GROUNDBREAKING GREAT LAKES ECONOMIC FORUM LAUNCHED
From Partnership Flows Prosperity
A True Backbone of the Economy

By working closely with our supply chain partners throughout our network, we are building on our commitment to operational and service excellence, supply chain enabling and continuous innovation.
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THE ENERGY TO MOVE FORWARD.

Spectra Energy is proud of our role in serving North America’s energy needs via a vast network of infrastructure and investment.

We’re prouder still to lend our support to initiatives like the Great Lakes Economic Forum.

Because moving forward begins with passionate people, powerful ideas and partnership.
Since joining the Council of the Great Lakes Region two years ago, I’ve had the opportunity to meet fascinating people, from lawmakers in Washington, D.C. and Ottawa to corporate executives and researchers who lead our thriving businesses and institutions. I’ve also had the privilege of visiting a number of fantastic cities—from Toronto, Montreal, and Thunder Bay, to Buffalo, Cleveland, Milwaukee, Detroit, and Minneapolis.

While each person and place was unique, what was constant was the enthusiasm individuals exuded when they talked about their own work and the energy you felt by being in a place defined by a century of progress and the possibility and excitement that comes when you are on the verge of a new era of renewal and growth.

But from my travels and conversations, it has become very clear that there is a disconnect between my experience and people’s broader perceptions of this dynamic region; a region rich in history, culture, ingenuity, and innovation. It’s a rust belt! It’s the fly-over region! This is how many people—some at the highest levels of government and business—describe our region. This is truly amazing, especially given that the region accounts for about a third of combined American and Canadian economic activity and employment.

In sum, it’s clear we have a lot of work to do in building a regional identity and raising our collective awareness regarding the region’s shared history and cultures, its economic connections, and the ecosystems that sustain the well being of millions of people and support thousands of species. Therefore, I am pleased to announce a new magazine called *Current*.

The purpose of the publication, which will be produced semi-annually, is to highlight the Council’s work and events, such as the Great Lakes Economic Forum, as well as showcase stories about the region’s prominent leadership on economic and environmental issues, and its ongoing transformation into a region of opportunity, discovery, and breakthroughs—where we need to deepen cross-border and cross-sector collaboration and partnerships.

If you would like to contribute to the magazine, advertise on its pages, or help us expand its distribution, please do not hesitate to contact me at the coordinates below.

Mark Fisher

*E*: mark@councilgreatlakesregion.org  *P*: 613-668-2044

[@CGLRGreatlakes](https://twitter.com/CGLRGreatlakes)

[Council of the Great Lakes Region](https://www.councilgreatlakesregion.org)

[Council of the Great Lakes Region](https://www.linkedin.com/company/council-of-the-great-lakes-region)
WHAT’S HAPPENING

CAPITAL CONNECTION
More than 600 attendees descended on Toronto for the Association for Corporate Growth (ACG) Toronto Chapter’s 13th annual Capital Connection conference this past November. The record-breaking attendance was due in part to the conference’s all-star lineup of more than 40 speakers from a wide range of industries, including Joshua Harris, co-founder of private equity firm Apollo Global Management; Rossann Williams, president of Starbucks Canada; Dani Reiss, CEO of Canada Goose; and Mitch Joel, president of global digital agency Mirum. The conference drew business owners, senior executives, and investment professionals, along with approximately 60 exhibitors and 30 sponsoring companies. This year’s ACG Toronto Capital Connection will be held November 15-16 at the Allstream Centre. Learn more at acgcapitalconnection.ca.

SMART ENERGY GRID ENGINEERING
Join our international conference on Smart Energy Grid Engineering (SEGE) in Oshawa, Ontario, August 21-24, which is sponsored by the Institute of Electrical and Electronics Engineers. This event will provide unique opportunity to have fruitful discussions about smart energy grid infrastructures, technologies, engineering design methods, and best practices that address industrial challenges. Learn more at sege-conference.com.

THE FUTURE OF FINTECH
With $13.7 billion invested into financial technology (FinTech) companies in the last year, the pace of innovation and disruption in the financial services space has never been higher.

The Future of FinTech Conference in New York, June 8-10, delivers the best audience and deepest discussion on emerging financial services innovation, and will help you see where the world is going and introduce you to the emerging and global institutions making those changes happen. Learn more at cbinsights.com/research-future-of-fintech.

BUSINESS ANALYTICS INNOVATION SUMMIT
By covering the hottest topics within business analytics, the Business Analytics Innovation Summit in Chicago, May 19-20, is a platform for senior level executives to obtain real action points and useful connections to better support their business goals. Join more than 150 top industry minds at the world’s largest executive led Business Analytics Summit and share challenges and best practices with pioneers in the data science field. Learn more at theinnovationenterprise.com/summits/business-analytics-innovation-summit-chicago-2016/why-attend.

HEALTHCARE INNOVATION SUMMIT
Healthcare is set for big change in 2016. Under pressure from a number of areas and working with a number of outdated legacy processes, the industry is already seeing digital innovation, non-traditional competition, and a changing relationship with the patient. How can innovation and strategy professionals respond to the demands for change in healthcare, so steady for so long? The Healthcare Innovation Summit, held in Philadelphia, May 10-11, brings together thought leaders from the industry to incite discovery, inspire change, and facilitate a cross-pollination of ideas. Learn more at theinnovationenterprise.com/summits/healthcare-innovation-summit-philadelphia.
CANADIAN WATER SUMMIT

Water is a critical resource for many industries and businesses. For packaged goods, food and beverage, mining, technology and, manufacturing, water is part of the corporate balance sheets and water resource management is an opportunity for innovation. On June 23, 2016, in downtown Toronto, business leaders, government officials, and water utility managers will come together at the Canadian Water Summit to discuss the best practices and innovations across the entire life cycle of water use and management by the major sectors of the Canadian economy. Speakers include Jonathan Wilkinson, parliamentary secretary for the Ministry of Environment and Climate Change; Usha Srinivasan, VP of learning and insights at MaRS; and Roy MacGregor, Globe and Mail author. Visit watersummit.ca for updates and details.

GREAT WATER CITIES 2016

Stormwater runoff is the largest growing source of water pollution across the United States. To help stormwater professionals apply best-in-class solutions to this growing problem, the Water Environment Federation (WEF) launched the WEF Stormwater Institute in 2015. In late 2015, the institute released a landmark report, Rainfall to Results: The Future of Stormwater, which was the first effort to identify priorities in the wake of significant rulemaking and resulting rapid changes in the industry. May 10-11, Great Water Cities 2016: Rainfall to Results in Action, in Chicago, Illinois, will build upon the Rainfall to Results report and provide the catalyst for continued advancement in several key areas of managing stormwater runoff and valuing it as a resource. Learn more at wef.org/watersummit.
On July 30, 2015, PortsToronto opened a new pedestrian tunnel connecting Toronto’s mainland to Billy Bishop Toronto City Airport, providing passengers with a faster and more predictable way to access to the airport in less than a six-minute walk.

The new 853-foot pedestrian tunnel to Billy Bishop Toronto City Airport is located 100 feet beneath the surface of Lake Ontario.

Since 1793, the Port of Toronto has served as Toronto’s gateway to the St. Lawrence Seaway and to marine ports around the world.

The Port of Toronto allows goods from as far away as Germany, Australia, South Korea, China, and the United States to easily flow in and out of Toronto.

Last year, the delivery of more than 1.65 million tonnes of cargo into the Port of Toronto by ship took approximately 41,000 40-tonne trucks off Toronto’s busy highways.

More than 160 ships visited the Port of Toronto in 2015, 43 of which travelled from overseas, bringing sugar, salt, cement, aggregate, and more directly into the heart of Toronto.

In 2016, a record 15 cruise ships carrying a total of approximately 5,400 passengers are anticipated to visit the Port of Toronto.

PortsToronto’s Outer Harbour Marina is one of the largest freshwater marinas in Ontario with more than 625 extra-wide slips that can accommodate boats up to 100 feet long.

In 2015, for the sixth year in a row, the Outer Harbour Marina earned a 5 Green Anchor Gold rating from the Ontario Marine Operators’ Association—one of the highest rankings a marina can attain for following environmental best practices.

portstoronto.com
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FROM THE PODIUM

The GREAT LAKES ECONOMIC FORUM

Positioning the Great Lakes-St. Lawrence Region for global success.

"This kind of vision and collaboration is exactly what we need in the Great Lakes Region and in the overall relationship between our two countries. This Council is a model and an inspiration." — His Excellency the Right Honourable David Johnston, Governor General of Canada.

In 2011, more than 250 leaders gathered in Windsor, Ontario for the Great Lakes-St. Lawrence Region Summit. Convened by the Washington, D.C.-based Brookings Institute and the Mowat Centre for Public Policy Innovation at the University of Toronto, it brought together government policy specialists, lawmakers, business leaders, academia, and advocates from the non-profit sector.

The summit program sought better ways of working together across the border and key sectors, and many policy areas were identified where stronger collaboration and voice were needed when it comes to building the region’s future economy while preserving healthy ecosystems.

Further, leaders at the summit were equally clear that gaps in regional leadership, knowledge sharing, and advocacy needed to be filled. The need to act as a unified, binational economic region, and explore how we are positioning the Great Lakes-St. Lawrence Region to win in today’s borderless, global economy, couldn’t be more pressing.

The United States and Mexico are partnering to create cross-border economic strategies, such as the Cali Baja Bi-National Mega-Region. Baltic countries are joining forces to develop their own macro-regional economic strategy. So too are countries along the Danube River and in the Persian Gulf.

This is why the Council of the Great Lakes Region, launched in 2013, established the Great Lakes Economic Forum in Chicago in 2015. It’s a space where leaders from around the region could come together each year to share ideas in shaping regional economic policy, boosting the region’s competitive edge and productivity, and securing its long-term success and prosperity.
It was against this backdrop that the Governor General of Canada, His Excellency the Right Honourable David Johnston, charged the Council at the forum to create “a stronger and more dynamic culture of collaboration that harnesses the particular strengths and features of this great region.”

The call to action was on target. The region is an economic powerhouse for Canada and the United States, as well as North America, yet there has never been an organizing economic vision and strategy for how we can—and must—collaborate in selling more goods and services to the world, attracting foreign direct investment, making the region an attractive place to work and live, and supporting world-class research and innovation.

There will always be a healthy level of competition between the eight states and two provinces that make up the Great Lakes-St. Lawrence Region, from New York to Minnesota in the United States and Ontario and Quebec in Canada. However, we will never be as strong apart as when we are working together in pursuing common economic and environmental objectives.

The U.S. Ambassador to Canada, Bruce Heyman, encouraged the Council and its members to make “no small plans” in finding new ways of deepening the U.S.-Canada relationship in the Great Lakes-St. Lawrence Region and growing the region’s economy—safely and sustainably. To this end, the Council is committed to developing innovative policy solutions that will fortify the region’s strategic advantage and position the region to capitalize on emerging opportunities within North America and around the world.
The Northern Ontario Regional Tourism Organization (RTO), also known as Tourism Northern Ontario (TNO), is the largest RTO in the province by land mass. The region spans from the French River in the south (including Manitoulin Island), the Ottawa River in the east, west to the Manitoba border, and north to the salt water coast. Due to the vastness of the region, it has been further divided into three sub-regions: Northeastern Ontario (13A), Algoma-Sault Ste. Marie (13B), and Northwest Ontario (13C). Each of these sub-regions touts its own unique visitor experiences, but as a whole, the North offers an unspoiled paradise for nature enthusiasts, hunters, anglers, and adventure seekers of all kinds.
Northern Ontario has much to offer to the hunter, angler, or outdoor adventurer. There is an abundance of natural beauty at every rest stop, behind every small town, and surrounding large urban centres like Sault Ste. Marie, Thunder Bay, and Sudbury.

At TNO, our role isn’t necessarily to market tourism in the North to a consumer, but rather to help the industry achieve common goals through programming and initiatives. Because of the unique geography of the region, TNO plays an important role in aligning sub-regional efforts and maximizing resources so not only the operators benefit but the visitors as well. TNO (RTO13) has several Destination Marketing Organizations within the region; many of them focused on natural tourism resources including angling, hunting, nature and outdoors, touring, culture, and urban communities and gateways. Over the past several years, TNO’s aim has been to increase capacity and improve tourism product across the region, ultimately to offer visitors a world-class experience while visiting the North. Through restructuring TNO’s mandate and organizational structure, staff are now able to focus on four priority pillars: marketing, product development, workforce and industry training, and investment attraction. These pillars drive the key activities of TNO and ensure outcomes are in line with the needs of the tourism industry in the region.

THE LURE OF NORTHERN ONTARIO

Tourism is a major economic driver in Northern Ontario with receipts ranking higher per capita than other regions in the province. Tourism is the largest employer of young workers in the province, and TNO’s research reveals 40 per cent of the workforce in the region, as well as one in four businesses, are tourism related. In 2012, there were 8.1 million visits with receipts totalling $1.5 billion. Research in 13B indicates growth of approximately seven per cent in 2013 and 2014 in the fixed-roof accommodation sector.

While RTO13 struggles with geographical and isolation issues, the unspoiled natural resources continue to be a core element in the lure of Northern Ontario for tourists across all sectors (snow machining, hunting, angling, adventure, et cetera). Tourism organizations like TNO are working to address these challenges (infrastructure, accommodation development, et cetera) while keeping in mind the attraction the authentic “True North” experience brings to visitors.

Most recently, Northern Ontario tourism operators have benefited from the low Canadian dollar; this ripple effect has been felt across all...
REGIONAL SPOTLIGHT

NORTHERN ONTARIO’S OVERNIGHT TOURISTS’ PLACE OF RESIDENCE & SPEND

<table>
<thead>
<tr>
<th></th>
<th>Motor Cycle</th>
<th>VFR</th>
<th>Angling</th>
<th>Nature-Based</th>
<th>Major Urban Centres</th>
<th>Festival and Events</th>
<th>Attraction</th>
<th>Snowmobile</th>
<th>Hunting</th>
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<tbody>
<tr>
<td>Total</td>
<td>343,000</td>
<td>1.5M</td>
<td>960,000</td>
<td>955,000</td>
<td>299,000</td>
<td>430,000</td>
<td>**</td>
<td>76,000</td>
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<td>VISITATION</td>
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<td>SPEND (IN $M)</td>
<td>23.6</td>
<td>262.0</td>
<td>406.6</td>
<td>208.0</td>
<td>237.5</td>
<td>110.3</td>
<td>179.3</td>
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<td>37.0</td>
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<td>Wisconsin</td>
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<td>7%</td>
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<td>3%</td>
<td>1%</td>
<td>1%</td>
<td>3%</td>
<td>N/A</td>
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<td>Michigan</td>
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<td>1%</td>
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<td>2%</td>
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<td>Illinois</td>
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<td>Ohio</td>
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<td>Minnesota</td>
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<tr>
<td>All Other USA</td>
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<td>Canada Only*</td>
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Figures for Motorcycle tourists TSRC 2013. American Snowmobilers are not available. * Small base size – interpret with caution. **Less than 0.5%.

Tourism sectors in the North including destinations, urban accommodations, and perhaps most significantly, in the Northwest’s hunting and fishing lodges. To elaborate, 39 per cent of all angling tourists to RTO13 are American visitors; furthermore, Americans account for 68 per cent of all overnight angling visitors. In fact, Americans continue to see Northern Ontario as a destination of choice accounting for 12 per cent of all visits and 25 per cent of all spending to and in the region.

Northern Ontario also benefits from a number of small niche markets that on their own are relatively small but combined have the potential to increase tourism receipts substantially across the region. For example, American motorcycling tourists also account for a large segment of touring overnight visitors (40 per cent).

STAY COMPETITIVE

There has been a significant shift in focus for RTO13. In past years, there was an almost customary action to allocate resources and funds exclusively towards marketing efforts. However, research has shown that marketing efforts, though still an extremely important area of focus, is not the only task. TNO and its respective sub-regions should be performing. As global tourism trends change and the ease of access for travellers across the world have become increasingly more indisputable, there are necessary steps the Northern Ontario tourism industry should take in order to stay innovative and competitive.

In order to influence and aid tourism in the North, TNO has developed several initiatives to improve tourism product, provide relevant training, and hold events that bring operators together to discuss best practices and network. One of these initiatives, Tourism Excellence North (TEN), will help operators, communities, or destinations to assess their current tourism product (lodge, attraction, trails, et cetera) to determine whether it is market ready or not. After assessing market-readiness, the operator or destination is then provided training solutions custom fit to their needs. These training solutions range from self-learning...
In order to influence and aid tourism in the North, TNO has developed several initiatives to improve tourism product, provide relevant training and hold events that bring operators together to discuss best practices and network.

From a consumer point of view, Northern Ontario already has much to offer to the hunter, angler, or outdoor adventurer. Between Kenora and North Bay, there are multiple provincial and national parks, wildlife preserves, and world-class fishing holes. There is an abundance of natural beauty at every rest stop, behind every small town, and surrounding large urban centres like Sault Ste. Marie, Thunder Bay, and Sudbury. Accommodations in large centres in the North have worked to improve their product in order to attract large events and

to mentoring opportunities and are available to participants depending on their comfort and engagement levels.

Meet polar bears at the Cochrane Polar Bear Habitat in Northeastern Ontario.

Motorcycling touring on highways running through Algoma Country.

A 42-inch Northern Pike caught in Algoma Country, Ontario.
conferences. The introduction of Porter Airlines to the region has made a significant change in the way large centres in Northern Ontario are able to market themselves as a destination for all visitors—and more specifically, to conferences and event planners. The ease of access from downtown Toronto to North Bay, Sudbury, Sault Ste. Marie, and Thunder Bay has increased the ability to package tourism product to those in the Greater Toronto Area and beyond. Development in fixed roof accommodation has big payoffs for consumers, too. The shift in quality provides visitors with first-class accommodations, complementing exceptional nature and outdoors experiences just outside their door.

Travelling through Northern Ontario, specifically along the Great Lakes coastline, is a trip that every travel enthusiast should experience at least once in their lifetime. TNO will continue to work to ensure the visitor experience is as remarkable as possible. There are infinite possibilities for adventure in the region from authentic bush plane tours to world-class fly fishing trips; culinary tours to summer music festivals. There are unique experiences available unlike anywhere else in the country. The region’s natural beauty coupled with its cultural and historical landmarks and attractions position it as a destination of choice for a variety of visitors. Simply put, Northern Ontario has something to offer for every traveller.

Stephanie Pagnucco is the tourism coordinator of Tourism Northern Ontario (TNO). TNO is funded by the Ministry of Tourism, Culture, and Sport.

FOR THOSE LOOKING TO FIND OUT MORE ABOUT WHAT THE REGION HAS TO OFFER, VISIT NORTHERNONTARIO.TRAVEL TO KEEP UP TO DATE ON TOURISM NORTHERN ONTARIO INITIATIVES, OR IF YOU ARE INTERESTED IN JOINING OUR MAILING LIST, VISIT TOURISMNORTHERNONTARIO.COM
We fly over a lot of lakes, but only five of them are Great.

Porter Airlines connects you with 23 destinations, around the Great Lakes, and beyond.
SECTOR IN FOCUS

The Great Lakes Region, which includes eight U.S. states and two Canadian provinces, is the economic engine of North America, accounting for more than 30 per cent of both economic and employment activity between the two countries. If it were a country it would be the third largest economy in the world, behind only the United States and China. The result is a massive economic and geographical footprint that requires huge amounts of energy in order to operate. While some states and provinces, notably Illinois, Ontario, and Pennsylvania, generate the majority of their energy from carbon-free nuclear power, most others still rely on carbon-emitting technologies like coal and natural gas for their electrical baseload. Most commercially competitive hydroelectric resources in this region have also been fully developed.

The energy consumption for the Great Lakes area fluctuated between 1990 and 2008. In 1990, the total population within the Great Lakes was over 86 million with a total energy consumption of 7.4 billion megawatt-hours (MWh), and its per capita usage was 87 MWh per person per year. Though the region’s population grew by 10.8 per cent between 1990 and 2008, the energy usage per capita declined by 3.4 per cent, to 84 MWh per person per year. What’s clear when looking at the region as a whole is that this was primarily impacted by the global economic downturn in ’08.

The overall trends in energy consumption by sector were quite similar throughout the region. In Ontario, the total secondary energy consumption by the four sectors (industrial, transportation, residential, and commercial/institutional) in 2008...
was over 763 million MWh. The transportation sector accounted for the largest end-user percentage of energy consumption at 32 per cent. Energy consumption in the other three sectors was as follows: residential, 21 per cent; commercial/institutional, 18 per cent; and industrial, 30 per cent.

Total secondary energy consumption by the four sectors in the eight U.S. Great Lakes states in 2008 was 7.48 billion MWh. For the Great Lakes states, the industrial sector was the largest consuming sector with 30 per cent in 2008. The remaining three sectors account for 70 per cent of the total, as follows: transportation and residential, 25 per cent each, and the commercial/institutional sector, 20 per cent.

The vast majority of electricity generated in April 2015 in the U.S. Great Lakes states came from coal (39 per cent), nuclear (30 per cent), and natural gas (20 per cent). In Ontario, 62 per cent of electricity was provided by nuclear power while 83 per cent of electricity generation in Quebec was from hydroelectric (based on 2013 data).

Today, there is a collective understanding in the Great Lakes Region, reflected in both national and sub-national government policies, of the importance of reducing greenhouse gases that contribute to climate change. Given the interconnectedness of the region’s economy, it’s important to consider all factors when seeking to grow the economy through jobs and investment. The environmental impact of economic growth is a challenge for all jurisdictions—one that the people, businesses, and governments of the Great Lakes Region look to balance.

While a wide range of policy factors will be needed to achieve these goals, one positive contributor to the region’s
SECTOR IN FOCUS

Economy and keeping the air clean is nuclear energy. Nuclear power generates nearly 30 per cent of the electricity for the entire region and about 50 per cent of the emissions-free electricity generated in the Great Lakes Region, making it an essential source of reliable, affordable, and clean electricity for families and businesses. This emissions-free electricity annually avoids 250 million metric tonnes of CO₂ in the air, which is the equivalent of removing over 52 million passenger cars from the road.

Ontario is a prime example of how investment in nuclear energy can provide long-term benefits to climate change. In the 1990s, the Ontario government shut down four reactors on the Bruce Power site. This loss of reliable, carbon-free energy immediately resulted in increased coal-fired generation in the province, sending millions of tonnes of CO₂ into the atmosphere. During the summer of 2005, there were 53 smog advisories, creating an unhealthy environment for Ontario residents, especially its most vulnerable citizens.

In the early-2000s, when the private company Bruce Power was formed to operate the province’s eight reactors on the Bruce site, the company and the government agreed to restart the four dormant units to assist with the province’s plan to shut down its coal-fired generating facilities. Through $7 billion in private investment over the next decade, Bruce Power returned 3,000 megawatts of carbon-free energy to the provincial grid, providing 70 per cent of the energy the province needed to close its coal plants, with the final megawatt from coal coming in early-2014.

The result has been a drastic reduction in smog days—to the point where not one was recorded in 2014—in what has been called the largest clean-air initiative in North America.

While playing this important role in keeping the air clean, the nuclear industry is also a major source of jobs.
James Scongack is currently the VP of corporate affairs for Bruce Power, Ontario’s largest independent electricity producer.
The use of the public-private partnerships (P3) has developed unevenly across the globe. The disparity is never greater when comparing how the United States and Canada use the model to address infrastructure needs. In 2015, Canada procured 36 per cent of its infrastructure with the P3 model whereas the United States procured only one per cent of its infrastructure using P3. While Aon Infrastructure Solutions anticipates the United States to procure five per cent of its infrastructure using P3 in 2016, deal flow and project activity vary widely in the United States when compared to Canada.

In the United States, political risk continues to be a key issue facing P3 projects. P3 projects are only possible if a U.S. state has the requisite legislation allowing such projects. However, even if such legislation is in place, private investors and contractors face the risk their investment in pursuing a public infrastructure project could be affected by changes in the political and regulatory environment.

TO THE P3-POINT
Assessing P3 political risk in the Great Lakes Region
Aon Infrastructure Solutions has developed a proprietary data-driven tool, P3-POINT, to assist its clients in navigating and assessing the political risk landscape in both the United States and Canada. To create P3-POINT, Aon surveyed more than 1,000 P3 industry leaders from major construction firms, legal, technical and risk advisors, and infrastructure investors. The survey, distributed in the fourth quarter of 2015, asked for private sector leaders’ views on the bidding climate for P3s in the United States and Canada. Aon took these responses to create a model that uses 16 different data points to describe the political and regulatory climate for P3 in a given jurisdiction.

In our opinion, P3-POINT offers an educated view of how a particular state or province scores on the key factors that would lead to a successful P3 procurement. In the United States, a number of Great Lakes states are categorized as “less certain” because these states often possess obstacles to successful P3 procurement. Obstacles to P3 may include the lack of a political champion or a poor track record in procuring P3 projects. The Province of Ontario, in contrast, has a high certainty score. Some of the key factors to Ontario’s high score include its long and stable history of procuring P3 projects and its dedicated and centralized P3 procurement agency. P3-POINT allows us to highlight the specific factors that contribute to a transparent and predictable procurement, such as broad and accountable regulations, standard tendering procedures, and political support.

P3-POINT’s assessment of the Great Lakes Region is revealing and looks at the specific political and regulatory factors that must align for P3 procurement success. Given the tremendous infrastructure needs of Great Lakes Region, the tool allows us to objectively assess the challenges in the region, with hopes to leverage the region’s collective strengths. With data and analytics, we hope to spark a conversation that helps governments and private parties achieve binational collaboration.

Caitlin Ghoshal is an associate with Aon Infrastructure Solutions in Chicago. She has worked on a number of P3 projects such as the Portsmouth Bypass, Indianapolis Consolidated Justice Facility, SH-288, and the Maryland Purple Line. Wahed Fidaali is an associate with Aon Infrastructure Solutions in Toronto. He serves as project manager delivering Aon’s services to clients on North American infrastructure projects.

MORE INFORMATION ON P3-POINT CAN BE FOUND AT AON.COM/AIS

The evening’s keynote speakers were Adam Vaughan (top left), Parliamentary Secretary to the Prime Minister for Intergovernmental Affairs, and Brad Duguid (top right), Ontario’s Minister of Economic Development, Employment and Infrastructure. The 2016 list of Canada’s biggest infrastructure projects represents more than $161 Billion of investment.
The Great Lakes Region is blessed with a bounty of natural resources, generational industrial endeavours, and innovative citizens. Of late, the region has been challenged with a manufacturing slowdown as the global economy continues to transform the business landscape. Changing demographics in Canada and some parts of the United States present opportunities for workforce development initiatives aimed at replacing now retiring baby boom workers in some sectors of the economy. According to BuildForce Canada’s recent labour market forecast, more than 120,000 new skilled trades workers will be required by 2020 to meet projected economic demand and projected retirements.

Concurrently, municipal, state, provincial, and federal infrastructure is approaching the end of its useful lifespan; roads, bridges, waterworks, and other infrastructure assets are aging. It is estimated by the Environmental Protection Agency (EPA) that $80 billion of investment in the region’s U.S. wastewater systems alone will be required—many CGLR jurisdictions (for example, Ontario) have already begun massive investment programs with an aim to create jobs and stimulate growth.

This is moment of opportunity for the Great Lakes Region. States, provinces, and both federal governments are increasing spending on large and
small-scale infrastructure programs. Policy initiatives that maximize the benefit to the community from this investment not just guarantee the goal of economic growth, but allow for the replenishment of the workforce as our population ages. Apprenticeship opportunities give the next generation an on-ramp into the work force and bring under-represented populations into the skilled trades as well. Governments at all levels should hold construction contractors accountable for training by mandating that all contract proposals include a method to guarantee that apprentices and under-represented populations will be part of their labour force.

Member of Parliament Ahmed Hussen (Lib-York South Weston) has recently tabled Bill C-227 “An Act to amend the Department of Public Works and Government Services Act (community benefits)” in Canada’s Parliament to directly impact the $116 billion in direct federal infrastructure spending. This bill will give the Minister of Infrastructure and Communities the discretion to require contractors and the federal government to work together to ensure local benefits (like apprenticeships) for large federal projects. The bill also gives the minister the ability to track and monitor community benefits and requires an annual report to Parliament.

The Great Lakes jurisdictions also have an opportunity to renew the positive promotion of careers in the skilled trades. Industry is ready and willing to partner with educational institutions and governments to return the skilled trades to a profession of pride. And there is no better promotional activity than a real job and for a young person on a public infrastructure project.

There is a track record of success in Western Canada with apprenticeship and workforce requirement agreements between large energy proponents and construction firms. Apprenticeship participation amongst target demographics has increased, and employee retention rates are up in a highly competitive labour market. Let’s see if public infrastructure assets in CGLR jurisdictions can perform as well!

Chris Smillie is a senior advisor of Government Relations and Public Affairs for the Building and Construction Trades Department, AFL-CIO, in the Canadian office, also known as the Canadian Building Trades.
BEYOND THE BORDER

CUSTOMS ORGANIZATIONS WORLDWIDE FACE MOUNTING CHALLENGES WHEN IT COMES TO FACILITATING CROSS-BORDER TRADE, AND MORE THAN EVER BEFORE, THE BORDER ENVIRONMENT IS CHANGING. NATIONAL SOVEREIGNTY IS SHIFTING TO REGIONAL AND GLOBAL PROTOCOLS, IMPACTING EXISTING PROCESSES AND REGULATORY REQUIREMENTS. PHYSICAL BORDERS ARE TRANSFORMING INTO VIRTUAL BORDERS DUE TO THE GROWTH OF ELECTRONIC TRADE AND ELECTRONIC DATA EXCHANGE, REQUIRING NEW REGULATORY CONTROLS. CROSS-BORDER INTERNET PURCHASING HAS CAUSED THE VOLUME OF SMALL SHIPMENTS TO EXPLODE WORLDWIDE, ADDING COMPLEXITY TO THE ROLE OF BORDER MANAGEMENT. AS A RESULT OF THESE DRIVERS OF CHANGE, ADVANCED ELECTRONIC DATA NEEDS TO BE MADE AVAILABLE AT THE BORDER FOR RISK ASSESSMENT AND CLEARANCE OF GOODS, TO ENSURE INTERNATIONAL MARKETS OPERATE EFFICIENTLY.

TO AVOID DELAYS IN PRODUCT CLEARANCE, CUSTOMS AND OTHER GOVERNMENT ORGANIZATIONS HAVE BEGUN TO EXPLORE HOW GLOBAL STANDARDS CAN BE USED IN THEIR CROSS-BORDER PRODUCT MANAGEMENT PROCESSES—SPECIFICALLY, AS PART OF THEIR “SINGLE WINDOW” EFFORTS. LIKESIWE, BUSINESSES ARE BECOMING AWARE OF THE MUTUAL BENEFITS THAT STANDARDS BRING TO THEIR ORGANIZATIONS AND THE GLOBAL SUPPLY CHAINS IN WHICH THEY OPERATE. IN FACT, BOTH CUSTOMS AGENCIES AND INDUSTRY HAVE THE DESIRE TO REDUCE THE COMPLEXITY, TIME, AND COSTS RELATED TO IMPORTING AND EXPORTING GOODS. WITH VISIBILITY INTO PRODUCTS ARRIVING AT BORDERS, GOVERNMENT AND BUSINESSES CAN IMPROVE SECURITY MEASURES FOR CONSUMER SAFETY AND GAIN EFFICIENCIES BY IDENTIFYING LOW-RISK, REPETITIVE PRODUCTS THROUGH THE USE OF GLOBAL STANDARDS.

AT THE INTERSECTION OF INDUSTRY AND GOVERNMENT NEEDS, GS1 STANDARDS ARE THE FOUNDATION FOR SAFER, MORE EFFICIENT INTERNATIONAL TRADE.

TALKING THE GLOBAL LANGUAGE OF BUSINESS

THE GLOBAL TRADE ITEM NUMBER (GTIN)—THE NUMBER FOUND UNDERNEATH A TRADITIONAL BARCODE—CAN BE USED BY CUSTOMS AGENCIES TO IDENTIFY INCOMING PRODUCTS BY BRAND OWNER AND MODEL, GRANTING THEM ACCESS TO ALL INFORMATION REQUIRED TO

EXPEDITING CROSS-BORDER TRADE WITH GLOBAL STANDARDS

HOW THE UBQUITOUS BARCODE CAN HELP GOVERNMENT AND INDUSTRY AROUND THE WORLD. NETWORK EICKMEIER

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make an advanced import decision. Customs agencies can make use of this established product identification system to streamline their processes, as GTINs simplify and reduce the complexity for organizations to share regulatory information, lowering the barriers for small and medium businesses. Clearance of new products can be expedited when brand owners submit these products and associated GTINs to government for review. When approved, each new product’s GTIN is placed on a low-risk list, allowing customs to automatically clear these new products, even in advance of arrival at the borders. Databases can then store information about classification of items under different schemes, and by using the GTIN to match the database information, the trader can retrieve and readily use the information when required in the business process.

Along with GTINs, standards such as the GS1 Global Product Classification (GPC) and United Nations Standard Products and Services Codes (UNSPSC) can further help customs agencies accurately determine jurisdiction and risk profile for each product. With this expanded product information, customs agencies can reuse previous admissions history and decisions for that product. GTIN, GPC, and UNSPSC codes could help complement customs’ HS codes, which are used to define tariff rates. GTINs also support counterfeit surveillance and recall processes. Customs can flag illegal or recalled products for automatic rejections or examinations, and can coordinate efforts by exchanging lists of product GTINs between countries that are banned or recalled. GTINs can also identify historical shipments for follow-up investigations. Clearance of new products can be expedited when brand owners submit these products and associated GTINs to government for review.

Overall, GTINs have been proven to reduce the volume of products subject to examination by 75 per cent or more. When GPC codes are used in combination with GTINs, the volume of products subject to examination can be expected to be reduced by another five per cent, for a total reduction of 80 per cent. All told, the opportunity for government to join industry in talking the global language of business is now.

Ryan Eickmeier is the senior director of public affairs at GS1 Canada.
Technology is driving change at a pace unseen for generations.

The way we interact with each other, with businesses, with institutions—even with our cars—is changing, or will be changed, beyond recognition in a few short years from now.

Technological disruption is turning long-established systems upside-down, virtually overnight. Uber, Airbnb, Netflix—who saw those coming five or 10 years ago? Yet each one has shaken its respective industry by its foundations.

Technology advancements in clean-tech, alternative fuels, sensors, 3D printing, artificial intelligence, and quantum and cloud computing have opened up a whole new world of possibilities we couldn't have even conceived of a generation ago.

According to an estimate by PricewaterhouseCoopers (PwC), global revenues from five of the key sharing economy sectors (accommodation, transportation, finance, services and labour, and music/video streaming) are projected to grow from US$15 billion today to US$335 billion by 2025.

For both businesses and governments, this is an enormous challenge and an opportunity. Whether you’re in the private or public sectors, I believe the choice is stark: either embrace this change or be run over by it.

In Ontario, we’re choosing to lead. And I’m interested in partnering with any of our provincial and state contemporaries that share our perspective. We compete as regions. Supply chains, research collaborations, and the movement of capital supersede sub-national and national boundaries. That’s why I’ve reached out to Michigan Governor Rick Snyder to explore how we can promote our auto industry on a regional basis.

So, what are some of the things Ontario is doing to be a leader in this disruption? Cars are a good place to start. Specifically, ones that don’t need drivers. Is this a pipe dream? I don’t think so. Most auto assemblers have autonomous technology at the top of their R&D to-do list. For example, Ford Canada CEO Diane Craig said recently her company plans to have autonomous vehicles on the market within the next five years.

This is a great opportunity for Ontario. We’re among the top auto producers in North America, and wear the mantle of Silicon Valley North—it’s a perfect combination.

Recognizing this opportunity, we moved quickly. Ontario is the first Canadian province to allow on-road testing of automated vehicles. Communities like Stratford and Windsor—located in our auto corridor—have embraced this prospect and stepped forward as real-life test zones.

Getting ahead of the disruption curve is paying off. Currently there are nearly 100 companies and institutions involved in the connected and automated vehicle industry in Ontario. QNX Software Systems in Ottawa is setting the pace across all aspects of vehicle connectivity from...
telematics, to driver information, to automation. Their technology is already deployed in over 60 million vehicles worldwide. GM is building an innovation lab in Waterloo, at the heart of our IT cluster. And the company’s Canadian Engineering Centre in Oshawa is playing a leading role in the building of automated vehicles that will be part of a test fleet based at the GM Technical Centre in Warren, Michigan.

It’s disruption driving innovation.

As someone who has spent more than two decades in elected office, I have enormous respect for the role of government, but also know its limitations. Government structures are often too slow to react, respond, and drive regulatory reform at a globally competitive pace. The rate of change driven by technology disruption has magnified this.

Take the sharing economy. Much of our regulatory framework was created before entities like Uber or Airbnb even existed. The resulting regulation mismatch is akin to the proverbial square peg in a round hole. The existing model doesn’t fit.

But it shouldn’t be the Wild West either. Reasonable checks and balances are necessary to protect consumer safety and provide fair competition for established players in the industry—and, importantly, the families those jobs support.

So in Ontario, we’re shaking things up. We’re launching a Red Tape Challenge, an online crowd-sourcing platform to reach out to all businesses, both large and small, on ways to modernize our regulatory environment. This approach, which worked well in the United Kingdom, reaches beyond our usual stakeholder representatives directly to front-line businesses and workers.

And we’ve entered into a pilot project with Airbnb to raise awareness about homeowners’ and consumers’ rights and responsibilities when offering or booking online accommodations. In turn, the province and Airbnb will collaborate to make this information readily available. It’s a step in the right direction, recognizing the sharing economy is here to stay.

I’ve come to the realization that in Ontario, and around the world, our generation of leadership is at a turning point. Uncompetitive jurisdictions will be hit hard in this new economy. But for those with a skilled and entrepreneurial workforce, there is tremendous opportunity. For me, there is only one viable option: embrace disruption with a passion.

Brad Duguid is Ontario’s Minister of Economic Development, Employment, and Infrastructure.

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CGLR needs your help!

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.

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

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UNLOCKING IDEAS

The Niagara Region and Western New York are separated by an international border. However, that border does not inhibit the neighbours of two countries from demonstrating what it means to be a shared community of interest. We share many passions including chicken wings, the Buffalo Bills, and the Buffalo Sabres. Another area is economic growth and co-operation and finding ways to capitalize on this binational area. Yet there is so much more. Our shared interests include culture, environment, economy, and social identity. The Niagara area is truly the symbolic nexus of how two sovereign countries have coexisted in friendly relations for more than 200 years. There are people who live on one side, work on the other. Many people have family living “across the ditch”—as if they were located across town. Some professions, such as teaching, reciprocate their credentials so that qualifications on one side apply equally on the other.

The Niagara-area border crossings handle the largest flow of human cross-border traffic anywhere between the two countries. And we share in the environmental stewardship responsibility of 20 per cent of the world’s freshwater: most of the Great Lakes drain through Niagara.

We do business together. Lots of it. Based on our similar historical economic development, both sides have a legacy of manufacturing—a legacy now morphing from steel and automotive to advanced manufacturing. Tourism and culinary appreciation are mainstays. Food, food production, and food security are common focal areas. We share interests in art, wine-making, and architecture. Because these shared interests are so ingrained in our community identity, it would be easy but irresponsible to take this advantage of location for granted.

Niagara College (NC), with campuses in Niagara Falls, Welland, and Niagara-on-the-Lake, Ontario, has taken an active interest in making our binational citizenship a deliberate part of our business strategy. Here are a few examples:

- NC recently joined the Buffalo-Niagara Partnership, an economic development organization and the regional chamber of commerce for Buffalo Niagara, taking an active role on its Can-Am Council;
- NC has entered into a memorandum of understanding with Niagara University, based in Lewiston, New York, that responds to the education needs of future leaders in this community;
- NC is happy that, through targeted recruitment efforts, we are seeing an increasing number of U.S.-based students drawn by our top-notch educational offerings at attractive financial terms; and
- NC’s School of Business’ cluster of programs in international business highlights the emphasis NC places on the global nature of our economy and region. Our diplomas, graduate certificates, and Bachelor’s degree in International...
Commerce engage students in trade, the growing importance of the global economy for small- and medium-size businesses, and offer the opportunity for students to gain valuable international work experiences.

NC also supports the Province of Ontario’s designation of lands in Southern Niagara as a “Gateway Economic Zone and Centre.” The Gateway has a focus on the kind of economic activity that plays into a number of the college’s strengths, including advanced manufacturing, food processing, international business, and tourism—all geared toward capitalizing on our cross-border locational advantage.

U.S. ambassador to Canada, Bruce Heyman, along with his wife, Vicki, recently visited NC. They reflected on the college’s focus on deliberate and demonstrable efforts to create more opportunities for co-operation in furthering mutual interests, including economic and workforce development interests in the binational Niagara area. Beyond that was the ambassador’s message: “Make no small plans” by reaching out to work with our Niagara U.S. neighbours for mutual benefit to leverage each other’s strengths.

To get out of our more localized comfort zone, we are taking action on the ambassador’s challenge. Not only does it feel right, it is right for our collective future success. It includes being able to export talent and innovative products. In terms of talent, graduates of NC’s Teaching Winery and Teaching Brewery are finding opportunities beyond Niagara Canada, including in the United States. As for an example of an innovative product, the award-winning MADD Virgin Non-alcoholic beer, had its genesis as a student’s project and is now a commercialization success story. Developed in partnership with Mothers Against Drunk Driving (MADD), it is now available in more than 2,500 Walgreens in the United States and Shoppers Drug Mart locations in Canada. A short video on this binational success story can be viewed online at bit.ly/myNCstory.

This is a time of renewal in our binational community—economically, socially, and culturally. NC is reconnecting with our Western New York friends, so that our respective renewal efforts can be leveraged for even greater success. Brock University, located in St. Catharines, Ontario, also sees the importance of Western New York including a partnership agreement with the University of Buffalo. It is our belief that while there are benefits to Niagara College in bi-national co-operation, other sectors beyond post-secondary would enjoy positive results from exploring all that this trans-boundary Niagara community can offer through collaboration with our U.S. neighbours.

I encourage Current readers to learn more about Niagara College at niagaracollege.ca on how we may be able to work together.

Dan Patterson is the president of Niagara College.
CANADA’S TOY AUTHORITY ANNOUNCES ITS NEWEST CHIEF PLAY OFFICER

There’s a new kid in town and he has big shoes to fill. Out of hundreds of submissions from across Canada, 12-year-old Émile Burbidge from Saint-Bruno, Quebec has been hired by Toys “R” Us Canada as its new chief play officer (CPO). Émile will spend a fun-filled year playing with and becoming the expert on the hottest new toys, games, and gadgets from Toys “R” Us and providing his recommendations to parents and gift-givers. He will also take part in English and French media appearances and attend events across the country on behalf of the company.

GUY CORMIER ELECTED CHAIR OF THE BOARD, PRESIDENT AND CEO OF DESJARDINS GROUP

The 256 Desjardins officers from Quebec and Ontario that make up the organization’s Electoral College recently elected Guy Cormier as Desjardins Group’s new chair of the board, president and CEO. Mr. Cormier, currently Senior VP, Cooperative Network and Personal Services, takes over from Monique F. Leroux, who has led the organization since March 2008. Mr. Cormier will begin his four-year term at Desjardins Group’s annual general meetings on April 9. Desjardins Group is the leading cooperative financial group in Canada and the sixth largest cooperative financial group in the world with assets of $248.1 billion.

VALEANT ANNOUNCES CEO SUCCESSION PLAN AND CHANGES TO BOARD OF DIRECTORS

Valeant Pharmaceuticals International Inc. announced it has initiated a search for a new chief executive officer. It also appointed William A. Ackman, CEO of Pershing Square Capital Management, L.P., to its board of directors, effective immediately. Ackman, whose firm has a nine-per-cent stake in Valeant, will join Pershing Square’s vice chairman, Stephen Fraidin, on the board. Valeant Pharmaceuticals International is a multinational specialty pharmaceutical company that develops, manufactures, and markets a broad range of pharmaceutical products primarily in the areas of dermatology, gastrointestinal disorder, eye health, neurology, and branded generics.

RESEARCH NOW ANNOUNCES NEW EXECUTIVE LEADERSHIP

Research Now, the global leader in digital data collection to power analytics and insights, has announced that Gary Laben has been chosen as the new CEO effective as of March 29 and will become a member of the board. He succeeds former president and CEO Kurt Knapton, who tendered his resignation in October 2015, but remains on the board.

SS&C TAPS STEPHANIE MILLER AS SENIOR VICE PRESIDENT FOR ITS FUND ADMINISTRATION BUSINESS

SS&C Technologies Holdings, Inc., a global provider of financial services software and software-enabled services, today announced Stephanie Miller will join the company as Senior VP in April 2016. Miller will report to Rahul Kanwar, head of SS&C Alternative Assets. Formerly head of J.P. Morgan’s fund administration business, Miller brings nearly 15 years running top 10 fund administration businesses, a track record of delivering on financial goals, and extensive expertise in dealing with local regulators and compliance for multi-jurisdictional governance. SS&C is a global provider of investment and financial software-enabled services and software for the global financial services industry.
Cleaner air. Bigger dreams.

In 2014, Ontario stopped burning coal to make electricity. It was North America’s largest action to combat climate change. And the power we now generate is 99.7 percent free of smog and greenhouse gas emissions. Because we know the future is our most powerful resource.

Clean, reliable power. For the future.

opg.com
OPG and INDIGENOUS PEOPLES

OPG’s president and CEO discusses the company’s success in re-establishing positive relations with indigenous communities.  

BY JEFF LYASH

It’s a long way from my former home in Charlotte, North Carolina, to the Cree community at Moose Factory on James Bay, but I was determined to make the trip. Shortly after I joined Ontario Power Generation (OPG) in July 2015, the company and Moose Cree announced that they would be celebrating the successful completion of their ambitious Lower Mattagami River hydroelectric project. I wanted to be there.

Positive relationships with indigenous communities are important for OPG’s future success, and they require leaders to show mutual respect. I have long understood that partnerships and positive, less formal relationships with indigenous peoples are essential for OPG. In travelling around the province and meeting with the chiefs and other leaders in indigenous communities, I quickly learned that the relationships are more important and more complex than I had imagined. They can be very rewarding. They can also be fun.

At Moose Factory, I learned how to smoke a goose and cook moose and beaver. At Gull Bay, which is 175 kilometres north of Thunder Bay, they had me up and dancing at a powwow held to mark OPG’s formal apology for past grievances committed by a predecessor company against the First Nation. In total, I have met with chiefs and local leaders in 20 communities across Ontario. These meetings have reinforced my determination to maintain and enhance OPG as a company that is among Canada’s leaders in working with First Nations and with other indigenous peoples.

This leadership was recognized last past fall when OPG was awarded a silver certification by the Canadian Council for Aboriginal Business for progressive aboriginal relations. We are determined to improve that rating into a gold certification. One reason we received the certification is that we have a formal code that governs all the company’s actions and dealings with indigenous people. The code states:

“OPG is committed to building long-term, mutually beneficial working relationships with … communities proximate to its present and future operations. OPG is committed to developing these relationships on a foundation of respect for the languages, customs, and political, social, and cultural institutions.”

The code outlines our past grievances process as well—something that has been integral to our remedying relationships. In the not too distant past, 23 First Nations had filed past grievances against OPG for damages done to their communities and to their people by our predecessor companies. On August 22, 2015, we celebrated our formal apology and the signing of the 23rd and last settlement of a First Nation’s past grievance at Gull Bay First Nation on Lake Nipigon. I guess that’s why I was dancing.

It hasn’t been easy for the team that worked toward these agreements. There were numerous moments when both sides were frustrated during the negotiations. But they persevered—and even better, they succeeded. We are looking forward to building more such partnerships as we expand our capacity to generate even more clean, green, reasonably priced electricity. ■

Jeff Lyash is the president and CEO of OPG.
Proud of our heritage.
Passionate about our future.

Experienced and adaptive, we deliver turnkey solutions that support customer success in a wide range of transportation and project challenges.

Safety, quality and respect for the environment are at the heart of our operations. Manned by highly skilled sailing crew, our ever-growing diverse and versatile fleet of tugs, barges, workboats and vessels operate throughout the Great Lakes, St. Lawrence River, East Coast and Canadian Arctic.

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While doing this, we are also the source of thousands of jobs throughout the province and billions of investment into our economy and infrastructure. We recognize we are part of a balanced, clean supply mix and we are committed to continuing to do our part to meet the energy needs of families and businesses.

**Clean.**
Nuclear energy produces zero carbon emissions, keeping Ontario’s air clean for a healthier future.
*Intergovernmental Panel on Climate Change*

**Low cost.**
Ontario nuclear is 30% cheaper than the average cost of electricity.
*Ontario Energy Board*

**Jobs.**
18,000 high-paying direct and indirect jobs per year. $4 billion in overall annual economic benefit.
*Canadian Manufacturers and Exporters*

**Innovative.**
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*cleanbrucepowerathospitals.com*