



Government
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Policy Research
Initiative

Projet de recherche
sur les politiques

The Emergence of Cross-Border Regions

Montréal Roundtable Report

February 2006

PRI Project
North American Linkages

Canada

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About this Report

The PRI contributes to the Government of Canada's medium-term policy planning by conducting crosscutting research projects, and by harnessing knowledge and expertise from within the federal government and from universities and research organizations. However, conclusions and proposals contained in PRI reports do not necessarily represent the views of the Government of Canada or participating departments and agencies.

Table of Contents

Introduction.....	1
Research Findings on Cross-Border Regions	1
Regional Initiatives and Lessons Learned	4
Barriers to Cross-Border Linkages.....	6
Policy Implications.....	7
The Way Forward	10
Appendix 1 - Suggestions for Additional Research.....	11
Appendix 2 - Agenda	13

Introduction

The Government of Canada's Policy Research Initiative is conducting a research project on the emergence of cross-border regions (CBRs) between Canada and the United States. The objective of the project is to substantiate the growing significance, scope, and nature of cross-border regional relationships between both countries, and highlight the policy implications for the Government of Canada.

To date, several research papers have been completed and integrated into an Interim Report. In addition, a Survey of Leaders and executive interviews were conducted to examine the challenges, opportunities and policy implications associated with CBRs.¹ These research findings are being presented and discussed in a series of five regional roundtables across the country between November 2005 and February 2006.

The first of these roundtables was organized by the PRI in partnership with Canada Economic Development for Quebec Regions, and took place in Montréal on November 23, 2005. Canadian and American experts from various government jurisdictions, chambers of commerce, cross-border associations, and other organizations attended the roundtable.

The one-day event was divided into three sessions. The findings from the PRI study, including the Interim Report, the research papers, and the survey and executive interviews were presented and discussed in the first session. To better understand how the CBRs operate, the second session highlighted the various projects, agreements, and initiatives implemented between Quebec and the United States North-East, and the lessons learned from these developments. The implications of CBRs and the potential public policy considerations that they may entail for the Government of Canada were discussed in the third session.

Overall, the roundtable generated a lively discussion, and while many different perspectives were brought to the table, there was substantial agreement within individual themes.

The following report attempts to integrate into a cohesive document both the research findings and the comments provided by the roundtable participants.

Research Findings on CBRs

The roundtable opened with PRI presentations on the dynamic of CBRs between Canada and the United States using two main sources of evidence.

First, the key findings of the PRI Interim Report presented in Exhibit 1 showed that there is a critical mass of economic and organizational linkages, and cultural similarities formed around four main CBRs: the West, the Prairies-Great Plains, the Great Lakes-Heartland, and the East.

Exhibit 1 - PRI Interim Report: "The Emergence of Cross-Border Regions"

- Canada-United States trade agreements opened a new era in the way the two countries interact with one another.
- A key objective of the project was to substantiate the significance, scope, and nature of cross-border regional relationships between Canada and the United States.
- The project was defined along three lines:

1. The Economy

- In border areas, Canada-US economic activities are *stronger* and *more involved*. For example, Canadian trade flows are greater with neighbouring states, basic economic structure and performance are interdependent among cross-border provinces and states, and key industrial clusters are straddling the border.
- In addition, the economic dimension is the cornerstone of many cross-border initiatives.

2. Socio-Cultural Values

- Similar values, beliefs and ideology facilitate the emergence of CBRs.
- Socio-cultural values are often more similar within cross-border regions than within each nation.

3. Cross-Border Organizations

- There are an important number of cross-border organizations and linkages straddling the border, including general and single purpose intergovernmental organizations, MOUs, cities and cross-border organizations, and civil organizations.
- Cross-border organizations are usually involved in exclusively provincial/shared jurisdictions, and act as facilitators.

Conclusions

- A critical mass of economic and organizational linkages, and cultural similarities are formed around four main CBRs: the West, the Prairies-Great Plains, the Great Lakes-Heartland and the East. The latter can be divided into two sub-regions: Quebec and Northern New England, and Atlantic Canada and New England.

Second, to investigate further the linkages identified in the Interim Report, the PRI, in partnership with EKOS Research, conducted a survey and executive interviews of leaders involved in cross-border relationship. It focused on the nature of cross-border relations, and the opportunities and challenges that CBRs may represent for Canada. The general findings from the survey and executive interviews are outlined in Exhibit 2. They confirm some of the expectations and challenge some of the common wisdoms on CBRs.

Exhibit 2 - PRI Survey of Leaders and Executive Interviews: “The Emergence of Cross-Border Regions”

- No other survey of this magnitude has been previously conducted on this issue.
- The results provide original information to assess regional linkages, to identify trends and motivating factors, to compare regional differences, and to validate the PRI diagnostic on the emergence of CBRs.
- More than 110 leaders responded to the mail-in survey.

The survey was designed along three lines:

1. Identifying Stakeholders

- Leaders from the four CBRs identified previously as well as the following four sectors were surveyed: all levels of government, business associations, cross-border organizations, and research and academia (including think tanks and experts).

2. Understanding Linkages Better

- Despite the heterogeneity of cross-border regional definitions highlighted in the literature, 74 percent of the leaders surveyed agreed that the PRI definition captures the linkages in their CBRs.
- Four conditions for successful linkages have been identified: 1) yield tangible benefits; 2) address common problems; 3) ensure continuity/interaction; and 4) get political support.

3. Assessing Opportunities and Challenges of CBRs

- Opportunities clearly outnumber challenges, with respondents identifying a number of recognized benefits for Canada (i.e., strong networks, improved national access by regional stakeholders, practical problem-solving, etc.).
- A strong government role is expected with provincial/state governments perceived as more significant overall than the federal government, although the role of the latter is seen as key regarding many barriers to cooperation (borders, infrastructure, etc.).
- Key roles for governments include: support, funding, mobilization, and education.

Concluding Messages

- Survey confirms model of “discrete” integration of CBRs (i.e., private-public partnership, functional, problem-solving orientation, low-cost engagements, etc.).
- Results highlight that cross-border regional stakeholders have distinct individual characteristics that vary more East-West than North-South.
- Survey and research suggest a promising future with more linkages and expanding sectors.

While most roundtable participants recognized this work as a major step forward, many participants provided comments and suggestions throughout the day for further analysis and research. These comments focused on a number of themes that the PRI will investigate further: the industrial process of supply chains, the role of trade corridors in CBRs, the “border effect” between CBRs, the federal activities in CBRs, and the lessons learned from CBRs in Europe and in between U.S. and Mexico. For more detailed discussions of the proposed research issues, see Appendix 1.

In addition, the experts who gave formal presentations delivered a number of key messages endorsing the notion of CBRs. Marc-Urbain Proulx, Director of the Regional Development Department at the Université du Québec à Chicoutimi, argued that CBRs represent a new form of territoriality defined in large part by the intensity of economic exchanges between Canada and the United States as opposed to the traditional methods based on geography, natural resources, identity, etc. He stated that the emergence of CBRs is supported by the classical theories of regional development. Gilbert Gagné, Director of the research group on continental integration at the Université du Québec à Montréal, was of the view that CBRs require new ways of thinking about Canadian policies noting that Canada-US linkages are increasingly defined along regional rather than sectoral lines as was historically the case.

Regional Initiatives and Lessons Learned

In order to bridge the research presented by the PRI with the reality of the everyday workings of the Quebec and North-East region, a number of experienced practitioners provided their insights on how different levels of cross-border organizations develop bi-national cooperation. François Lebrun, former Quebec Delegate General in Boston, talked about the political framework of cooperation between Quebec and New England. Charles Bourgeois, Vice-President, Information Technology at Montréal International, discussed some best practices of cooperation in the Quebec-New York Corridor. Albert Juneau, consultant for the Quebec-New York Corridor, presented an overview of cross-border organizations between Quebec and the United States.

Tangible Benefits

François Lebrun indicated that the Conference of New England Governors and Eastern Canadian Premiers helped Quebec to position itself in a number of sectors (e.g., energy, environment, transportation) and offered a venue to discuss priority files (i.e., softwood lumber). It also provided the means through which Quebec could offer crisis-management advice to the New England states following the terrorist attacks on September 11, 2001 based on Quebec’s experience with the ice storm.

Charles Bourgeois and Albert Juneau also provided ground-level examples of cross-border relations between Quebec and the North-East United States region that they divide into two main sub-regions: Quebec and New York, and Quebec and New England. Juneau provided evidence of Quebec-New York trade corridor

collaboration in sectors such as transportation and security, tourism, sports, and energy, while Bourgeois showed how the corridor was supporting bi-national cooperation in technologies such as nanotechnology, biotechnologies, optics, information technology, and aerospace.

Both speakers referred to the multi-level and/or multi-form nature of some of these cross-border networks, mentioning in particular the Border Crossing Committee, which is composed of truck drivers, Canadian Border Services, United States Customs and Border Protection, exporters, brokers, economic development corporations, and the Fédération des Chambres de Commerce du Québec (FCCQ). A number of achievements were realized through these cross-border partnerships including:

- Plattsburgh-North Country Chamber of Commerce in partnership with the FCCQ successfully convinced the U.S. Federal Government to invest US\$100 million in the modernization of the Champlain *Port of Excellence*.
- Quebec and New York developed an alliance with a third party in France in nanotechnology. Montreal International and the FCCQ were the architects of this agreement linking together NanoQuebec, Albany Nanotech, and CEA/LETI (Grenoble, France).
- Quebec and New York signed an agreement to develop and promote the Lake Champlain/Richelieu River corridor.

A number of other participants also voiced their opinion that CBRs result in important tangible benefits for Canada. Raymond Chrétien, former Canadian Ambassador to the United States, and Garry Douglas, CEO of the Plattsburgh-North Country Chamber of Commerce, noted that CBRs can strongly influence policies in Ottawa and Washington through sub-national partnerships. This echoes evidence provided by the Survey of Leaders. Many participants felt that these linkages comply with actual needs, solve concrete problems, and ultimately allow Canadian and American legislators to discover important facts about issues. Jim Phillips, President of the Canadian/American Border Trade Alliance and a key leader who was interviewed as part of the PRI research project, went a step further by saying that “if the Great Lakes (region) did half of what PNWER did, the nation would be much better off (economically)”.

Critical Success Factors

Charles Bourgeois and Albert Juneau also discussed a number of factors critical to establishing successful cross-border cooperations. Bourgeois summarized seven factors: 1) a critical mass of activities in the sectors; 2) a balance in the responsibility of the stakeholders; 3) leadership from the stakeholders; 4) the presence of cross-border organizations to facilitate cross-border activity; 5) the involvement of firms in the partnerships; 6) the constant follow-up of activities agreed upon; and 7) patience. Bourgeois also stressed the importance of local knowledge (i.e., political, business, and social climates) in developing successful linkages. In the Quebec-New York Corridor, Albert Juneau referred to three key

factors for successful cross-border cooperation: 1) finding common niches; 2) having common interests; and 3) having committed partners.

Barriers to Cross-Border Linkages

As the discussion proceeded, it became evident that CBRs have a beneficial role to play in a number of policy domains. Consequently, many participants took up the question of key obstacles for further linkages and offered their views. A consensus emerged on several themes.

Border Conditions

The keynote speaker Françoise Bertrand, *CEO of the Fédération des chambres de commerce du Québec*, stated that the Canada-US relationship is in a most paradoxical situation – on one hand, the economic linkages between the two countries are continually reinforced and on the other hand, the obstacles to trade do not cease to grow.

Following the United States terrorist attacks on September 11, 2001, participants worried that security measures such as the proposed Western Hemisphere Travel Initiative and the growing United States perception that Canada may harbour terrorist organizations may have significantly hurt the trade fluidity between both countries. François Lebrun and Renaud Caron, vice-president of CGI, argued that firms like IBM and GE whose products at different stages of manufacturing may cross the border several times may decide to locate exclusively to the United States if the border becomes “too thick”.

Garry Douglas argued that Canada must move to a shared perimeter concept because in the absence of a North American strategy, there may be further fortification of the United States border. He also indicated that regional cross-border organizations could help advance this perimeter concept.

Transportation Infrastructure

Garry Douglas additionally voiced the opinion that transportation links are one of the largest determinants of north-south economic linkages. He felt that Canada must invest in upgrading its border facilities and many of the highways linking cross-border regions (e.g., I-89 between Quebec and Vermont).

Deputy Consul General of Canada Robert Noble went further, underscoring the strategic importance of improving transport infrastructure for a service-based economy and in manufacturing sectors with just-in-time industrial production processes. Quick and efficient services become a vital competitive issue for both sides of a cross-border region.

Others participants, such as Professor Steven Blank, Center for International Business Development, Pace University, added that there is some necessity to develop a continental transportation strategy, especially for highways.

Provincial and State Capacity

François Lebrun noted how the capacity of the North-East border states to nurture cross-border relationships lags behind that of the province of Quebec. Many of the state governments do not have the capacity to support extensive linkages as compared to the Government of Quebec, which devotes a department to international affairs. Lebrun also highlighted how the bureaucratic “density” of the United States administration causes funds to trickle slowly to the ground level where they are needed to build cross-border relationships.

Participants agreed that political imbalances exist between state and provincial governments. For example, the Premier of Quebec gives much more importance to the Conference of New England Governors and Eastern Canadian Premiers than do some governors (e.g., many send representatives rather than attending themselves), and state governors do not have the same political importance nationally as provincial premiers.

Interdependence of Jurisdictions

As often reported in the literature, jurisdictions are increasingly intertwined horizontally in a number of sectors and vertically among the federal, provincial and local governments. For example, in the Canada-US situation, the transportation sector is now strongly intertwined with security. Yet, transportation is in large part a provincial jurisdiction, while security is under the purview of the federal governments. According to Lebrun, this duality of power is often confusing and can lead to inefficient and ineffective policies regarding bi-national cooperation.

Policy Implications

Potential Opportunities and Challenges

In the Interim Report presented by the PRI, several potential policy opportunities and challenges associated with CBRs are proposed (Exhibit 3). Perhaps because sub-national organizations involved in CBRs are filling a policy role that would not have been fulfilled otherwise, participants to the roundtable as well as the leaders surveyed thought the opportunities created by CBRs clearly outnumber the challenges.

Exhibit 3 - Potential Policy Implications of CBRs

Opportunities:

- More effective regional issue management.
- Increased participation of local stakeholders in Canada-United States issues.
- North America and CBRs as “Global Production Platforms”.
- Cross-border organizations as supportive and complementary actors.
- “Balance of Strength” considerations (United States/Canada population ratio is much smaller at cross-border regional than national level).
- Effective mechanisms to gather information for regional and national policymaking.

- Cross-border organizations as incubators for Canada-United States institutional development.

Challenges:

- Possible erosion of Canadian identity.
- Performance of Canadian regions more dependent on United States regions than vice versa.
- Pressure on *single-door* diplomacy.

Role for the Government of Canada

If CBRs are recognized to be beneficial to the country and add to current cooperative mechanisms, should the Government of Canada help to further promote these sub-national linkages and, if so, how?

At the outset, three clear areas of consensus emerged. First, most participants voiced the opinion that CBRs are a key feature of Canada-United States integration. Second, a number of participants alluded to a process of Canada-United States integration that went from “discrete” to “less discrete” with the increasing number of cross-border initiatives emerging along the border during the past years. Third, none of the participants indicated that the Government of Canada should play a strong role in CBRs. Inversely, none actually stated that the Government of Canada should not play *any* role. In fact, while some participants acknowledged that there is already some cooperation between the Government of Canada and the cross-border organizations,² most participants believed that the Government of Canada could do more – perhaps not as a leader but as an effective supporter.

Encourage Cross-Border Cooperation

In general, the participants felt that the Government of Canada should promote the use of cross-border institutional linkages at the provincial/regional level. Several participants suggested that the Government of Canada should maintain or increase its participation in cross-border forums.

Marc-Urbain Proulx suggested that the Government of Canada should put mechanisms in place to identify issues, activities and areas in which both countries could cooperate further on a regional basis.

Other participants offered more explicit suggestions as to how the Government of Canada could encourage cross-border linkages. Such ideas included having Canada invite more United States officials/students to visit the country, or develop a major exchange program for business students to sensitize future United States leaders to the Canadian socio-economic environment.

Some participants noted that the Government of Canada should offer more funding to promote CBRs.

Monitor Sub-National Activities

Share “Best Practices”

A number of participants proposed that the Government of Canada could play the role of catalyst and information broker on cross-border regional best practices. In addition, Professor Blank suggested the need for more research on CBRs since little is known. Research and data developments projects, such as corporate case studies, more micro-economic studies, and the analysis of urban linkages would be very useful. Appendix 1 provides a fuller description of themes for further research.

Briefing Capacity

Former Ambassador Chrétien proposed that a light coordinating role of sub-national activities be conducted by the Government of Canada with the objective of developing a briefing capacity on Canada-US regional issues. This briefing capacity should focus on those regional initiatives that impact national decision-making, and that could target high-ranking political and public service leaders in both countries.

Lobbying Capacity

It has been previously noted by Allan Gotlieb, also a former Canadian Ambassador to the United States that “a good domestic U.S. ally is worth a hundred protest notes to the State Department”.³ Correspondingly, many roundtable participants agreed with the idea of using CBRs and their forums to help identify United States interest groups with pro-Canadian views. Former Quebec Delegate General Lebrun added that the best allies for the Canadian government in the United States are multinational corporations that operate in both Canada and the US.

Other participants thought that it is critical that provinces do not place all their resources in meetings of premiers and governors. First, some governors are not interested in cross-border regional linkages. In addition, United States senators in general are far more powerful than governors when it comes to advancing regional interests. Some participants suggested that the Government of Canada should plan meetings with appropriate United States senators and congressional representatives on regional issues at least once a year.

Cross-border organizations can also be effective lobbying groups in both Ottawa and Washington. They provide an effective channel to move forward in specific issues of a regional nature that may not meet the threshold of interest required at the national level. An example of this is the recent joint letter signed by Premier Charest of Quebec and Governor Pataki of New York State to Prime Minister Martin and President Bush petitioning for increased infrastructure funding.

Engage Private Sector More Actively

Entrepreneurship is the key engine in Canada-US linkages and the private sector needs to remain fully involved.

Bridge the Gap

Robert Noble felt that the relationship between the private sector and the Government of Canada is not as well established in Canada as it is in the United States, and suggested that the Canadian government should develop strong and high-level relationships with the private sector. Once again, cross-border organizations can help facilitate this rapprochement with their forums that bring together leaders from the private sector and government.

Interdependent Industrial Clusters

Robert Noble, who was also previously a Trade Commissioner in New York, felt that in many industrial sectors market approaches between Quebec and the New England states are often not cohesive and coherent enough. Again, bi-national forums could help address this issue. He stated as an example the \$5-billion Canadian Maritime Helicopter Project that creates opportunities for business development on both sides of the border.

Noble argued that a more cohesive cross-border approach in specific economic activities and sectors could increase competitiveness in third markets.

The Way Forward

Further analytical work is planned to reflect some of the recommendations raised by the Roundtable participants. The PRI will continue its work on the economic indicators, further analyze the importance of trade corridors, review the European and US-Mexican experience with CBRs, and complete a case study exploring cross-border activities in major Canadian urban centres.

The PRI also plans to more fully explore the results from the Survey of Leaders on Canada-United States CBRs through three thematic papers addressing infrastructure, environmental cooperation, and the strategic use of the CBRs in Canada-US relations.

By mid-2006, the PRI intends to produce a final report that will include the findings from this upcoming analytical work and from the Montréal and subsequent regional roundtables to be held in Vancouver, Winnipeg, Waterloo, and Sackville in early 2006.

Notes

¹ These reports, papers and surveys are available from the PRI website at www.policyresearch.gc.ca.

² Participating federal organizations in cross-border initiatives between Quebec and the United States Northeast include: Canada Border Services Agency, the regional offices of Transport Canada, National Defence, Parks Canada, Canada Economic Development for Quebec Regions, and the Port of Montréal.

³ Allan Gotlieb, "I'll be with you in a minute, Mr. Ambassador": The Education of a Canadian Diplomat in Washington, 1991.

Appendix 1 - Suggestions for Additional Research

Trade Corridor and Infrastructure

A number of participants as well as leaders in the cross-border survey felt that transportation infrastructure is an important dimension of the Canada-US relationship and should be incorporated into the PRI definition of CBRs. Some argued that this dimension might be a condition of success of CBRs.

Supply Chains

Robert Noble commented that important research should be done on how cross-border supply chains are being developed. For example, many companies have research and development facilities in Montréal and corporate offices in Cambridge, Massachusetts to be close to the Boston-based venture capital community. Another example is the aerospace industry in Quebec, which is becoming similar to the automobile cluster in Ontario in the way that components of products are crossing the border several times before the final product reaches the consumer. Steven Blank suggests that case studies of larger firms would be helpful in examining how this process operates between business partners within CBRs.

Border Effect

The literature suggests that the “border effect” is a measure of the resistance to trade created by the presence of the border. The border effect has declined substantially with trade liberalization measures such as FTA and NAFTA, but remains significant. It was suggested to measure the border effect among CBRs in order to test the hypothesis that CBRs would have smaller border effect. The existence of a border effect can generally be interpreted in two ways. First, a persistent border effect suggests that Canada can generate further trade and economic gains by reducing the remaining resistance to Canada-US bilateral trade. At the same time, the border effect can be viewed as a shield that provides Canada with some policy discretion.

Cross-Border Regions in Europe

It was suggested that examining CBRs in Europe could help create a better understanding of the phenomenon in the Canada and United States context. The European experience could provide a useful comparison concerning various drivers that facilitate the development of CBRs, and the roles of governments in their development.

Activities of the Government of Canada in Cross-Border Regions

Albert Juneau highlighted the role that the Government of Canada is playing in the North-East region that he described as being “peripheral to its core activities” but “strategically important”. It was suggested to develop an inventory of the activities of the Government of Canada in all of the CBRs between Canada and the United States.

Improving Data

As is usually the case in research, the availability of data is a paramount concern. Analysis of trade flows and trade networks can only be developed as far as the data will allow. A few experts highlighted that there is an increasing need for research on cross-border trade flows at a more local level (e.g., only a few case studies of corporate supply chains and micro-economic analysis are available). Other participants mentioned the statistical problems in tracking the final destination of merchandise trade, since exports are frequently transformed before they reach the hands of the consumer.

Appendix 2 - Agenda

Roundtable on the Emergence of Cross-Border Regions Between Canada and the United States

November 23, 2005

Port of Montréal Headquarters, Montréal, Quebec

Objectives

- Present the results of the Government of Canada's Policy Research Initiative study and confirm the emergence of cross-border regions, particularly between Quebec and the US North-eastern region.
- Obtain participants' point of view on the emergence of cross-border regions and their impact on the Government of Canada's policies.

Welcome

Johanne Béchard, *Acting Vice-President, Canada Economic Development*

First Session: Findings of the PRI Study

The purpose of this session is to present two key elements of the PRI study: 1) the interim research report and 2) the study and interviews of leaders of the four cross-border regions identified during this study: the North-East, the Great Lakes, the Prairies, and the North-West regions.

Chair Jean-Pierre Voyer, *Executive Director, Policy Research Initiative*

Conclusions of the PRI's Interim Report on the Emergence of Cross-border Regions Between Canada and the United States

André Downs, *Senior Project Director, Policy Research Initiative*

Survey and Executive Interviews with Cross-border Leaders

Christian Boucher, *Senior Advisor, Policy Research Initiative*

Commentary

Gilbert Gagné, *Director, Research Group on Continental Integration, Université du Québec à Montréal and Professor, Department of Political Studies, Bishop's University*

Second Session: Regional Initiatives and Lessons Learned

The purpose of this session is to highlight the various projects, agreements, and initiatives implemented between Quebec and the US North-East region and to discuss their lessons learned in order to better understand how the cross-border regions operate.

Chair Jean-Pierre Voyer, *Executive Director, Policy Research Initiative*

Overview of Cross-border Organizations for Cooperation Between Quebec and the United States

Albert Juneau, *Consultant for the Quebec-US Trade Corridors, Fédération des chambres de commerce du Québec*

Best Practices: Canada-US Cooperation in the Quebec-New York Corridor

Charles Bourgeois, *Vice-President, Information Technology, Montréal International*

Political Cooperation in the Context of the Conference of New England Governors and Eastern Canadian Premiers

François Lebrun, *Former Quebec Delegate General in Boston and Consultant, Groupe Hébert*

Commentary

Marc-Urbain Proulx, *Director, Département du développement régional, Université du Québec à Chicoutimi*

Lunch Key Speaker

Françoise Bertrand, *CEO, Fédération des chambres de commerce du Québec*

Third Session: Implications and Roles for the Government of Canada

The objective of this session is to discuss the implications of cross-border regions and the potential public policy considerations that they may entail for the Government of Canada.

Three issues will be debated:

- What is the future of cross-border links between Quebec and the U.S. North-East;
- What challenges must be addressed in order to foster an enhancement of these links; and
- What political tools must be promoted by the Government of Canada?

Chair Raymond Chrétien, *Former ambassador of Canada to the United States, Member of the Board of Directors of the Governors Committee for the Quebec/New York Trade Corridor and Strategic Adviser at the law firm Fasken Martineau DuMoulin LLP*

Panel and Discussion

Stephen Blank, *Director, Center for International Business Development, Lubin School of Business, Pace University, New York*

Garry Douglas, *CEO, Plattsburgh-North Country Chamber of Commerce*

Robert Noble, *Deputy Consul General of Canada, New York*

Renaud Caron, *Vice-President, CGI Group and a former senior public servant with the Government of Quebec and the Government of Canada*

Closing Remarks

Jean-Pierre Voyer, *Executive Director, Policy Research Initiative*