enough to have a plan. You need people to see it through.
- Are we committed? Do we have the determination of our ancestors who created from a vision?
- The Halifax Port is only 40 percent used. Railroads are losing money with not enough back haul (returning to origin not fully loaded). Over the next few days, let's see what we can do about that.

Opening Presentation

Defining barriers to more regional trade

The opening presentation provided a rationale for looking to the supply chain for economic development stimulation in the region. Business practitioners identified obstacles to cross border trade.

David Closs, John H. McConnell Chaired Professor of Business Administration, Chairperson, Department of Marketing and Supply Chain Management, Michigan State University Broad School of Business

The Great Lakes Region is a hub for supply chain, but only more recently has it been described as a supply chain, offering a sustainable economic development opportunity because of its broad and intermodal connectivity.

Why focus on supply chain activity in the region as an economic development initiative? Wherever there is supply chain activity, there are jobs. As cross border trade grows, the cost to business for moving product lowers. More supply chain activity assists existing industry users, broadens markets for new industry, and better utilizes already existing infrastructure.

What is the supply chain opportunity for the region? The opportunity will:

1. Grow cross border trade and increase the demand for trade activity in the region.
2. Build upon regional human capital to service a world class supply chain hub. Michigan State University has had a supply chain management program for over 50 years and beats out MIT by placing number one in the rankings of such programs. There are training resources for jobs related to supply chain in the region.
3. Develop advocacy for policy change that will allow for business trade incentives, infrastructure refurbishing, smooth operations and secure transfer of goods.
4. Call for a research agenda and a clearinghouse of information that guides policy.
5. Allow for regional pilot projects to demonstrate the business potential and needed community change.

What is the industry focus of the potential supply chain? In terms of specific industries that already fit the supply chain assets of the region, five billion dollars and 41,000 jobs lie in heavy manufacturing, alternative energy, chemical defense, electronics, and forestry. Light manufacturing and distribution industries of food and beverage, wholesale and retail trade, and waste management offer opportunities up to 25,000 jobs in the region.

What are the strengths to emphasize in the region's proposal to business? Infrastructure strengths currently include world class airports, intermodal rail and freight systems, and a skilled supply chain labor market that has served the automotive industry and is truly world class. Also to the region's credit is the capacity of now vacant buildings and brownfields.

Have the major needs been identified? Areas of need related to a growing supply chain operation are identified as skilled labor, infrastructure maintenance, border crossing facilities, railroad networks, and hub operations cost. Hovering over these areas of need is a call for leaders' understanding of global interconnections and the supply chain landscape.

What are the biggest gaps? The biggest gaps that must be filled before the region will fully realize its potential as an international hub are, in decreasing priority order: collaborative marketing of the regions' assets, streamlined government policies, a vision or plan for multi-modal transportation systems, leveraging of business partnerships, and obvious community involvement.

What are the major obstacles? They include a cultural mindset of what international trade means to the region, along with infrastructure funding, regional collaboration, and the global perception of the region.

We need to work together with Halifax and Montreal, Michigan and Ohio to put the region's story into a global marketing strategy. Multinational, multi-state, and multi region cooperation will create much needed jobs and sustainable economic development.

Practitioner Discussion



Business Sector Discussants:

Bill Hall, Director, Production Programming and Scheduling, Chrysler Group LLC

Don Weintritt, Global Director Next Generation Business Processes and Technologies, Dow Chemical

Focus and tell the story

The region needs to focus and actively define itself in terms of its assets as part of a business proposal. What does the region do well in terms of moving product? Where can it immediately build on strengths to make transport more efficient? What exactly do we want to see happen in the region? The answers to these questions may be known, but there needs to be consensus and then, focus and collaboration among business and policy stakeholders.

Be prepared to tell the world why this region is different from logistics hubs that are working well? WHAT BUSINESS DO WE WANT TO BE IN? WHO ARE OUR AUDIENCES? WHAT IS OUR FOCUS? These differences could serve as strengths – as business needs often shift – but the region needs to look ahead and be prepared for the change.

Ongoing dialogue between business and policy makers AND constituents is critical to the region's success. That will help build this region as a place that is happening, a cool place to live and do business. Do not underestimate the value of Aretha Franklin singing the national anthem before a winning baseball game in Detroit on national television. The message, the policies, the business of moving product *can* all come together.

Base consistent marketing messages on the facts

We are competing for a limited capital pool.

It is a challenging task to stimulate economic development with competing locations and businesses in a region that is trying to grow jobs while fighting shrinkage. How can this region be the advantage supply chain hub? In order to be productive, move on to the pragmatics of how to make this happen.

Begin by breaking down the misperceptions about the region, particularly the misunderstanding that it is an economic dead zone. GLITTH members need to provide accurate information that relates to business leaders' deciding factors. An example is the misconception on the labor cost in the region. Communications to investor groups need to be consistent and based on facts.

Audience Discussion



Does the thickening of the border make business more difficult to conduct? Are security-based rules and regulation impeding business movement through the region?

- Businesses need to be flexible, plan for change, and adopt criteria in order to prevent waits or make them as brief as possible. Everyone is called to deal with the same security measures, although new demands impact some industries more than others.
- The bigger problem for cross border trade aside from wait times is the lack of predictability with the border. Promised "on time" delivery must be on time.

From a business perspective, how can we build on the strengths of the region?

Human Capital

Regional assets include employees that are trained in manufacturing and are more adept to new manufacturing. The region already produces job-ready graduates who are moving directly into supply chain related employment. We need to give talented people a reason to stay in the region.

Infrastructure innovation

The transportation infrastructure is adequate, but more emphasis on service, technology and innovation would advance the region's assets. New construction or maintenance that would shorten the distance or reduce congestion would help market the region and add capacity.

Business diversification

Businesses are diversifying their products, but there needs to be more diversification and more generation of product. For example, DOW is building battery assemblies for hybrid cars with a Korean company here in Michigan. It is also working with global businesses to build solar shingles from common minerals to use on roofs for generating electricity. We need to encourage business in the region to diversify and to export a range of products out of the region.

Knowledge innovation

There is increasing interest in multiple disciplines working together on innovation in our universities to address complex problems. Traditional industries are meshing with new industry. Partnering businesses in the region are becoming more common. For example, an Auto-Bio Council is working with both the manufacturing and agricultural industry to produce green energy products. A sustainable packaging initiative is being coordinated with the business school, agriculture, and engineering. Food producers are working with chemical engineering to share information and new ideas. There is more thought on supply chain and science integration.

Moving Forward



Next Step Action Items Framed by Five Strategic Planning Initiatives



BUSINESS and INDUSTRY COLLABORATION

Strategic Planning Initiative I

The discussion focused on how business and freight forwarders/logistics managers can collaborate to achieve supply chain-related goals that boost the region's trade volume and efficiency. How can business and industry that utilize a Great Lakes region supply chain remain successfully competitive while working together to improve business performance?

Lead Presenter: Douglas Rothwell, CEO, Business Leaders for Michigan

Business Leaders of Michigan concentrates on developing strategy, raising awareness, advocating policy and championing initiatives that grow the state's economy.

www.businessleadersformichigan.com

Business Leaders of Michigan is the state's business roundtable with about 80 members who are the major employers in the state. The origin of the group is important because it grew out of an organization like GLITTH that was focused on the Detroit region and its economic development plan. At the time, Aerotropolis was

recognized as the catalytic event that could well position the region as a global supply chain and for exponential growth. In the process of thinking through Aerotropolis and what was needed to push forward, the group began to understand that no one area could do what needed to be done. The complexity of the project required multi-regional and at least binational business and government partners.

Business Leaders of Michigan now identifies Michigan as a global supply chain gateway and every Business Leaders of Michigan member is focused on how to make it happen.

KEY POINTS

1. **Mesh efforts.**

It will take tangible action and the work of multiple organizations to transform the region into a global supply chain that businesses will use to remain competitive and move ahead.

2. **Move in one direction.**

A single plan is needed, not many different plans from individual areas. Infrastructure and marketing needs must be plotted out and consistently add value to the region as a whole.

3. **Get moving.**

Indianapolis and Columbia are moving forward on their regional infrastructure needs. They have moved beyond what is referred to as old Michigan thinking that places one city or in Canada, one province or port, against one another for zero gain. A full bodied, binational regional strategy will help areas define what they can contribute to make trade happen.

Audience Discussion

Who needs to orchestrate this strategy?

The state needs to designate key roles for leading people or groups to fulfill in assisting the global logistics strategy moving forward. The MEDC is a lead coordinator, along with their counterparts in (at least) Ohio and Canada.

What is the priority project right now for the region?

All projects that assist a global supply chain in the region are top priority. There is no either/or. It is all of the above including Aerotropolis, the double stacked rail tunnel, the NITC (Detroit-Windsor Bridge), the multimodal facility in Detroit, the NAFTA Highway build out. We need every one of these projects to develop and be part of a cogent plan.

Panel Discussion

Panel Facilitator: Jim Smiertka, Senior Vice President and General Counsel, Prima Civitas Foundation

Panel Members:

Bernie Scibienski, Vice President of Operations, Landaal Packaging Systems

Dan Casey, CEO, Economic Development Alliance, St. Clair County

Kristen Claus, Executive Director, Sault Ste. Marie Economic Development Corporation

Carolyn Gawlik, Senior Director for Transportation, Distribution and Logistic for the Detroit Regional Chamber of Commerce

Felicia Fairchild, Executive Director, Saugatuck – Douglas Convention and Visitors Bureau

Bryce Kelley, Development Officer for Wayne County's Edge, Michigan

What are the key actions needed to drive business and industry collaboration?

Diversify

Encourage successful businesses to diversify and engage different “schools of thought” on ideas that mesh with individual and area strengths and capabilities.

Streamline costs and investment

Get Michigan’s fiscal house in order with a budget plan that spells out the priority of a global supply chain hub. Cut duplicity of organizations and repetitious procedures required of business and industry. Streamline what is really needed on a regional level. Leverage our purchasing strengths in the region as well as the built infrastructure in the region.

Upgrade infrastructure

Our current regional infrastructure connections are not able to serve what we hope for in 2014, but they are capable of more than they currently service. Rail cars are not to full capacity and regional backhaul is underutilized. Rail yards are not near capacity and some are completely abandoned. Concurrently, freight haulers are traveling two-lane highways to carry product across the border and through the region (US 2 and M28). Major IT needs of global industries remain unfulfilled in critical areas, including broadband and cellular phone coverage in Michigan’s Upper Peninsula.

Business and industry are calling out for infrastructure that can manage the technology and the volume of super freighters expected to be operational in 2014, reopening of abandoned and underused rail yards, building of a new bridge and maintenance of current bridges and tunnels. We need to upgrade and maintain our connecting highways and pay attention to the business flow that is expected as an outcome of the newly constructed locks. In addition, we are in a “dredging crisis” with at least two large ports in the Upper Peninsula and many more along both the east and west sides that require dredging and the funds to do it.

Educate and train collaboratively

Increase the outreach to students who fit well with the global supply chain of tomorrow. Align the education and training of universities and community colleges so that these kinds of jobs may be filled with well trained graduates and innovative thinkers. Make current and new training opportunities more suitable and accessible to the high volume of regional business owners that do not know how to import/export.

Upgrade residential centers

Invest further in our cities to maintain and upgrade them as attraction areas to the upcoming workforce with amenities like safe and reliable transportation services.

Become a point of origin or destination or both

We must have strategic stopping points for the supply chain that are value-added rather than costly. In other words, we need to be a point of origin and/or a point of destination. Our designation as a foreign free trade zone supports the idea of building bonded warehouses on either side of the border, an action that would reduce duty charges on companies that ship to these warehouses. Additionally, placing food processing centers in the region and on both sides of the border would fit well with the agricultural products currently being shipped through the region and will also attract new industry to the region. Observe that border crossings outside of Michigan’s international crossings have about a 30-mile radius of vibrant economic activity around it. We must change this.

Think comprehensively

The whole region is disadvantaged if one area of the region is not thinking of itself as part of this global supply chain while others are working diligently to make it happen.

Ontario has invested heavily in its multimodal logistics hub and even its Niagara tourists' stop. It is clear that this U.S. region has not devoted resources to either. Part of the plan must be to comprehensively invest in the regions' infrastructure, develop a clear and consistent marketing message for the entire region, and help stakeholders in the region, including policy makers, know and understand and recite the value proposition of this region's global supply chain operations.

Bring financial industry to the table

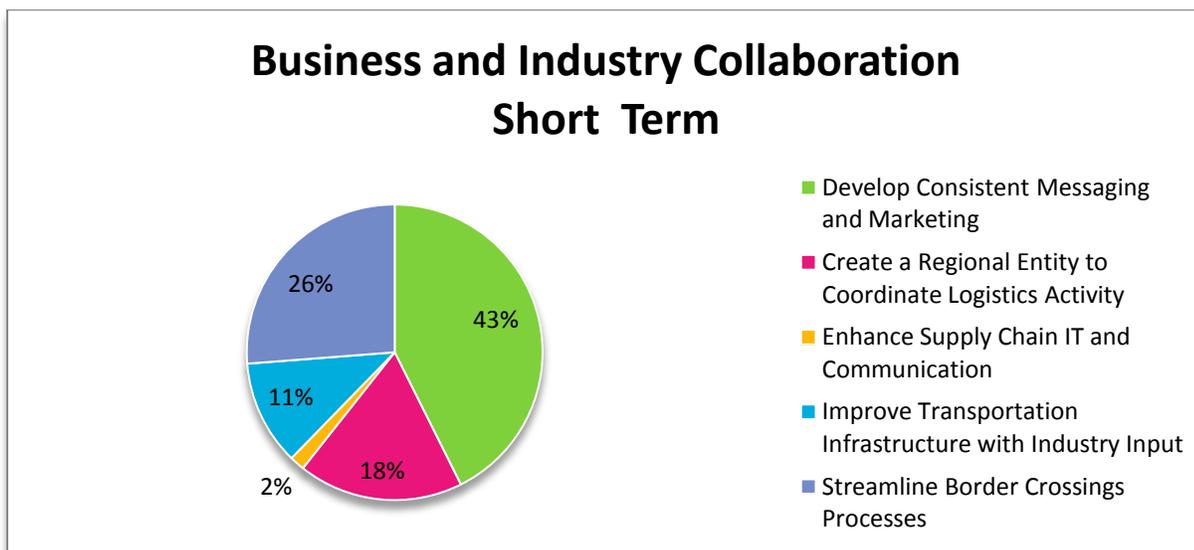
View the finance industry as partners and advisors. Dialogue with banking institutions must be ongoing.

Ideas and Recommendations ...

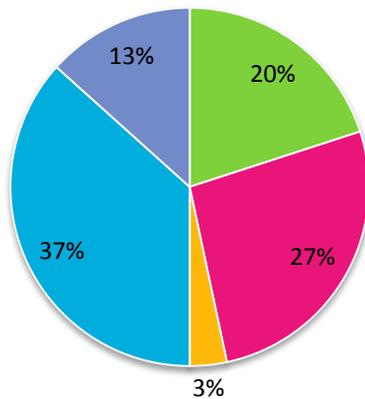
- improve the marketing message
- dredge ports
- teach exporting/importing
- look at infrastructure comprehensively
- open warehouses in the free trade zone
- attract food processing centers to border crossings
- build economic activity within 30 mile radius of all border crossings
- bring financial institutions to the table
- expand two-lane highways that service freight to four-lanes
- Improve technology for business
- streamline border processes
- refine our value proposition

Attendees' Vote

Summit attendees voted that, in the short run, the most important goals for collaboration within the business community are developing consistent messaging and streamlining border crossing processes. In the long run, the improvement of transportation infrastructure emerged as a key focus, with the qualification that such investments should be done only with significant input from the private sec



Business and Industry Collaboration Long Term



- Develop Consistent Messaging and Marketing
- Create a Regional Entity to Coordinate Logistics Activity
- Enhance Supply Chain IT and Communication
- Improve Transportation Infrastructure with Industry Input
- Streamline Border Crossings Processes



ASSETS AND INFRASTRUCTURE INTEGRATION

Strategic Planning Initiative II

The session laid out specific assets of trade and transport assets of the region, particularly infrastructure assets, and how they may be better integrated to accommodate higher levels of supply and demand.

Lead Presenter: Kirk Steudle, Director, Michigan Department of Transportation

The focus of the Michigan Department of Transportation (MDOT) is maintaining the reliable transportation system our economy needs in conjunction with the level of service Michigan residents expect and deserve.

www.michigan.gov/mdot

KEY POINTS

1. Michigan needs to fully fund its transportation infrastructure networks.

We must maintain the essential infrastructure that is used every single day, hour after hour, to move freight along the highway, rail, marine, and air networks. We must also move forward with the construction of major planned projects that will ensure a top-notch and state-of-the-art infrastructure network is available to handle the future demands place on the system.

2. A long-term transportation reauthorization bill is needed.

Until March of 2012, we are operating under the 8th extension of SAFETEA-LU, the transportation reauthorization bill that expired in September 2009. Long-term (6 years) funding is absolutely essential. We cannot afford to *not* invest in our infrastructure; we cannot afford to keep piecing our funding together wherever we can dig it up. Recognize that federal transportation funding through Title 23 cannot be spent for freight projects that are not a part of the highway system. Funds cannot be used for improving or expanding railroad lines

or terminals. Perhaps a dedicated freight fund could be established (many other examples across the nation). In any case funding strategies must be defined.

3. Continue to partner.

Partnerships with Canadian officials, other state and federal agencies, including the Army Corps of Engineers and economic development agencies throughout the state, are needed to secure funding for essential freight projects. It will take the collective will of the people, government, and private-sector partners in order to realize our full potential.

Panel Discussion

Panel Facilitator: Daniel Lynch, Centre for International Trade and Transportation, Dalhousie University in Halifax, Nova Scotia

Panel Members:

Christopher Dingman, Northern Border Specialist, U.S. Department of Transportation

Marge Byington, Executive Director for Corporate Affairs, Continental Rail Gateway

Bradley Hull, Associate Professor, Department of Management, Marketing, and Logistics, John Carroll University of Ohio

Janice Karcher, Vice President, Genesee Regional Chamber of Commerce

Craig Crawford, President and CEO, Ontario BioAuto Council

What are the key actions to drive asset and infrastructure integration?

Increase trade calls on multimodal connections

The likely increase of freight crossing the border over the next 30 years definitely opens up a capacity issue for the region. Redundancy of transportation systems could be an advantage for regions who are working to meet the demands of that increase. The Great Lakes Region is one that will see such increase.

Funding sources are needed

Funding of infrastructure upgrades and construction needs requires major attention and new funding strategies are called for. Public private partnerships or P3 legislation could open funding possibilities. Regional collaboration and cooperation on every front – business, academia, financial institutions and governing bodies – will gain the confidence of funding sources.

A unified plan will help to prioritize infrastructure needs

There must be a regional plan created that becomes well known to all regional economic development leaders. Prioritizing projects is critically important, especially in light of the broad range of needs. For example, do we broaden the capability of the Detroit Windsor Tunnel, ensure broadband capability in the Upper Peninsula, or fund dredging of a port? Is any one of these first priority? The expected “Beyond the Border” report developed by the U.S. government will be an important statement on the direction of our integrated infrastructure.

Projects and policy need to move more quickly

More of our regional leaders must recognize transportation and supply chain as a critically important job creator. Our legislators and community leaders must hear from constituents how important transportation is to regional sustainability.

Waterways are a tremendous asset to the region

Moving trade via waterways in the Great Lakes region is the least expensive way to transport goods. It leaves less of an environmental footprint than any other travel mode. And, it is convenient for the region insofar as water is accessible. Michigan is a peninsula that could be thought of as a seaport. The steel industry used it as

such for years. The region needs to consider other industries whose needs would match well with water transport. Access to the Halifax port is a strong advantage for the region.

Support business innovation and diversification

Encourage innovation, diversification and green practices. Provide wrap around services that help businesses succeed -- even pre-seed funding, building new sales, and establishing marketing channels for sales and distribution. Early stage companies need an integrated and collaborative set of services. They need to talk with one another to help develop ideas for breaking through barriers – drive policy, and identify individual opportunities for industries. We can help build a process that will help businesses help each other.

Map assets

Map our assets and our weaknesses. There needs to be a better understanding of neighboring states and provinces so that we can exchange ideas and integrate infrastructure more efficiently.

Binational funding source for binational innovation

Create a funding program for cross border projects that helps stitch individual strengths together for innovative ideas and products that move us forward. There is tremendous strength among universities in areas of biotech, composites and nanotechnology. How can these new technologies apply to a more efficient, green science, supply chain? Interface science innovation with supply chain. There are great possibilities for the agriculture industry to add to energy and supply chain efficiency.

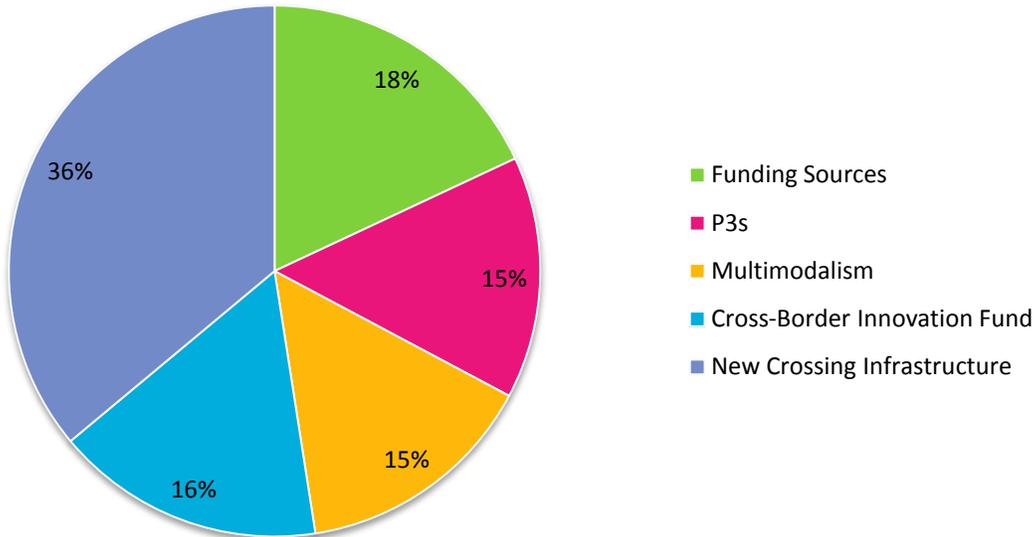
Ideas and recommendations ...

- access financial capital
- pass a long-term transportation reauthorization bill
- build redundancy in our trade infrastructure
- renovate and expand the CP Rail Tunnel
- pass public-private partnership (P3) funding legislation in Michigan
- encourage seasonal water transportation of goods
- realize the region is a sea port
- call on business, banking, logistics managers and local stakeholders to exchange information
- link science and innovation with supply chain possibilities
- incentivize cross border collaboration among universities and business
- prioritize our trade infrastructure needs
- establish a regional plan and broadly inform the larger community

Attendees' Vote

Summit attendees established as a priority the establishment of solid funding sources for logistics and transportation investment in Michigan, including the enactment of Public-Private Partnerships legislation in the state. The indicated priority for long-run development was the improvement of infrastructure at Michigan-Canadian border crossings.

Assets and Infrastructure Integration Priorities



WORKFORCE TALENT, EDUCATION ALIGNMENT

Strategic Planning Initiative III

The session was focused on how the region might attract and retain the talent needed to develop a workforce that is compatible with the jobs required of a successfully-run global supply chain.

Lead Presenter: Jeff Mason, Executive Director, University Research Corridor

The University Research Corridor is an alliance of Michigan's three leading research institutions: Michigan State University, the University of Michigan and Wayne State University. The URC works to create a vibrant economy by attracting knowledge economy businesses to the region.

KEY POINTS

1. We have world class educational institutions and the students to make this region successful.

The University Research Corridor (URC) has invested 1.8 billion dollars in the partnership agreement between the universities. Since the original investment, they have brought in 15.2 billion dollars back to the regional economy which translates into a 17 to one dollar return on the investment. Currently, these world class institutions have an enrollment of 170,000. Collectively, they graduated 32,000 students last spring and out of those, 13,000 graduated from high tech, high demand fields.

2. We need jobs to retain talent.

Currently, Michigan's unemployment rate is 11 percent. We do not have jobs for our graduates and they are fleeing. We have a shortage of IT jobs in the midst of training for IT jobs. We must find ways to harness the talent in this region.

3. Talent and collaboration are a turnkey combination.

Today, talent is king and those regions of the world that are able to attract the more talented people are the regions that will thrive. There is already a great many collaborations intended to grow and maintain talent. The University Research Corridor (URC) has built business collaboration with the Business Leaders of Michigan that will connect talented people with opportunities with the more successful business leaders in this region of the world. A Transborder Research University Network is focused on water research and related industries. Another intense effort links the research to the business sector for commercialization of innovative products and ideas. A "Global Detroit" initiative intends to attract and retain high performing students from around the world. Also, we are stepping up to link graduates with new kinds of jobs related to original start ups and traditional businesses that are transitioning to the New Economy.

4. Shoot for vibrancy and job opportunities.

Collaboratively, we must cultivate and keep talent in this region. Talent is a global issue for the new economy. By bringing multiple collaborators to task, we can successfully open doors for innovative partnerships that help this region become the more talented, more vibrant area with the more exciting job opportunities.

Panel Discussion

Panel Facilitator: Marietta Baba, Dean of Michigan State University's College of Social Science

Panel Members:

Sam Singh, Senior Consultant, New Economy Initiative

Amy Cell, Senior Vice President, Talent Enhancement, MI Economic Development Corporation

Thomas Crampton, Executive Dean, Mott Community College

Neil Sheridan, Director, Kettering Tech Works

Lawrence Molnar, Associate Director, Institute for Research on Labor, Employment, and Economy, UM

Major General Michael J. Lehnert (Ret.), Senior Advisor, U.S. Department of Homeland Security

What are the key actions to drive workforce, talent, and education?

As we work toward a vision of a global supply chain, our region faces some serious challenges. The jobs related to trade and transport call for a very diverse set of skills and are not obvious to the public. The jobs require numerous professions and workers in areas such as computer support, security, customer service, diesel engine expertise, light and heavy delivery service, industrial truck and tractor operators. These jobs vary in skill and needed academic credentials.

Align education, training and certification programs with job skills

We know the skills and professions that will take us into the next century. Workforce growth in alternative energy, advance manufacturing, defense and homeland security, supply chain and logistics has been targeted. If we are intentional about developing a regional global supply chain, we must partner with learning institutions to offer every opportunity for students and workers to cultivate related skills and credentials. By offering certificate programs and related degrees, we can provide the jobs that are needed to participation in the global supply chain.

Help employers succeed

Newly developed businesses need assistance in discovering what talent they will need over time as well as

methods for attracting the right talent so that they will be successful in the longer term. Also, there is an ongoing effort to attract established business to the region using the current talent as an incentive for locating here. Right now, Michigan alone has about 74,000 people working in the area of transportation. If we are to move forward with global supply chain innovation, we must promote supply chain related jobs to our young graduates and have employers connect with them when they graduate, or better yet, before they graduate.

Connect community college centers and training facilities

Support for a workforce information network will better connect community colleges and training centers with a broader learning and hiring network. At the present time, community colleges operate independently in their individual communities without ties to other community colleges. A more connected, communication system is needed to better link job skills, job training, and job availability.

Maintain a wide range of skill level jobs

A regional, global supply chain will require a broad range of jobs. Keep in mind that high skill jobs will be accompanied by the need for low skill jobs. We will need the capacity to fill both. Stackable credentials are needed – these represent the skills sets that business and industry recognize and include certifications and licensure. Partnering with learning institutions at all education levels – high schools, training centers, community colleges, and universities – would certainly provide positive results in our workforce strength.

Tap into visiting talent

Young talent from across the world is attracted to our world class universities. We must support and grow current initiatives that intend to retain young talent in the region.

Cultivate talent early

Introduce transportation, distribution, logistics (TDL) jobs to high school students who are thinking about their choice of careers and educational pursuits.

Formalize our working partnerships

There is a need to formalize our work with key employment sectors and workforce boards. The more we can get aggregate information about what is really needed to succeed, the better job we can do securing funds that will develop the region's competitive advantage.

Audience Discussion

Better prepare for retirements

CN and related industries need people NOW. Retirements are providing vacancies and they do not have the expertise to both move people into senior positions AND fill the jobs the promoted employees are leaving. This is stressing the work capacity across industry.

Curriculum flexibility

Teachers are frustrated with curriculum requirements that get a grip on some students and grossly neglect social skills and networking. We need some flexibility in high school curriculum choices. Currently, career interests are pursued in outside student clubs. That is one way to approach stewardship to certain careers, but not the best way. Are we missing an opportunity to proactively steer talent and skilled individuals to profitable jobs that could help shape the region's economic success?

Teach Entrepreneurship, Interface education with business

How might we teach teachers to teach entrepreneurship? We have not made innovative thinking, nor creative risk an important lesson in the classroom. We could possibly do this by interfacing our school curriculum with expertise in the business sector. The business sector could be helpful in designing training that matches job opportunities.

Recruit participation

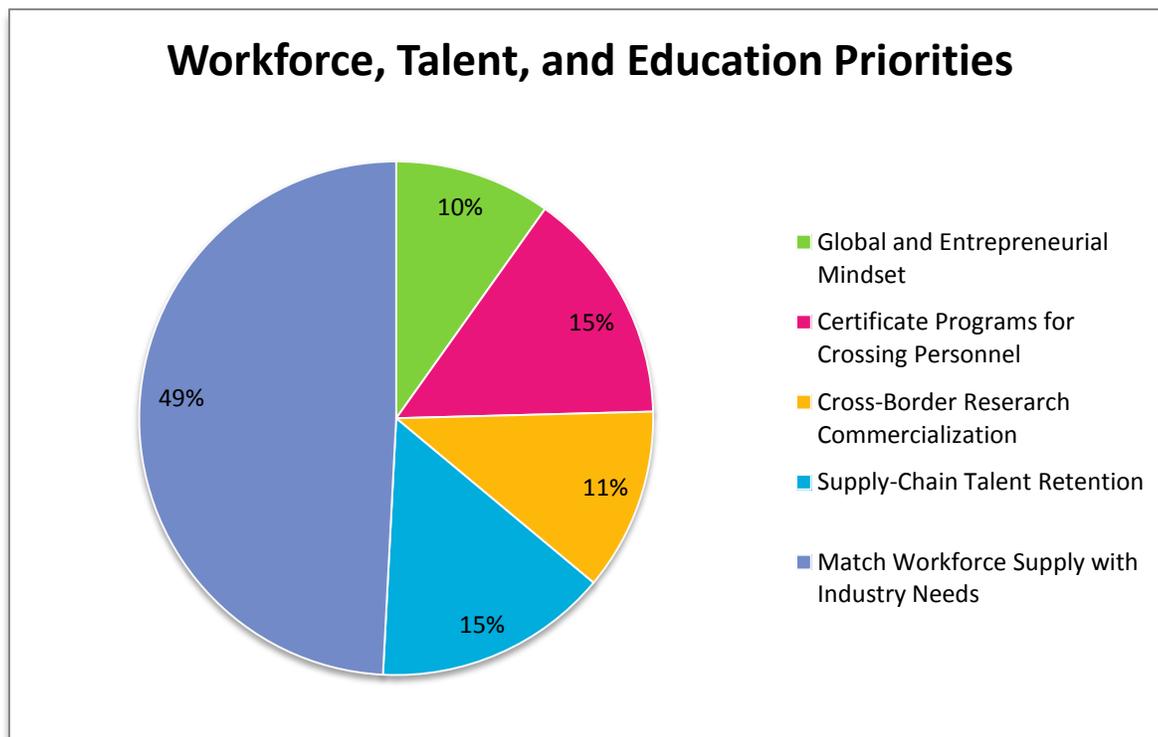
Have a job creation plan that helps to recruit young people into professions relating to economic development. We need to better inform them of opportunities and what the flow of their career might look like should they choose to stay in the region.

Ideas and Recommendations ...

- recognize the teaching talent of the region and engage them in the vision
- take every step to steward young people to the jobs needed for the region to succeed
- work with employers to provide internships, and work experience for job seekers
- incentivize the choice to stay and work in the region for a couple of years after graduating
- develop a communication network among education, training, and job banks
- provide flexibility in curriculum standards for students who wish to learn entrepreneurial skills
- connect college graduates with industry in the region related to supply chain
- ask job seekers what they need to better connect with the talent needed to help them succeed
- establish certifications that demonstrate job seekers credentials
- recruit expertise to develop a job creation plan related to supply chain and transport

Attendees' Vote

Attendees identified the greatest talent barrier to capitalizing on the region's hub potential in the short run to be the disconnection between private sector needs and the training given by current academic programs. In the long run, the most important factors selected were the creation of a more global and entrepreneurial mindset across the region, and the retention of talent.





POLICY TRANSFORMATION

Strategic Planning Initiative IV

The session focused on policy changes needed to maximize the opportunities of a global supply chain in the region.

Lead Presenter: Roy Norton, Consul General of Canada, Detroit

Canada's Consulate General in Detroit has been integral to building positive working relations with the U.S. Midwest to maintain two-way trade.

www.canadianinternational.gc.ca/detroit

KEY POINTS

1. Call for cooperative policy changes.

Transforming our region to a hub will call for numerous policy challenges at local, regional and federal levels. It makes good sense to work collaboratively on policies for trade and transportation innovation. This becomes clear when one takes full account of our geography and the record the two countries share on trade activity. U.S. and Canada trade grew 21 % in 2010 and Michigan's trade alone with Canada grew by 43 % in 2010. Michigan's exports record demonstrated that this state sent more to Canada last year than it did to the rest of the world.

2. Canada has a gateway focus.

Canada's Transformational Gateways Policy (2007) fosters three particular gateways and emphasizes long term planning, geographic advantages, public private collaboration, and integrated approaches to infrastructure, policy, regulatory and operational measures. This policy incorporates logistics among other things, into a national multimodal transportation framework in its entirety. It recognizes that a global value chain lends success to businesses and their employees. It is predicated on recognition that the economic heartland of North America relies on a transportation network.

3. Unprecedented infrastructure investment is being made.

Canada has dedicated an unprecedented amount of funds in its "Build Canada" initiative, 33 billion dollars. This investment has been able to address regulatory inconsistencies and has a marketing component for retaining and attracting users. In addition, logistics services such as warehouse storage, packaging, and distribution assistance are part of the offering to users, along with high end services like credit, legal services, communications and sales. There is potential for job growth in these areas on both sides of the border. The plan encompasses the Atlantic Gateway (Halifax) where year round full purpose operations accommodate niche market capabilities such as regulation of goods.

The key goal is to share financial risk of infrastructure investment through suitable funding mechanisms. Canada has extensive experience with Public-Private Partnerships. The projects using this model meet specifications, gets done on time or ahead of schedule, and on or under budget. Another key objective of the gateway strategy is to create connectivity along all modes and harmonize the system for transparency, efficiency, and capital access. This allows for close collaboration between Canada and the United States collaboration.

4. Canada is a trade dependent country.

Efficient cross border alignments with collaborative action on infrastructure projects is crucial. CP's rail tunnel is one, the Michigan multimodal tunnel is another, and Aerotropolis is a third. NIRC is another. NIRC is the most significant project in Canada's recent history and is Canada's number one infrastructure priority. Canada's intention is to act collectively while organizing priorities and dedicating resources toward a global supply chain that will be transformational.

Canada will fund the private sector builder of the New International Trade Crossing (NITC) up to the amount of \$550 million. The money will be repaid to Canada by about 2045 through tolls. After that year, both U.S. and Canada are expected to earn up to \$50 million per year through use of the bridge.

In addition, the U.S. federal government has agreed that the \$550 million dollars that goes straight to the private sector jobs may be used as matching funds for federal money that will be used for other statewide infrastructure upgrades. Projects considered upgrades include road and highway maintenance.

Panel Discussion

Panel Facilitator: David Lick, P3 Group Director, Foster, Swift, Collins & Smith, P.C.

Panel Members:

Michael Belzer, Great Lakes Global Freight Gateway

Josh Hjartarson, Policy Director, Mowat Centre, University of Toronto

Christopher Perry, Director, Detroit Field Operations, U.S. Office of Homeland Security Operations

Kevin Smith, Senior Vice President of Strategic Programs, Sandler & Travis Trade Advisory Services, Inc.

John Austin, Senior Fellow, Metropolitan Policy Program, Brookings Institution

What are the key actions to drive policy transformation?

Provide capital access

Capital access is very important at every level of industry. We need to view capital funding and capital access as a design for implementation as opposed to the basis of planning.

Change perspective

It is not yet understood in an operational way that we are competing with global regions, not local communities or individual state or provincial regions. It is imperative that leadership steer attention to border crossing issues to make people aware of the transportation barriers that hold our region back from other global regions.

Harmonize trade facilitation

There are 5000 regulatory changes each year that impact trade and there are too many varied security standards. A one-stop information portal for business and industry to get updates on changes along with one set of security standards would cut confusion, border inefficiency, industry non-compliance, and wait time.

Develop public image

We need branding of the region that aligns with the goal of the region, which is a becoming a more efficient global supply chain hub. Branding helps voters to understand the direction of the effort and with understanding comes broader support.

Formalize a regional partnership, an authority

A formal partnership or council, if established, could provide much needed coordination and facilitate regional and cross sector collaboration, priorities, and visions.

Focus on the region's more direct routes for freight

A Southeast Michigan regional dry freight port authority would allow for a combination of resources and expand the gateway as a powerful engine.

Improve technology at the border, pass through programs

Introduction of electronic processing and new technology is improving border crossing wait times and security issues. Legislative leaders must support the efforts to improve movement at the border. Expand the "trusted trader programs" so smaller companies can more easily export; create data standards for both U.S. and Canada customs; include better benefits for participating in these programs, and; provide full recognition for participating at both U.S. and Canada custom agencies.

Shape a supply chain, shape development

Europe continues to fund transportation and high speed rail to accelerate growth and development. Infrastructure and transportation has always been about leading and shaping development. Support economic development along the supply chain route, know the areas that are prepared to handle more development and invest in them.

Learn from best practices around the world

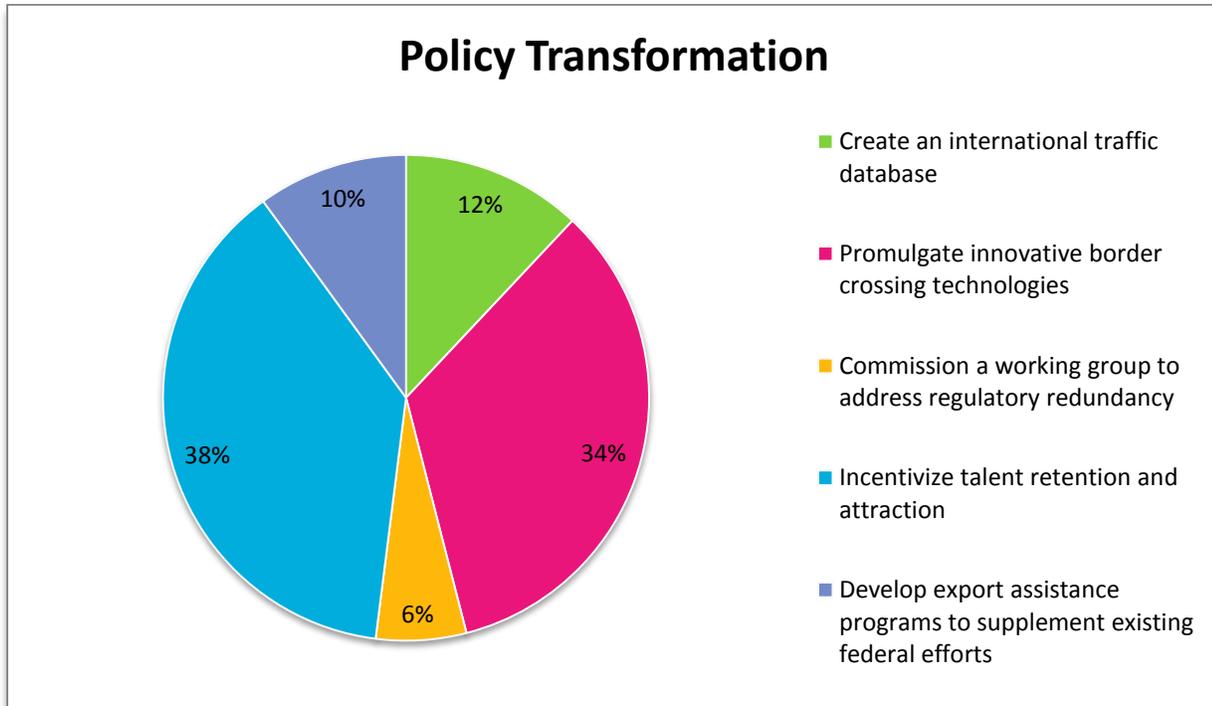
Take note of infrastructure and transportation from the E.U.'s economic transportation methods and models. Like they have done, we need to accelerate border integration, while creating a standard for both U.S. and Canada border customs.

Ideas and Recommendations ...

- connect cross border agencies to look at cooperative policies for trans-border trade
- recognize that our b-national connectivity relies on transportation and technology
- address regulatory inconsistencies between U.S. and Canada
- pass public private partnership legislation
- gain public support for investment in trade infrastructure like tunnel renovation and the new international crossing
- build capital access
- learn from best practices from around the world
- consider "trusted trader" programs

Attendees' Vote

The policy changes that would best facilitate the establishment of the region as a hub of supply chain activity include, in the short run, creating incentives for talent retention and export assistance programs to supplement existing Federal efforts. The former, along with the adoption of innovative technologies to improve border crossing processes, constitute the major priorities for policy transformation long term.



Governor's Address



Put Relentless Positive Action to Work

The Honorable Rick Snyder
Governor for the State of Michigan

KEY POINTS

1. Regional partnerships are essential.

We need regional partners to do the work laid out by the summit discussion. Because Michigan is a peninsula, it is critically important that stakeholders in both countries work across borders. Look at the map of North America and you will see how those international borders are unique to Michigan. They offer a unique advantage and an international opportunity that neither side of the border can delay.

2. What is our role in this opportunity? What are the right priorities?

We must be more aware of the economic activity in the region and together decide what the priorities are for moving it forward, particularly in terms of trade across borders. It is exciting to think about the New International Trade Crossing (NITC) and how that could increase cross border trade activity. We have multiple

infrastructure assets and opportunities that relate to economic development, all of which we need to see through.

3. Think about activity that serves the whole region.

Halifax is working with business to assess their infrastructure needs and execute innovation on their sea port. They are stepping up as world leaders in water transport and doing what is necessary to accommodate a vibrant trade center. To work with them, we will need a better transport system that serves the entire region.

4. Passenger travel is an important part of the plan.

There is an opportunity to establish more passenger travel from Detroit all the way up to Toronto with passenger rail. This presents another opportunity between the U.S. Midwest and the Canada. Air transportation is very well positioned in this region. We need to always be thinking about interconnecting our transport systems with Canada.

5. Find a way to join commonalities and differences.

How can we best connect? If we focus on job creation and transportation, supply chain offers some excellent opportunities by way of rail, air, road and water. How are we different? Differences can be a good reason to collaborate. They are strengths in a partnership, if we can work together.

6. Collaborate.

If we can uncover some of the problems in reaching our goal of a regional global supply chain hub, we can solve them through “relentless positive action.” Put small things aside and move toward the bigger goal of creating our future. Let us recognize our common ground and advance in a positive direction.

Audience Discussion

Begin teaching international relations early on

Dewitt High School students were in the audience and were called on to be “part of the solution” by getting involved with important issues now. We need to do a better job of educating about Canada in our schools; Canada does a much better job than we do in terms of covering the U.S. in their school curriculum. International relations study is important to our students’ futures.

New bridge between the U.S. and Canada assists economic development

A new bridge is clearly in the best interest for the entirety of Michigan. There is no part of the state or region on either side of the border that would not benefit from the NITC. It is imperative that more resources be allocated for improving our travel corridors.

MEDC is the lead coordinator of economic development in Michigan

The role of the Michigan Economic Development Corporation (MEDC) is not a command and control function, but a coordination function. MEDC is a coordinating clearinghouse to develop best practices in and between state regions. MEDC connects the private, public, and non-profit sectors for a more seamless approach to addressing priority action items and major goals in Michigan.

Funding for infrastructure is scarce.

We need to explore Public Private Partnerships (P3’s). Canadian’s do P3’s well.



MARKETING AND PUBLIC EDUCATION

Strategic Planning Initiative V

The session noted the need for the general public as well as the business and policy sector to know and understand the assets offered by the region. This need can be met through unified branding of the region as a global supply chain.

**Lead Presenter: Douglas J. Smith, Senior Vice President of Strategic Partnerships
Michigan Economic Development Corporation**

The Michigan Economic Development Corporation is a public-private partnership serving as the state's marketing arm and lead agency for business, talent and jobs, tourism, film and digital incentives, arts and cultural grants, and overall economic growth.

www.michiganadvantage.org

KEY POINTS

1. Collaboration must go beyond collaboration itself to integration.

MEDC has made good progress by creating a regional dialogue. We think of Michigan as ten main regions that are able to communicate more fluidly back and forth than 81 different counties. These regions have established a platform for integrative collaboration. The dialogue starts with the local economic development teams and with integration of what the government and MEDC has been doing to assist their plan. The educational system, from high school to university, and the private sector are being asked to work together to provide the skills sets and training needed to ensure the youth will have jobs in this region.

2. Communication and marketing is critical.

We need to focus on communicating the positives of our region. Almost 80 percent of the research and development in the auto industry still resides here. These are strengths we need to focus on in our message to business.

3. Know the region well and tell its story.

Get to know the region well and learn to understand what is happening there. We need local economic developers to be prepared to tell business leaders how their investments fit the local economic infrastructure, talent base, and natural resources. We can examine what businesses really need in their development to successfully move forward and match those needs with communities that are investment-friendly and investment-ready because the investments are what will create the jobs.

4. Engage the customer.

Let's talk with our customers. Ask them what it would take for them to stop in Michigan and increase freight through this region. We can learn from them and gain information about how best to move forward. A recent trip to Asia uncovered the need for many auto suppliers to keep a foot in this region. It also uncovered mining needs that fit Michigan's Upper Peninsula. Through conversation, we quickly discovered at least two things that fit this region like a glove.

5. Strengthen your assets.

Michigan is a manufacturing state and will resurge as a regional manufacturing center. We have more assembly plants than anywhere in the union and the technology to operate them well. Without manufacturing, all of the resources and research we have in the private sector will not stay in Michigan.

We can be competitive in manufacturing, but we need to be aggressive about making sure we are a world class manufacturing state. This will keep a tremendous asset in the region and will benefit both the U.S. and Canada.

6. We need to speak in one voice

Michigan has been world class in competition, but the real progress is going to come from being world class in collaboration.

Panel Discussion

Panel Facilitator: AnnMarie Schneider, MSU Canadian Studies, Institute for Public Policy and Social Research

Panel Members:

Tomas Hult, Center for International Business Research and Education, Michigan State University

Benjamin Erulkar, Senior Vice President, Economic Development, Detroit Regional Chamber

Rick Chapla, Vice President, Business Development The Right Place of Grand Rapids, Michigan

Christine Drennen, Public Administration Specialist, Toledo Metropolitan Area Council of Governments

John Melcher, Center for Community and Economic Development, Michigan State University

Richard Cole, Professor & Past Chair, MSU Dept of Advertising, Public Relations and Retailing

What are the key actions to drive marketing and public education?

Synergy among business needed

Michigan is #8 in overall exports, but #20 in agricultural exports which is one of the region's leading commodities. These businesses need a way to share information and build synergistic partnerships or marketing collaborations that help both to be successful.

One place that this synergy is happening is in West Michigan. A thirteen county economic collaborative (West Michigan Economic Development Collaborative) has been created. The county representatives get together on a monthly basis to discuss best practices and look at project collaboration within those 13 counties. There is a lively economic development council in Genesee County as well, and in Sault Ste Marie where businesses are coming together to cultivate synergistic partnerships.

Know and market to your audience

Conduct market research in order to understand the audience we are trying to reach. Focus on freight forwarders and cargo owners (shippers) because these are the people who are going to have the initial impulses to ship to this region. It is very important that ports and carriers recognize this as a GLOBAL region and are aware of its capabilities. When communicating with these potential users, the needs of niche markets like agriculture should be considered.

Develop an education campaign

We want "regular" people or voters to advocate for policy reform and funding. We need a public education effort that will answer questions about how achieving this vision will make daily life better, expand everyday choices, etc. The commercial and public television stations in Michigan have to be willing to share the information openly and work with us to get information to the public. Social media has an important place in such a public campaign.

Teach businesses how to export

Focus on small and medium-sized businesses and their capacity to export. This information or understanding is primarily contained within the larger corporations. There needs to be more information or a toolkit for small/medium businesses on how to effectively communicate and market their businesses globally. They also

need to be able to effectively navigate the infrastructure, even if on a smaller scale. Not knowing how to prudently get products to customers can lead to business shutdown.

Full region internet access is doable.

In order to attract global customers to the region, businesses must be able to market globally – a difficult task without the internet. Some areas of our region do not have access to the internet. This is a fixable problem.

Audience Discussion

What role do you see social media?

Social media will most certainly advance the global thinking among our citizenry. It crosses gender, age, cultural, and language barriers. Social media tactics need the attention of our young people and perhaps they need to be given that charge.

What is the region's biggest asset?

The competitive advantage comes down to two main assets. One is the history of this region on innovation, which is rooted in the automotive and manufacturing industry. That history provides ample foundation for innovation in the 21st century. Secondly, the educational and training capacity of this region produces smart folks. We need to reinforce our mission to educate people to be good, smart global citizens. If we can keep those people here, they will attract other good, smart global citizens.

How important is our logistic infrastructure?

This is incredibly important because at the end of the day, it is about time and cost. If we have an infrastructure asset that cannot compete, then we must change that. If we are not equipped to handle trade, we are in trouble. That ability is a huge asset to the region and a major player in its economic vitality.

What are the lessons learned in creating a competitive advantage from those who have done it?

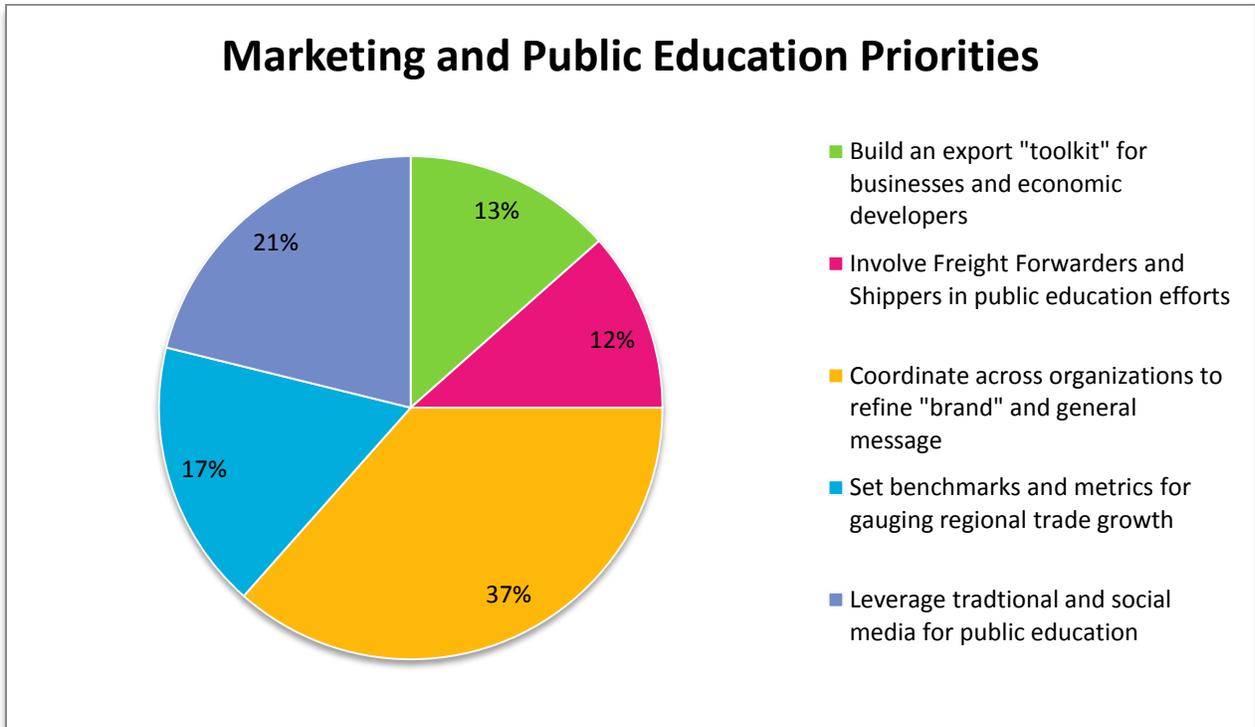
Collaboration is an important piece of developing that advantage. But those who have been successful have been in businesses that fit the region's strengths including talent and infrastructure, as well as business resources. They have diversified and have kept informed of industry trends. Examples include the furniture industry, tool and die, food processing companies.

Ideas and Recommendations ...

- put together a tool kit for business owners on exporting, targeting small to medium size business
- develop a full educational campaign for a regional brand as a global supply chain region
- build niche markets that fit the region
- partner with media and use social media tactics to engage “regular” people
- send a broad invitation to potential partners
- provide a way for businesses to partner and share information
- ensure internet access across the region
- benchmark success and build a comprehensive inventory of our assets

Attendee's Vote

The most important short term marketing and public education priorities focused on the development of an "export toolkit" for businesses and economic developers. In the long term, attendees elected the development of a regional "brand," coordinated among stakeholder organizations, as the most important strategy for creating a regional supply chain hub.



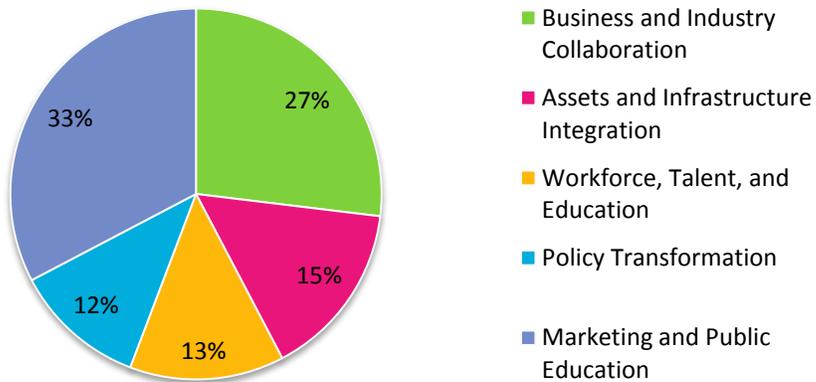
Priority Assignments of the Strategic Planning Initiatives

Session Presiders: David Hollister and Matthew Riggs, Prima Civitas Foundation

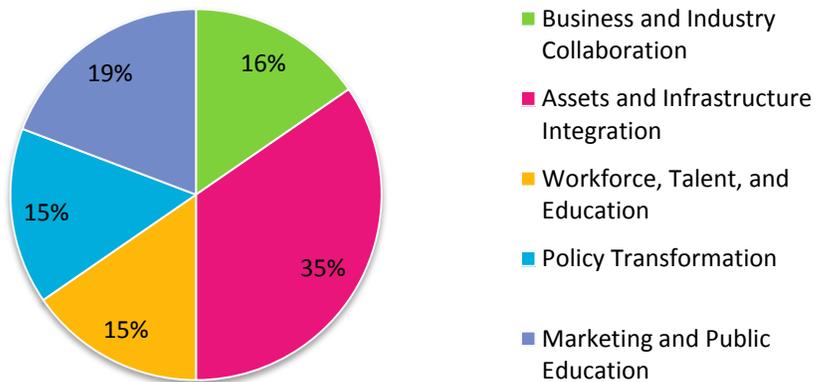
Attendee's Vote

Where should the focus be in the short term? What fits best in the long term?

Overall Priority - Short Term



Overall Priority - Long Term



End Comments -- Excerpts



Next Steps: Commitment to the Action Agenda for Trade and Economic Development

Russell MacLellan

This session has required not only comment, but solid information and thoughtful review. It has focused on sharing information and building collaborations. Interestingly, when I think of Michigan I think about Motown – you forget what a profound effect Motown has had across North America, and across the world. Motown is something that could certainly be a centerpiece of a regional celebration. Motown is a phenomenal piece of history that has spread across the globe, yet, it has not been mentioned here. This audience needs to keep talking about the unique characteristics of the region and about what has been learned during the summit. Find a way to blend these things into a powerful push forward.

David Closs

We are off to a great start by identifying a clear need for marketing and public education of the region. As this vision comes together, helping to build the value proposition is a key requirement. Educating the policy makers is difficult because taxes are often used as a short term strategy for attracting new business and they need to see pass that. Connecting with regular people about how the supply chain is important to their lives and the regional economy also will be a very important part of our task going forward.

Daniel Lynch

Join the Great Lakes International Trade and Transport Hub Initiative to be part of the communication network. Aside from what has already been said, I see the recruitment and exchange of student talent as one of the more difficult and important tasks moving forward. People in Halifax and the binational region want to be part of the network and I see it building into a group that is very capable of making positive change in the region's economy.

Dewitt High School Group

- This group cares about our education and our future.
- The information about the supply chain needs to be better integrated in our every day routine.
- Engage more students in these discussions.
- It is very refreshing to be around a solution-oriented discussion.
- I could not have learned this in the classroom. Why not?
- It is clear that we really are all in this together.
- There was a positive and hopeful feel about the discussion.
- There are good ideas floating and we would suggest more information be posted for the general public at ports, rail stations, etc.
- I am concerned about the lack of knowledge among our high schools on the history, but most importantly, the culture and some of the significant leaders who have influenced our U.S. Canada relationship greatly.
- We walk away from this with a greater appreciation of the partnership between U.S. and Canada.

Final comments from audience

- The service industry is part of the exchange across the border.
- GLITTH and Summit attendees can provide a connection point for a variety of audiences.
- Create learning consortiums across community colleges.
- Develop a resolution of support of the bridge and submit it to the Michigan Senate.
- Capture technology and science and apply it to supply chain innovation.
- This is a meeting of convergence as many of you are recognizing needs for the region as we are thinking about transforming the region. We are not yet working together, but we are in the era of networks. A

virtual linking of all of the parts could be a venue that would assist this effort.

- We must have industry at every table and we need to bring the asset of peer-to-peer marketing to the group.
- Branding needs to include our natural resources and environmental features.
- My takeaway is the network of experts to help engage others in problem solving and forward movement.
- We need an elevator speech that offers a common message paired with a web source.
- Need to key in on the broadband issue.

Call to Action



What is your role in supporting a global supply chain in the region? Given the information you have learned and shared during our time together, what do you think you can add? Who do you think you could recruit to this effort? You have a call to action.

Now that you have connected with the GLITTH Initiative, you are in a communication network that will allow you to connect with economic development activities across the region.

More information regarding the Summit and follow up activity may be found at www.GLITTH.msu.edu.

Please extend thanks for the support and encouragement of our Summit sponsors and contributors.

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Great Lakes International Trade and Transport Hub (GLITTH) Initiative Summary Statement

When combined, the border crossings at Detroit and Port Huron render Southeast Michigan the largest international trade gateway in the country, yet only 6% of inbound freight stops in the state, constituting a tremendous missed opportunity. Created to address this gap and bring jobs to the region, the GLITTH initiative is a multi-organization, multi-sector, multi-region, multi-national effort to turn the U.S. Midwest states of Michigan and Ohio into a global freight and logistics hub that connects and coordinates with Canada's provinces of Ontario and Nova Scotia. The GLITTH charter has been endorsed by the Prima Civitas Foundation, the Detroit Regional Chamber of Commerce, Michigan State University, Dalhousie University, and others. To accomplish its larger goal, GLITTH seeks to advance infrastructure, talent, and public education programs related to the logistics and transport sectors while advocating policies to facilitate such programs and create jobs. Furthermore, GLITTH is inclusive, collaborative, and action-oriented.

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