



Canadian  
Manufacturers &  
Exporters

Manufacturiers et  
Exportateurs du  
Canada



NATIONAL ASSOCIATION OF  
Manufacturers



March 25<sup>th</sup>, 2011

The Right Honourable Stephen Harper  
Prime Minister of Canada  
80 Wellington Street  
Ottawa, ON K1A 0A2 Canada

The President  
The White House  
1600 Pennsylvania Ave. N.W.  
Washington, DC 20500 U.S.A.

Felipe de Jesús Calderón Hinojosa  
President of Mexico  
Palacio Nacional  
Edificio 10, Planta baja  
Col. Centro, Deleg. Cuauhtémoc.  
C.P. 06067. México, Distrito Federal

Dear Prime Minister, Mr. President, and Mr. President:

This year's NAFTA Leaders Summit presents a timely opportunity for all three governments to commit to revitalizing North American manufacturing, to create the high-value direct and indirect jobs that only our industries can generate. The deep impact of the recession on the industrial sector and intensifying international competition make it especially important that governments and industry in the NAFTA region move aggressively to bolster our manufacturing competitiveness. The increasingly integrated nature of supply chains and industrial markets in North America underlines the importance of a concerted and coordinated approach across the region.

You have each sent strong signals about the need for a stronger, sustained economic recovery. We believe that a joint statement from Leaders could spur an even more determined and effective approach to revitalizing job growth, by recognizing the key role that manufacturing will play in our economic future. This requires working together to eliminate barriers to competitiveness in our three countries.

Our call for action is strongly shared by manufacturers across North America. Our national manufacturing associations represent businesses that employ over 40 million people. It builds on collaborative efforts within specific industries, such as the North American Steel Trade Committee (NASTC), whose focus on manufacturing issues was recognized by Trade Ministers at the January 10, 2011 meeting of the NAFTA Trade Commission. We believe, nevertheless, that a more broadly-based effort is required.

We therefore ask you, at the NAFTA Leaders Summit and in your Communiqué, to direct your Ministers and senior officials to work with industry to identify priority measures that will strengthen industrial competitiveness within our countries and throughout the region. Governments and industry must work together to define concrete, future-oriented actions that will improve the capability of North American manufacturing to attract investment, strengthen our ability to compete in both domestic and overseas markets, and reduce market-distorting foreign trade practices.

Your personal leadership by making this a priority at the Summit will send a powerful and important message, at home and abroad, that North America will continue to be an industrial leader, and that NAFTA governments are committed to work strongly to this end.

Respectfully submitted,



Jayson Myers  
President & CEO  
Canadian Manufacturers & Exporters



Jay Timmons  
President and CEO  
National Association of Manufacturers



Salomón Presburger Slovik  
President  
The Confederation of Industrial Chambers of Mexico

cc: The Honourable Tony Clement, Minister of Industry, Industry Canada  
The Honourable Jim Flaherty, Minister of Finance, Finance Canada  
The Honourable Peter Van Loan, Minister of International Trade, Foreign Affairs and International Trade Canada  
The Honorable Timothy F. Geithner, Secretary, U.S. Department of the Treasury  
The Honorable Gary Locke, Secretary, U.S. Department of Commerce  
Ambassador Ron Kirk, U.S. Trade Representative  
Esneeto Cordero Arroyo, Secretary, Mexican Secretariat of Finance and Public Credit  
Bruno Ferrari García de Alba, Secretary, Mexican Secretariat of the Economy  
Ron Watkins, President, Canadian Steel Producers Association (CSPA)  
Thomas J. Gibson, President, American Iron and Steel Institute (AISI)  
Thomas A. Danjczek, President, Steel Manufacturers Association (SMA)  
David A. Hartquist, Counsel, Specialty Steel Industry of North America (SSINA)  
Octavio Rangel, Director, Cámara Nacional de la Industria del Hierro y el Acero (CANACERO)