



International Commerce & Mobility Forum

April 16, 2026

ICM Forum #12 Agenda (Final)

Date and Time: Thursday, April 16, 2026

- **Networking:** 2:00–3:00 PM (Central)
- **ICM Forum:** 3:00–5:00 PM (Central)

Location:

- **In Person:** SRF Consulting Group, 3701 Wayzata Blvd, Suite 100, Minneapolis, MN, 55416

Virtual: *Mark Berndt is inviting you to a scheduled Zoom meeting:*

Topic: ICM Forum #12

Time: Apr 16, 2026 03:00 PM Central Time (US and Canada)

Join Zoom Meeting

<https://srfconsulting.zoom.us/j/92885190361?pwd=YNebC2Fy9FFcPwu1WrVDiMPAcaD0uE.1>

Meeting ID: 928 8519 0361

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Join instructions

<https://srfconsulting.zoom.us/meetings/92885190361/invitations?signature=k01v2qD-UchHSG7WxrdGQy28NoDMtCYmXDRs6pF5E2Q>

A special thank-you to **SRF Consulting Group** for hosting this event! We also extend our gratitude to our other sponsors: **Global Wellness Connections (GWC)** and **Government Analytica**.



Agenda At a Glance

Time	Topic
2:00– 3:00 PM	Networking Kick off the afternoon with an hour of dynamic networking! Connect with strategic thought leaders across public, private, academic, consulting, and non-profit sectors.
3:00– 3:10PM <i>Bill Goins & SRF Leadership Team</i>	Welcome and Introductions Brief attendee introductions led by Bill Goins , VP, Commerce Mobility, GWC.
	Host Greetings Remarks from SRF Consulting Group leadership team
3:10– 3:20	Minnesota Legislative Session & Transportation Funding <i>John Pournoor, Government Analytica</i> John will provide a brief assessment of Government Analytica’s work tracking transportation funding bills in this session of the Minnesota Legislature.
UPDATES: We will be focusing today’s Forum on three key areas:	
3:20– 3:40PM	1) International Air Freight: Should we or should we not have upper-deck freighters from MSP to other areas of the world, especially Liege in Europe? Let’s solve this question once and for the future...what are the action items that need to be addressed to make complete decisions?
3:40– 4:00PM	2) Port of Duluth: can we increase capacity and scheduled container movements to key ports in Europe, such as in the UK and the Netherlands? Same scenario, what are the action items that need to be addressed to make complete decisions?
4:00– 4:20PM	3) We will be visiting the International Falls multimodal transportation and foreign trade zone project , which is at a critical stage of development. What could this mean for infrastructure development and multi-modal transportation options for Minnesota and our surrounding communities?



Time	Topic
4:20-4:35PM	The Future of the Freight Network Optimization Tool, (FNOT) Speaker: Ben Zietlow, Quetica Discussion: Update on this tool and the progress of the FNOT and how it can support improving our Transportation and Supply Chain options This becomes important when we identify key areas of potential infrastructure improvement that can be brought about with the data and the tools such as our Freight Network Optimization Tool, (FNOT). FNOT can be utilized by our economic development professionals in their “pitches” to businesses that we want to see develop or expand here in this area. With a World Expo on the horizon for 2031 and many countries that will look at this area with a completely “new appreciation”, having the right infrastructure and transportation options in our economic development toolbox, is critically important.
4:35-5:00PM	The Future of ICM Forums & Adjourn: How do we strategically position the ICM Forums from pro-bono volunteers to a sustainable “freemium access” model that protects the recurring public-value platform format? This is a goal to be solved before the end of calendar year 2026. <u>Looking Ahead:</u> ICM Forum #13 will be scheduled in the early summer of this year, most likely, late June. More details to follow!



Time	Topic
	2026 Prospectus: International Commerce & Mobility Forum Prospectus for Partners, Sponsors, and Founding Members 1. Vision and Purpose The International Commerce & Mobility Forum (ICMF) is a quarterly convening platform focused on trade, logistics, and mobility. It brings together decision makers from government, industry, and academia to examine how goods, people, services, and data move across borders and within regions. The Forum began as a fully pro bono series designed to share insight and build relationships. Its success created a clear next step: transform the Forum into a financially sustainable, high-impact platform that continues to serve the public interest while unlocking new value for sponsors, members, and partners. At its core, the ICMF advances public value through: • A • B • C 2. Strategic Positioning and Public Value The Forum has focused on the following areas in its recent years: • Government efficiency: Exchange of ideas around streamlined regulatory processes, more trade and mobility policy, and better coordination between agencies responsible for customs and economic development. • Economic benefit: Exploring role of logistics in strengthening export performance, more customs systems, and better access to international markets for firms of all sizes. • Environmental sustainability: Exchanging ideas on lower-emission freight and mobility solutions, efficient networks, and data-driven infrastructure planning that reduces waste and congestion. • Innovation: Exposing participants to new technologies in logistics, customs, digital trade, mobility services, and infrastructure finance. • Social impact: Consequence of these developments are explored in terms of access to jobs and opportunities, better regional connectivity, and more inclusive growth for communities that rely on trade, ports, and mobility systems. This public-value framing is central to how the Forum will speak to funders, sponsors, and participants. It is not “just another conference.” It is a recurring public-value platform that aligns commercial opportunities with national and regional interests. 3. Core Audience and ELP Framework The International Commerce & Mobility Forum is structured for strategic engagement: Executive Branch and Public Agencies



- National trade, transport, and economic development ministries
- Customs and border agencies
- Infrastructure, ports, airports, and transit authorities
- Development finance and export credit institutions

For these actors, the Forum offers a neutral venue to explain policy choices, gain feedback, and examine implementation challenges.

Legislative Branch

- Parliamentary and congressional committees on trade, transport, infrastructure, and economic affairs
- Staff and advisors working on trade agreements, infrastructure bills, or mobility and supply chain regulation

For legislators and staff, the Forum is a structured listening and briefing platform that translates complex technical issues into clear options and public-value narratives.

Peer and Pressure Groups

- Exporters, logistics companies, ports, carriers, and technology providers
- Chambers of commerce and industry associations
- Labor, civil society, and regional development organizations
- Universities and policy research institutes

For these stakeholders, the Forum creates visibility, access, and co-creation opportunities around shared challenges: port congestion, corridor bottlenecks, trade facilitation, digital standards, and mobility transitions. The architecture ensures that the Forum remains a balanced table where public authorities, market actors, and civic voices can work through issues together.

4. Program Concept and Quarterly Structure

The International Commerce & Mobility Forum operates as a **quarterly series** with a consistent structure:

- **Flagship Plenary:**
A high-level conversation on a strategic theme, for example:
 - Future of cross-border supply chains and nearshoring
 - Trade and mobility corridors as engines of regional development
 - Digital trade, data flows, and mobility platforms
 - Financing resilient and sustainable transport networks
- **Policy and Practice Tracks:**
Parallel sessions focused on specific topics, such as customs modernization, port and airport strategies, cross-border trucking and rail, trade facilitation, digital logistics platforms, or workforce and skills for mobility.
- **Working Labs:**
Smaller sessions where participants work through concrete problems:
 - Designing trade corridor pilots
 - Aligning logistics data standards
 - Structuring blended finance for infrastructure
 - Building regional mobility coalitions
- **Networking and Engagement:**
Curated introductions and structured networking to help exporters, investors, technology providers, and regional leaders find partners and opportunities.

Each quarter builds on the last, creating a **continuous learning and action loop** rather than a one-off event.



5. From Pro Bono to Sustainable

The Forum will retain its public-value character while introducing a “**freemium access model**”.

Free Mission Layer

- Complimentary access to the flagship plenary for key public officials, selected small or emerging market participants, students, and selected civil society partners.
- At least one summary product (for example, a short outcome brief) from each Forum made available at no cost.

Paid Value-Added Layer

- **Standard Access:** Full program access, including track sessions and digital participation.
- **Premium Access:** Standard access plus curated networking, small-group strategy labs, and post-event consultations.
- **On-Demand Access:** Access to recorded sessions, slide decks, and supporting materials.

This approach maintains accessibility for actors who are vital for public value, while creating clear, defensible reasons for sponsors, corporates, and well-resourced institutions to invest.

6. Revenue and Monetization Model

The ICMF business model is designed as a **diversified revenue stack**, reducing reliance on any single source and keeping incentives balanced.

6.1 Dues and Access Tiers

- **General (Free):**
Limited access for priority public and community stakeholders, plus a capped number of broader participants.
- **Standard (Paid):**
 - All ICM Forum programs
 - Participation in breakout sessions
 - Access to selected materials online
- **Premium / VIP (Paid):**
 - All Standard benefits
 - Invitation-only roundtables with senior leaders
 - Curated introductions to potential partners or clients

Pricing is calibrated to reflect international comparators, the specialized nature of the audience, and the Forum’s public-value mission.

6.2 Sponsorship Ladder

The sponsorship architecture offers a menu of options aligned with different levels of engagement and visibility:

- **Title Partner – International Commerce & Mobility Forum Series Sponsor**
 - Name integrated into the series brand
 - Opening remarks in the flagship plenary
 - Co-branded thought-leadership piece annually
 - Prominent logo placement and recognition across all materials
- **Strategic Track Sponsors**
Sponsors for thematic tracks such as:
 - Trade and Market Access



- Supply Chain Resilience and Logistics
- Infrastructure and Mobility Finance
- Digital Trade and Data Flows
- **Supporting Sponsors**
 - Logo visibility
 - Recognition during networking sessions
 - Inclusion in the “solutions and partners” showcase
- **Innovation and Emerging Market Sponsors**
 - Underwrite scholarships for participants from emerging markets or smaller firms
 - Associate brand with inclusion, innovation, and capacity building

The sponsorship framework makes it clear that partners are **co-funding a public-value platform** rather than purchasing a marketing slot.

6.3 Membership and Subscription Layer

Given the quarterly cadence, the Forum will offer an **annual membership**:

- Access to all four quarterly Forums
- On-demand library (recordings and curated materials)
- One exclusive members-only briefing between events
- Priority for participation in working labs and pilot initiatives

Membership creates recurring revenue, provides predictable engagement, and deepens relationships with key stakeholders.

6.4 Content and Knowledge Products

Each Forum generates a set of knowledge assets that can be curated and packaged:

- Short policy and practice briefs
- Replay library and highlight clips
- Case study packs on trade corridors, infrastructure deals, or mobility pilots
- Analytic tools or templates that participants can apply locally

Selected content can be licensed or used for internal training by companies, agencies, and associations.

6.5 Advisory, Pilots, and Applied Work

The Forum also serves as a **pipeline for applied collaboration**:

- Technical assistance on trade and mobility strategies
- Support for corridor or infrastructure pilot projects
- Structured stakeholder engagement processes using the ELP framework
- Public-value analysis for proposed policies or investments

This work stands alongside the Forum and is contracted separately, but the Forum is the principal engine for relationship and trust building.

7. Governance, Ethics, and Equity

To protect its integrity and impact, the International Commerce & Mobility Forum will adopt clear governance and ethics principles:

- **Transparency:**
Clear disclosure of sponsors, partners, and funding arrangements.



- **Balanced Participation:**
Deliberate inclusion of public, private, and civic actors in programs and panels.
- **No Pay-to-Play:**
Sponsorship does not confer control over program content; editorial independence remains with the organizing committee and advisory group.
- **Equity and Access:**
Scholarship policies, sliding-scale participation, and guaranteed representation for under-resourced regions or sectors that are central to the Forum’s purpose.

These safeguards ensure that the move from pro bono to monetized does not undermine the Forum’s credibility.

8. 12-Month Transition Roadmap

The transition from a fully pro bono series to a sustainable platform will be phased and predictable.

Quarter 1 – Foundation

- Introduce a sponsorship ladder and limited VIP offering.
- Maintain free access for the plenary and selected sessions.
- Launch basic data collection on audience segments, engagement, and willingness to pay.

Quarter 2 – Tiered Access

- Introduce clear General, Standard, and Premium access tiers.
- Offer a “Series Pass” for the remaining events in the year.
- Pilot one or two member-only labs or briefings.

Quarter 3 – Membership Launch

- Formalize the annual membership model.
- Build out the digital content library and on-demand access.
- Expand track sponsors and innovation sponsors.

Quarter 4 – Review and Scale

- Review financial and impact performance against targets.
- Refine pricing, sponsorship benefits, and membership structure.
- Decide on potential regional spin-offs, sector-specific mini-forums, or an annual flagship gathering.

At every stage, the organizing team will track outcomes under the 5PV lens, ensuring that financial success and public value remain aligned.

9. Financial Picture (Illustrative)

A conservative illustrative scenario for a single Forum:

- 40 Standard participants at a mid-range fee
- 15 Premium participants at a higher fee
- A mix of sponsors across Title, Track, and Supporting levels
- Additional revenue from memberships and content access

Aggregated across four quarterly events, this model can support:

- A dedicated coordination and content team
- High-quality digital and in-person production
- Ongoing knowledge products and stakeholder engagement
- Seed funding for applied pilots or working groups



The intention is not to maximize revenue at any cost, but to **stabilize and professionalize** a platform that already demonstrates value and demand.

10. Call to Partners and Sponsors

The International Commerce & Mobility Forum is at an inflection point. The initial pro bono phase has demonstrated that leaders in trade, logistics, infrastructure, and mobility are looking for a structured place to think, connect, and act.

The next phase requires partners who are prepared to:

- Underwrite a high-integrity, multi-stakeholder platform
- Align their brands with public value in international commerce and mobility
- Contribute expertise, data, and cases to help shape the agenda
- Participate actively in building corridor pilots, policy innovations, and new solutions

Founding sponsors and members will help define the Forum's long-term architecture and will be recognized in all core branding and narrative.

The International Commerce & Mobility Forum offers a practical way to translate complex shifts in trade and mobility into cooperative strategies that work for g