

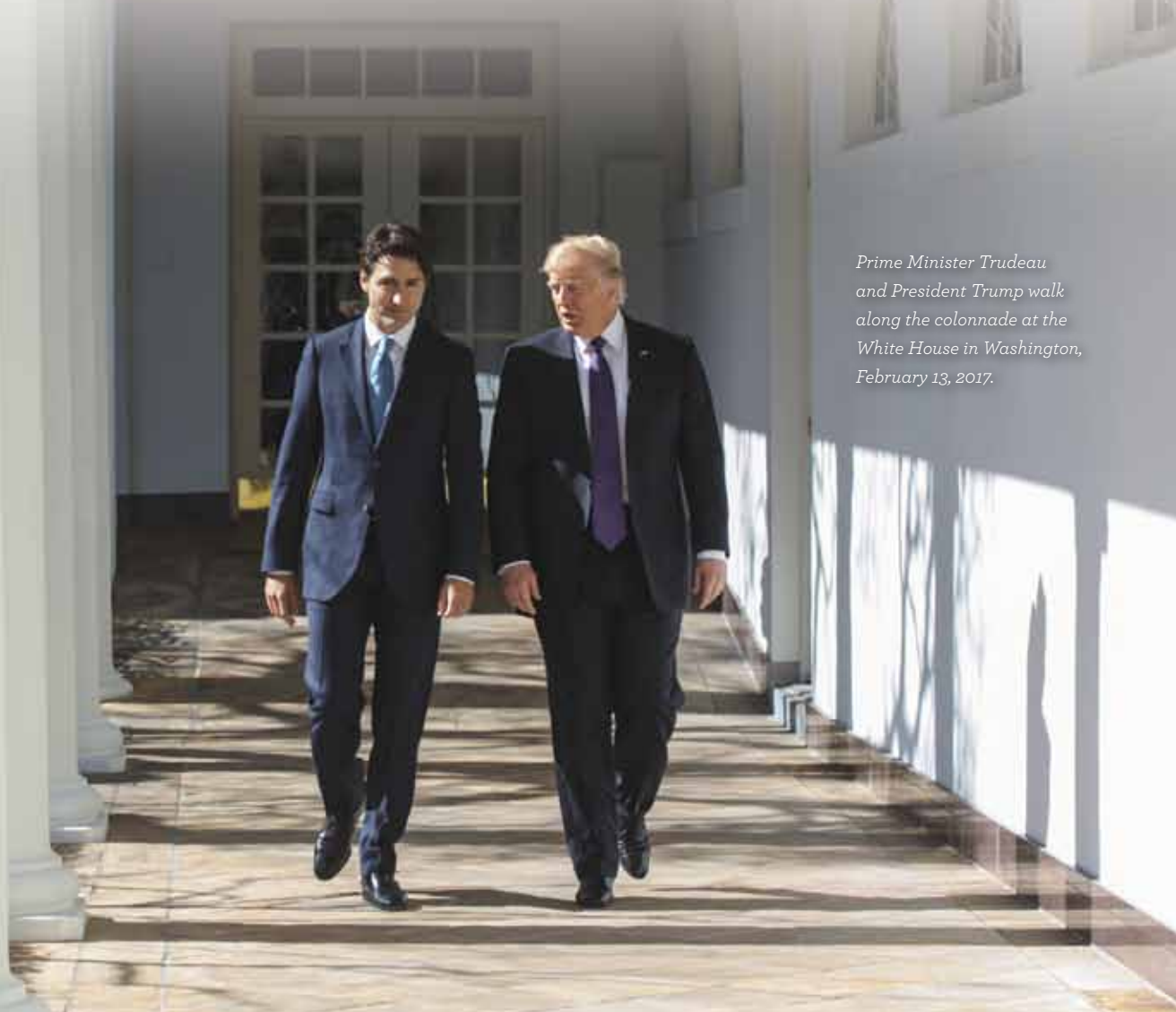
# CURRENT

COUNCILGREATLAKESREGION.ORG

SPRING/SUMMER 2017

## FINDING COMMON GROUND

Advancing shared economic and environment interests in the Great Lakes-St. Lawrence Region



*Prime Minister Trudeau and President Trump walk along the colonnade at the White House in Washington, February 13, 2017.*

Photo: Government of Canada

New market survey on Great Lakes tourism

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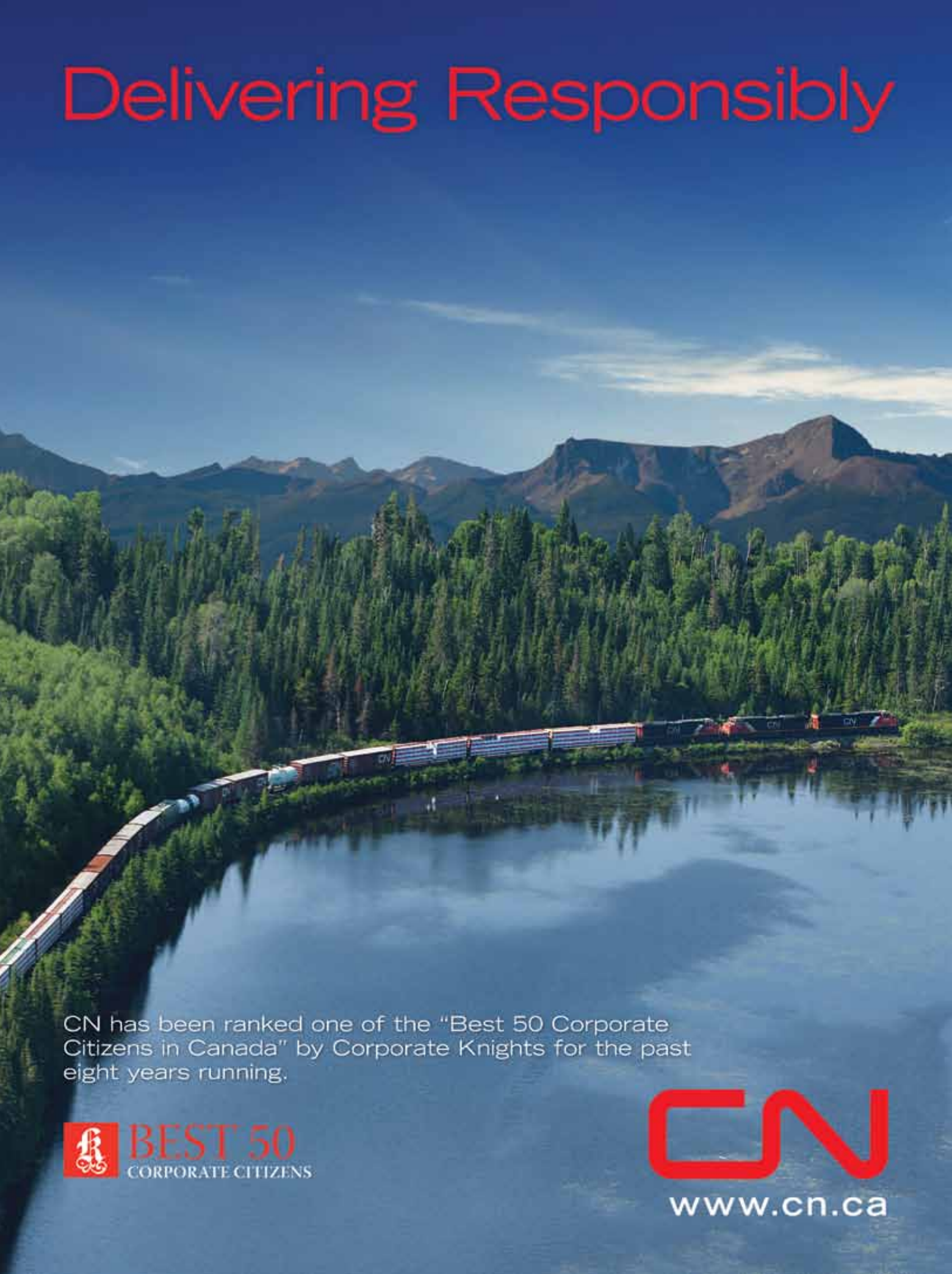
Playing the Trump card

PAGE 22

An opportunity to revise NAFTA

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CANADA

Thunder Bay

Timmins

Stephenville

St. John's

Sudbury

North Bay

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## GREAT LAKES READY SETTING UP THE U.S.-CANADA RELATIONSHIP FOR SUCCESS.

BY MARK FISHER

Much has happened in the binational Great Lakes-St. Lawrence Region since the release of our Fall/Winter 2016 edition of the Current magazine. In particular, we have a new president of the United States, Donald J. Trump, as well as a new vice president, former governor of Indiana Mike Pence. Congress also underwent some change, and I'm very pleased that legislators from the region secured key leadership and committee positions, including House Speaker Paul Ryan (R-WI) and Democratic Leader in the Senate, Charles Schumer (D-NY). We also have a new Governor of Indiana, Eric Holcomb (R).

On February 13, the Right Honourable Justin Trudeau, Prime Minister of Canada, visited Washington, D.C. for a meeting with President Trump and key members of his cabinet. The joint statement released by the two leaders highlighted important priorities to the region, including the completion of the Gordie Howe Bridge, facilitating the secure movement of legitimate goods and people across the border, the pursuit of shared regulatory outcomes without compromising health, safety, and environmental standards, and the creation of a Canada-United States Council for Advancement of Women Entrepreneurs and Business Leaders. They also committed to working together to protect shared environments, such as the Great Lakes.

Over the next couple of months, the Council of the Great Lakes Region will focus its policy research, events, and advocacy and outreach efforts on advancing the relationship between the United States and Canada for greater success. The third Great Lakes Economic

Forum, being held in Detroit this spring, will kick off those efforts—bringing hundreds of leaders from government, business, academia, and the non-profit sector together to share insights about the biggest economic, social, and environmental policy issues facing the region and policy solutions to address them. Discussion areas will include: modernization of the North American Free Trade Agreement, infrastructure renewal and spending, enhancing business resiliency within sectors and supply chains, optimizing the performance of the region's multimodal transportation assets, worker mobility, and cross-border innovation.

Canada and the U.S. share a robust economic partnership. Of the 50 U.S. states, 48 of them count Canada as their first, second, or third most important export market. What's more, the U.S. is the single greatest investor in Canada, and Canada is the third largest source of foreign direct investment in the U.S. All told, in 2015, bilateral trade reached USD\$671 billion, representing almost USD\$2 billion worth of goods and services crossing the border every day. The success of the eight Great Lakes states and two Canadian provinces in the Great Lakes-St. Lawrence Region—which do more trade with each other than with any other country in the world—is vital to the competitiveness and long-term prosperity of both countries.

By working together to find new solutions for leveraging the economic strengths of this bi-national region while protecting the environment for future generations, I'm confident we can create the most successful and livable cross-border region on the planet. ■

**Mark Fisher**

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# WHAT'S HAPPENING



## 2017 AIAG CORPORATE RESPONSIBILITY SUMMIT MAY 2-3, 2017, NOVI, MI

Global business issues today require companies to manage a myriad of topics ranging from worker rights and environmental management to innovation—and the growth of legislative and customer mandates is anticipated to increase. Emerging issue awareness, compliance strategies, and transparency has become the currency needed to be sustainable. The 2017 AIAG Corporate Responsibility Summit is the leading event for manufacturing professionals to discuss sustainability issues, share best practices, and network with like-minded individuals. This unique event convenes practitioners from the automotive, heavy equipment, and technology industries representing OEMs, suppliers, and professional firms to examine organizational risk and the strategic integration needed to build sustainable foundations for the future. [bit.ly/aiagCRsummit2017](http://bit.ly/aiagCRsummit2017)



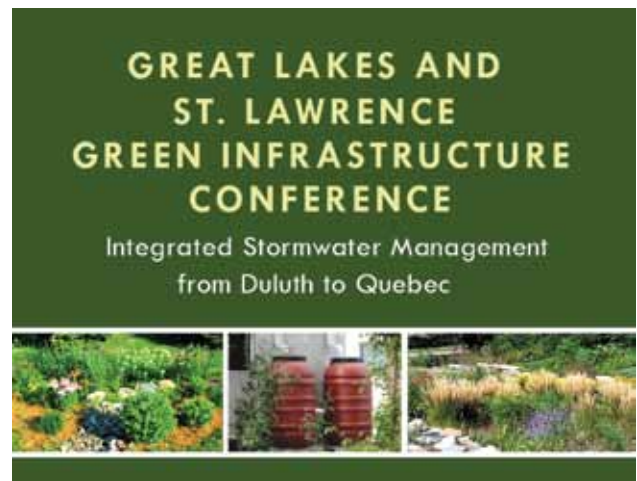
## GREY TO GREEN CONFERENCE MAY 8-10, 2017, TORONTO

Senior levels of government continue to overlook the many benefits of investing in living green infrastructure such as urban forests, green roofs, and walls when making infrastructure decisions. Explore the latest in performance, economic valuation, design, policy, and technology from Canada, the U.S., and worldwide. This interdisciplinary conference is the leading forum for designers, policy makers, manufacturers, growers, landscapers, and other green infrastructure professionals to discuss the benefits and growth of the green infrastructure industry. Grey to Green also includes a trade show, cutting-edge workshops which include tours of outstanding Toronto projects, and exceptional networking events. This year, be one of the first to learn about the City of Toronto's new Green Streets Guideline and the Province of Ontario's new Stormwater Design Guidelines. [greytogreenconference.org](http://greytogreenconference.org)



## THE WATER COUNCIL'S ANNUAL WATER SUMMIT MAY 23-24, 2017, MILWAUKEE

Water Leaders Summit 2017 is The Water Council's headline event for the local, national, and global water industry. This year's focus is water security; to bring together thought-leaders at the heart of water security strategy. What does it mean to achieve water security? How do you make your community's water future secure, for people and companies, for cities, and for the environment? How do you develop smart, resilient water strategies to avoid water insecurity? Back by popular demand, Charles Fishman, author of "The Big Thirst" and contributor for Fast Company, will lead provocative "story starters" followed by big idea conversations with water leaders from academia, non-profit organizations, private industry, and government. [thewatercouncil.com](http://thewatercouncil.com)



## GREAT LAKES AND ST. LAWRENCE GREEN INFRASTRUCTURE CONFERENCE MAY 31-JUNE 1, 2017, DETROIT

This conference will draw over 1,000 engineers, landscape architects, water quality professionals, government officials (local, state, provincial, and federal), developers, planners, academia, drain and road agencies, conservation and non-profit organizations, and interest groups from around the Great Lakes basin in Canada. This is the first conference to focus on using green infrastructure across the landscape with a primary goal of protecting the surface waters in the Great Lakes Region. The time is right for a comprehensive look at this important topic. The conference location is in the middle of the Great Lakes chain and at the forefront of many innovative green infrastructure projects. [bit.ly/GLGreenInfra2017](http://bit.ly/GLGreenInfra2017)

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**8TH ANNUAL CANADIAN WATER SUMMIT  
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The Canadian Water Summit attracts hundreds of professionals from water industry groups across all orders of government, manufacturing, industry associations, cleantech, local communities, academia, and NGOs. As we celebrate Canada’s 150th anniversary, delegates will explore opportunities to collaborate on water technology and infrastructure finance, “blue economy” growth and climate change resilience through progressive policies, smart business, and bold investment leadership. The theme for 2017 is Collaboration to Action—Leadership and Investment in Canada’s Blue Economy. The 8th annual Canadian Water Summit will be held at the Sheraton Centre Toronto Hotel. [watersummit.ca](http://watersummit.ca)



**INTERNATIONAL ECONOMIC  
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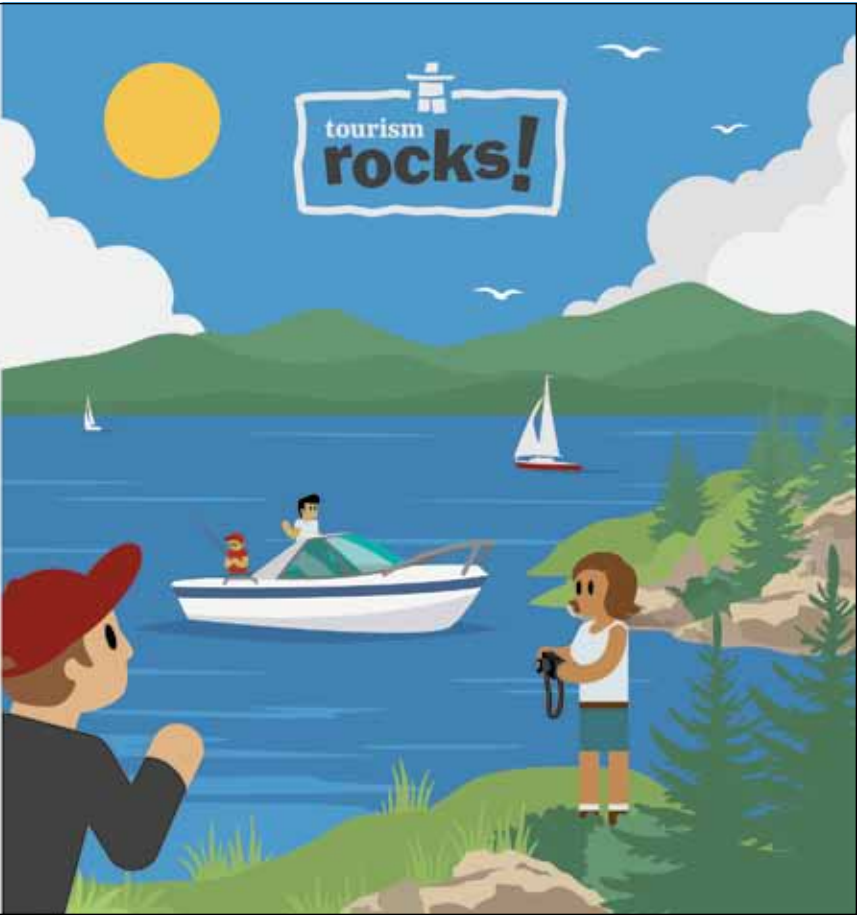


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## UNITED STATES—CANADA TRADE

- In 2016, bilateral trade reached USD\$635 billion (CAD\$841 billion/year), representing almost USD\$2 billion (CAD\$2.6 billion) worth of goods and services crossing the border every day.
- Of the 50 U.S. states, 48 of them count Canada as their first, second, or third most important export market.
- Canada is the number one market for most U.S. states.
- Canada sells over 70 per cent of its goods to the U.S.
- Nearly nine million U.S. jobs depend on trade and investment with Canada.
- Canada buys more goods from the U.S. than China, Japan, and the United Kingdom combined (USD\$267 billion vs. USD\$234 billion).
- Canada buys well over two times more goods from the U.S. than China (USD\$267 billion vs. USD\$116 billion).
- Canada's goods exported to the U.S. for 2016 were valued at USD\$284 billion.
- Canada's goods imported from the U.S. for 2016 were USD\$267 billion.
- Canada is the largest single export market for the U.S.
- In 2016, Canada imported USD\$322 billion (CAD\$427 billion) in goods and services from the U.S.
- Canada-U.S. bilateral trade in goods and services has doubled under the North American Free Trade Agreement.
- The U.S. is the single greatest investor in Canada. In 2015, U.S. stock investment in Canada was USD\$387 billion, representing half of all investment in Canada.
- Canada is the third largest source of foreign direct investment in the United States. In 2015, stock of Canadian investment in the U.S. was CAD\$448 billion, a 30 per cent increase over the previous year and accounting for just over 10 per cent of total global investment in the U.S.

*Information source: Government of Canada*



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President Donald Trump, pictured here at an election rally on September 2016 in Plymouth, MI. Michigan is among the states whose economies rely most heavily on trade with Canada and Mexico.

Photo: Greg Gaudin

# NAFTA Road Show

Event to inform business owners about NAFTA storms though Buffalo Niagara Region. **BY CRAIG W. TURNER**

“ My clients are asking how the future of NAFTA is going to affect their products, and my advice to them has been that this is a great time to reassess what they’re doing.

*Piatek, president and CEO of Welke Customs Brokers USA*



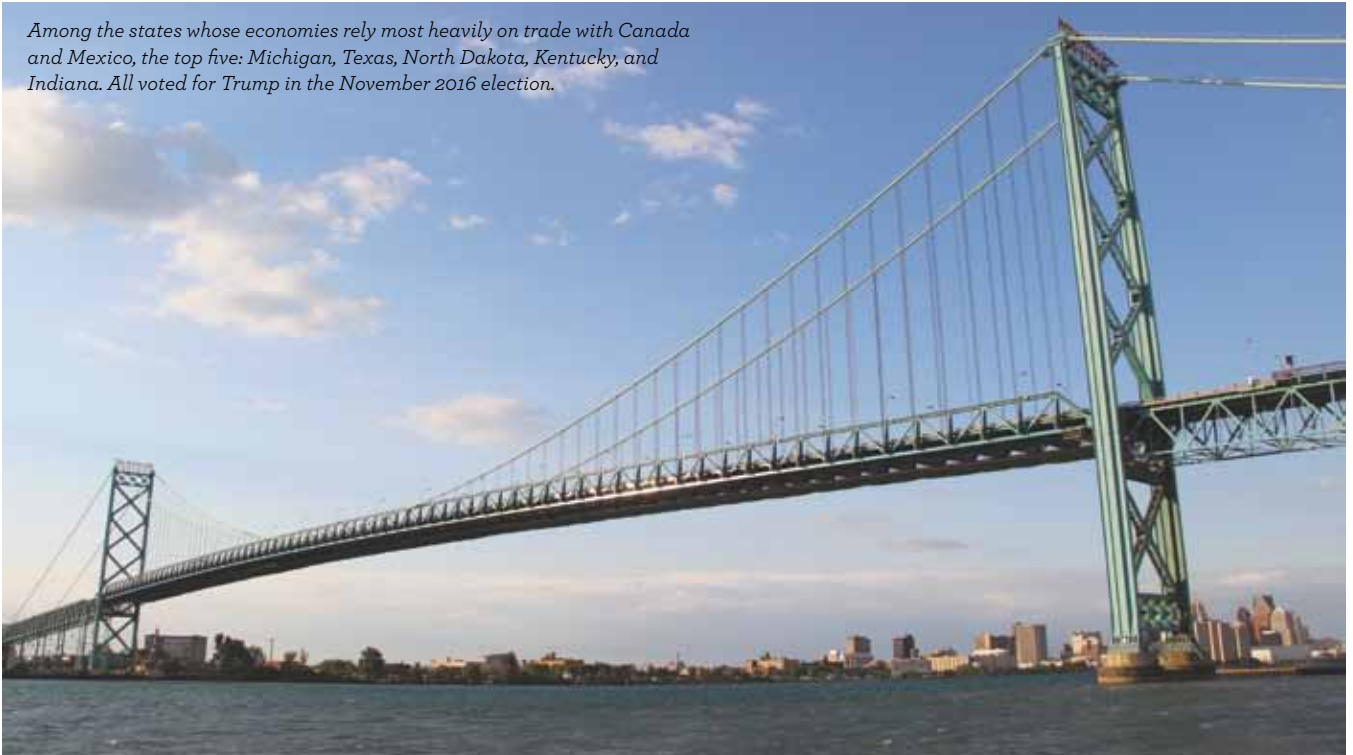
The North American Free Trade Agreement (NAFTA) has been a topic of discussion in the trade community since the midpoint of the U.S. presidential campaigns. The debate is only becoming more robust after President Donald Trump’s election. If you’re in CanAm trade, you know there are several directions the discussions can go—and many companies, whose day-to-day operations are affected by NAFTA, have questions.

Rather than waiting for answers to appear, Global Chamber Buffalo and Welke Customs Brokers USA took the NAFTA message to the business communities in Buffalo, Rochester, Syracuse, and Southern Ontario.

In a series of panel discussions surrounding the U.S. Presidential Inauguration in January, the NAFTA Road Show explored the possible outcomes of the NAFTA partners revisiting the agreement.

For the discussions, Global Chamber Buffalo and Welke tapped into a dynamic pool of expert speakers, including: Eileen Martin from Damon Barclay, Martin Sadkin from Sam-Son Distribution, Mark Fisher from the Council for the Great Lakes Region, Christopher Scalisi from Global Chamber Buffalo, Steven King from Central New York International Business Alliance (CNYIBA), Louie DiPalma from the Ontario Chamber of Commerce, and Damon Piatek from Welke Customs Brokers USA.

*Among the states whose economies rely most heavily on trade with Canada and Mexico, the top five: Michigan, Texas, North Dakota, Kentucky, and Indiana. All voted for Trump in the November 2016 election.*



Their advice? Don't wait around to see what happens. Across the board, the consensus in guidance offered by the panel experts was for companies to get a good understanding of their North American supply chain, and know inside and out where they're currently benefiting from NAFTA, so that if-and-when changes occur, they're ready to pivot with them. All speakers stressed the importance of not being distracted by the NAFTA rhetoric in the media, but focusing on the day-to-day impacts of the agreement on each individual company.

"My clients are asking how the future of NAFTA is going to affect their products, and my advice to them has been that this is a great time to reassess what they're doing," said Piatek,

president and CEO of Welke Customs Brokers USA. "Find out what rate of duty actually applies to your product, and drill down to understand how the agreement affects your industry. There's a lot of misconceptions about NAFTA, how it works, who it benefits, and what it's supposed to do, and it's best if evaluated on a case-by-case basis."

Throughout the four sessions, panelists offered their pundits' predictions on what might be the ultimate fate of NAFTA, and with the Road Show's proximity to the CanAm border, it was no surprise that the importance of trade between the U.S. and Canada was at the forefront of the conversation.

"You roll the dice in putting on expert panel discussions on political topics

that are in motion, because people generally don't want to get too far out in front—but they always seem to produce great conversations," said Scalisi, who serves as executive director for Global Chamber Buffalo. "Our speakers at the NAFTA Road Show took on the topic head-on, and provided extensive analysis coupled with real-world guidance that attendees were able to take with them. It was a worthwhile exercise." ■

Craig W. Turner works with the Buffalo Niagara International Trade Gateway Organization.

**FOR MORE INFORMATION VISIT [BUFFALO.GLOBALCHAMBER.ORG](http://BUFFALO.GLOBALCHAMBER.ORG) AND [WELKE.COM](http://WELKE.COM)**

# REGIONAL SPOTLIGHT

WITH 22% OF NORTH AMERICA'S POPULATION, THE REGION DRIVES



56% of  
North American  
tourists



15% of  
North American  
tourism-related  
activity



29% of  
North American  
tourism  
employment



19% of  
North American  
tourism-related  
GDP

TOURISTS TO THE REGION ARE TYPICALLY DOMESTIC IN ORIGIN, STAY FOR THE DAY.



Domestic tourists typically live within a few hours of their destination and arrive by personal transport. Compared to international/cross-border tourists, they tend to stay for shorter periods of time and spend less, but are more likely to visit a particular area repeatedly. Domestic tourists account for 84 per cent of all tourists to the Region.



Day trip tourists visit and leave a tourist area within the same day, typically for a particular activity, such as a festival, visiting friends and family, attending an art gallery or live performance, gambling, or outdoor experience. These tourists spend approximately four times less than overnight tourists primarily due to reduced length of stay and no requirement for lodging. Day trip tourists account for 75 per cent of all tourists to the Region.

## PROFILING TOURISM

Shedding light on the barriers and opportunities to grow tourism

across the Great Lakes-St. Lawrence Region. *BY BRAD HUTCHINGS AND ANDREW BOND*

The Great Lakes-St. Lawrence Region has all the characteristics of a premier global tourist destination, even in the face of growing global competition. The challenge is that no one organization has had the mandate or resources to evaluate the importance of tourism to the region and advocate for policy changes in areas that impede its growth.

To fill this gap, The Council of the Great Lakes Region has developed a foundational market study that aims to improve the knowledge base on tourism throughout the region. Entitled, Great Lakes-St. Lawrence Region Tourism Trends and Statistics, the forthcoming report will summarize existing trends and statistics, and

assemble information on how tourism can be to be strengthened and expanded. By assembling the insights of individuals who are involved in tourism-related organizations and industries across the region, CGLR will lay the groundwork for strategic efforts that cross state, provincial, and national borders. It is a critical first step toward enabling collaboration and development of initiatives that will enhance and provide awareness for the region's tourism brand, establishing it as a priority vacation destination for travellers around the world.

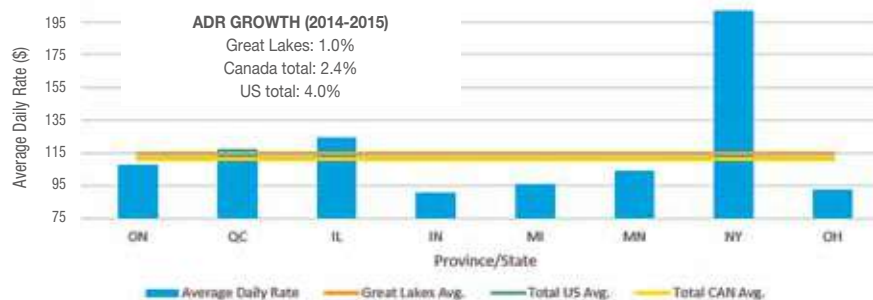
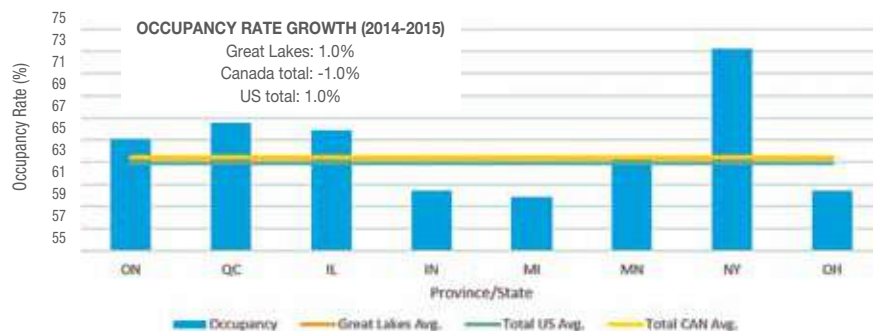
### REGIONAL TOURISM

The Great Lakes-St. Lawrence Region represents a substantial segment of the North American tourism industry.

It represents 22 per cent of the population of North America, and is comprised of two Canadian provinces and eight U.S. states. With this proportion of the population, it hosts 56 per cent of North American tourists per year and provides 29 per cent of the tourism-related jobs. Although the region punches above its weight in these areas, it only drives 15 per cent of tourism-related revenue and 19 per cent of tourism-related GDP in North America. This indicates that there could potentially be opportunity for further growth within the region.

### PROVINCE/STATE PERFORMANCE

Throughout the region, revenues are growing in key tourism segments,



such as lodging, food and beverage, and transportation. On a per-person basis, New York, Pennsylvania, and Illinois drive the most revenue. These states may be able to serve as a strategic blueprint to other areas within the region, enabling them to drive higher revenues and grow proportionally. Overall, tourism revenues throughout the region are growing, but at a slightly slower rate than North America as a whole, or globally. A better understanding of those areas that are driving performance together with collaborative and independent strategies to bolster results may be the key to unlocking faster growth.

Mirroring some of the stats on the revenue of certain segments of tourism, hotel occupancy rates and daily room

prices are growing throughout the region—but not as quickly as the rest of North America. Performance between the states and provinces is mixed, with some performing above the North American average and others performing below it. New York hotels perform at nearly double the regional and North American averages. And while New York's performance may be unattainable for other areas in the region, further study of the strategies employed in New York to attract tourists may still prove beneficial.

## REGIONAL TOURIST PROFILE

Research shows that a typical tourist within the region is domestic in origin.

The typical tourist profile also suggests that they are not staying overnight; rather, they are more likely engaged in day tripper leisure activities. Given these qualities, a typical tourist in the region will spend less than an overnight or international tourist, given the shorter length of their stay and money saved on lodging. Strategies to encourage tourists to stay overnight in paid lodging, and collaborative efforts to drive growth in more lucrative tourist groups, may help increase the total size of the market throughout the region.

## THE PATH TO REALIZING GROWTH

Tourism in the Great Lakes-St. Lawrence Region is an important facet of the local economy. Although the region has strengths in employment and visitation, there is an opportunity to increase revenue and GDP generation. To improve performance in provinces and states that typically see fewer tourists, a unified strategy and associated marketing plan for tourism throughout the region may help to spread awareness and increase visibility to new and underdeveloped tourist groups, such as internationals.

Enhancing the tourism brand for such a diverse region as the Great Lakes-St. Lawrence is a complicated puzzle. Without a baseline of information to draw from, it is difficult to leverage insights from across state and provincial borders to enable strategic planning. This market study holds the potential to identify barriers and highlight opportunities to grow the market and interest in tourism across the entire region—beyond the top performers. ■

**Brad Hutchings is the managing partner, Tourism, Hospitality and Gaming Practice at Deloitte LLP and Andrew Bond is senior manager for Deloitte's Performance Enhancement Advisory.**

**THE MARKET SURVEY WILL BE RELEASED IN SPRING 2017 AND WILL BE MADE AVAILABLE ONLINE AT [COUNCILGREATLAKESREGION.ORG](http://COUNCILGREATLAKESREGION.ORG).**



*AquaHacking 2016  
hackers work on  
solutions to threats  
facing the St.  
Lawrence River.*

# FAMILY SMARTS

The de Gaspé Beaubien family helps support water conservation and economic growth in the Great Lakes–St. Lawrence Region through innovation and ingenuity. **BY KATHERINE BALPATAKY**

In the summer of 2011, Philippe de Gaspé Beaubien and his wife Nan Bowles (Nan-b) travelled with their six grandchildren to the family camp on Lac Mimi in Quebec to an annual gathering focused on mentoring the children on ways to give back to society. Together, they explored many ideas that carried over to further conversations in the following months until the children became firm in their conviction to act on the global water crisis.

Mindful of pressures caused by growing populations, climate change, and wasteful water use, the grandkids were impelled to start a movement to protect the Great Lakes and the St. Lawrence Basin. By 2015, the Foundation de Gaspé Beaubien had

launched AquaHacking, a national movement set to deliver technology-focused solutions to major challenges in the Great Lakes Basin.

## HISTORY IN THE MAKING

Such familial ingenuity may be surprising to some, but the de Gaspé Beaubien family has a rare pedigree of over forty years of successful entrepreneurship and philanthropy. Nan-b's early career as a psychologist and university lecturer later directed her understanding of human dynamics to shape the human resources, management structure, and growth of her husband's corporation, Telemedia. Founded by Philippe in 1968, Telemedia became a leader in

Canadian media, publishing dozens of magazines, such as TV Guide and Elle Canada, and operating 79 radio stations.

Through their work, the couple realized the unique role of family-owned businesses in the global economy. So, in the early 90s, they established the Business Families Foundation (BFF)—empowering enterprising families by offering them specialized education to understand and address their unique, ongoing challenges.

“Family-run businesses represent 80 per cent of the businesses worldwide,” said Olivier de Richoufftz, president of BFF. “They account for 60 per cent of the world's GDP and 50 per cent

of the jobs. And yet, the government doesn't always make it easy for them to keep their businesses." In addition to their economic significance, the de Gaspé Beaubien family believes that family-run businesses can often be more grounded in the local community than privately held ones. "If you were born somewhere, it is more likely that you will keep your business there, rather than move your headquarters to a lower-cost location," said Richoufftz, adding that family businesses are more likely to accept a loss in dividends than to lay off people in a cyclical downturn.

Aligning with the grandchildren's freshwater interests, the Foundation has partnered with the Council of the Great Lakes Region to support the long-term health of the Basin's family-run businesses and promote the economic strength of the region.

"We met with Mark [Fisher]... I think it is important, especially now, to reinforce the pertinence of the Great Lakes economic region in policy-makers' minds," said Richoufftz.

## HACKING SOLUTIONS

The AquaHacking movement is meant to strengthen the Great Lakes economic region by bringing technological solutions to the fore. The grandchildren believed that a technology focus was the best avenue to foster awareness of water issues among next generation of entrepreneurs. So, they designed the AquaHacking movement to champion cleantech innovation through hacking challenges, fostering awareness of water issues by giving participants access to experts and engineers from the water sector.

Claude Perras, the executive director of the de Gaspé Beaubien said, "We understand that we can't tackle these problems on our own. It's a matter of co-creation and cross-collaboration." Therefore, the AquaHacking movement focuses on bringing people and organizations from all sectors



*The 2016 AquaHacking Summit in Montreal, Que. rallied citizens, water experts, and computer programmers to find innovative solutions to protect the St. Lawrence River.*



*Philippe III de Gaspé Beaubien (fourth from left) and Louis-Alexandre de Gaspé Beaubien (fourth from right) award first prize to the winners of AquaHacking 2016: InfoBaignade, an app that shows the swimmability of Montreal's beaches.*



*Members of the de Gaspé Beaubien family (L-R): Philippe III, Louis-Alexandre, Nan-B, Philippe II, and Philippe IV.*

of society together, offering a safe harbour for dialogue.

"We converted a traditional Hackathon—which is held over 24 or 36 hours, resulting in a sketch on a napkin—to a process where the students work with the teams to find solutions that are implementable and marketable in several months. Over the course of the challenge, the students will work with water specialists and engineers; they receive support from IBM, and we have instructors that are there if they have questions," he said. During the first two events, up to 40 teams sign on, but through the vetting process, the finals will whittle that down to five winners

who are announced at a conference featuring expert speakers, panelists, and representatives of all stakeholder groups. This year, the AquaHacking summit will be integrated into the 4th Water Research Conference, "The Role of Water Technology Innovation in the Blue Economy" being held in Kitchener-Waterloo, Ontario from September 10 to 13, 2017.

"Through AquaHacking, we are trying to help solve North America's water problems, one community at a time," said Perras. ■

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Katherine Balpataky is the editor of *Water Canada* and associate editor of *Current*.



*The Bridge project has been named the winner of a 2017 Engineering Project of the Year award at the 10th Global Infrastructure Leadership Forum in Montreal.*



AP Photo/Mark Zaleski



*The customs and toll plaza area for the Gordie Howe Bridge is shown on Oct. 19, 2016 along the Detroit River in Windsor.*

## BRIDGE BENEFITS

The Gordie Howe International Bridge will establish a new, critical link for trade flows. **BY MICHAEL CAUILLO**

The Gordie Howe International Bridge project is the largest and most ambitious bi-national infrastructure project along the Canada-United States border. The project has been a long time in the making. Its genesis goes back to 2000 when a traffic survey study to collect origin-destination patterns of cross-border trips was carried out by the governments of Canada, the United States, Ontario, and Michigan. The survey results underscored the need for a new river crossing at what is the busiest gateway along the Canada-U.S. border, and to provide freeway-to-freeway connectivity between Ontario's highway system and Michigan's interstate system and beyond.

After years of planning and the completion of a coordinated environmental study in 2008, the site for the Gordie Howe International Bridge was chosen. In 2009, the requisite permits and approvals needed from various levels of government on both sides of the border were granted.

The planning process to build a new Detroit River crossing has also been long and sometimes difficult. It has included extensive industry, stakeholder, and community consultation on both sides of the border, and coordinated planning to meet the legislated requirements from both sides of the border.

In October 2012, the Government

of Canada created the Windsor-Detroit Bridge Authority (WDBA), a not-for-profit Canadian Crown corporation, to oversee and manage the procurement process for the design, construction, financing, operation, and maintenance of the new bridge through a public-private partnership (P3). A joint Canada-Michigan governance entity, known as the International Authority, was also established to oversee and approve key steps in the P3 procurement process. It is responsible for monitoring compliance of the Windsor-Detroit Bridge Authority with the Crossing Agreement signed by Canada and Michigan in 2012.

WDBA works in close coordination with our partners on both sides of

the border, including the province of Ontario, state of Michigan, border protection agencies, the U.S. Federal Highway Administration, and the cities of Windsor and Detroit. This is critical to ensure the success of this binational undertaking.

## MILESTONES

Many milestones have been achieved since the formation in 2012 of the WDBA. Considerable work has been accomplished to prepare the sites of the Canadian and American Ports of Entry. More than \$150 million of construction and utility relocation is already underway at the site of the Canadian Port of Entry. Property acquisition for the U.S. side of the project is advancing, as is utility relocation and preliminary site investigation.

The procurement process to select a private sector partner is well underway

“ It is anticipated that the project will provide significant economic opportunities for regional workers, suppliers, and contractors. ”

and it is anticipated that construction on the four components of the Gordie Howe International Bridge will begin in 2018. An in-service date will be confirmed once the private sector partner is selected.

The Windsor-Detroit gateway has long been recognized as one of the busiest border crossings in North America. All expectations are that traffic at the gateway will continue to grow. Canada is the U.S.'s largest trade partner, and Canada is the top export destination

for 35 U.S. states. The new Gordie Howe International Bridge will be a key piece of this trading relationship.

The project is already bringing economic benefits to the Windsor-Detroit area. Once the private sector partner is on board, it is anticipated that the project will provide significant economic opportunities for regional workers, suppliers, and contractors. Once complete, the new bridge will provide additional capacity to increase trade and to encourage investment between Canada and the United States, and help to create thousands of jobs and opportunities on both sides of the border. It will benefit the economies of the Great Lakes-St. Lawrence Region. It will help build the future. ■

Michael Cautillo is the president and CEO of the Windsor-Detroit Bridge Authority.

**LIFE CYCLE CO<sub>2</sub> EQUIVALENT EMISSIONS BY ENERGY SOURCE**  
SOURCE: IPCC

Energy Source	Life Cycle CO <sub>2</sub> Equivalent Emissions (g/kWh)
COAL	1001g
OIL	840g
NATURAL GAS	469g
SOLAR PV	46g
NUCLEAR	16g
WIND	12g
HYDRO	4g

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Building a cross-border innovation and prosperity strategy in the Buffalo-Niagara Corridor. *BY KATHRYN FRIEDMAN*

The cross-border region that encompasses western New York and southern Ontario is in transition. Leaders on each side of the border of these Great Lakes communities are leveraging assets to strengthen human capital and create purposeful transformation to foster sustainable communities, creativity, and innovation. They are seeking to battle the status quo outlook forged from decades of decline in population, employment, and GDP.

Buffalo Niagara Region, for example, is targeting investment in initiatives such as the build-out of the downtown medical corridor through investment

in cultural heritage tourism and health sciences innovation (e.g., the WNY Regional Economic Development Council Strategic Plan and Buffalo Billion). Municipal leaders have also invested in the stewardship of natural assets through the One Region Forward Regional Plan for Sustainable Development. In 2015, Buffalo Niagara also was selected as one of several regional site teams for a Communities that Work partnership—a workforce development effort funded by the Aspen Institute and U.S. Economic Development Agency that aims to drive talent-based economic development locally and across the country.

Parallel efforts are taking place in

southern Ontario. Just a stone's throw away, leaders in the Niagara Region and City of Hamilton are committed to increasing economic opportunity and creating well-paying jobs by strengthening innovation (e.g., health sciences), natural heritage (Niagara Falls and Great Lakes), and cultural tourism strategies. Collaborative efforts between these communities demonstrate a forward-looking focus on workforce development and creating healthy, vibrant, prosperous communities.

Given the similarities in prioritized investment on each side of the border, there is increased recognition that leadership to strategically and collectively leverage these cross-



The Niagara Falls Bridge Commission (NFBC) is the binational entity that owns and operates the Rainbow, Whirlpool Rapids, and Lewiston-Queenston Bridges between Canada and the U.S.



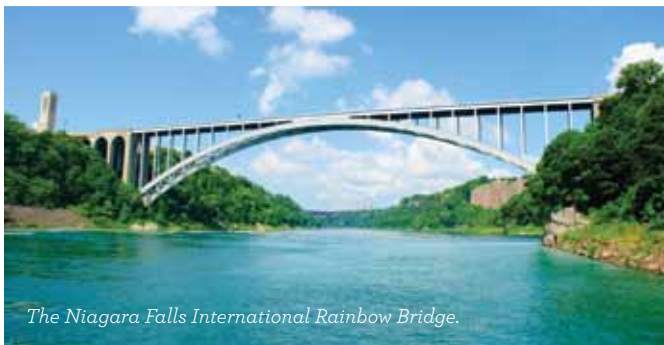
Buffalo Niagara Region is targeting investment in initiatives such as the build-out of the downtown medical corridor, including the new UB School of Medicine and Biomedical Sciences.



In Buffalo, there is a new wave of city-dwellers populating dozens of formerly run-down industrial buildings in the core of downtown.



Aerial view of the Buffalo downtown medical corridor.



The Niagara Falls International Rainbow Bridge.



The Buffalo Niagara region attracts more than 22 million visitors annually.

border clusters would be beneficial to the region. Recent reports, such as the Global Models of Binational Regional Collaboration: The Potential for Great Lakes Regional Innovation, published in 2014 by Michigan State University, suggest that cross-border regions are becoming more globally competitive for firms and talent. Binational regions are increasingly viewed as hubs for facilitating innovation, creativity, and prosperity. This concept of “thinking and acting across borders” to enable innovative, competitive, and prosperous communities is not new. What is new, are attempts to better understand and capture some of the gains that come with the tremendous flows of technology, people, and goods across the Canada-U.S. border.

### CREATING A CROSS-BORDER AGENDA

Understanding and implementing a cross-border regional strategy can be daunting. In 2011, John Kania and Mark Kramer, two consultants from the firm FSG, published a paper that referred to the “Collective Impact” framework for understanding and managing large-scale social change required in broad cross-sector coordination. The Collective Impact framework involves: data and metrics for understanding and action; a structured process that leads to a common agenda; continuous communication; mutually reinforcing activities among all participants; and, a backbone infrastructure to coordinate the network.

### COLLECTIVE ACTION

In fall 2016, binational stakeholders from the Buffalo-Niagara area launched the Binational Innovation and Prosperity Initiative to strengthen cross-border innovation and well-being. With funding from the John R. Oishei Foundation, the Trillium Foundation, the Niagara Falls Bridge Commission, Peace Bridge Authority, and the Niagara Region, they used the Collective Impact framework as a guide to the discussions. The initiative was hosted by Brock University and the University at Buffalo but with participation from private, public, and non-government leaders.

# UNLOCKING IDEAS

The initiative set out two short-term objectives:

- 1 create a process that engages key stakeholders from the binational business and economic development communities for cross-border relationship building, capacity building, and information sharing; and
- 2 identify cross-border innovation clusters to make the economic case for coordinated planning and policies, using the life sciences sector as a starting point.

Combining process with data-informed decisions, the long-term objective is to ultimately build an innovation and prosperity agenda for this cross-border region.

## PRESENT OPPORTUNITY

In conversations that I've had over the years, it has become clear to me

that leaders on both sides of the border seek a process that fosters understanding, relationships, capacity and, ultimately, an agenda to thrive as a binational region in an increasingly competitive and globalized world. These leaders desire a process to gather the "right collective eyes" for building capacity and powerful relationships. Decision-makers are keen to strengthen ties and hungry for objective analysis to guide planning and highlight opportunities for information sharing, alignment, and collaboration within individual economic sectors and across wider strategic planning efforts.

As the largest cross-border region along the Canada-U.S. border, the binational Buffalo-Niagara Region is unique in North America for the depth and breadth of its cross-border assets. Leadership has recognized that

there is a need to better understand these assets to create innovative and prosperous communities. President Donald Trump has established an administration that is determined to strengthen domestic job growth. By demonstrating the existence of cross-border innovation clusters with hard data and analysis, and with co-ownership by business and economic development leadership in a process to create an innovation and prosperity agenda, this binational region is primed to serve as a model of the tangible benefits of Canada-U.S. innovation. ■

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Kathryn Friedman is a global fellow at the Woodrow Wilson International Center for Scholars (Canada Institute) and a research associate professor of Law and Planning at the University at Buffalo.

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- Intergovernmental Panel on Climate Change



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- Ontario Energy Board



## Jobs.

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- Canadian Manufacturers and Exporters



## Innovative.

Bruce Power's reactors produce **Cobalt-60**, which sterilizes **40%** of the world's single-use medical devices.

- [cleannuclearpowersafehospitals.com](http://cleannuclearpowersafehospitals.com)

Prime Minister Justin Trudeau and President Donald Trump held a press conference at the White House on February 13, 2017.



AP Photo/ Government of Canada

## PLAYING THE TRUMP CARD

Deepening trade with the United States. *BY MARK FISHER*

**N**ever in our lifetimes has a meeting between a Canadian Prime Minister and an American president held such import or caused such fevered analysis and fear of disaster. So, when Justin Trudeau emerged unscathed from his first official talks with Donald Trump, the relief along the border was palpable.

As Canada's economy and prosperity depend on trade with our giant neighbour to the south, the new president's "Buy American, Hire American" exhortation, and demand to re-open NAFTA, have set minds racing from Main Street to Bay Street. As the CEO of an organization that promotes greater linkages among the two countries and their provinces, states,

and businesses throughout the Great Lakes-St. Lawrence Region, you would think I would be among the most nervous. But I believe we should regard this moment as an opportunity. While we now face the challenge of justifying the need for free trade, investment, and mobility across our borders, there's a powerful case to make and a chance for positive change.

President Trump won his shocking victory largely because of unexpected support in three Great Lakes states: Wisconsin, Pennsylvania, and Michigan, where many voters turned to him because they were disillusioned by job losses in manufacturing. But these states, and the other five that make up our shared economic region, also rely on Canada to support roughly 2.2

million good-paying American jobs.

The governors of these states all understand that our prosperity is shared, that a rising tide in the Great Lakes economies lifts all boats. They know that thickening the border would be a job killer for both our nations. That includes Vice President Mike Pence. In 2014, when he was Governor of Indiana, Mr. Pence led a trade delegation to Toronto, noting that almost 200,000 jobs in his state depend on doing business with Canada.

These voices matter to President Trump. He needs to deliver jobs and growth in the states that made him president. We must utilize every connection—government, business, academic, and the non-profit—to

The Prime Minister met with Senate Majority Leader Mitch McConnell at the Capitol in Washington February 13, 2017.



The Prime Minister met with Senate Speaker Paul Ryan on the same visit.



remind him that his path to success includes Canada.

In a recent letter to both President Trump and Prime Minister Trudeau, I pointed out that the Great Lakes-St. Lawrence Region is the heart and soul of the extraordinarily successful Canadian-American trade relationship. The regional GDP is about USD\$5.8 trillion—globally, only the American and Chinese economies are larger.

Here is where a fresh look at NAFTA can present an opportunity. We can do better. We can modernize, align, and in some cases, eliminate duplicate regulations at both the provincial-state and federal levels and thus make it easier to do business across the border. We should nurture and encourage bi-national organizations like the Regulatory Cooperation Council, which has been doing good work in cutting red tape.

As we all know, Mr. Trump is preoccupied with security. We'll have to show him the facts: cooperation and engagement with his northern neighbour will make his borders—and economy—safer. Already we have Integrated Border Enforcement Teams (IBET), where Canadian and American law enforcement officials

“ NAFTA can help to secure the border while simultaneously expediting the movement of goods and people doing legitimate business. ”

work together to combat cross-border criminal activity. IBETs should be expanded and strengthened.

NAFTA can help to secure the border while simultaneously expediting the movement of goods and people doing legitimate business. By sharing customs and border resources in joint facilities, we can institutionalize the “checked once, approved twice” approach to trade and mobility between our two nations.

In December 2016, Congress approved with bipartisan support the *Promoting Travel, Commerce and National Security Act*. A companion

bill awaits approval in Ottawa. The legislation aims to establish a modern, seamless border for trade, while also ensuring security—a smart approach for two nations that share so much.

If, to use the president's words, there is to be a “tweaking” of NAFTA, we should seize the opening to propose constructive ideas that can benefit both countries. A good start would be a public-private Free Trade Zone (FTZ) in the Great Lakes-St. Lawrence Region. It would be a job creator for both Americans and Canadians, particularly small and medium sized enterprises (SMEs). There are millions of SMEs on both sides of the border, but most lack the capacity to deal with the complications of export. If we make export simpler, we open up new markets for them.

President Trump is a deal maker. He wants to win, and we have many influential American allies and organizations, like the Council of the Great Lakes Region, who are ready to help convince him. We need to show him how both Canada and the U.S. can be winners together. ■

Mark Fisher is the president and CEO of the Council of the Great Lakes Region.



# WORKING TOGETHER

An opportunity to revise NAFTA for the 21st century. *BY STEPHEN CRYNE*

**D**uring his successful 2016 U.S. presidential campaign, President Donald Trump said this about the North American Free Trade Agreement (NAFTA): “We lose with Canada—big-league. Tremendous, tremendous trade deficits with Canada. This is the worst agreement ever signed.”

The president’s anti-trade position is being driven by the notion that free trade agreements have wiped out American jobs. But a study at Ball State University’s Center for

Business and Economic Research in 2016 concluded that the majority of lost jobs (88 per cent) have resulted from automation and improved productivity.

Fast forward to the February 13, 2017 first meeting between President Trump and Canadian Prime Minister Trudeau, where the president changed his tune. There, he characterized the special relationship that exists between the two countries and pledged to enhance the trading relationship with Canada saying, “We’ll be

tweaking it [NAFTA] to make it even better.” In response to a question from the media, he said that U.S. trade with Canada is fair, which is entirely true. Canada-U.S. trade is in balance.

## OF GREAT SIGNIFICANCE

Every day over \$2 billion in trade and services pass between our two countries. The combined annual trade and investment amounts to almost one and a half trillion dollars. From an employment

perspective, U.S. exports to Canada support some eight million U.S. jobs, while about two and half million Canadian jobs (14 per cent of the workforce) depend on Canadian exports to the U.S. Canada is the United States' largest customer, and over 400,000 people cross the border every day.

Washington State's sales to Canada amount to over \$23 billion per year, generating 244,000 jobs. In the state of Michigan, 241,000 jobs are dependent on \$75 billion worth of annual trade with Canada. In the state of New York, trade with Canada is almost \$34 billion per year and creates 596,000 jobs. It's worth noting that President Trump singled out how bad NAFTA has been for New York State when he said, "New York State has been horribly, horribly hurt by NAFTA."

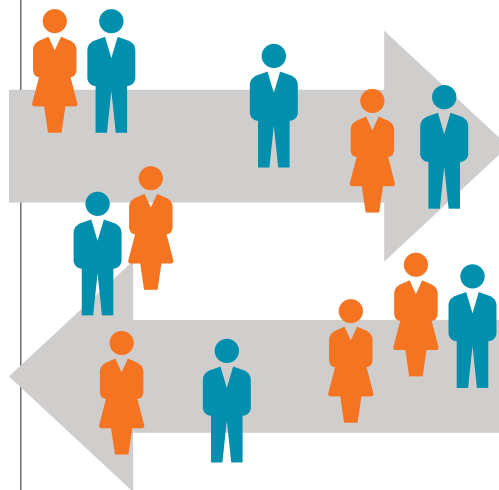
The movement of employees between our two countries is vitally important in supporting that trade in goods and services. As an integrated economy we do more than make and sell things to each other; now, our companies increasingly innovate and make things together.

NAFTA includes provisions covering labour mobility. The Trade NAFTA (TN) visa is designed to facilitate temporary entry of workers on a reciprocal basis. The TN provision is guided by a list of professional occupations to work in Canada, the U.S., or Mexico.

One significant drawback of the TN list is that it's over 20 years old. A lot has happened in the modern workplace and the list is outdated. New occupations have emerged, particularly in IT, finance, healthcare, and many other industries. Only two professions have been added to the list since its inception.

This disconnect with the modern

labour market hurts productivity. It creates inconsistency, delays, and unpredictability for many businesses that need to mobilize employees between the two countries. In a survey the Canadian Employee Relocation Council conducted of Canadian and U.S. businesses in 2013, results confirmed the TN visa list is out of step with existing and emerging occupations.



“The movement of employees between our two countries is vitally important in supporting that trade in goods and services.”

This is in contrast to the more contemporary approach Canada is taking on mobility provisions in agreements with its other trading partners, such as the Canada European Comprehensive Economic Trade Agreement (CETA). While CETA excludes key services in health care, public

education, and other social services, the temporary entry provisions will make it easier for highly skilled professionals and business people, such as engineers and senior managers, to work in the E.U. CETA's temporary-entry provisions will expand on existing WTO access by setting a framework to facilitate temporary travel or relocation for selected categories of business persons, including short-term business visitors, investors, intra-company transferees, professionals, and technologists.

A further advantage of CETA, in comparison to NAFTA, is the inclusion of a framework for the mutual recognition of credentials. When regulatory bodies in two jurisdictions agree that the professional qualifications in each other's jurisdictions are satisfactory, they can sign a mutual recognition agreement that allows professionals trained and qualified in one jurisdiction to provide services in the other.

Would it not make sense to have such arrangements in place within the North American trade pact?

Political issues aside, the economic benefits of NAFTA to Canada and the U.S. are significant. Dismantling the agreement will exact a high price on business and affect the livelihood of over 10 million workers and their families in Canada and the U.S. alone.

Is NAFTA the worst trade deal ever signed? Far from it. But it sure could use a major makeover to the TN visa list to increase productivity and the economic benefits that go with it. ■

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**Stephen Cryne is the president and CEO of the Canadian Employee Relocation Council. He lives in Toronto, Ont.**

# JUST *the* FACTS

Ontario is vitally important to American exporters, especially in Trump states.

BY DANIEL KITTS

Ontarians may be worried about restrictions on trade with the U.S., but recent statistics show dozens of U.S. states should be just as concerned. Canadians can breathe (a bit) easier after the cordial first meeting between Prime Minister Justin Trudeau and President Donald Trump, in which the president vowed only to “tweak” free-trade provisions with Canada. While that’s still open to interpretation, it’s better than his promise during the election campaign to “tear up” the North American Free Trade Agreement (NAFTA).

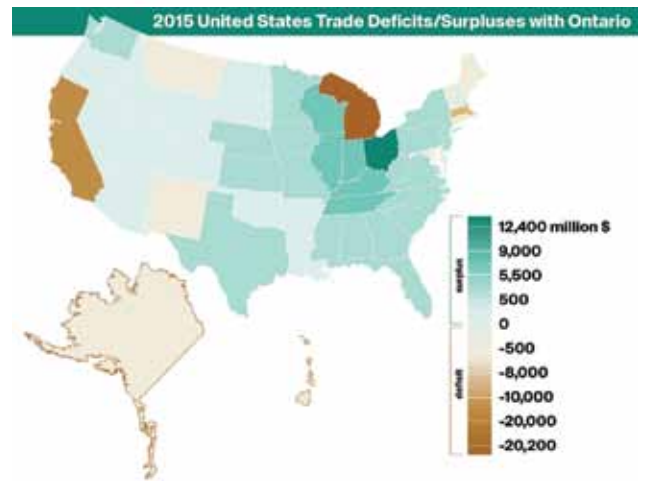
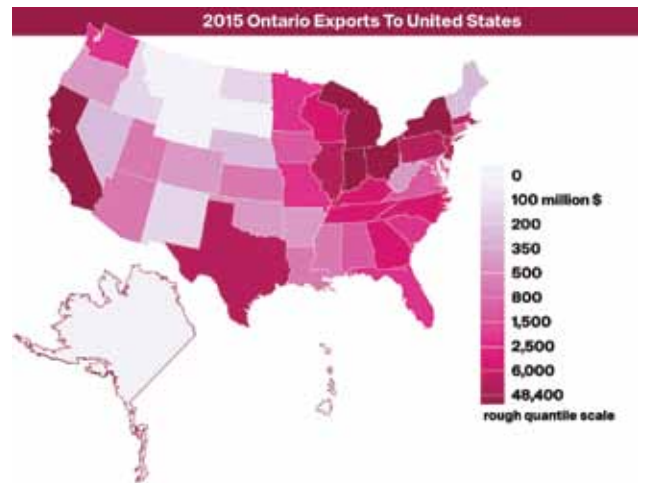
Also taking comfort from the meeting were the growing number of American corporate leaders concerned about Trump’s trade ideas. The risk a slowdown would pose to U.S. businesses becomes obvious when you dive into the numbers. If trade with just one Canadian province, Ontario, were disrupted, the economies of several states would take a serious hit.

## ON BALANCE

While Canada has a goods trade surplus with the U.S., Ontario actually buys more from south of the border than it sells. In 2015, the most recent year for which numbers are available, Ontario bought \$182 billion in goods from the U.S. and sold \$158.6 billion, for a U.S. trade surplus of \$23.4 billion with the province. Thirty-nine states had trade surpluses with Ontario—of which 27 voted for Trump in the presidential election.

Even states that have deficits with Ontario may want to reconsider restricting trade. Michigan, for example, had a trade deficit of \$22.4 billion with the province, yet Ontario was still the state’s number-one market outside the U.S. That means it not only sold more to Ontario than it did to the other Canadian provinces; it also sold more to Ontario than it did to any country outside Canada.

Michigan is not alone. According to Ontario’s Ministry of International Trade, 20 states count the province as their top export destination, and Trump took 13 of those in November: Alabama, Georgia, Indiana, Kentucky, Michigan, Mississippi,



Missouri, North Carolina, Ohio, Oklahoma, Pennsylvania, Tennessee, and Wisconsin.

Polling indicates Canadians feel they have much to lose if the Trump administration throws up trade barriers. But as the Ontario example shows, many Americans have a lot at risk as well—even if they don’t know it yet. ■

Daniel Kitts is the editor of TVO.org’s Next Ontario section.



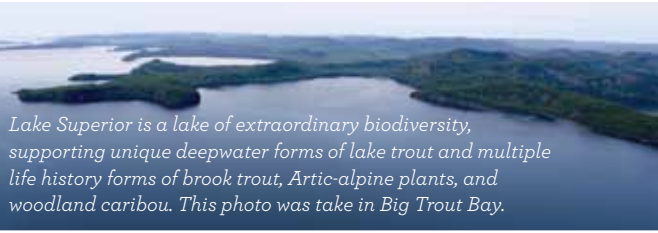
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Lake Superior is a lake of extraordinary biodiversity, supporting unique deepwater forms of lake trout and multiple life history forms of brook trout, Arctic-alpine plants, and woodland caribou. This photo was taken in Big Trout Bay.



The single predator-single prey relationship between wolves and moose on Isle Royale off the coast of Lake Superior, is unique and has been the subject of detailed study for over 55 years.



Two eaglets poke their heads up, waiting for food. Since the 1500s, habitat loss and persecution seriously depleted Bald Eagle populations, to the point that Great Lakes populations almost disappeared entirely. Today, Great Lakes Bald Eagles are recovering slowly.



A yellow-bellied slider.



A view from above Trout Bay.

# SHARED HABITAT

A partnership of Canadian and U.S. citizens and groups work together to preserve the last undeveloped shoreline on Lake Superior.

After more than a decade of negotiations and partnership building, the Nature Conservancy of Canada (NCC) has purchased more than 1,000 hectares (2,517-acres) of land on the shore of Lake Superior. The property in the Big Trout Bay area was one of the last privately owned, undeveloped shorelines between Thunder Bay, Ont. and Duluth, Minn.

Located minutes from the international border, opposite Isle Royale on the U.S. side of the border, the property includes 21 kilometres of undeveloped shoreline with towering cliffs, as well as stretches of open bedrock and rugged cobble beach framing a wilderness of coastal boreal forest. It is home to moose, wolves, bald eagles, and peregrine falcons. Nearly half of Canada's bird species rely on boreal habitat like Big Trout Bay to complete their life cycle.

The NCC has been working to conserve land along Lake Superior's north shore for 15 years. This most recent acquisition brings the total conserved hectares (acres) of protected land that is open to the public for low impact activities, such as hiking, to 3,557 hectares (8,790 acres).

James Duncan, the vice president for NCC's Ontario operations said, "This is a massive international undertaking. When faced with the potential loss of habitat and wildlife on the largest freshwater lake in the world, thinking big is essential. [...] It's an extraordinary opportunity to make substantive and tangible progress on our overall goal of protecting Lake Superior's North Shore."

The total purchase of the land was at \$8.5 million. Contributions were shared by the Government of Canada through the Natural Areas Conservation Program (NACP), the JA Woollam Foundation, Margaret A. Cargill Foundation, Bobolink Foundation, Rogers Foundation, The Nature Conservancy's Wisconsin and Minnesota programs, The Conservation Fund, Green Leaf Advisors, and many individual donors in both the United States and Canada. The Government of Canada's NACP is a unique public-private partnership led by the NCC. To date, \$345 million has been invested in the NACP by the Government of Canada to secure natural heritage sites. Additionally, more than \$500 million in matching contributions has been raised by NCC and its partners.

Don Rusnak, Member of Parliament

“ This is a massive international undertaking. When faced with the potential loss of habitat and wildlife on the largest freshwater lake in the world, thinking big is essential.”

*James Duncan, vice president  
the Nature Conservancy of  
Canada, Ontario Region*

for Thunder Bay—Rainy River, Ont. said, “The Government of Canada is pleased to support their habitat conservation efforts through the

Natural Areas Conservation Program. Working together, we will protect the majestic natural beauty of the North Shore region for generations to come.”

Tom Duffus, the midwest vice president for The Conservation Fund, which provided bridge financing as well as transactional and fundraising assistance to NCC via its Great Lakes Revolving Fund, said, “Lake Superior's Big Trout Bay, McKellar Point, and Pine Point represent the last unsecured Great Lakes wilderness on the continent—truly a global gem. After more than 15 years of work personally on this project, I understand the importance of preserving the natural view the Voyageurs saw and, equally as important, the ecosystems that have sustained First Nations for generations.” ■ —Staff



**COUNCIL OF THE GREAT LAKES REGION**

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The Council of the Great Lakes Region, or CGLR, is a member-based organization that works to enhance collaboration and cross-border integration in the Great Lakes and St. Lawrence Region by bringing together stakeholders from the private, public, and not-profit sectors to advance effective, coordinated and broadly shared responses to the region's common economic and environmental challenges.

**Consider becoming a member and sustaining sponsor today.**

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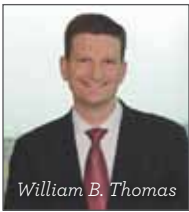
Council of the Great Lakes Region

Council of the Great Lakes Region

Please contact  
info@councilgreatlakesregion.org  
for more details or visit  
councilgreatlakesregion.org

# PEOPLE ON THE MOVE

## APPOINTED



William B. Thomas

**Toronto, ON:** **William B. Thomas** has been elected chairman of KPMG International. He will lead the KPMG global network of professional services firms for a four-year term, effective October 1, 2017, succeeding **John B. Veihmeyer**, who is completing his term as chairman and retiring from the firm at the end of September 2017. **Bill Thomas**, who was elected to his new role by KPMG International's Global Council, has served as chairman of KPMG's Americas region since 2014 and has been a member of the Global Board since 2009. Thomas was CEO and senior partner of KPMG in Canada from 2009 to 2016.



Greg Creed

**Benton Harbor, MI:** **Greg Creed**, chief executive officer of Yum! Brands, Inc., has been appointed to Whirlpool Corporation's board of directors, effective immediately. Creed has served as CEO of Yum! since January 2015. Creed leads the company's overarching strategies, structure, people development, and culture. He was elected to the company's board of directors in November 2014. Prior to being named to lead the parent company, Creed was chief executive officer of Taco Bell, a position he held beginning in early 2011, after serving as president and chief concept officer for Taco Bell.



Persio V. Lisboa

**Lisle, IL:** Navistar International Corporation has announced the appointment of **Persio V. Lisboa**, president of operations, as executive vice president and chief operating officer, effective immediately. In his new role, Lisboa will oversee Navistar's operations and global sales functions. In his most recent role as president of operations, Lisboa was responsible for procurement, product development, and manufacturing, where he helped drive hundreds of millions in total cost savings, while overseeing key strategic investments in new products and services. He also played a major role in negotiating the successful close of Navistar's strategic alliance with Volkswagen Truck and Bus.



John Dickert

**Binational:** The Board of Directors of the Great Lakes and St. Lawrence Cities Initiative (Cities Initiative) is pleased to announce the selection of **John Dickert** as the organization's next president and chief administrative officer. Dickert will succeed **David**

**Ullrich**, who will step down from his position this summer as executive director after fourteen years and will continue as a senior advisor to the Cities Initiative. Currently serving as the Mayor of Racine, Wisconsin, Dickert brings decades of experience in local, state and federal government relations, strategy, fundraising, and coalition building. "The work of the Cities Initiative is vital to the health and protection of the Great Lakes and St. Lawrence River," said Dickert. "I am thrilled to step into this position with the Cities Initiative and work with a dynamic coalition of 128 other mayors to ensure the voice of local government is a part of Great Lakes and St. Lawrence decision making."



Kallie Bila Michels

**Ann Arbor, MI:** **Kallie Bila Michels** has been appointed the vice president for communications at the University of Michigan. Michels has been serving the university as associate vice president for communications since 2008. She has been interim vice president for communications since September 2016. President **Mark Schlissel** said, "Kallie has developed and implemented communication strategies to help us launch and promote university-wide initiatives and in support of our highest priorities during her time as the interim vice president [...] Clear, consistent and purposeful communications, both internally and to the outside world, are critical to the university's success. Michels will serve as the university's chief communications officer and will work with the Board of Regents and the university's executive officers to set university policy on matters of communications and marketing."



Jean-Francois Cantin



Keith Robinson

**Binational:** The International Joint Commission (IJC) has appointed a bi-national study board to explore the causes, impacts, risks, and solutions to flooding in the Lake Champlain-Richelieu River basin. The International Lake Champlain-Richelieu River Study Board's is comprised of scientific experts drawn from the governments of Canada and the United States, Quebec, Vermont, and New York. The Board's research will focus on the causes and impacts of past floods, floodplain best management practices and adaptation strategies, real-time flood forecasting and mapping, social and political perception of structural and other mitigation measures, impact of flood management and mitigation measures on ecosystems, water use, the built environment and agriculture, and data analysis and modelling. **Jean-Francois Cantin**,

# PORTS TORONTO

## Making Connections

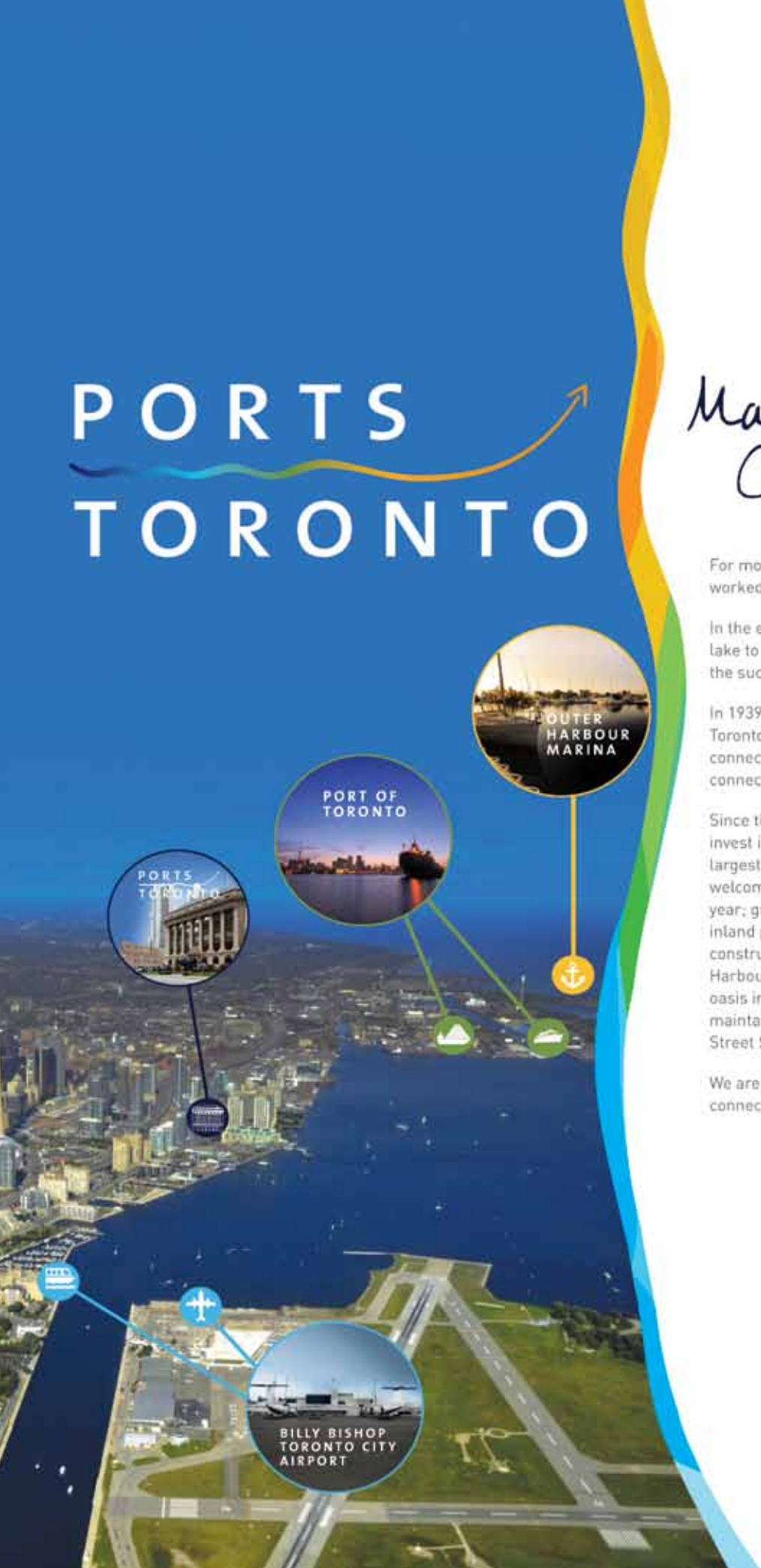
For more than 100 years PortsToronto has worked to make connections.

In the early 1900s we connected the land and the lake to build the waterfront and establish the successful Port of Toronto.

In 1939, PortsToronto built the Billy Bishop Toronto City Airport so Torontonians could connect with the world, and the world could connect with Toronto and all it has to offer.

Since then, PortsToronto has continued to invest in the airport to build it to be the ninth largest in Canada, serving 20+ destinations and welcoming more than 2.5 million passengers per year; grown the Port of Toronto to be an integral inland port supporting the city's food and construction industries; opened the Outer Harbour Marina to provide boaters with an oasis in the city; and continued to protect and maintain the Toronto Harbour and the Leslie Street Spit for the enjoyment of all.

We are PortsToronto and we are making connections for businesses and travellers alike.



## PEOPLE ON THE MOVE

chief hydrological operations of the National Hydrological Service at the Meteorological Service of Canada, was named the Canadian co-chair. **Keith Robinson**, the director of the U.S. Geological Survey at the New England Water Science Center, was named U.S. co-chair.



*Craig Turner*

**Buffalo, NY:** The Buffalo Niagara International Trade Gateway Organization (ITGO), a not-for-profit in Western New York and Southern Ontario with the purpose of creation a regional logistics hub, has announced the appointment of **Craig Turner** as executive director. A collaboration of the private, public and academic sectors in the Buffalo Niagara region, ITGO builds upon the capacity of existing logistics assets in the region—extensive transportation system, experienced logistics and trade networks, and positioning as part of the third largest and fastest growing metropolitan megaregion in North America—toward the creation of a globally-recognized center for trade and commerce.

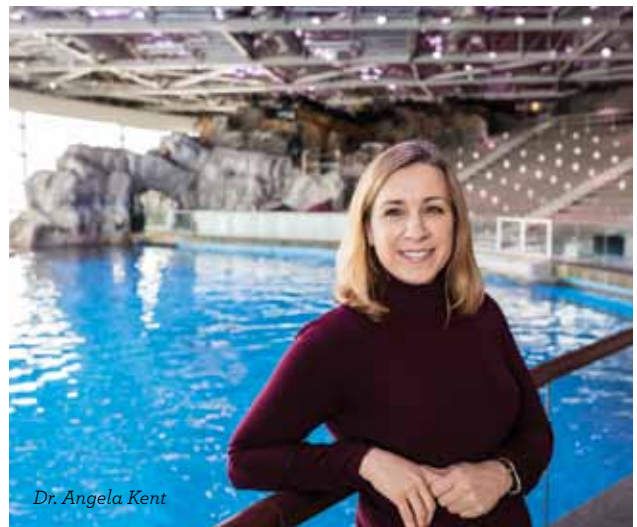


*Luke Seabrook*

**Toronto, ON:** BMO Capital Markets has hired **Luke Seabrook** as the company's new chief operating officer. In this role, Seabrook will have oversight of all risk, balance sheet and first line regulatory and compliance functions. "Luke brings nearly two decades of capital markets experience and an exceptional track record of managing risks and delivering innovative products to clients," said **Pat Cronin**, group head at BMO Capital Markets. Seabrook joined BMO in 2004 as managing director and head of equity Linked and Mutual Fund Linked Products and rose through increasingly senior positions on the trading floor. In 2012, he was appointed head of the financial products and debt products groups; since 2015, he has been global head of trading products with responsibility for Global Equities, Fixed Income Currencies and Commodities (FICC), and Global Structured Products. Seabrook serves on BMO Capital Markets' Executive and Operating Committees. He also serves on the Board of Directors of the Toronto Symphony Orchestra and on the United Way Toronto & York Region Major Individual Giving Cabinet. Seabrook holds an HBA from the Ivey Business School at the University of Western Ontario.

### IN RESIDENCE

**Chicago, IL:** The Shedd Aquarium welcomed Dr. **Angela Kent**, a professor in the department of Natural Resources and Environmental Sciences at the University of Illinois at Urbana-Champaign, for a five-month sabbatical. The



*Dr. Angela Kent*

renowned microbial ecologist will be working alongside Shedd scientists and experts to further understand the impact of water-saving measures on microbial communities in the Abbott Oceanarium. An expert in aquatic systems, Dr. Kent's diverse body of published work also includes studies of the impact of the microbiome on the health of endangered primates. Dr. Kent received her Ph.D from the University of Wisconsin-Madison, and was recently named a Faculty Fellow by the National Great Rivers Research & Education Center. Shedd Aquarium's Microbiome Project is the world's first comprehensive look at microbiomes in a controlled aquarium ecosystem and how they influence complex environmental conditions and animal health. Shedd along with Argonne National Laboratory, the University of Illinois, Illinois Institute of Technology, and the United States Department of Agriculture started this project to explore the unique relationships between the countless unseen living organisms that share our exhibit environments with the animals that live there. The majority of these microbes are not only beneficial; they are also essential to the health and well-being of the animals.

### RETIRED

**Toronto, ON:** Scotiabank's chief risk officer, **Stephen Hart**, has retired after a distinguished career spanning almost 40 years. **Daniel Moore**, executive vice president and chief market risk officer, will succeed Hart as chief risk officer, effective in April 3. Moore became executive vice president and chief market risk officer in November 2016. Previously he ran the Global Banking and Markets business in Asia-Pacific. He joined Scotiabank in 1997 in risk management and his previous roles include launching the Global Banking and Markets business in Ireland, head of Cross Markets and Structured Products, and senior roles in energy, credit, and equity derivatives.

## AWARDS

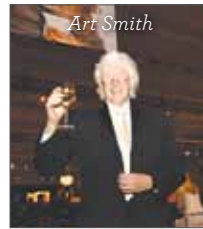


Denis Coderre (On the right)

The Palais des congrès de Montréal presented an Ambassador Achievement Award and welcomed new members to its Ambassadors Club, during its recognition award gala in March. Montréal mayor **Denis Coderre** was

presented with the Ambassador Achievement Award for the dedication and leadership he has demonstrated throughout his career, and for his commitment to Montréal. An ardent defender of the city's interests, and recognized worldwide as a dynamic and determined individual, Coderre was applauded for his contributions to the city's success and its reputation among the world's major tourism destinations. It was noted that Coderre continues to show his deep love for Montréal by passionately contributing to the organization of celebrations surrounding the city's 375th anniversary.

**Toronto, ON:** **Arthur (Art) Smith**, the founder and CEO of GS1 Canada, has been awarded the prestigious Golden



Art Smith

Pencil Award, the highest honour for lifetime achievement by the Food Industry Association of Canada. GS1 Canada is a not-for-profit organization dedicated to fostering the continuous development and adoption of global commerce standards. GS1 is now recognized as the world's leading supply chain standards association. Smith's career has included many roles in Canadian retail including president and CEO for chains in drug and discount department store channels. As an entrepreneur he has founded, built, and sold several high-tech companies and, as a consultant, he worked with **Arthur Anderson** and **A.T. Kearney**. His contribution to industry spans more than 40 years and his dedication to bridging the gap between suppliers and retailers has been a thread throughout his entire career. Recognized as an innovator, Art led a number of North American firsts including: founding Club Z, North America's first online frequent buyer program; designing and implementing the first retailer ATM and debit card program in Canada; and Implementing (with Catalina Marketing) the first electronic coupon network in Canada. ■

# Top100

## Canada's Biggest Infrastructure Projects

On February 21, 2017, 300 senior executives from across Canada and around the world gathered for the **Top100 Projects Key Players & Owners Dinner** in downtown Toronto to celebrate the biggest projects in Canada.

Thank you to all who attended and supported this annual event.

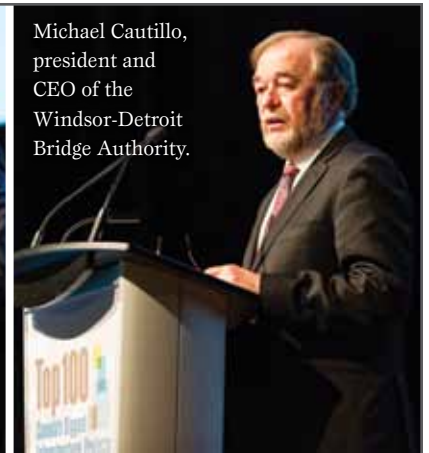
**See you next year!**

More photos and details at [TOP100PROJECTS.CA](http://TOP100PROJECTS.CA)

Dave Jull, senior vice president of transportation for WSP.



Michael Cautillo, president and CEO of the Windsor-Detroit Bridge Authority.



Parliamentary Secretary for the Minister of Infrastructure and Communities Marc Miller.





## BUCKLE UP for a WILD RIDE

Trump and the environment. **BY BERNADETTE RAPPOLD**

**T**hroughout his election campaign, President Donald Trump frequently singled out the Environmental Protection Agency (EPA) for special derision, suggesting that the agency had overstepped its authority. He pledged to dramatically cut the agency, leaving “little bits” intact to focus on its core mission.

As a 15-year veteran of the U.S. Environmental Protection Agency (EPA) and former agency enforcement official, I served under both Republican and Democratic administrations and played key roles in briefing incoming political leadership during transitions. As I know up close, for better or worse, federal agencies are not nimble and do not steer on a dime—facts that often frustrate new political leadership.

The president appears intent on challenging these facts. In the less than two months since his inauguration, Mr. Trump has signed executive orders calling on the EPA to rewrite the Obama administration’s controversial Waters of the United States rule, along with legislation under the *Congressional Review Act* to undo rules protecting streambeds from mine waste and requiring energy extraction companies to report payments made to foreign governments.

The president has also ordered executive agencies to eliminate two regulations for every new regulation issued. The order does not detail the

precise mechanics of how the agencies are to effect this command, and it remains uncertain how the White House will weigh rules that the agency is legally obligated, whether by statute or court order, to issue. Regardless of the mechanism however, the EPA and other executive agencies will now have to go through three rulemakings for every new rule it proposes, an expansion of regulatory effort in a time of significant budgetary certainty.

Indeed, the president has submitted a budget proposal that would slash 31 per cent of the EPA’s budget, eliminate 3,200 of its jobs, eradicate programs that support brownfields restoration, and promote environmental justice, and sharply reduce or eliminate grants for states and water infrastructure. Under the proposal, funding for federal restoration of the Great Lakes and the Chesapeake Bay, among other programs, would be eliminated.

Passage of the proposal could have dramatic implications for the Great Lakes and the surrounding states and territories. Public-private partnerships that form the background of the federal Great Lakes Restoration Initiative would likely flounder, and it appears all but certain that region’s states and territories would not be able to shoulder the financial burden themselves.

The president’s budget proposal is subject to congressional review and approval, and recent media accounts suggest that there is growing, bipartisan opposition to the most

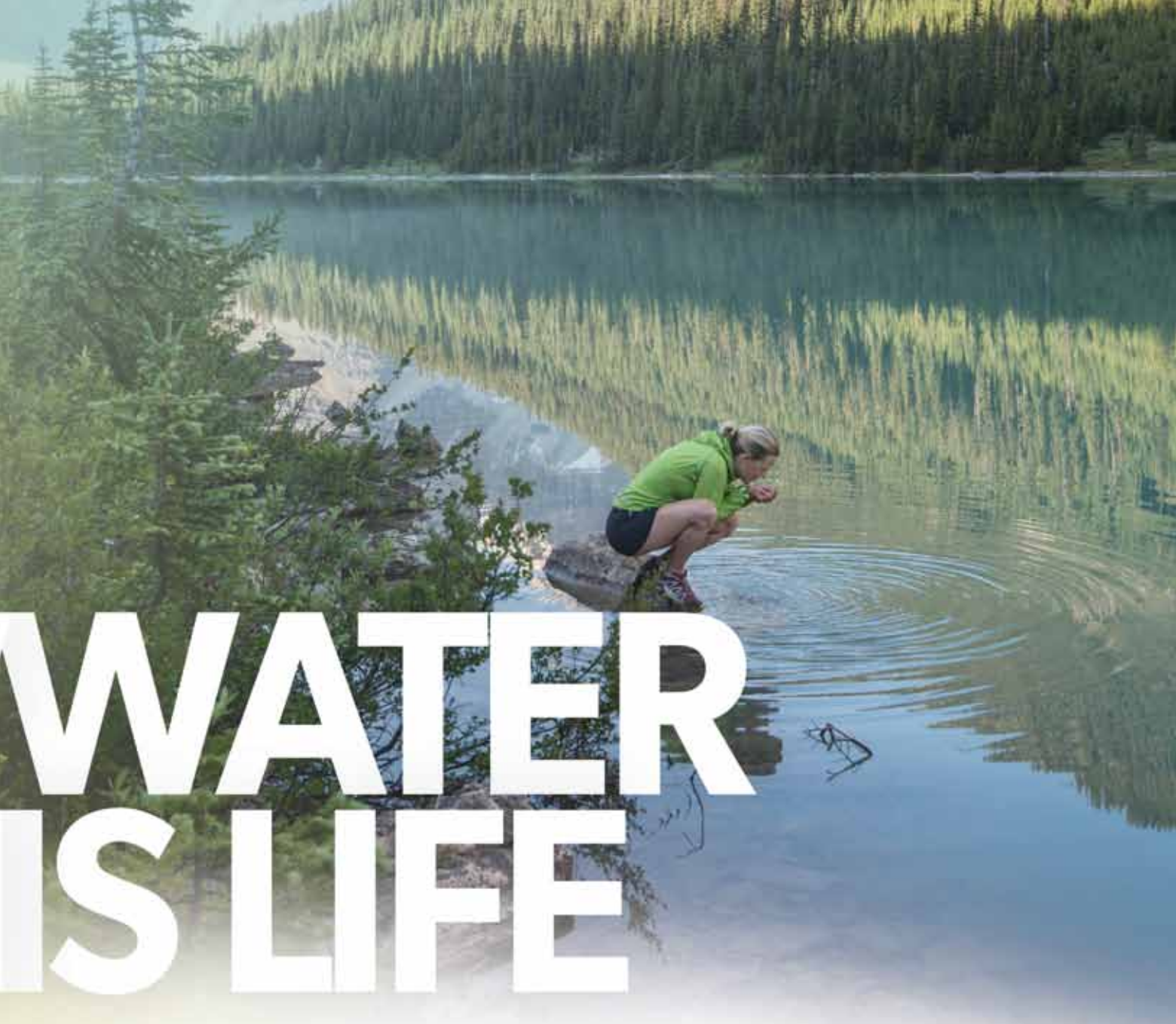
draconian agency cutbacks. And reportedly, even EPA Administrator Scott Pruitt, the former Oklahoma attorney general who sued the agency 14 times, is pushing back on the White House over the cuts and asking for some relief.

While the outcome of congressional deliberations is uncertain, it is clear the agency will continue to shrink. With fewer resources and a rumoured plan to do away with the agency’s Office of Enforcement and Compliance Assurance, federal inspections and enforcement will likely decline. State environmental agencies will be unable to pick up the slack unless Congress reinstates and enlarges the EPA grants to states. Because of the tumult, in the near-term, companies can expect delays in obtaining EPA regulatory determinations and a push to conclude already filed enforcement actions. The outcome of the congressional appropriations process will determine the longer-term effects.

In the absence of a strong federal environmental presence, the focus will likely shift to the states, and citizen suits to enforce fundamental environmental requirements seem also certain to increase. In short, buckle up for a wild ride. ■

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**Bernadette Rappold is a shareholder at Greenberg Traurig, an international law firm based in Washington, D.C., and a former director of the Special Litigation & Projects Division at the U.S. EPA.**



# WATER IS LIFE

Canada's pipeline companies respect how important water is to all our lives, and to future generations. When pipelines cross rivers and streams, special care is taken. Innovative technologies, decades of engineering expertise and best practices, along with 24/7 monitoring, allow us to protect our environment and our water.

**Delivering Canada's energy. Every day.**

Learn more about how we protect our water resources at:  
[aboutpipelines.com](http://aboutpipelines.com)



canadian | association  
energy | canadienne  
pipeline | de pipelines  
association | d'énergie

*Since Line 5  
is under water,  
how do you  
monitor it?*

*Resident, Lewiston*

# “Whether under ground or under water, Line 5 is monitored 24/7.”



**Tom Prew, P.E.**

Enbridge Senior Engineer  
Responsible for Line 5, Superior, WI

The Great Lakes are an important resource, and that's why it's so important to do everything we can to keep them safe. From Autonomous Underwater Vehicles that traverse the lakebed observing the line to devices that travel inside the pipeline, our high-tech tools give us in-depth information on the pipe's condition. And with around-the-clock monitoring, we keep a constant eye on the Straits crossing. But it's more than the technology that keeps the line safe, it's our team who lives here and works hard every day protecting the Great Lakes.

> Here are some of the ways we're monitoring Line 5 under water:

- **Internal Monitoring** – The inside of the pipeline is monitored by "smart pigs." These devices work like MRI machines traveling the length of the pipeline and can detect even the smallest of changes in the pipe's interior over time.
- **External Monitoring** – Remote Operated Vehicles (ROVs) travel along the exterior of the pipeline to assess its condition and to ensure there aren't any external hazards that could pose a threat to the line.
- **Quick response** – Monitored 24/7, the Line 5 pipeline can be shut off remotely in a matter of minutes if a potential problem is detected.
- **Always developing new technologies** – Together with Michigan Technological University's Great Lakes Research Center, we are currently developing a new Autonomous Underwater Vehicle, and the Straits of Mackinac's first modelling system for water currents.