

NORTH AMERICAN FORUM
Continental Prosperity in the New Security Environment

Fairmont Banff Springs Hotel Banff, Alberta

September 12-14, 2006



Under the Joint Chairmanship of:

The Hon. George Shultz, *Former U.S. Secretary of State*

The Hon. Pedro Aspe, *Former Finance Minister of Mexico*

The Hon. Peter Lougheed, *Former Premier of Alberta*

Detailed Agenda

Tuesday September 12, 2006

- 3:00 - 4:30 PM** **Advance Registration**
Location: Heritage Hall
- 5:00 pm** **Registration**
Location: Oval Room
- 5:45 pm** **Opening and Welcoming Reception**
Location: Conservatory in the Cascade Ballroom
- 6:45 pm** **Dinner & Keynote Address**
Location: Cascade Ballroom
- 8:15 pm** **Keynote Address**
"Energy and Environment: A Vision for North America"
Dr. Mario Molina, 1995 Nobel Laureate in Chemistry (Mexico)

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Detailed Agenda

Wednesday, September 13th, 2006 — Afternoon

1:00 pm **Lunch** Location: Cascade Ballroom

1:25 pm *Introduction of Keynote Speaker*
The Hon. George P. Shultz, Co-Chair, North American Forum

1:30 pm **Keynote Address: General Peter Pace, Chairman, Joint Chiefs of Staff**
Q & A

2:15 pm Break

2:30 pm **Session IV: Opportunities for Security Cooperation in North America -
Military-to-military Cooperation**

Location: Alhambra Room

Moderator: William J. Perry, former US Secretary of Defense (US)

Panelists: Admiral Timothy J. Keating, Commander NORAD/USNORTHCOM (US)

Maj. Gen. Daniel Gosselin, Director General, International Security Policy (CAN)

Gerónimo Gutiérrez, Under-Secretary for North America, Ministry of Foreign Affairs (MEX)

3:05 pm **Roundtable Discussion**

4:00 pm Break

4:15 pm **Session IV: Opportunities for Security Cooperation in North America (continued)**

Location: Alhambra Room

Moderator: William Schneider, President, International Planning Services (US)

Panelists: Ward Elcock, Deputy Minister, Department of National Defence (CAN)

Eduardo Medina Mora Icaza, Secretary of Public Safety (MEX)

Ryan Henry, Principal Deputy Under Secretary of Defense for Policy (US)

4:50 pm **Roundtable Discussion**

5:45 pm Wrap of daytime sessions

Evening

6:30 pm **Reception** Location: Conservatory in the Cascade Ballroom

7:00 pm **Dinner & Keynote Address**
Location: Cascade Ballroom

8:30 pm **Keynote Address: The Hon. Stockwell Day, Minister of Public Safety & Emergency
Preparedness Canada**



Continental Prosperity in the New Security Environment

Rapporteur Notes – 2nd Meeting of the North American Forum

September 12-14, 2006

Banff Springs, Alberta, Canada

September 12

Opening Keynote Address: Alberta's Role in Continental Energy Security

- Canada and Mexico are 2 key suppliers of oil and gas to US
- Technology has made the difference in making oil reserves a reality in Alberta
 - Today oil sands production is ~1 million barrels/day, however with technological improvements this could improve to >3 million/day or greater (10 million, comparable to Saudi Arabia)
- Unconventional gas resources much larger than conventional
- Clean-coal technologies will be key
- In addition to technologies, investment and tax structures are key as well as a streamlined regulatory process
 - Simplify processes and ensure transparency, independent sector for investment
- *define* Integration of energy infrastructure in North America will be key *My constitution?*
- Integrated energy strategy also needed
 - Labor, education, training, technology investment and R&D, common standards including coherence in regulatory environment
 - Open borders for industry and investment

September 13

Session I: Opening comments by Messrs. Aspe, Lougheed and Shultz

- *good guy* Pedro Aspe
 - Mexican Economy
 - Best conditions: Highest oil price in last 30 years, lowest interest rates, highest employment in US, largest pool of tourism, best growth
 - Mexico cannot grow > 3.5 to 4% because they are lacking reforms and physical and human infrastructure
 - Competitiveness
 - Loss of competitiveness in last 15 years
 - Not competitive in airlines, telecom, manufacturing and electricity
 - Demography
 - Highest rate of growth in labor force at time when US and Canada seeing lowest growth
 - Immigration issues need addressing
 - Retirees from US and Canada going to Mexico while labor force moving north – reverse migration

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- Need to ask question as to whether there is strong benefit to the development of a trilateral approach
- In Mexico need to demonstrate will and a path forward that will benefit Mexico
 - Constituency lacking in all three countries
 - Addressing economic issues will be key, including migration in order to bring Mexico fully on-board
- Currently have
 - NAFTA
 - Security and Prosperity partnership (still about 90% border and health security and little about prosperity)
 - *Little known by publics* + *little about security!*
 - NAF
 - CFR Task Force
 - Current accomplishments have not morphed into a continental vision
- Key issues
 - For a true partnership gap in differences must be narrowed (income gap between Mexico and US/Canada)
 - North America investment fund?
 - Deepen economic integration
 - Combine transportation networks
 - Common customs and duties
 - Deal with cartels
 - Development of new institutions – including education, energy (North America Advisory Council)
 - Build on trilateral energy relationship that already exists
 - Bad things/crisis are likely to happen and without a regular connectivity there will not be a way to address responses in a less than extreme response
 - European integration driven by crisis
 - Crisis preparedness is important but not a driver for creativity
 - Will we have in place institutions and agreements that can mitigate the impacts of the next crisis?
 - Hard to have a North American vision when global economy is so interdependent and integrated - Shift of center of integration away from OECD countries (and certainly North America).
 - North America needs to be more competitive and yet security goals seem to interfere with this outcome
 - Closing borders with troops seems to be counter to a continental vision
 - A more robust North American economy may indeed help in the global market
 - Customs union not necessarily the most helpful as US migrates towards a service based economy and thus rules of origin and customs don't necessarily make full sense
 - Cannot underestimate role of domestic politics and perceptions
 - Intellectual architecture needed that can stand up to public debate
 - Canadian and US electricity grids susceptible to attack

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*EU as model?
no, no war
experience*



- Continental and labor mobility
- Promote transfer of knowledge and technology
- Environmental sustainability
- What can North America do from a common identity to address energy issues (beyond governments and the market)?
 - Difficult
 - Governments are weak
 - Institutions set up to focus on other issues/priorities
 - Design into the existing institutions a more critical look at what can be done
 - Coordinating activities are not actions
 - Emphasis on infrastructure
 - Weak governments are not likely to be able to address electricity
 - Natural gas delivery as opposed to focus/reliance on LNG
 - Coal
 - Still 49.5% of US energy supply !
 - Need to be more serious about what to do both for energy generation and clean technologies
 - Carbon
 - Need to have solutions that fundamentally address reducing carbon emissions, either through clean technologies or sequestration not selling credits
- Canada and Mexico increasing production of natural gas while US production decreasing and consumption increasing
 - Overall production down
 - Reserves today are 6.5 years (down from 11 ten years ago)
- During NAFTA, Canada would not talk about water, Mexico would not talk about oil and the US about immigration
- When economy is strong public interest is strong in environmental issues however when weak people are willing to make tradeoffs
 - There is significant interest however in climate change and this would be an issue ripe for a North American integrated approach
 - Needs to move beyond Departments of Energy and Environment and be a focus of Ministries of Foreign Affairs and Economy
 - Long term solution cannot be a Cap & Trade system, rather a carbon tax or a technology solution
- Innovation is driven by incentives and necessity not by government investment, prioritization, and allocation
 - There is a role for the government to play in long term government investment in the basic sciences
- Supply and demand of energy in North America is tenuous
 - Demand if outstripping supply, need to emphasize efficiencies
- What is the long term plan for infrastructure and how do we get it built?
 - Cannot be fully market driven, need a long term approach and investment, not short term

hence ...

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agree: you can't join NC!

- Mexico has not participate in Northcom as readily as there has not been great understanding of the differentiation from NORAD
 - What is the mechanism to best improve Mexican cooperation? Confidence building measures
 - Must have support from Mexican political system, which currently is uneven and informal
 - Exchange of military personnel and cadets
 - Regular talks about cooperation
 - Disaster relief
 - Security is about identifying risks and examining ways to mitigate risks
 - Today there is not necessarily a shared view of the risks but the dialog needs to continue on what the shared vision is for security of North America
 - US-Canada Defense
 - Includes 80 formal treaties and 240 agreements
 - NORAD is a joint defense structure with joint funding and governance
 - Changes in 9/11 with increased focus on homeland security has changed cooperation
 - Canada Command was created
 - Increased focus on maritime security
 - Joint institutions need to:
 - Have trust
 - Be flexible, agile to respond to changing threats
 - Have a formal structure in place and shared vision
 - Internal security in Mexico is an issue and can only be tackled with help from US and Canada
 - Organized crime, drug trade
 - Militarization of the 49th parallel from a Canadian perspective is increasingly isolating and destructive to US/Canadian relations
 - Need a clear message on what we mean by security and what the expectations are
 - Mentality of “won/lose” is not useful, need to change to one where we are focused on the best interests of North America
 - Include police cooperation/local law enforcement
 - What kinds of signals matter?
 - Export licenses, e.g. US allows Singapore to procure complicated technology yet Mexican military has difficulty with even the simplest technology
 - Troops on border send an enormously powerful negative message

yes!!

air money

more a law enforcement item!

• Panel 2

- Current approach to homeland security in Canada
 - Forward defense (e.g Afghanistan)
 - Layered defense
 - More than superb intel, police and military, requires integrated approach and making agencies as capable as is possible
 - Reorganization
 - Public safety dept created

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- What is the risk management strategy and what are the implications for the movement of goods and people
- What happened to streamlining after 9/11
- What are the costs for militarization (not just \$)

Keynote Address: “The Energy Imperative: Technology and the Role of Emerging Companies

- Electricity demand in the US will expand by 50% by 2030 (no inclusion of transportation)
 - Oil tracks directly with transportation
 - Electricity is renewables, coal, gas and nuclear
- Between now and 2030 renewables should take on a double digit contribution
 - Solar is on a “Moore’s Law” curve (about 80%)
- Biofuels should provide the major contribution to the transportation sector
 - Developing world can depend on biofuels and eliminate need for oil imports
- How to overcome tendency to abandon biofuels when oil prices drop?
 - Plug-in hybrids
 - Incentives when oil prices go down
- How does demand track with cost?
- Will the public support increase in the number of nuclear power plants?
 - Waste storage?

September 14

Session V: Demographic and Social Dimensions of North American Integration

- Immigration between the US and Mexico is highly integrated but has been “bottoms-up”
 - Economies highly interdependent
- There is not a shared vision on migration and most especially is not a trilateral or “Western Hemisphere Travel Initiative” (WHTI)
- US is a country of immigrants, but it has happened in waves coincident with economic transformation (4 waves)
 - Transformation today driven by globalization and information age – in a 4th wave that has been for the last 10-15 years
 - No longer predominantly European but Asian and Latino
 - Taking place in “red” states (which were not red prior to the immigration wave) ?
 - Issues of cultural identity
 - The is little/nothing Mexico can do as this is an internal US issue and must be resolved internally
- Problem is defined the wrong way – as illegal immigration
 - Issue is that the US needs immigration to address aging workforce and demographics of population
 - What kind of immigration is desired and how can/should the laws be revamped to meet the goal desired?
- Labor mobility is a key to addressing the immigration and economic issues
 - Forrester research indicates that 3.3 million jobs will be moved off-shore US by 2015
 - Capital will follow the best value for labor, e.g. the North American auto industry
- Demographic shift
 - 10 fastest growing states in US are in the Sun Belt, shift of power

See security is problem

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- Examine US-Canada labor integration policy
- John Carter and establishment of “Common Cause” – find 2-3 issues today in each country where everyone feels they will benefit
- Why have guest worker? Why not train workers and bring in as new immigrants
 - Symmetrical solution as opposed to one-way benefit
 - Employ people in Mexico to provide services elsewhere in North America but provide mechanism for return so that Mexico also benefits from the training
 - Mexico provide medical care for Canadians and US
- Are there already an over abundance of well-trained workers at Pemex who could be drawn upon to fill need in Canada?
- While today 1 in 9 Mexicans leave for US, by 2025 it will be 1 in 5
 - Mexico is more and more becoming a transit country for Central America and other countries
 - No ability to control flow of people or plan
 - Many Mexicans see themselves bi-nationally
- Calderon administration can focus on transit problems (over which they have control) rather than illegal immigration
 - US needs to hear more about how Mexico will take responsibility for itself as opposed to what the US needs to do to change from a Mexican perspective
- Most people not compelled by North American integration – need to identify steps that demonstrate concept and success

Session VI: Border Infrastructure and Continental Prosperity

- Must recognize changes in global economy and value of three countries working together building on strengths as opposed to individually competing
- Border infrastructure was a key part of smart borders in the post 9/11 environment
 - Balancing economic and security interests
 - Leveraged for Security and Prosperity partnership
- How to focus as three sovereign nations in a united economic zone
- NAFTA needs reaffirmation and renewal
 - Governments do not appear to be up to this
 - Infrastructure is less exciting than immigration, more arcane
- Borders are plagued by arcane infrastructure and lack of technology
 - Years away from a common security perimeter
- North America faces external challenges of terrorism (mainly US and Canada) and economic challenges from other parts of developing world (mainly Asia)
 - Need to look at where competitiveness begins (at home) - Can North America become a leader without facing domestic issues?
 - Need to avoid protectionism in US
 - Mexico needs reforms
 - Canada is strong but regionally uneven
 - Issue of human capital and mobility of talented people must be address
 - Canada and US lead the way in free movement of skilled people
 - Regulatory harmonization needed
 - Economies already highly integrated and interdependent

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- but not much is useful - politically not aware.*
- There was recently a binational planning group in Colorado Springs which made recommendations regarding defense cooperation
 - Highlights degree to which formal relationships are a kluge of individual efforts – room for streamlining?
 - To what degree does the concept of North America help/hinder solving problems between the three countries?
 - Vision is helpful
 - A secure perimeter would bring enormous benefit
 - While a vision is appealing working on the infrastructure might yield more benefit and bring more people on board (“evolution by stealth”)
 - To what degree are the asymmetries a challenge or opportunity for solving problems between three countries?
 - Both
 - Regulatory reform in Mexico will do much to help close the asymmetry
 - Security and economic security are inextricably linked. If one weakens the other is impacted
 - Case needs to be made for a North American vision – where is the leadership?
 - Needs to take into account the constraints of each country involved
 - Going from a free trade agreement to a customs union is going from bad to worse
 - Need to return to idea that trade is about openness and reward goes to those who liberalize
 - Chile and New Zealand have become large exporters through liberalization
 - Research shows that liberalization brings enormous economic benefit

Session VII: Roundtable Conversation with the Co-Chairs

- Pedro Aspe
 - Mexico is at a crossroads today and will face a policy dilemma
 - Under good external conditions – high oil prices, high tourism, highest rate of growth in US/Canada, low interest rates
 - But cannot grow > 2-3%, need to ask WHY?
 - There are some impediments to free trade (ownership rules)
 - Current fiscal situation
 - Sectors under NAFTA (which are open) are growing at 7% - only sectors linked to competition are providing growth
 - Rate of growth in middle sector is 2%
 - Productivity in last 3 years has been negative leading to low rate of growth
 - **Mexico needs to open up in order to grow**
 - What to do?
 - Eliminate monopolies and subsidies
 - Chile eliminated monopolies 15 years ago and have been growing at 7%+ per year. Next year OECD is declaring Chile an industrialized country
 - Invest in infrastructure
 - Examine what happened in US and Canada 50 years ago when the investment was made in infrastructure
 - **Next NAF in Puerto Vallarta October 12-14, 2007**

- George Shultz

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NORTH AMERICAN FORUM • FORUM NORD-AMÉRICAIN • FORO DE AMÉRICA DEL NORTE

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A Vision of North America and Issues and Proposals for Discussion

Robert A. Pastor
Center for North American Studies
American University
Washington, D.C.



more profound than the ties that connect us or the commonalities. This is partly because one of the three partners is much stronger and wealthier than the others and partly because people in all three countries have not always been sensitive or even aware of the concerns of its neighbors. A Community requires a different attitude – one in which each country consciously tries to listen to the views of the others and learn from their experiences.

Perhaps, the most important tie connecting our countries is not commerce but people. Every year, our two borders experience 500 million border crossings, and the largest source of immigration to the United States in the past three decades has been Mexico – by far. Nearly thirty percent of all legal immigrants to the United States have come from just one country – Mexico – and nearly 60 percent of all undocumented workers. Canadians move to the United States for both pleasure and work more than to any other country. Americans travel more to Mexico and Canada than to any other countries. In brief, our people are connecting the countries routinely and more than ever before. And yet, despite growing interaction, or perhaps because of it, there have been increasing frictions and disappointments among our countries in the past few years.

We have come together not just to try to understand better the causes of these problems, but because we want to deepen and transform our relations. We want to begin by imagining a different North America – one in which:

The gap in income that separates Mexico from its northern neighbors has narrowed significantly, and genuine partnership becomes possible;

North American teams from all three countries are defending the continent;

Goods and services traverse the borders smoothly, and trucks do not have to off-load their cargoes at the border;

New trade corridors have been built from northern Canada to southern Mexico;

Labor markets are increasingly integrated with free movement of labor between the US and Canada and freer and legal movement between Mexico and the United States;

Students in all three countries learn about the characteristics the three countries share as well as the differences that distinguish them;

The continent becomes almost self-sufficient in energy and the energy industry in all three countries is on the cutting edge;

New institutions in North America are rule-based, lean and pragmatic. They help the three Parliaments address continental issues; forge common approaches to regulatory issues; resolve trade and investment disputes definitively; and

The leaders of the three countries meet annually and respond to an agenda and options proposed by a North American Commission.

A North American Community means that the United States would consult its neighbors on important issues that affect them. It means that Canada will work closely with Mexico to build rule-based institutions and to develop a formula for closing the development gap. It means that Mexico will undertake reforms that could make good use of the additional resources to close the development gap. All three countries face particular challenges to make North America more than just a geographical expression – the U.S., to demonstrate a more responsive leadership; Canada, to build institutions; Mexico, to close the development gap. Transforming the vision of a Community into policies and programs will require leadership, institutions, and resources.

Success would not only energize the continent; it would inspire the world.



b. The imposition of countervailing duties and anti-dumping no longer makes sense in an integrated market like North America. To address problems of predatory pricing, anti-trust mechanisms should be made continental in scope and the CVD/AD should be eliminated.

c. Regulatory policies are aimed to defend the health of people, the environment, safety and labor conditions, etc. Some of these provisions, however, are used to protect firms in one country from competition. There are several ways to address this issue:

(1) A Competitiveness Council, as envisaged by the SPP, could tackle one regulation at a time at the request of multinational corporations.

2) A Regulatory Commission could define public goals – e.g., defending the environment, safety, health – and then seek the most efficient and effective regulatory policy to advance that public interest. That policy would become the “North American default option.”

4. Transportation and Communications. Trade has tripled in North America, and more than two-thirds of that trade is carried by trucks, and yet trucks still cannot cross the US-Mexican border despite a Supreme Court decision, and trucks are subject to about 54 different sets of regulations on the continent. Moreover, no new transportation corridor has been built to connect the three markets, and infrastructure at the border is woefully inadequate. This explains why some manufacturers believe it is cheaper to ship goods from Shanghai to Los Angeles than from Monterrey to Los Angeles.

a. Should a new transportation corridor be designed and built between Canada and Mexico? How should it be financed and managed?

b. What should be done to permit the free flow of trucking among the three countries within agreed rules on safety?

5. Labor/Immigration. This is one area in which the standards could be continental, particularly on working conditions and the rights of migrants, but policies would need to vary to take into account the disparities in income. The issues:

a. Should the US and Canada negotiate a common immigration policy?

b. What should be the rules for the treatment of immigrants?

c. Should there be a North American preference on immigration for the three countries?

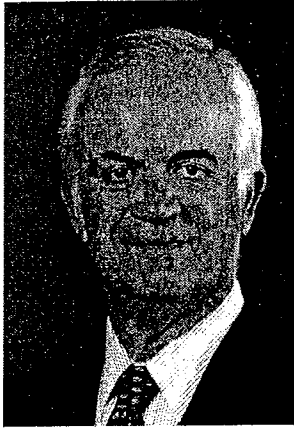
d. Should a common set of labor rights be negotiated and enforced?

e. Should immigration policies take into account labor needs in each country?

f. Should there be a North American Passport to facilitate travel within the three countries, and to whom and how should these be given?



Co-Chairmen



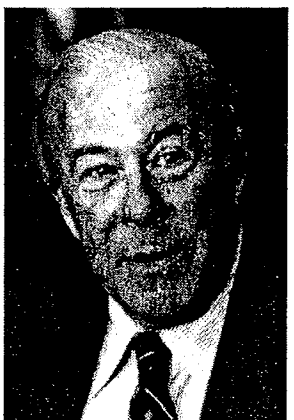
The Honourable Pedro Aspe, *Former Finance Minister of Mexico*

Dr. Aspe is CEO of Protego and Co-Chairman of Evercore in N.Y., a leading investment banking firm. Since 1996 Protego has advised more than 150 transactions, including private equity placements, mergers & acquisitions, project financing and municipal bonds. Since 2003, Protego also created an investment fund called Discovery Americas I which has been investing in the Mexican economy. Dr. Aspe has been a professor of Economics at ITAM and has held a number of positions with the Mexican government: was founder of INEGI (National Bureau of Statistics), Secretary of Budget and Secretary of the Treasury of Mexico. Dr. Aspe is a member of the Advisory Board of Stanford University's Institute of International Studies and of the Visiting Committee of the Department of Economics of the MIT. Currently he is a director of the McGraw Hill Companies and The Carnegie Corporation (New York).



The Honourable Peter Lougheed, *Former Premier of Alberta*

Mr. Lougheed served as Premier of Alberta for fourteen years from 1971 to 1985. He was a partner in the Calgary-based law firm of Bennett Jones LLP from 1986 to 1999, and is currently Counsel at the firm. He is a director of five Canadian companies, a member of the Trilateral Commission and President of the Advisory Council of the Historical Foundation of Canada. Mr. Lougheed graduated from the Harvard Business School after receiving his degrees in Arts and Law from the University of Alberta in Edmonton. In 1986 he was a recipient of the Harvard Business School's Alumni Achievement Award. In the late 1980's, he was the Co-Chair of the Canadian Alliance for Trade and Job Opportunities, which sponsored Canada's participation in the Canada - U. S. Free Trade Agreement. Mr. Lougheed became the Co-Chair of a high-level, bi-national group entitled the Canada-Japan Forum 2000: Partnership Across the Pacific in mid-1991. The mandate of the Forum was to provide advice on enhancement of the Canada-Japan relationship. Mr. Lougheed is a member of the Privy Council of Canada and is a Companion of the Order of Canada. He is Chancellor Emeritus of Queen's University in Kingston, Ontario and holds eight Honorary Doctor of Laws Degrees from Canadian universities.



The Honourable George P. Shultz, *Former U.S. Secretary of State*

Mr. Shultz has had a distinguished career in government, in academia, and in business. He held four different cabinet posts, he taught at three of the greatest universities in the US, and he was president of a major engineering and construction company. Mr. Shultz graduated from Princeton University in 1942 with a B.A. in economics and then began his service to the nation as a Marine. He resumed his studies at MIT and earned a Ph.D. in industrial economics in 1949. Early in his career, he served as a senior staff economist on President Eisenhower's Council of Economic Advisors. He taught at MIT and The University of Chicago, where he served as dean of the business school. He resumed public service under President Nixon as Secretary of Labor, Director of the Office of Management and Budget, and Secretary of the Treasury. Mr. Shultz left government service in 1974 to become president and director of the Bechtel Group, Inc. Mr. Shultz held two key positions in President Reagan's administration: Chairman of the President's Economic Policy Advisory Board (1981-1982), and Secretary of State (1982-1989). His many awards include the Medal of Freedom, the nation's highest civilian honor, and the Seoul Peace Prize. He has been a Distinguished Fellow at the Hoover Institution, Stanford University, since 1989.



Keynote Speakers

**Dr. Mario Molina**, *1995 Nobel Laureate in Chemistry*

Mario José Molina is a chemist who was jointly awarded the 1995 Nobel Prize for Chemistry, along with chemists F. Sherwood Rowland and Paul Crutzen, for research in the 1970s concerning the decomposition of the ozone layer, which shields the Earth from dangerous solar radiation. He has focused much of his recent research on the chemistry of air pollution in the lower atmosphere, working with collaborators from other countries, most notably colleagues in Mexico City, on assessing and mitigating the air pollution problems of rapidly growing cities around the world.

Dr. Molina received his B.S. in chemical engineering at the National Autonomous University of Mexico in Mexico City and received an advanced degree from the University of Freiburg (1967) in West Germany before returning to his alma mater to become an Associate Professor (1967-68). He received his Ph.D. at the University of California, Berkeley (1972), where he worked for a year before working at the University of California, Irvine. Dr. Molina later worked at the Jet Propulsion Laboratory at the California Institute of Technology. In 1989, he joined the Massachusetts Institute of Technology, where he became an Institute Professor at MIT's Department of Earth, Atmospheric, and Planetary Sciences. In 2004, he joined the Department of Chemistry and Biochemistry at the University of California, San Diego and the Center for Atmospheric Sciences at Scripps Institution of Oceanography.

Dr. Molina has served on the U.S. President's Committee of Advisors in Science and Technology, the Secretary of Energy Advisory Board, the National Research Council Board on Environmental Studies and Toxicology and on the boards of U.S.-Mexico Foundation of Science and other non-profit environmental organizations. He is a member of the National Academy of Sciences, the Institute of Medicine, and the Pontifical Academy of Sciences.

Tuesday, September 12th,
8:15 PM

*"Energy and
Environment: A Vision
for North America"*

**Hon. Greg Melchin**, *Minister of Energy, Government of Alberta*

Mr. Melchin attended Brigham Young University, obtaining a Bachelor of Science Degree in 1977. On March 11, 1997, Mr. Melchin was elected to the Legislative Assembly as MLA for Calgary-North West. On November 22, 2004, Mr. Melchin was elected for a third term and was appointed Minister of Energy on November 25, 2004. As Minister he is responsible for the Department of Energy (DOE), the Alberta Energy and Utilities Board (AEUB), and the Alberta Petroleum Marketing Commission (APMC).

The DOE manages the private sector development of provincially-owned energy and mineral resources and the assessment and collection of non-renewable resource revenues ranging from \$2.5 to \$10.9 billion a year in the form of royalties, freehold mineral taxes, rentals and bonuses. The department promotes development of Alberta's energy and mineral resources, recommends and implements energy and mineral related policy, grants rights for exploration and development to industry and establishes and administers fiscal regimes and royalty systems to ensure Albertans receive the benefits of their resource. The APMC accepts delivery of the Crown's royalty share of crude oil and sells it at current market value. Unlike other energy commodities conventional crude oil royalties are paid with 'in-kind' product. The AEUB is an independent, quasi-judicial agency of the Government of Alberta with responsibility to regulate Alberta's energy resource and utility sectors. (continued on next page)

Wednesday, September
13th, 8:15 AM

*"Alberta's Role in
Continental Energy
Security"*



Keynote Speakers



Wednesday, September
13th, 1:30 PM

General Peter Pace, *Chairman, US Joint Chiefs of Staff*

General Peter Pace was sworn in as the sixteenth Chairman of the Joint Chiefs of Staff on September 30, 2005. In this capacity, he serves as the principal military advisor to the President, the Secretary of Defense, and the National Security Council. Prior to becoming Chairman, he served as Vice Chairman of the Joint Chiefs of Staff from October 1, 2001 to August 12, 2005. General Pace is the first Marine to serve as Chairman. He also holds the distinction of being the first Marine to have served as the Vice Chairman. A 1967 graduate of the United States Naval Academy, he holds a Master's Degree in Business Administration from George Washington University and attended Harvard University for the Senior Executives in National and International Security program. The General is also a graduate of the Infantry Officers' Advanced Course at Fort Benning, Ga.; the Marine Corps Command and Staff College, in Quantico, VA; and the National War College, at Ft. McNair, Washington, DC. General Pace has held command at virtually every level, and served in overseas billets in Nam Phong, Thailand; Seoul, Korea; and Yokota, Japan. While serving as President, Marine Corps University, then Brigadier General Pace also served as Deputy Commander, Marine Forces, Somalia, from December 1992 - February 1993, and as the Deputy Commander, Joint Task Force - Somalia from October 1993 - March 1994. General Pace's personal decorations include: Defense Distinguished Service Medal, with two oak leaf clusters; Defense Superior Service Medal; the Legion of Merit; Bronze Star Medal with Combat "V"; the Defense Meritorious Service Medal; Meritorious Service Medal with gold star; Navy Commendation Medal with Combat "V"; Navy Achievement Medal with gold star; and the Combat Action Ribbon.



Wednesday, September
13th, 8:30 PM

Hon. Stockwell Day, *Minister of Public Safety & Emergency Preparedness Canada*

Stockwell Day was appointed Minister of Public Safety on February 6, 2006. As Minister of Public Safety and Emergency Preparedness Canada (PSEPC), he has a mandate to keep Canadians safe from a range of risks such as natural disasters, crime and terrorism.

To do this, PSEPC coordinates and supports the efforts of federal organizations ensuring national security and the safety of Canadians. The department also works with other levels of government, first responders, community groups, the private sector and other nations.

Stockwell Day was first elected to the House of Commons in 2000. He served as Leader of the Official Opposition until December 2001. He was re-elected in 2004 and 2006.

Most recently, he served as the Critic for Foreign Affairs. Prior to this, he held the post of Critic for the Prime Minister. He has been Vice-Chair of the Standing Committee on Foreign Affairs and International Trade and a member of the Subcommittee on Human Rights and International Development and the Subcommittee on Agenda and Procedure.

From 1986 to 2000, he represented Red Deer North in the Alberta legislature, where he served in the Progressive Conservative government in a variety of senior roles including Chief Whip, Government House Leader, Minister of Labour and Minister of Social Services. From 1997 to 2000, he was Provincial Treasurer (Minister of Finance) and acting Premier.

**Perin Beatty***President & CEO, Canadian Manufacturers & Exporters*

Perin Beatty grew up in Fergus, Ontario, where his family ran a prominent Canadian home appliance and farm equipment manufacturing company. A year after graduating from the University of Western Ontario in 1971, he was elected to the House of Commons at age twenty-two. Seven years later, Mr. Beatty became the youngest person ever to serve in a federal Cabinet up until that point. He held six additional portfolios in subsequent Progressive Conservative governments, including National Defence and Secretary of State for External Affairs. Mr. Beatty was appointed President and CEO of the Canadian Broadcasting Corporation in 1995 and assumed his current position as President and Chief Executive Officer of Canadian Manufacturers & Exporters in 1999.

Peter M. Boehm*Assistant Deputy Minister, North America*

A career diplomat, Peter Boehm joined the Canadian foreign service in 1981. His most recent assignment was Minister (Political and Public Affairs) at the Canadian Embassy in Washington. In 1997, he was appointed Ambassador and Permanent Representative to the Organization of American States (OAS) in Washington. He has held a number of positions at the Department of Foreign Affairs and International Trade, including Director of the Economic Summit Division in the Policy Staff of the Department and Coordinator of the Halifax G-7 Economic Summit in 1995 as well as Director of the South America and Inter-American Division. His other headquarters work experience includes assignments in the United Nations Division, the Soviet and Eastern Europe Division, Western Europe Division and in the Personnel Bureau. He has also been assigned to the Canadian Embassies in Havana and San José. In 1993 he received the Canadian Foreign Service Officer Award for his contribution to the establishment of peace in Central America. While Ambassador to the OAS from 1997 to 2001, he also served as National Summit Coordinator for the Santiago and Québec City Summits of the Americas and Special Envoy for the OAS Democratization Mission in Peru. He was appointed Assistant Deputy Minister, North America, in January 2005, and is a recent recipient of the Outstanding Achievement Award, the most prestigious award in the Public Service of Canada. In 2005 he was named Personal Representative (Sherpa) of the Prime Minister for the Fourth Summit of the Americas. He holds a Ph.D. in History from the University of Edinburgh in Scotland, a Master of Arts degree from the Norman Paterson School of International Affairs of Carleton University in Ottawa and an Honours B.A. in English and History from Wilfrid Laurier University in Waterloo, Ontario.

Thomas d'Aquino*President & CEO, Canadian Council of Chief Executives (CCCE)*

Mr. d'Aquino is President and CEO of the Canadian Council of Chief Executives (CCCE), an organization composed of the chief executives of 150 of the country's leading enterprises and pre-eminent entrepreneurs. A non-partisan and not-for-profit organization, the Council is the senior voice of Canadian business on public policy issues in Canada, the United States and internationally. In the international arena, Mr. d'Aquino has worked with his colleague chief executives on a wide range of North American and global issues germane to Canada and to Canadian enterprises. He is acknowledged as one of the private sector architects of the Canada-United States free trade initiative and of the North American Free Trade Agreement.

Mr. d'Aquino's career combines experience in government, business, and law. He has served as a Special Assistant to the Prime Minister of Canada and as the founder and chief executive of Intercounsel Limited, a firm specializing in the execution of domestic and international business transactions and in the mentoring of chief executives on public policy strategies. He also served as an international trade lawyer and as an Adjunct Professor of Law lecturing on the law of international business transactions, trade and the regulation of multinational enterprise. He chairs the CCCE's North American Security and Prosperity Initiative and the Canadian Secretariat of the North American Competitiveness Council. In 2005, he served as Vice Chairman of the Council of Foreign Relations' Independent Task Force on Building a North American Community.

**John English***Executive Director, Centre for International Governance Innovation*

John English is the Executive Director of the Centre for International Governance Innovation in Waterloo, Ontario and a University Research Professor at the University of Waterloo. He has served as the President of the Canadian Institute of International Affairs, the Chair of the Canadian Museum of Civilization and the Canadian War Museum and is currently the chair of the Canadian International Council and editor of the Dictionary of Canadian Biography. He has written or edited over twenty books and is a fellow of the Royal Society of Canada and a Member of the Order of Canada.

Brian Felesky*Partner, Felesky Flynn, Barristers and Solicitors, Tax Counsel*

Brian Felesky is currently a Director of TransCanada Power L.P. (Chair of Audit Committee), Director of Suncor Energy Ltd. (Audit Committee), Fairquest Energy Ltd. (Chair of Governance Committee), Vice-Chair Canada West Foundation (Executive Committee and Audit Committee), Co-Chair Homefront (Executive Committee), Director Canadian Unity Council, Member of Senate Athol Murray College of Notre Dame, Director of Calgary Arts Development Authority, Director of Calgary Stampede Foundation. His past positions include Co-Chair (2002) United Way Campaign; President of the Canadian Bar Association (Alberta); President of the Calgary Bar Association; past Governor of the Canadian Tax Foundation; Co-Chairman of the Joint Committee on Taxation (the Canadian Bar Association and the Canadian Institute of Chartered Accountants); Chairman, University Technologies International Inc. ("UTI"); Governor University of Calgary; Governor of The International Development Research Centre; Director, World Track and Field (2001 - Edmonton); Director, Calgary Olympic Development Association; Member, Government of Alberta Tax Commissions; Director 20/20 Fund, Coho Resources Ltd., Carma Developments Ltd., Churchill Developments Ltd.). He has received a Distinguished Service Award from the Law Society of Alberta and Canadian Bar Association, a Queens Jubilee Medal, a University of Alberta Alumni Honour Award, and a Distinguished Citizen Award from Junior Achievement.

Richard L. George*President & CEO, Suncor Energy Inc.*

Rick George was appointed President and Chief Executive Officer of Suncor Energy in 1991. He was named "Outstanding CEO of the Year" in 1999 after leading a remarkable business turnaround at Suncor, and received the Canadian Business Leader Award in 2000. He was named the Alberta Business Person of the Year for 2001 by Alberta Venture magazine. Originally from Brush, Colorado, he spent 10 years with Sun Company both in the U.S. and the U.K. During his time he held various position in the areas of project planning, production evaluation, exploration and production, and in the international oil business, the last four of which were spent in the U.K. as managing director of Sun Oil Britain Limited. He moved from London, England to his current position in 1991. He was named chairman of the Canadian Council of Chief Executives in January 2003, is chair of the 2008 Governor General's Canadian Leadership Conference and, in 2006, was named a member of the North American Competitiveness Council. He is also a member of the board of directors of the U.S. offshore and onshore drilling company, GlobalSantaFe Corporation. He holds a Bachelor of Science degree in engineering from Colorado State University, a law degree from the University of Houston Law School and is a graduate of the Harvard Business School Program for Management Development.

**James K. Gray***Chair, Canada West Foundation*

For the past 50 years, Jim Gray has been engaged in the oil and natural gas exploration business in western Canada. In 1973, he co-founded Canadian Hunter Exploration Ltd., one of Canada's larger natural gas producers. Over the 28 years of his involvement with Canadian Hunter, he served in the positions of Executive Vice President, President and CEO, and Chairman until 2001. He has participated in a wide range of community activities and projects. Among his current activities, he is Chair of the Canada West Foundation, a member of the Board of Governors of the Calgary Academy, a Director of the Max Bell Foundation and an Honourary Life Director of the Calgary YMCA. He is a member of the Board of Directors of Brookfield Asset Management Inc. (formerly Brascan Corporation), Canadian National Railway Company, Phoenix Technology Income Fund, Twin Mining Corporation and University Technologies Inc. He is also non-executive Chairman of Temple Energy Inc. and a member of the Advisory Board of Lazard Canada, a subsidiary of Lazard Brothers & Co. Limited. Jim currently serves as Chairman of the North East Alberta Transportation Initiative. He was awarded an Honourary Doctor of Laws degree in 1991 by the University of Calgary, a Citation for Citizenship by the Government of Canada in 1992, the Fellowship of Honour by the YMCA, Canada, and was appointed an Officer of the Order of Canada in 1995. In March of 2001, he received the Energy Person of the Year Award from the Energy Council of Canada. He was inducted into the Canadian Petroleum Hall of Fame in October 2001. In October 2002, he was invested as a Member of the Alberta Order of Excellence by Her Worship, Lieutenant Governor Lois Hole. Jim was inducted into the Calgary Business Hall of Fame in October 2004 and was inducted into the Canadian Business Hall of Fame in May of 2005.

Fred Green*President & CEO, Canadian Pacific Railway*

Fred Green began his career with the CPR in 1978 as a marketing analyst. His career path at CPR has taken him across Canada from the Maritimes to the Pacific Coast and to senior management positions in railway operations, marketing and yield and asset performance. In 1993, during his time as GM Operations, he was charged by CPR's Chairman to address the safety approach used at CPR. The team's output called CPR's "safety framework" is still in use today. In October 2004, he was promoted to Executive Vice-president and Chief Operating Officer, responsible for all Train Operations, Safety, Government Affairs and Marketing & Sales. He was appointed President of CPR in November 2005 and CEO effective May 5, 2006. Mr. Green is also President and Chief Executive Officer of Soo Line Railroad, CPR's railway subsidiary in the U.S. Midwest, and Delaware and Hudson Railway, CPR's subsidiary in the U.S. Northeast. He serves on the board of directors of TTX Company and is Vice-chairman of the Railway Association of Canada. He holds a B.Comm. from Concordia University, Montreal.

V. Peter Harder*Deputy Minister, Foreign Affairs and International Trade Canada**Personal Representative of the Prime Minister to the G8*

V. Peter Harder was appointed Deputy Minister of Foreign Affairs in June 2003, and assumed the responsibilities of the Personal Representative of the Prime Minister to the G8 in December, 2003. Mr. Harder first joined the Canadian Foreign Service in 1977. He was first appointed Deputy Minister in 1991 and has served in that capacity in a number of departments including Treasury Board, Solicitor General, Citizenship and Immigration and Industry Canada. In 2000, the Governor General presented Mr. Harder with the Prime Minister's Outstanding Achievement Award for public service leadership. In 2002, he was awarded the Queen's Jubilee Award. He has a Bachelor of Arts (Honours) in Political Science from the University of Waterloo, a Master of Arts from Queen's University and an LLD, honoris causa, from the University of Waterloo.

**Harold N. Kvisle***CEO, TransCanada Corporation*

Hal Kvisle is President and Chief Executive Officer of TransCanada Corporation, a leading North American energy company focused on natural gas transmission and power generation. He joined TransCanada in 1999 as Executive Vice-President, Trading and Business Development and was appointed to his current position in April 2001. Mr. Kvisle is on the Board of Directors for TransCanada Corporation, PrimeWest Energy Inc., Bank of Montreal and is Chair of the Board of Governors, Mount Royal College. He was the 2004 Chairman of the Board of the Interstate Natural Gas Association of America. Mr. Kvisle holds an MBA from the University of Calgary and a B.Sc. (Eng.) from the University of Alberta. Prior to joining TransCanada, he was employed by Fletcher Challenge Energy and Dome Petroleum.

Gaëtan Lavertu*Ambassador of Canada to Mexico*

Ambassador Lavertu completed master's degrees in political science and international relations at Laval University, business administration at the University of Western Ontario, and public administration at the École nationale d'administration publique. He served as a Reserve Officer in the Canadian Navy and taught political science and economics in Quebec City before joining Canada's foreign service in 1969. Mr. Lavertu has had several assignments abroad. He has been Third Secretary and Vice-Consul, Madrid (1971-72); Second Secretary and Vice-Consul, Rabat (1972-73); First Secretary and Consul, Caracas (1976-79); and Counsellor, Canadian Mission to the European Community, Brussels (1979-82). He was Ambassador to Colombia from 1987 to 1989, Deputy High Commissioner in London from 1989 to 1992, and Ambassador to the Federal Republic of Germany from 1996 to 2000. In Ottawa, he has held a number of positions at the Department of Foreign Affairs and International Trade, including in the United Nations Division in 1969; the NATO and NORAD Division in 1970; the Personnel Division from 1970 to 1971; and the Federal-Provincial Relations Division from 1975 to 1976. After being Executive Assistant to the Deputy Minister (Political Affairs) in 1982-83, Mr. Lavertu became Director of Intelligence Analysis, and from 1985 to 1987, Director General, Foreign Intelligence Bureau. In 1992, he was named to the position of Assistant Deputy Minister, Political and International Security Affairs, and in 1994, to that of Associate Deputy Minister of Foreign Affairs. He served as Deputy Minister of Foreign Affairs from 2000 to 2003. Mr. Lavertu has been Ambassador in Mexico since September 4, 2003.

John P. Manley*Senior Counsel, McCarthy Tétrault LLP*

John Manley held several senior portfolios in the Canadian Government throughout his 16 years of public service including Industry, Foreign Affairs and Finance as well as being Deputy Prime Minister. Following 9/11, Mr. Manley was named Chairman of the Public Security and Anti-terrorism Cabinet Committee. After leaving federal politics, he chaired a review committee reporting to the Ontario Government on the future of the province's power generation company and also co-chaired an independent Task Force on the Future of North America for the Council on Foreign Relations, a nonpartisan and independent membership organization. As Senior Counsel at McCarthy Tétrault LLP, Mr. Manley provides strategic advice on matters relating to public affairs, including trade, telecommunications, security and finance. He sits on the Boards of Directors of Nortel Networks, the Canadian Imperial Bank of Commerce and Canadian Pacific Railway as well as a number of advisory Boards and not-for-profit organizations.

**Colin Robertson**

Minister (Advocacy) & Head, Washington Advocacy Secretariat, Canadian Embassy

Colin Robertson was appointed by Prime Minister Martin in April 2004 as Minister (Advocacy) and Head of the new Advocacy Secretariat at the Canadian Embassy in Washington. The Secretariat was created to enhance Canada's advocacy activities with Congress and to support the growing advocacy by Canadian legislators and the provinces. The Secretariat works closely with Canada's network of consulates across the United States in targeting the media, learning, research and cultural communities. A career foreign service officer, this is his fourth tour of duty in the US. He served in New York at the UN and Consulate General and most recently as Canadian Consul General in Los Angeles responsible for the American south-west. He was a member of the team that negotiated the Canada-USA Free Trade Agreement and the NAFTA. He has also served in Hong Kong and held senior positions at the Treasury Board Secretariat and Citizenship and Immigration. On October 1, 2006, he will assume new responsibilities as President of the Historica Foundation, which is dedicated to promoting Canadian history education.

Berel Rodal

Vice Chairman, International Center on Nonviolent Conflict

Berel Rodal heads Berel Rodal Associates, which provides comprehensive advice and other consulting services to select clients in government, the private sector, and strategic and public policy bodies in Canada, the United States, and abroad. He serves on the Boards of or as advisor to emerging technology firms in the United States, Europe, and Canada. He is one of the founders of the North American Forum. He is Vice Chairman of the International Center on Non-Violent Conflict, based in Washington. He served as a senior official of the Government of Canada during the 70s and 80s. He was born in Montreal, Quebec, in 1943, and was educated at McGill University and Oxford (Balliol College).

Gordon Smith

Chairman, The International Development Research Committee

Gordon Smith is the Executive Director of the Centre for Global Studies, and Adjunct Professor of Political Science at the University of Victoria. Dr. Smith arrived at the University of Victoria in 1997 following a distinguished career with the Canadian Department of Foreign Affairs, which included posts as Deputy Minister of Foreign Affairs from 1994-1997, Ambassador to the European Union in Brussels from 1991-1994, and Ambassador to the Canadian Delegation to NATO from 1985-1990. He is the author (with Moisés Naím) of *Altered States: Globalization, Sovereignty, and Governance* (Ottawa: IDRC, 2000), co-editor (with Daniel Wolfish) of *Who is Afraid of the State? Canada in a World of Multiple Centres of Power* (Toronto: University of Toronto Press, 2001), co-editor (with Harold Coward) of *Religion and Peacebuilding*, as well as numerous book chapters and articles. Since 1997, Dr. Smith is Chairman of Canada's International Development Research Centre and Co-Chair of the Canada Corps. He currently holds positions as Chair of the Board of the Canadian Institute for Climate Studies, Visiting Professor at the Diplomatic Academy of the University of Westminster (London and Paris), Member of the Advisory Committee for the Conflict Analysis and Management Program at Royal Roads University and Associate Faculty, Member of the Canadian Group of the Trilateral Commission, and Co-Chair, Advisory Board, Consortium for Economic Policy and Research in Russia. He holds a Ph.D. in Political Science from M.I.T.

**Jaime Alatorre***Chairman & CEO, GDO (Grupo de Desarrollo Ollabac)*

Jaime Alatorre was born in Mexico City and holds three degrees: an Undergraduate in Mechanical Engineering from Universidad Iberoamericana, a Master in Sciences, Industrial Engineering, from the University of Texas and a PhD in Economics from the University of Texas. He is currently the Chairman & CEO of GDO (Grupo de Desarrollo Ollabac). His past positions include Partner at Promecap, Chairman of Enron de Mexico, President of the Mexican Investment Board, President of Westinghouse de Mexico, Managing Partner of ASCOT (Asociacion de Consultoria Tecnologica), and Director of National Accounts at the Ministry of Programming and Budget (SPP).

Manuel Arango*CEO, Grupo Concord*

Manuel Arango was co-founder and partner of a large general retailing business, today Wal*Mart de México. Currently he is the Chairman of Parque Reforma, a real estate company that has done important developments in Mexico City, Acapulco and Baja California and is a partner in the Mexico projects of the Spanish construction company DECOSA. In 1983, he established Compartir Fundación Social. Five years later he founded the Mexican Center for Philanthropy for which he is the Honorary Lifetime Chairman. He established the Mexican Foundation for Environmental Education, Xochitla Foundation and Caracol de Plata. Mr. Arango is the Honorary Chairman of the Mexican Water Advisory Board, Chairman of the Board of the Fundación para las Letras Mexicanas and serves on the Board of Directors of the Banco BBVA-Bancomer Foundation, as well as Transparencia Mexicana. Internationally, he is a board member of the Institute of the Americas and a member of the International Advisory Board of the David Rockefeller Center for Latin American Studies at Harvard University, among others.

Agustín Barrios Gómez*President of the Board of Directors, Solutions Abroad*

Agustín Barrios Gómez is President of the Board of Directors of Solutions Abroad, a company that provides services for expatriates in Mexico, as well as of the Center for Strategic Studies, a consulting firm. He is also a member of the prestigious Mexican Council on Foreign Affairs, a sister organization to the US Council on Foreign Relations. He spent much of his life abroad, due to his father's postings as Ambassador. After 16 years abroad, he returned to Mexico, recruited by Procter & Gamble's marketing operations. In 1995, Mr. Gómez left Procter & Gamble to pursue his interests in public policy. He was Advisor to the Minister of Public Safety in Mexico City and, subsequently, he spent five years hosting his own talk radio show in Mexico City. In 2003 he was a candidate for Mayor of his home municipality of 350,000 people. In 2005, as a Carolina Foundation Scholar (by invitation of the Spanish government), he received his Masters in Politics from King Juan Carlos University in Madrid, where he specialized in the European Union's lessons for the process of North American integration.

Juan Camilo Mouriño*General Coordinator, President Elect's Transition Team*

In 2004, Juan Camilo Mouriño was invited by Felipe Calderon to coordinate his campaign at the presidential primary elections of the PAN, and was then ratified as the Executive Coordinator of the constitutional electoral campaign. He is currently the Coordinator of Calderon's transition team, having previously served as Mr. Calderon's advisor at the Ministry of Energy, and then Undersecretary of Electricity in that Ministry. Prior to this posting, Mr. Mouriño was a legislator at the Federal Congress where he was the Chairman of the Energy Commission. Mr. Mouriño ran as the candidate of the National Action Party (PAN) for the mayoral elections in Campeche. Previously, he was a local Congressman in Campeche. He coordinated the Peninsular Regional Campaign of Vicente Fox which included the states of Campeche, Tabasco, Chiapas, Yucatán and Quintana Roo. Mr. Mouriño was a member of the energy policy team during Fox's transition.

**Carlos A. Heredia***Chief International Affairs Advisor to the Governor of the State of Michoacán*

An economist who did his graduate work at Canada's McGill University and has been a lecturer and guest researcher in several US universities, Heredia has worked for over twenty years with NGOs of the three North American countries on trade and development, regional integration and migration. He served in Mexico's 57th Congress as a PRD member of the Chamber of Deputies. A founder and former Vice President of the Mexican Council on Foreign Relations (Comexi), Carlos participated in the CFR's Task Force on the Future of North America. His latest publication is "Mexico-US Relations: the Acid Test of Mexico's Foreign Policy" (UNAM 2006). He is currently a senior adviser on international affairs to Lazaro Cardenas-Batel, Governor of the State of Michoacán. Born in Tampico, Mexico (1956); married to Claudia Luengas, a Tampico lawyer; they have two children, Juan Carlos (16) and Ofelia (15).

Silvia Hernández*Former Senator and Chair of the Senate Foreign Relations Subcommittee on North America*

Silvia Hernández was elected as Senator of Mexico for the State of Querétaro for the third time in the year 2000. This distinction made her the most senior Senator in the Upper House. Under her leadership as President of the Commission of Foreign Affairs of North America, the Senate approved various international amendments that significantly enrich the Mexico/United States relationship and supply Mexico with better opportunities for its economic and social development. An example is the agreement that establishes the submarine border between Mexico and the United States in the western region of the Gulf of Mexico that specifically deals with the usufruct of the gas and oil deposits trans-borderline that both countries share.

Eduardo Medina-Mora Icaza*Secretary of Public Safety*

Eduardo Medina-Mora is Secretary of Public Safety. Before this he was director general of the Center for Research and National Security (CISEN). He has held several posts in the public and private sector. Mr. Medina-Mora has also given lectures and participated in international seminars in Mexico, North America, Latin America and Europe on intelligence services, national security, terrorism, public safety, organized crime, person trafficking, drug trafficking and the institutional development of safety organizations. He is a member of the Mexican Delegation of the Bi-national Mexico-US and Mexico-Canada groups involved in security, prevention and the procurement of justice. He is responsible for the Technical Secretariat of the Alliance for the Mexico-US Border. He was the negotiator responsible for the North American Security and Prosperity Partnership in the area of Security. He is a member and Technical Secretary of the National Security Cabinet and a member of the National Security Council. He also is a contributor to specialized journals on security, international law and economics.

Oscar Rocha*Head of International Affairs, Department of Public Security (SSP)*

In September 2005 Mr. Rocha joined the Center for Investigation and National Security (CISEN) and is currently the Head of International Affairs of the Department of Public Security (SSP). Prior to this Mr. Rocha was Deputy Press Secretary for International Affairs to the President of Mexico and Minister for Special Affairs at the Mexican Embassy in Washington, D.C., where he was the Diplomatic Liaison with the U.S. Department of Defense (OSD) and other U.S. National Security Agencies. He was Senior Advisor to the Minister of Finance for National Security and Law Enforcement Budget (2000). He also was a Private Consultant and gave lectures on National Security at ITAM as well as Civil-Military Relations at several academic institutions. He has published papers including "Mexico's Relationships with International Security", *En la Frontera del Imperio*, ITAM (2002), "Civil Military Relationships in México", *Mexican Governance*; and "From Single-Party Rule to Divided Government", *CSIS* (2005). Mr. Rocha participates regularly as a National Security Commentator on Mexican and international Media Enterprises such as TELEVISIA, TV AZTECA and CNN ESPAÑOL.

**Arturo Sarukhán***Coordinator, International Affairs, President Elect's Transition Team*

Arturo Sarukhan was the campaign adviser for International Affairs of Felipe Calderón, Mexican Presidential Candidate (PAN). Recently, Mr. Sarukhan was Consul of Mexico in New York. A career diplomat since 1994, he is currently on a leave of absence from the Foreign Service. At the Secretary of Foreign Relations he was appointed as Chief of Staff to the Secretary Jorge Castañeda. Previously, Mr. Sarukhan was Executive Secretary of the non-governmental Bilateral Commission on the Future of Mexico - United States Relations; Director for Inter-American Negotiation; Adviser for North America and Organized Crime; and National Coordinator for the Multilateral Evaluation Mechanism against the Illicit Drugs (MEM) of the OEA. He also was Mexico's Permanent Representative at the Agency for the Prohibition of Nuclear Weapons in Latin America and the Caribbean (OPANAL). He was commissioned to the Mexican Embassy in Washington, D.C. where he held the position of chief of staff to the Ambassador, and was later appointed Director for counter-narcotics and law enforcement issues at the Embassy. He has written articles in Mexican, U.S., and British publications on issues regarding international affairs.

María Teresa García -Segovia*Ambassador of Mexico to Canada*

María Teresa García Segovia de Madero was appointed as Ambassador of Mexico to Canada by President Vicente Fox Quesada on September 26, 2001, taking office on November 7th of that year. In 1985, she was a founding member of the Democratic Electoral Assembly for Effective Suffrage, both in the State of Nuevo León and nationally. From 1985 to 1988, she acted as a Deputy of the State Congress of Nuevo León. In 1989, Ambassador García Segovia de Madero received an Honourable Mention for Civic Courage from the civic association *Civilización y Libertad* in Mexico City. In addition to her term as Mayor of San Pedro Garza García from 1997 to 2000, she has held various positions in the Mexican Public Service. She acted as Secretary of the Municipal Council of San Pedro Garza García from 1994 to 1997, and Municipal Councilwoman of Monterrey from 1991 to 1994. With great enthusiasm, Ambassador García Segovia acted as President of the Committee of Wives of Industrial Relations Executives (ERIAC), and has been a member of the *Asociación Nacional Cívica Femenina* (National Civic Women's Association) since 1978. In June of 2002, she accepted an invitation to join the Board of the international association *Forum of Federations* (with headquarters in Ottawa).

Mónica Serrano*Professor of International Relations, El Colegio de México & Senior Research Associate, Centre for International Studies, Oxford University*

Mónica Serrano is Professor of International Relations at El Colegio de México, and a Senior Research Associate at the Centre for International Studies, Oxford University. Her numerous publications in English cover the international relations of Latin America, with particular reference to security; transnational crime and the political economy of terrorism; Mexican domestic politics; and foreign policy. After her Diploma in Philosophy from Oxford, she was a Research Fellow and Honorary Fellow at the Institute of Latin American Studies, University of London, where she saw through the publication of a series of volumes on México's then contemporaneous political transition. Subsequently, as a MacArthur Research Fellow at Oxford University's Centre for International Studies, she was both co-editor and principal contributor to *Transnational Organised Crime and International Security: Business as Usual?* (Lynne Rienner, 2002), and *Regionalism and Governance in the Americas: Continental Drift* (Palgrave, 2005). A former Research Associate at the IISS, she is also, with Jane Boulden, Guest Editor of the Summer 2006 issue of *International Journal on the futures of North America*. She is currently editing a volume on the human rights regime in the Americas for the UN University Press. Within Mexico, she is the convener of a pioneering pilot research initiative on security to be funded by the Ford Foundation.

**Leslie A. Bassett***Deputy Chief of Mission*

Leslie Bassett became Deputy Chief of Mission of the U.S. Embassy in Mexico City, Mexico in August, 2006 after completing two years as Minister Counselor of Political Affairs. Prior to that she served as Deputy Chief of Mission in Gaborone, Botswana. Ms. Bassett's previous assignments include Colombia, Israel, El Salvador, South Africa and Nicaragua, as well as several tours in Washington D.C. She is a graduate of the University of California at Davis, The Johns Hopkins University, and the National War College. Ms Bassett has one daughter.

Deborah A. Bolton*United States Foreign Service*

Deborah Bolton is the Political Advisor (POLAD) to the Commander, North American Aerospace Defense Command, and the Commander, United States Northern Command, at Peterson Air Force Base, Colo. She was born and educated in Philadelphia, Pennsylvania. After graduating from St. Joseph's University in 1974 with a degree in International Relations, she entered the Foreign Service. She has held assignments in Latin America, Europe, Asia, and the Department of State. Her early tours were to the American Embassies in Ecuador, Argentina, and Spain. In 1982 she began language training to serve as Chief of the Consular Section in Budapest. In 1986 she became Country Officer for Uruguay and Paraguay at the Department. She remained in Washington as European Affairs Officer for the Ambassador-at-Large for Counterterrorism. In 1990 she became Chief of the Consular Section at the U.S. Interests Section in Havana. Ms. Bolton spent the 1992-93 academic year at the U.S. Air Force War College at Maxwell Air Force Base in Alabama, earning a diploma in Security Studies. She returned to Washington in summer 1993 as Deputy Director for International Security and Peacekeeping Operations in the Bureau of Political-Military Affairs. In August 1995 she began language training in Vietnamese. From January 1997 until July she served at the Embassy in Hanoi. In August 1997 she was assigned to open the U.S. Consulate General in Ho Chi Minh City where she was Acting Principal Officer until May 1998, then the Deputy until her May 1999 departure. In July 1999 was Deputy Chief of Mission at the Embassy in Malta. From September 01 until August 04 she served as Chief of Mission in Curacao, Netherlands Antilles. In September 2004 she became Political Advisor to the Commander, U.S. Northern Command in Colorado Springs. Ms. Bolton is a member of the Senior Foreign Service of the United States with the rank of Minister-Counselor. She is the recipient of three Superior Honor Awards and one Meritorious Honor Award from the Department of State. Her languages are Spanish, Hungarian, and Vietnamese. She is a member of the American Foreign Service Association and resides in Washington, D.C.

Ronald T. Covais*President, The Americas at Lockheed Martin Corporation*

Ron Covais has overall responsibility for Lockheed Martin's Corporate International Business. In previous assignments he had similar responsibilities in international strategic planning, first at the Lockheed Fort Worth Company and then on the Lockheed Martin Corporate staff. In that capacity, he was responsible for international strategic market planning, policy direction and business development in Latin America, Europe, Asia and the Middle East. He held a similar position at General Dynamics Corporation, with responsibilities in aircraft, land and space systems. He is a retired U.S. Air Force officer who held command positions in nuclear military operations and served as Political-Military Advisor to the Assistant Secretary of Defense for International Affairs and to the Secretary of Defense. His last active duty position was Director and Acting Deputy Assistant Secretary of Defense for Inter American Affairs. He is a member of the International Policy Committee of the U.S. Chamber of Commerce, also serving as the Chairman of the Western Hemisphere Task Force and is a member of the Presidential Advisory Board of the Association of American Chambers of Commerce in Latin America. He is also a member of the International Institute for Strategic Studies in London and is on the Board of Directors at the Canadian American Business Council.

**Christopher “Ryan” Henry***Principal Deputy Under Secretary of Defense for Policy*

Ryan Henry was appointed by President Bush, confirmed by the Senate, and has served as Principal Deputy Under Secretary of Defense for Policy since February 2003. He is an advisor to the Secretary and Deputy Secretary on policy, strategy, transformation, force structure, joint capabilities, global posture, and on the execution of deliberate and contingency plans by combatant commanders in support of the national objectives. He develops strategy and resource guidance for the Department and acted as the Executive Secretary for the most recent Quadrennial Defense Review. Additionally, when the Under Secretary of Defense for Policy is otherwise unavailable, Ryan acts in his stead. His professional career spans 24 years of military service, including work in government operations, leading-edge research and development, and policy analysis. He served as an aviation squadron combat commander during Desert Storm, Congressional staffer, experimental test pilot, and technology/warfare architect. He graduated with merit from the U.S. Naval Academy in 1972 and with top honors from National Defense University in 1992. He has also earned advanced degrees in Aeronautical Systems (University of West Florida, 1974), and Systems Management (University of Southern California, 1982). Prior to appointment as Principal Deputy, he was Corporate Vice President for Technology and Business Development at Science Applications International Corporation (SAIC). Before joining SAIC, he was a Senior Fellow at the Center for Strategic and International Studies (CSIS) in Washington, DC, where he led the Information-based Warfare initiative and served as Director of the “Conflict in the Digital Age” Project. He also served as a Program Manager and Information Systems Architect for the Defense Advanced Research Projects Agency (DARPA).

Carla A. Hills*Chairman and Chief Executive Officer of Hills & Company, International Consultants*

Carla Hills served as U.S. Trade Representative (1989-93), in the first Bush Administration, Secretary of the U.S. Department of Housing and Urban Development and Assistant Attorney General, Civil Division, U.S. Department of Justice in the Ford Administration. She serves on two corporate boards. She also serves as Chair of the National Committee on US-China Relations and of the Inter-American Dialogue; Vice Chair of the Council on Foreign Relations; member of the Executive Committee of the Institute for International Economics and of the Trilateral Commission, Co-Chair of the International Advisory Board of the Center for Strategic and International Studies, and trustee of the US-China Business Council. Ambassador Hills received her bachelor's degree from Stanford University and her law degree from Yale University. She is the recipient of a number of honorary degrees. In 2000 she was awarded the Aztec Eagle, the highest honor given by the Mexican government to a non-citizen.

Caryn C. Hollis*Senior Executive Service, Principal Director, Western Hemisphere Affairs, International Security Affairs*

Caryn Hollis is the Principal Director for Western Hemisphere Affairs in the Office of the Assistant Secretary for International Security Affairs, Under Secretary of Defense for Policy. Ms. Hollis serves as the senior advisor to the Deputy Assistant Secretary for Western Hemisphere Affairs. From December 2001 to January 2005, Ms. Hollis served as the Principal Director for Stability Operations in the Office of the Assistant Secretary of Defense for Special Operations/Low Intensity Conflict. She managed the civilian and military staff charged with providing policy guidance on peace operations, humanitarian and disaster relief, landmine policy and post-conflict reconstruction. Ms. Hollis served as Director for Western Hemisphere Affairs at the National Security Council from December 1999 to September 2001. She provided policy guidance to the National Security Advisor, the President of the United States and his staff on Central America and the Caribbean. A recognized authority on Latin American affairs and defense policy issues, Ms. Hollis served as the Principal Director of Inter-American Region from May to December 1999, the Deputy Director for South America from April 1998 to April 1999 in the Office of the Undersecretary of Defense for Policy. From 1987 to 1998, Ms. Hollis worked in various offices focusing on Latin America and the Caribbean for the Defense Intelligence Agency and served as the Deputy Defense Intelligence Officer for Latin America. Ms. Hollis holds a Master of Arts from Georgetown University and a Bachelor of Arts from George Mason University.

**Robert G. James***President of Enterprise Asset Management, Inc.*

Robert James is involved in a wide range of U.S. and foreign investments including oil and gas exploration and regional malls and New York City office buildings as well as equity positions in various ventures and investment funds. His career started at Massachusetts Institute of Technology in Cambridge, MA where he was an Instructor and Assistant Professor from 1950-54. He then became the Branch Chief (1954-57) dealing with Communist Bloc trade, finance, and machinery industry for the Central Intelligence Agency in Washington, D.C. From 1957-59 Mr. James was Economist for the Continental Oil Company in Houston, TX. In 1959 Mr. James began work for Mobil Oil Company in New York City with project responsibilities dealing with acquisitions and evaluation of investments and direct responsibility for pipeline, marine, and exploration and producing planning for North American operations. In 1963 he became President of Mobil Marine Transportation Company. This was divided into two domestic deep sea fleets, one inland waterway fleet, and five foreign fleets. He was on the Board of Directors of the American Committee for Flags of Necessity, the Board of Managers of the American bureau of Shipping, and the Board of Managers of the American Committee, Lloyd's Register. Mr. James became the Vice President of Supply, Distribution and Traffic in 1966 with responsibility for North American logistics including crude oil purchases and sales, refinery scheduling, and coordinating American marine, pipeline and other transportation. He served as Assistant to the Deputy Ambassador to Vietnam in 1967. He was a member of the Council on Foreign Relations Discussion Group on NATO defense strategy in 1977-78. He is currently involved with the International Institute of Strategic Studies in London, he is on the Boards of Directors of Citizens Exchange Council and the Center for Defense Information, and he is a member of the Middle East Advisory Committee of Human Rights Watch. Mr. James retired from the U.S. Naval Reserve as a Rear Admiral. His educational background includes a B.S. from Northwestern University, MBA from Harvard Business School, PhD from Harvard Graduate School of Arts and Sciences, and a CPA from Texas.

Admiral Timothy J. Keating*Commander, US Northern Command*

Admiral Timothy J. Keating is the Commander, North American Aerospace Defense Command and United States Northern Command at Peterson Air Force Base, Colo. Admiral Keating, a native of Dayton, Ohio, graduated from the United States Naval Academy in 1971. Following duty aboard USS Mason (DD 852) in the western Pacific, he completed flight training in August 1973. He was ordered to VA-82, deploying twice to the Mediterranean aboard USS Nimitz (CVN 68). In September 1978, he reported to VA-122, NAS Lemoore, Calif., and subsequently served with Commander, Carrier Air Wing Fifteen as Staff Landing Signal Officer, deploying to the western Pacific/Indian Ocean aboard USS Kitty Hawk (CV 63). From May 1982 to July 1984, as Administrative Officer, Operations Officer and Maintenance Officer with VA-94, he deployed twice to the western Pacific aboard USS Enterprise (CVN 65). His next assignment was Aide and Flag Lieutenant to the Commander in Chief, U.S. Pacific Command. In May 1987, Admiral Keating assumed command of VFA-87 and deployed with CVW-8 aboard USS Theodore Roosevelt (CVN 71) to the North Atlantic and to the Mediterranean. After his tour with VFA-87, he was assigned to the Naval Military Personnel Command in Washington, D.C., where he served as Head of the Aviation Junior Officer Assignments Branch. He reported as Deputy Commander, Carrier Air Wing Seventeen in January 1991, participating in combat operations in support of Operation Desert Storm from USS Saratoga (CV 60). Admiral Keating next served as a Chief of Naval Operations Fellow with the Strategic Studies Group in Newport, R.I. Following duty with the Joint Task Force Southwest Asia in Riyadh, Saudi Arabia, he deployed as Deputy Commander, Carrier Air Wing Nine aboard USS Nimitz (CVN 68) to the Arabian Gulf. He assumed command of CVW-9 in July 1993. In November 1994, Admiral Keating reported to NAS Fallon, Nev., as Commander, Naval Strike Warfare Center. Admiral Keating returned to the Naval Military Personnel Command in September 1995 as Director, Aviation Officer Distribution Division. He served as the Deputy Director for Operations (Current Operations/J33), Operations Directorate, the Joint Staff, Washington, from August 1996 until June 1998. He assumed command of Carrier Group Five home ported in Yokosuka, Japan, in June 1998.

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**M. Peter McPherson***President of the National Association of State Universities and Land-Grant Colleges*

Peter McPherson is President of the National Association of State Universities and Land-Grant Colleges (NASULGC). He is the founding Co-chair of the Partnership to Cut Hunger and Poverty in Africa and is Chairman of the Board of the International Food and Agricultural Development. He serves on the Board of Directors of Dow Jones and chair of the Audit Committee of the Board. He was president of Michigan State University for 11 years. From April to October 2003, he took leave from that position and served as the Director of Economic Policy in Iraq under the Coalition Provisional Authority. Prior to being named president of Michigan State, Mr. McPherson held senior executive positions with the Bank of America from 1989 to 1993. He served as deputy secretary of the U.S. Treasury, with special focus on trade, tax, and international issues, from 1987 to early 1989. In that role, he was deeply involved in the negotiations of the Canadian Free Trade Agreement. He was the administrator of the Agency for International Development from 1981 to 1987 and in that role was responsible for the U. S. effort for the famine in Africa in 1984/5. He has also been the chairman of the board of the Overseas Private Investment Corporation. He was a Special Assistant to President Gerald Ford. From 1977 through 1980, he was a partner and head of the Washington office of a large Ohio large firm, Vorys, Sater, Seymour and Pease. Mr. McPherson has been honoured with the U. S. Presidential Certificate of Outstanding Achievement, the Secretary of State Distinguished Leadership Award, the Department of Treasury's Alexander Hamilton Award, the UNICEF award for "outstanding contribution to child survival" and the 1983 Humanitarian of the Year award from the American Lebanese League.

Doris M. Meissner*Senior Fellow, Migration Policy Institute*

Doris M. Meissner, former Commissioner of the US Immigration and Naturalization Service (INS), is a Senior Fellow at the Migration Policy Institute (MPI). She is the director of MPI's Independent Task Force on Immigration and America's Future. The task force is a bipartisan group of leaders, elected officials, and policy experts that will release its report in spring, 2006. She also contributes to MPI's work on US immigration policy, immigration and national security, the politics of immigration, administering immigration systems and government agencies, and cooperation with other countries. In 1993, President Clinton tapped her to serve as Commissioner of the INS, then a bureau in the US Department of Justice. She held the post through 2000. Her accomplishments included reforming the nation's asylum system; creating new strategies for managing US borders; improving naturalization and other services for immigrants; shaping new responses to migration and humanitarian emergencies; strengthening cooperation and joint initiatives with Mexico, Canada, and other countries; and managing growth that doubled the agency's personnel and tripled its budget. She joined the Department of Justice in 1973 as a White House Fellow and special assistant to the Attorney General. She served as assistant director of the Office of Policy and Planning; executive director of the Cabinet Committee on Illegal Aliens; and deputy associate attorney general. In 1981, she became acting commissioner of INS and executive associate commissioner until 1986, when she joined the Carnegie Endowment for International Peace as a senior associate. Ms. Meissner created the Endowment's Immigration Policy Project, which evolved into the Migration Policy Institute in 2001. Ms. Meissner's board memberships include CARE-USA, the Association of International Educators, the U.S.-New Zealand Council and the University of Wisconsin-Madison Memorial Union. She is a member of the Council on Foreign Relations, the Inter-American Dialogue, the Pacific Council on International Diplomacy and the National Academy of Public Administration. A graduate of the University of Wisconsin-Madison, where she earned BA and MA degrees, she began her professional career there as assistant director of student financial aids. She was also the first executive director of the National Women's Political Caucus.

**Mary Anastasia O'Grady***Editorial Board Member and Americas Column Editor, The Wall Street Journal*

Mary O'Grady is a member of the editorial board at The Wall Street Journal and writes editorial columns on Latin America, trade and international economics. She is also editor of "The Americas," a weekly column that appears every Friday and deals with politics, economics and business in Latin America and Canada. Ms. O'Grady joined the paper in August 1995 and became a senior editorial page writer in December 1999. She was appointed an editorial board member in November 2005. She previously worked as an options strategist, first for Advest Inc. and then for Thomson McKinnon Securities in 1983. She moved to Merrill Lynch & Co. in 1984 as an options strategist and was also a product manager and a sales manager for Merrill Lynch Canada and Merrill Lynch International during her 10 years with the company. In 2005 Ms. O'Grady won the Bastiat Prize for Journalism awarded by the International Policy Network for her articles on the World Bank, the underground economy in Brazil and the bad economic advice the U.S. often gives to Latin American countries. The Bastiat Prize was developed to encourage and reward writers whose published works promote the institutions of a free society. In 1997 Ms. O'Grady won the Inter American Press Association's Daily Gleaner Award for editorial commentary, and in 1999 she received an honorable mention in IAPA's opinion award category. Ms. O'Grady received a bachelor's degree in English from Assumption College and an M.B.A. in financial management from Pace University.

Robert A. Pastor*Director of the Center for North American Studies, Vice President of International Affairs and Professor of International Relations at American University*

Robert A. Pastor is Director of the Center for North American Studies, Vice President of International Affairs and Professor of International Relations at American University (AU) in Washington, D.C.. He established AU's Center for North American Studies, which offers an undergraduate minor and graduate certificate, and a "Summer Institute" for students from Mexico, Canada, and the United States. He was Vice Chair of the Council on Foreign Relations Task Force on the Future of North America, which issued a report "Building a North American Community" in May 2005. From 1985 until September 2002, Dr. Pastor was Professor at Emory University and Fellow and Founding Director of the Latin American Program and the Democracy Project at The Carter Center. He was Director of Latin American and Caribbean affairs on the National Security Council (1977-81), consultant to the State and Defense Departments, and was nominated Ambassador to Panama in 1994. Dr. Pastor was a Fulbright Professor at El Colegio de Mexico (1985-6) and a Visiting Professor at Harvard University (1998-9), where he received his Ph.D. in Government. He is the author or editor of sixteen books, including *Toward a North American Community: Lessons from the Old World for the New* (Institute of International Economics, 2001); *Exiting the Whirlpool: US Foreign Policy Toward Latin America and the Caribbean* (Westview, 2002); and *Democracy and Elections in North America: What Can We Learn From Our Neighbors?*, *Election Law Journal* (2004).

William J. Perry*Professor, Stanford University; Former Secretary of Defense*

William Perry is the Michael and Barbara Berberian Professor at Stanford University, with a joint appointment at FSI and the School of Engineering. He is a senior fellow at FSI and serves as co-director of the Preventive Defense Project, a research collaboration of Stanford and Harvard Universities. He is an expert in U.S. foreign policy, national security and arms control. He was the co-director of CISAC from 1988 to 1993, during which time he was also a professor (half time) at Stanford. He was a part-time lecturer in the Department of Mathematics at Santa Clara University from 1971 to 1977. He was the 19th secretary of defense for the United States, serving from February 1994 to January 1997. He previously served as deputy secretary of defense (1993-1994) and as under secretary of defense for research and engineering (1977-1981). He is on the board of directors of several emerging high-tech companies and is chairman of Global Technology Partners. His previous business experience includes serving as a laboratory director for General Telephone and Electronics (1954-1964); founder and president of ESL Inc. (1964-1977); executive vice-president of Hambrecht & Quist Inc. (1981-1985); and founder and chairman of Technology Strategies & Alliances (1985-1993). He is a member of the National Academy of Engineering and

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the author of several works on defense policy including *Why ABM? Policy Issues in the Missile Defense Controversy* (Pergamon, 1969); *Arms, Men, and Military Budgets* (Transaction Press), an annual review of defense budget issues. He also wrote *Food, Foreign Policy, and Raw Material Cartels* (Crane, Russak, 1976), a work on economic warfare. Dr. Schneider has also published numerous articles and monographs on defense and foreign policy, U.S. strategic forces, theater nuclear forces, and unconventional warfare. Dr. Schneider received his Ph.D. degree from New York University in 1968. He is a member of the American Economic Association, the Econometric Society, and the International Institute for Strategic Studies.

Thomas A. Shannon, Jr.*Assistant Secretary of State, Western Hemisphere Affairs*

Thomas A. Shannon was confirmed as Assistant Secretary of State for Western Hemisphere Affairs on October 7, 2005. A career member of the Senior Foreign Service, Mr. Shannon served as Special Assistant to the President and Senior Director for Western Hemisphere Affairs at the National Security Council from 2003 to 2005. From 2002 to 2003, he was Deputy Assistant Secretary of Western Hemisphere Affairs at the Department of State, where he was Director of Andean Affairs from 2001 to 2002. He was U.S. Deputy Permanent Representative to the Organization of American States (OAS) from 2000 to 2001. He served as Director for Inter-American Affairs at the National Security Council from 1999 to 2000; as Political Counselor at the U.S. Embassy in Caracas, Venezuela from 1996 to 1999; and as Regional Labor Attaché at the U.S. Consulate General in Johannesburg, South Africa from 1992 to 1996. During his career as a Foreign Service Officer, Mr. Shannon also served as Special Assistant to the Ambassador at the U.S. Embassy in Brasilia, Brazil from 1989 to 1992; as Country Officer for Cameroon, Gabon, and Sao Tome and Principe from 1987 to 1989; and as the Consular/Political Rotational Officer at the U.S. Embassy in Guatemala City, Guatemala from 1984 to 1986. Mr. Shannon holds a Doctorate and a Master's degree in politics from Oxford University, and a B.A. in Government and Philosophy from the College of William and Mary.

David G. Victor*Director, Program on Energy & Sustainable Development at the Center for Environmental Science & Policy
Professor of Law, Stanford University*

David Victor is Professor of Law at Stanford Law School and Director of the Program on Energy and Sustainable Development at Stanford University. His research focuses on the organization of electricity and gas markets worldwide, on energy services for the world's poor, and managing climate change and other environmental consequences of modern energy systems. Much of the Program's research concentrates in Brazil, China, India, Mexico and South Africa. He teaches energy law and regulation at Stanford Law School. Previously, Dr. Victor directed the Science and Technology program at the Council on Foreign Relations in New York, where he remains Adjunct Senior Fellow and Director of the Council's task force on energy. His Ph.D. is from the Massachusetts Institute of Technology (Political Science and International Relations), his B.A. from Harvard University (History and Science). He is author of more than 100 publications, including six books as well as essays and articles in scholarly journals, magazines and newspapers, such as *Climatic Change*, *The Financial Times*, *Foreign Affairs*, *International Journal of Hydrogen Energy*, *Nature*, *The New York Times*, *Science*, and *Scientific American*, and *The Washington Post*.

Maj. Gen. Mark A. Volcheff*Director Plans, Policy & Strategy, J5, North American Aerospace Defense Command and United States Northern Command, Peterson Air Force Base, Colorado*

Major General Mark A. Volcheff is responsible to the North American Aerospace Defense command for plans, policy and strategy for the safeguarding of the United States and Canada via assigned missions of aerospace warning, aerospace control, and maritime warning; and additionally, programming the development, employment and sustainment of assigned Canadian and U.S. Forces at North American Air Defense operating locations and bases. His responsibility to U.S. Northern Command is developing strategy, policy, deliberate plans, and Security Cooperation for Canada and Mexico, with primary missions of Homeland Defense and defense support to civil authorities.

Co-Chairmen

The Hon. Pedro Aspe
The Hon. Peter Lougheed
The Hon. George Shultz

Former Finance Minister of Mexico
Former Premier of Alberta
Former U.S. Secretary of State

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Minister (Advocacy) & Head, Washington Advocacy Secretariat, Canadian Embassy
Vice Chairman, International Center on Nonviolent Conflict
Chairman, The International Development Research Centre

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Mr. Manuel Arango
Mr. Agustín Barrios Gómez
Mr. Juan Camilo Mourifo
Mr. Fernando Chico Pardo
Mr. Ernesto Cordero
Mr. Carlos de Icaza
Mr. Gerónimo Gutiérrez
Mr. Carlos Heredia
Ms. Silvia Hernández
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Dr. Mario Molina

Chairman and CEO, Grupo de Desarrollo Ollabac
CEO, Grupo Concord
President of the Board of Directors, Solutions Abroad
General Coordinator, President Elect's Transition Team
CEO, Promecap
Public Policy Coordinator, President Elect's Transition Team
Ambassador of Mexico to the United States
Deputy Foreign Minister for North America
Chief International Affairs Advisor to the Governor of the State of Michoacán in Mexico
Former Senator and Chair of the Senate Foreign Relations Subcommittee on North America
Secretary of Public Security
1995 Nobel Laureate in Chemistry

NORTH AMERICAN FORUM
Continental Prosperity in the New Security Environment

Fairmont Banff Springs Hotel Banff, Alberta

September 12-14, 2006

Under the Joint Chairmanship of:

The Hon. George Shultz, *Former U.S. Secretary of State*

The Hon. Pedro Aspe, *Former Finance Minister of Mexico*

The Hon. Peter Lougheed, *Former Premier of Alberta*

Detailed Agenda

Tuesday September 12, 2006

3:00 - 4:30 PM

Advance Registration

Location: Heritage Hall

5:00 pm

Registration

Location: Oval Room

5:45 pm

Opening and Welcoming Reception

Location: Conservatory in the Cascade Ballroom

6:45 pm

Dinner & Keynote Address

Location: Cascade Ballroom

8:15 pm

Keynote Address

"Energy and Environment: A Vision for North America"

Dr. Mario Molina, 1995 Nobel Laureate in Chemistry (Mexico)

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Detailed Agenda

Wednesday, September 13th, 2006 — Morning

7:30 am Continental Breakfast & Registration

Location: Alhambra Room

8:15 am Keynote Address: "Alberta's Role in Continental Energy Security"

The Hon. Greg Melchin, Minister of Energy, Government of Alberta (CAN)

Q & A 8:45 – 9:00 am

9:00 am Session I: Opening Comments by Messrs. Shultz, Aspe and Lougheed

Location: Alhambra Room

9:30 am Session II: A Vision for North America: Issues & Options

Location: Alhambra Room

Moderator: Thomas A. Shannon, Assistant Secretary of State for Western Hemisphere Affairs (US)

Panelists: Robert Pastor, Director, Center for North American Studies, American University (US)

Roger Gibbins, President & CEO, Canada West Foundation (CAN)

Andrés Rozental, President, Mexican Council on Foreign Relations (MEX)

10:05 am Roundtable Discussion

10:45 am Break

11:00 am Session III: Toward a North American Energy Strategy

Location: Alhambra Room

Introduction of Keynote Speaker

The Hon. George P. Shultz, Co-Chair, North American Forum

11:05 am Keynote Address: "North American Energy: Common Interests Confronting Global Needs"

Secretary Clay Sell, Deputy Secretary of Energy, U.S. Department of Energy (US)

11:25 am Panel

Moderator: N. Murray Edwards, Vice Chairman, Canadian Natural Resources Limited (CAN)

Panelists: Richard George, President & CEO, Suncor Energy Inc. (CAN)

David Victor, Director, Program on Energy & Sustainable Development, Center for Environmental Science & Policy (US)

Vinicio Suro-Pérez, Planning & Evaluation Subdirector, PEMEX (MEX)

12 noon Roundtable Discussion

12:45 pm Break

Under the Joint Chairmanship of:
The Hon. George Shultz, *Former U.S. Secretary of State*
The Hon. Pedro Aspe, *Former Finance Minister of Mexico*
The Hon. Peter Lougheed, *Former Premier of Alberta*

Detailed Agenda

Wednesday, September 13th, 2006 — Afternoon

- 1:00 pm Lunch Location: Cascade Ballroom
- 1:25 pm *Introduction of Keynote Speaker*
The Hon. George P. Shultz, Co-Chair, North American Forum
- 1:30 pm **Keynote Address: General Peter Pace, Chairman, Joint Chiefs of Staff**
Q & A
- 2:15 pm Break
- 2:30 pm **Session IV: Opportunities for Security Cooperation in North America -
Military-to-military Cooperation**
Location: Alhambra Room
Moderator: William J. Perry, former US Secretary of Defense (US)
Panelists: Admiral Timothy J. Keating, Commander NORAD/USNORTHCOM (US)
Maj. Gen. Daniel Gosselin, Director General, International Security Policy (CAN)
Gerónimo Gutiérrez, Under-Secretary for North America, Ministry of Foreign Affairs (MEX)
- 3:05 pm **Roundtable Discussion**
- 4:00 pm Break
- 4:15 pm **Session IV: Opportunities for Security Cooperation in North America (continued)**
Location: Alhambra Room
Moderator: William Schneider, President, International Planning Services (US)
Panelists: Ward Elcock, Deputy Minister, Department of National Defence (CAN)
Eduardo Medina Mora Icaza, Secretary of Public Safety (MEX)
Ryan Henry, Principal Deputy Under Secretary of Defense for Policy (US)
- 4:50 pm **Roundtable Discussion**
- 5:45 pm Wrap of daytime sessions

Evening

- 6:30 pm **Reception** Location: Conservatory in the Cascade Ballroom
- 7:00 pm **Dinner & Keynote Address**
Location: Cascade Ballroom
- 8:30 pm **Keynote Address: The Hon. Stockwell Day, Minister of Public Safety & Emergency
Preparedness Canada**



Under the Joint Chairmanship of:
The Hon. George Shultz, *Former U.S. Secretary of State*
The Hon. Pedro Aspe, *Former Finance Minister of Mexico*
The Hon. Peter Lougheed, *Former Premier of Alberta*

Detailed Agenda

Thursday, September 14th, 2006

- 7:00 am Breakfast** Location: Alhambra Room
- 7:10 am Introduction of Keynote Speaker**
The Hon. George P. Shultz, Co-Chair, North American Forum
- 7:15 am Keynote Address: "The Energy Imperative, Technology and the Role of Emerging Companies"**
E. Floyd Kvamme, Co-Chair, President's Council of Advisors on Science & Technology (US)
Q & A – 7:40 to 8:00 am
- 8:00 am Session V: Demographic and Social Dimensions of North American Integration**
Location: Alhambra Room
Moderator: Andrés Rozental, President, Mexican Council on Foreign Relations (MEX)
Panelists: Sheila O'Brien, President, Corporate Director, Belvedere Investments (CAN)
Carlos Heredia, Chief International Affairs Advisor to the Governor of the State of Michoacán in Mexico (MEX)
Doris Meissner, Senior Fellow, Migration Policy Institute (US)
- 8:35 am Roundtable Discussion**
- 9:30 am Break**
- 9:45 am Session VI: Border Infrastructure and Continental Prosperity**
Location: Alhambra Room
Moderator: Hon. John P. Manley, McCarthy Tetrault LLP (CAN)
Panelists: Thomas d'Aquino, President & CEO, Canadian Council of Chief Executives (CAN)
Carla Hills, Chairman & CEO, Hills & Co. (US)
Jaime Zabudovsky, Consultant, Former Trade Negotiator (MEX)
- 10:20 am Roundtable Discussion**
- 11:00 am Session VII: Roundtable Conversation With The Co-chairs**
Location: Alhambra Room
Moderator: Jane Wales, President and CEO, World Affairs Council of Northern California
Presenters: George Shultz, Co-Chair, North American Forum
Peter Lougheed, Co-Chair, North American Forum
Pedro Aspe, Co-Chair, North American Forum
- 12 noon Adjourn**
- 12:30 pm Informal lunch** Location: Alhambra Room