Governor Rick Snyder
October 7, 2013
Daily Briefing

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October 07, 2013
Monday

All Day — **FYI: KS No School**

All Day — **FYI: Senior Staff @9am**

9:15 AM - 9:45 AM — **Travel to Willow Run -- 22 min/ 11 mi**

9:50 AM - 10:45 AM — **Flight to Toronto - State Plane -- FBO: Willow Run – AvFlight 2055 C Street, Belleville, MI 734-482-2621**
State Plane

Manifest:
1. RDS
2. Detrich Speights
3. Dennis Muchmore – boarding in Lansing
4. Dave Murray – boarding in Lansing
5. Joe Pavona – boarding in Lansing
6. Lindsay Eister – boarding in Lansing
7. Mark Kinsler – boarding in Ann Arbor

Tail #: N702MA

Crew: Tom Krashen (517-896-1108) & Tara Ball (517-449-6443)

Depart Lansing 9:05 a.m. Arrive Willow Run 9:30 a.m.
Depart Willow Run 9:50 a.m. Arrive Toronto Pearson 10:45 a.m.

10:55 AM - 11:55 AM — **Travel to Premier Meeting**

11:55 AM - 12:35 PM — **RDS/DM - Meeting with Premier of Ontario, Kathleen Wynne -- Legislative Building, Room 281, Queen's Park, Toronto**
Purpose: To continue the dialogue with the Governor on issues of mutual interest including the NITC, trade and investment flows between Ontario and Michigan, the Great Lakes and so on.

Attendees:
Canadian:
- Honourable Kathleen Wynne, Premier of Ontario
- Monique Smith, Minister Counsellor (Ontario), Canadian Embassy in Washington
- Roy Norton, Consul General of Canada in Detroit
- Representative from Premier's Office (TBC by Premier's Office)
- Mary Shenstone, Chief of Protocol for Ontario

Michigan/USA:
- Governor Snyder
- James Dickmyer, Consul General of United States in Toronto
- Dennis Muchmore
- Joe Pavona
- Mark Kinsler, Vice President, International Business, MEDC

Agenda:
11:55 am: Governor Snyder and party arrive at the south main doors of the Legislative Building and are greeted by Ms. Mary Shenstone, Chief of Protocol for Ontario; Governor Snyder and party are escorted by Ms. Shenstone to Room 281, via the grand staircase, 2nd floor, east corridor (Ontario participants will already be present in the meeting room)
12:00 pm: Upon arrival in Room 281, Premier Wynne is introduced to Governor Snyder by Ms. Shenstone.
Governor Snyder presents his official party to Premier Wynne
Premier Wynne presents the Ontario officials to Governor Snyder
Meeting commences
12:25 pm: Meeting concludes
12:30 pm: Photo-op (media is escorted into the room by Media rep from the Premier's Office; at conclusion of photo-op, media are escorted from the room)
12:35 pm: Premier Wynne bids farewell to Governor Snyder and party in Room 281
Governor Snyder and party are escorted by Ms. Shenstone to the grand staircase where they proceed down to the main south lobby doors and bid farewell

CLOSED Press, photo after meeting

Attachment: MEDC Briefing



*****Staff/Detail*****
POC: Meeting confirmed by Bill Carr, Senior Manager, International Relations Policy, Office of International Relations & Protocol
Ministry of Intergovernmental Affairs, Cabinet Office t: (416) 325-8552
bill.carr@ontario.ca
Lindsay Eister, MEDC (517) 749-7785
Facility/Security: Sgt. Peter Cianciolo, Ontario Provincial Policy, Dignitary Protection & Investigation Section
Security Bureau, Ministry of Community Safety & Correctional Services, Tel: 416 325-7590 Email: peter.cianciolo@ontario.ca
Staff: Edda Caldarone (416) 627-8040



12:35 PM - 12:45 PM **Travel to Lunch**

12:45 PM - 2:15 PM **Lunch -- Nota Bene - 180 Queen St. W. (416) 977-6400**

2:15 PM - 2:30 PM **Travel to P3 Event**

2:30 PM - 4:00 PM **RDS/DM - Council of Great Lake Region Proposed Public Private Partnership (P3) Event -- St. Andrew's Club, (S1) St. Andrew's Hall, - 150 King Street West, 27th Floor, Toronto ON, M5H 1J9**

Purpose: This event is a follow-on to the P3 luncheon the Governor spoke at in November of 2012. This event would be on a broader topic than NITC, however an update on the project is expected. They would like the Governor to discuss other infrastructure needs in Michigan that might be suitable for P3. This will also be an opportunity to promote Michigan to prospective Canadian investors. Both Consul General Roy Norton & James Dickmeyer will be speaking at the event.

Agenda:
2:30pm-3:00pm: Informal meet and greet with Governor Snyder and Senior Staff.
3:00pm: Program begins; Mark Romoff or Matthew Mendelsohn will introduce Governor Snyder for remarks
3:05pm-3:20pm: Governor's Remarks
3:20pm-3:45pm: Open discussion, Q and A (Audience will stand or raise their hands with questions. Mark or Matt to moderate)
3:45pm: Wrap up and thank you by Mark Romoff or Matthew Mendelsohn

Attendees: (full list attached)

- Governor Snyder
- Jim Dickmeyer, US Consulate General—Toronto
- Mr. Roy Norton, Consul General of Canada in Detroit
- Mark Romoff, President & CEO, Canadian Council for Public-Private Partnership
- Matthew Mendelsohn, Director-Mowat Center and Founding Board Member of The Council of the Great Lakes Region
- Allison Scott
- Dennis Muchmore
- Joe Pavona
- Mark Kinsler
- Lindsay Eister

Talking Points:

- State of Michigan is making good progress in identifying public-private partnership opportunities and exploring those opportunities.
- Plan to use these partnerships to reduce costs, generate revenue and economic development, and to accelerate the delivery of a good or service.
- Goal is to have five partnerships in place by the end of this year.
- Primary focus is on infrastructure. Some examples:
    - Highway bridge rehabilitation and repair
    - Freeway lighting
- Current indications: Innovative approach can be used on a large-scale, increasing potential benefits.
    - Bridges: Many market participants interested in projects of $200 million to $300 million or more, so MDOT "bundling" bridge projects
        - Plus, looking at requiring use of carbon fiber composite cables
            - Benefits: Stronger, longer-lasting than steel

- Put Michigan on the cutting edge of using this material
- Encourage construction of a carbon fiber plant in Michigan

- Freeway lighting: Exploring 14,000 lights in Detroit metro area
  - Cover about 80 percent of the lights owned by MDOT
  - Looking at using energy savings funds for financing and operations
    - Substantial cost saving opportunities for taxpayers
    - Third-party responsibility for maintenance
    - Saving energy, better for environment

Attachments:
1. MEDC Briefing
2. Memo from JPavona
3. Talking Points from JH
4. RSVP List as of 10/4



**********Staff/Detail**********
POC: Jane Humphreys (416) 595-6529
Staff: Lindsay Eister (517) 749-7785

4:00 PM - 4:45 PM

RDS/DM - Meeting with Martinrea -- St. Andrew's Club, Edinburgh Room (S2)
Purpose: Discuss Martinrea's current investments in Michigan, thank them for their investments. Explore the potential for future expansions and increased involvement in the Community Ventures program.
Martinrea requested this meeting via the US Commercial Services and Consul James Dickmeyer's office.

Agenda:
Governor to thank Mr. Wildeboer for meeting and have the team introduce themselves
Open dialogue

Attendees:
- Rob Wildeboer, CEO of Martinrea
- Governor Snyder
- Roy Norton
- Dennis Muchmore
- Mark Kinsler
- Lindsay Eister

Attachment: MEDC Briefing



**********Staff/Detail**********
Staff/POC: Lindsay Eister, MEDC (517) 749-7785

4:45 PM - 6:00 PM **RDS Time -- St. Andrew's Club**

5:00 PM - 5:15 PM **RDS/DMurray – PRINT Interview with John Spears – Toronto Star -- St. Andrew's Club, Edinburgh Room (S2)**
Purpose: To discuss the Council of Great Lakes P3 event, including an update on the NITC. John also would like to ask the governor about proposed nuclear waste dumping near Lake Huron (story below).

Market: Toronto and online

Contact: 416-869-4353 / jspears@thestar.ca

Toronto Star: Nuclear waste site assessment is "suspect", critic says

MLive: Michigan lawmakers sound alarm over Canada's proposal to store nuclear waste near Lake Huron

6:00 PM - 6:15 PM **Travel to Dickinson Wright**

6:15 PM - 7:30 PM **RDS/DM - REMARKS - Dickinson Wright LLP New Firm Opening Event -- 199 Bay Street, Suite 2200, Commerce Court West, Toronto ON M5L 1G4**
Purpose: Per DM – To open Dickinson Wright's new Toronto Office and emphasize the importance of Canada – US/Michigan trade relations

Attendees: 200 – 250 of the firm's Canada-US Clients and friends
CG Roy Norton
US CG Jim Dickmeyer
Bill Burgess, CEO of Dickinson Wright LLP

Agenda:
5:30 pm: Reception begins
6:15 pm: Governor arrives, is greeted by Bill Burgess, CEO – Dickinson Wright and Dan Ujczo, Of Counsel – Dickinson Wright
6:15 – 7:00 pm: Governor mingles
7:00 pm: Program begins
7:00 pm: Bill Burgess gives remarks and introduces Roy Norton
7:05: Roy Norton remarks
7:15: Bill Burgess introduces Jim Dickmeyer; Jim Dickmeyer gives remarks
7:25: Bill Burgess introduces Governor Snyder; Governor Snyder gives remarks
Bill Burgess closes
7:35: Speaking activities conclude
7:45 pm: Governor Departs
8:30: Reception Adjourns

OPEN Press

Talking Points:

- Dickinson Wright celebrating move to new offices, a positive reflection of the strong business ties between the United States and Canada and ongoing commerce between our two countries.
- Canada and United States are the largest trade partners for each other: More than $600 billion in imports and exports with each other
- Dickinson Wright is 135 years old and is "Made in Michigan,"
    - Founded in Detroit in 1878 by two lawyers
        - Campbell and Russel, not Dickinson and Wright
        - Firm's name has changed through years.
- From modest beginnings, now recognized as a leading global law firm.
    - Has worked with clients on six continents.
    - Firm has more than 30 lawyers in Canada
    - Plus more than 300 lawyers in offices in the United States

Attachments:

1. Briefing
2. Talking Points from JH
3. RSVP List



*****Staff/Detail*****
POC: Daniel Ujczo, Dickinson Wright PLLC - DUjczo@dickinsonwright.com Phone: +1-614-744-2579 Cell: +1-614-271-8355
Facility: Shane Belbin, Senior Manager, Security and Life Safety - 416-364-7192.
Staff: DM



7:45 PM - 8:30 PM **Travel to Pearson Airport**

8:45 PM - 9:50 PM **Flight to Ann Arbor**
State Plane

Manifest:

1. RDS
2. ALS
3. DM
4. Detrich Speights
5. Lindsay Eister
6. Mark Kinsler

Tail #: N702MA

Crew: Tom Krashen (517-896-1108) & Tara Ball (517-449-6443)

Depart Toronto Pearson 8:45 p.m. Arrive Willow Run 9:50 p.m.
Depart Willow Run 10:10 p.m. Arrive Lansing 10:35 p.m.

9:50 PM - 9:50 PM **Arrive: Willow Run -- FBO: AvFlight 2055 C Street, Belleville, MI 734-482-2621**

9:55 PM - 10:25 PM **Travel to Ann Arbor**

NEW INTERNATIONAL TRADE CROSSING
Project Update and Suggested Message Points
October 7, 2013

Project Update:

• Preparation work for the New International Trade Crossing is moving forward.

• Right now much of the work is more "behind the scenes" and administrative in nature. But while the work isn't always visible to the public at this point, these steps are necessary.

• Michigan and its Canadian partners are pleased with the progress.

• Recent milestones in the process include:

  ○ A permit application has been submitted by the state to the U.S. Coast Guard. The permit is required because the bridge spans navigable waters. The Coast Guard has issued a Public Notice regarding the state's application and will accept public comments by Nov. 8. The Public Notice is posted online.

  ○ On Sept. 19 the state was granted a permit by the Michigan Department of Environmental Quality. The water permit is required under Part 301 (Inland Lakes and Streams) of the state's Natural Resources and Environmental Protection Act. Because the bridge will span the entire Detroit River and floodplain without impacting wetlands, the main issue under Part 301 was ensuring proper handling of stormwater runoff from the bridge. The DEQ received no requests for a public hearing on the permit application.

  ○ In early September, the Canadians began making soil-sample borings on the U.S. side, in rights-of-way owned by MDOT. The samples were taken to help determine the foundation design of the bridge's main span, its approach span and the interchange structures. The same work is being conducted on the Canadian side as well. The information obtained through these geotechnical investigations will be used in preparing Request for Proposal packages to be developed by qualified bidders. Therefore, they will not be released to the public until the entire P3 process concludes.

  ○ Presidential Permit was received in April from the U.S. State Department.

• Land acquisition **(NOTE: ONLY IF ASKED):**

  ○ Land acquisition is more of a 2014 activity based on the NITC schedule.

  ○ Land acquisition efforts have not begun in earnest, although the parties are discussing the manner in which such a process will ultimately occur. We are working out a land acquisition MOU.

Customs Plaza Issue (NOTE: ONLY IF ASKED):

- One of the reasons this amazing project is becoming a reality is that all of the partners continue to work in good faith.

- We all recognize the NITC's enormous benefits to both sides of the border.

- This is a project that enjoys significant public support. Example: Michigan voters overwhelmingly defeated Proposal 6 in November 2012.

- When you're dealing with a massive, international infrastructure project, you can bet that there are a tremendous amount of issues involved.

- Because the Presidential Permit was only issued in April, we are still in the early stages of this project.

- We are aware of the issue regarding the U.S. Customs Plaza. We want all partners to be treated equitably.

- We have a phrase in Michigan: "Relentless Positive Action." We will work aggressively and collaboratively until the plaza issue is resolved to the parties' mutual satisfaction. We have no doubt this will be achieved.

- We have been working – and will continue working – with congressional decision-makers, the Obama administration and Canada to resolve this issue.

- We're working with our Canadian partners on a host of issues, such as appointees to the Authority. So there's a lot going on and it shows that this critical project continues to move forward.

- The NITC will be a unique project that benefits Michigan and Canada. It's something we will all be proud of.

Importance of Michigan-Canada Trade:

- Canada is Michigan's largest trading partner. In 2012, a full 45% of all goods exported from Michigan were delivered to Canada.

- Meanwhile, 42% of goods imported by Michigan were from Canada.

- Goods traded between Canada and Michigan generated revenues totaling about $75 billion.

- Over 200,000 Michigan jobs depend on Michigan-Canada trade. That's 1 in 8 jobs in southeast Michigan and 1 in 7 jobs in west Michigan.

- In 2010, the number of Canadian-owned businesses operating in Michigan grew to 710, directly employing nearly 26,000 Michiganders.

END

2013 MICHIGAN-CANADA TRADE

- Canada and the United States share a unique relationship. We share not only borders, but economies. We can say the same thing about Michigan and Ontario.
- Canada, our close neighbor to the north and one of the world's wealthiest nations, is the United States' largest trading partner, with almost $290 billion in US exports.
- Canada is also Michigan's largest trading partner, by far. This trade relationship is incredibly important to Michigan.
- Nearly $1 trillion in bilateral investment & trade occurs annually between Canada & United States. The close proximity, free trade agreement as well as similarities in business cultures and language give Michigan and Canadian businesses an excellent opportunity to work together.
- In 2012, Michigan exported $25.5 billion in goods and services to Canada, which is #1 among U.S. states. Incredibly, Michigan exports to Canada count for a full 46% of our total exports worldwide. That shows how important this trade relationship is to Michigan.
- And exports create jobs. 237,000 Michigan jobs are dependent on trade with Canada, using the US Department of Commerce, International Trade Administration conversion figure of $197,000 in exports = 1 new job
- Key Michigan exports to Canada include: Transportation equipment, which accounts for 55.9% ($14.2 billion) of the total Michigan-Canada export figure of $25.5 billion. Other notable Michigan exports include machinery, oil and gas, primary metal manufacturing, chemicals and food products.
- Key Michigan imports from Canada include similar products, with transportation equipment again far and away the leader.
- On the investment side, there are 243 Canadian-owned companies in Michigan, employing 22,523 Michiganders in 702 locations. Top Canadian companies creating jobs in Michigan are: Martinrea International (1,300 employees), Ballard Power Systems Corporation (1,100), Grand Trunk Western Railroad (1,100), Magna Mirrors of America (1,058), Magna Seating of America (965) and Guelph Tool Sales (900).
- At last count, 88 Michigan companies had some level of investment in Canada. Many of these companies are "household names" on the list of companies headquartered in Michigan. Proud to call Michigan home, they also recognize the economic benefits of investing in a global marketplace where nearly 96% of consumers and 2/3 of the purchasing power lives outside the U.S. Some of these leading international companies include: Wolverine Worldwide, Lear Corporation, Steelcase, Dart Container, General Motors, Stryker, Whirlpool, Kellogg, Dow Chemical and Auto-Owners Insurance.
- Michigan's 2012 exports totaled over $56.9 billion, ranking #8 among U.S. states. This impressive total also represented 14.9% of the Michigan GDP.
- Michigan 2012 imports totaled more than $116.2 billion (or 30.4% of Michigan's GDP).
- Totaling Michigan's exports and imports, almost HALF of Michigan's economy ($173.1 billion - 45.3%) is dependent on foreign trade.

- Michigan ports of entry also play a significant role in facilitating the foreign trade of other states. In 2011, Michigan ports handled almost $238 billion (6.48%) of U.S. foreign trade, making Michigan the second largest customs district for U.S exports ($123.7 billion or 8.36% of all US exports), the sixth largest customs district for imports ($115.3 billion or 4.26% of all imports) and the fourth largest customs district for total foreign trade. In addition, Michigan ports also facilitated the movement of over $14.2 billion (52.9%) of Canada/Mexico trade.
- Last fall, Governor Snyder directed MEDC to launch a comprehensive transportation, distribution and logistics (TDL) initiative aimed at turning Michigan into a global logistics hub. With Canada as our natural partner, Michigan will develop a common vision and partnership with Canada, including Ontario, and other port destinations like Montreal, Quebec; Halifax, Nova Scotia; and Prince Rupert and Vancouver, British Columbia.
- The time is right to export to Canada. The strong Canadian dollar makes US product pricing very attractive to Canadian consumers. Also, the recent US-Canadian signing of the Beyond Borders Agreement will harmonize regulations.
- With half of all daily trade between the U.S. and Canada traveling through the Ontario-Michigan border and nearly 60% of all Michigan exports going to or through Canada, Michigan's strategic location will continue to have a major impact on the Michigan and Canadian economies.
- In conjunction with this tremendous growth in trade, Canada-Michigan border traffic volumes (both trucks and passenger cars) are expected to increase rapidly. According to a SEMCOG report, the Detroit River International Crossing Study (DRIC) projects that over the next 30 years, passenger car traffic between Detroit and Windsor will increase by approximately 57%, while truck traffic is projected to increase 128%. Based on conservative growth scenario estimates, it is anticipated that cross-border infrastructure will surpass capacity by 2033 – only 20 years from now. Prospective plans to improve the Detroit-Windsor bridge crossing will avoid costs to the economies of Michigan and Ontario a total of $6.3 billion U.S. in production, annually.
- In November, 2012, Governor Snyder led a Michigan trade and investment mission to Montreal and Toronto. While he spoke to Canadian government officials about how to increase the trade and investment between the 2 countries, the 6 Michigan companies on the mission sought Canadian partners and customers.
- On this same mission, Governor Snyder officially opened the Michigan Canada Center in Toronto. The new trade office is designed to help Michigan companies with market research and market opportunities in a broad range of industries across Canada.
- I welcome you to go to the new Pure Michigan website www.michiganbusiness.org/ to learn about investment opportunities in Michigan as well as export assistance services available.

Source for Michigan GDP Estimate: Bureau of Economic Analysis News Release, June 5 2012; Table 1
Source for Trade Statistics: U.S. Census Bureau: Foreign Trade Division, U.S. Import and Export Merchandise trade statistics.

Frank Ferro 9/23/13

Meeting with Premier Kathleen Wynne

EXECUTIVE SUMMARY

Staff Lead: Lindsay Eister, Chief of Protocol, (517) 749-7785

Purpose of Meeting/Event:

To continue the dialogue with Premier on issues of mutual interest, including the NITC, trade and investment flows between Ontario and Michigan, the Great Lakes and so on.

Attendees:

Canadian-

- The Honorable Kathleen Wynne, Premier of Ontario
- Ms. Monique Smith, Minister Counselor (Ontario), Canadian Embassy in Washington
- Representative from Premier's Office (TBC by Premier's Office)
- Ms. Mary Shenstone, Chief of Protocol for Ontario
- Mr. Roy Norton, Consul General of Canada in Detroit

Michigan/US-

- Governor Snyder
- Jim Dickmeyer, US Consulate General—Toronto
- Joe Pavona
- Dennis Muchmore
- Mark Kinsler

Event – Line by Line

11:55 am	Governor Snyder and party arrive at the south main doors of the Legislative Building and are greeted by Ms. Mary Shenstone, Chief of Protocol for Ontario; Governor Snyder and party are escorted by Ms. Shenstone to Room 281, via the grand staircase, 2nd floor, east corridor (Ontario participants will already be present in the meeting room)
12:00 pm	Upon arrival in Room 281, Premier Wynne is introduced to Governor Snyder by Ms. Shenstone. Governor Snyder presents his official party to Premier Wynne Premier Wynne presents the Ontario officials to Governor Snyder Meeting commences
12:25 pm	Meeting concludes
12:30 pm	Photo-op *(media is escorted into the room by Media rep from the Premier's Office; at conclusion of photo-op, media are escorted from the room)*
12:35 pm	Premier Wynne bids farewell to Governor Snyder and party in Room 281 Governor Snyder and party are escorted by Ms. Shenstone to the grand staircase where they proceed down to the main south lobby doors and bid farewell

Attire: Business

BACKGROUND

Governor and Premier Wynne last met on Mackinaw Island at the Council of Great Lakes Governors Leadership Summit in June 2013.

Premier Wynne will be giving the opening keynote address at this year Canadian Council for Public-Private Partnership 21st Annual Conference. This is the same event that the Governor spoke at in November 2012.

STAFF/DETAIL

Monday October 7, 2013, 11:55am-12:35pm

Room 281, Legislative Building, Queen's Park, Toronto

Facility Point of Contact: Sargent Peter Cianciolo, Ontario Provincial Police, cell (416) 994-5274

Meeting/ Event POC: Lindsay Eister, MEDC (517) 749-7785

ATTACHMENTS

N/A

Public-Private Partnership Event

EXECUTIVE SUMMARY

Staff Lead: Lindsay Eister, Chief of Protocol, (517) 749-7785

Purpose of Meeting/Event:

This event is a follow-on to the P3 luncheon the Governor spoke at in November of 2012. This event would be on a broader topic than NITC, however an update on the project is expected. They would like the Governor to discuss other infrastructure needs in Michigan that might be suitable for P3. This will also be an opportunity to promote Michigan to prospective Canadian investors.

Attendees: (Will provide an updated list closer to the event)

- Governor Snyder
- Jim Dickmeyer, US Consulate General—Toronto
- Mr. Roy Norton, Consul General of Canada in Detroit
- Mark Romoff, President & CEO, Canadian Council for Public-Private Partnership
- Matthew Mendelsohn, Director-Mowat Center and Founding Board Member of The Council of the Great Lakes Region
- Allison Scott
- Dennis Muchmore
- Joe Pavona
- Mark Kinsler
- Lindsay Eister

They anticipate 30-40 attendees representing business, investment, infrastructure and the public sector.

Event – Line by Line

2:30pm-3:00pm Informal meet and greet with Governor Snyder and Senior Staff.

3:00pm Program begins; Mark Romoff or Matthew Mendelsohn will introduce Governor Snyder for remarks

3:05pm-3:20pm Governor's Remarks

3:20pm-3:45pm Open discussion, Q and A (Audience will stand or raise their hands with questions. Mark or Matt to moderate)

3:45pm Wrap up and thank you by Mark Romoff or Matthew Mendelsohn

Attire: Business

BACKGROUND

About the event organizers:

The Council of the Great Lakes Region (CGLR) is a new bi-national regional organization that is incorporated in both Canada and the United States (pending). It was spearheaded by the Canada-U.S. Law Institute at Case Western Reserve University in Cleveland and the Mowat Centre at the University of Toronto, along with many of the region's key organizations.

We are a member-based organization that works to enhance regional collaboration and cross-border integration by bringing together stakeholders from the private, public, and not-for-profit sectors to advance effective, coordinated, and broadly shared responses to the region's common challenges.

Established in 1993, CCPPP is a national not-for-profit non-partisan, member-based organization with broad representation from across the public and private sectors. Its mission is to promote innovative approaches to infrastructure development and service delivery through public-private partnerships with all levels of government. The Council is a proponent of evidence-based public policy in support of P3s, facilitates the adoption of international best practices, and educates stakeholders and the community on the economic and social benefits of public-private partnerships.

The Council organizes an annual conference that is recognized internationally as the premier forum bringing together senior government and business leaders in the P3 community at which the most successful Canadian public-private partnerships are celebrated through CCPPP's National Awards for Innovation and Excellence. You spoke at the 2012 event during the keynote lunch program.

STAFF/DETAIL

Monday October 7, 2013, 2:30pm-4:00pm
(S1) St. Andrew's Hall, St. Andrew's Club
150 King Street West, 27th Floor
Toronto ON, M5H 1J9
POC: Jane Humphreys (416) 595-6529
Staff: Lindsay Eister, MEDC (517) 749-7785

ATTACHMENTS

N/A

STATE OF MICHIGAN
EXECUTIVE OFFICE
LANSING

RICK SNYDER
GOVERNOR

BRIAN CALLEY
LT. GOVERNOR

To: Governor Snyder
From: Joe Pavona
Re: Summary of Memorandum Regarding P3 Program Status Update
Date: October 4, 2013

Department of Transportation (MDOT)

Bridge Bundling. Many large market participants are interested in projects of $200-300 million or more to maximize benefits of a P3. MDOT is working on the selection on specific bridges that will be included in one or more bundles before initiating a procurement. All projects contemplate the possible use of carbon fiber composite cables and we continue the discussion with MEDC on the economic development aspect of this. When the project selection is made, MDOT will be working on an RFQ (Request for Qualifications) and contract documents. Release of an RFQ could take between 1-2 months.

Streetlighting. Market participants' consensus was that a form of energy savings contract for financing and operating a lighting conversion would be the preferred method to develop this project. MDOT is now focusing on a 14,000 lights project that covers the whole Metro region. An RFQ is planned to be issued to the market by the end of October, with contract execution by spring on 2014.

Rest Areas. One respondent from the area showed interest in a structure that could include support substantial investment in the two particular locations (i.e. gas stations and restaurants). MDOT is currently assessing the legal feasibility of the business activities proposed in light of state and federal law limitations. Most respondents were interested in developing advertising and sponsorship business opportunities for a larger number of rest areas. MDOT will most likely be issuing an RFQ for this project, but has not yet determined if the RFQ will include transfer of operation and maintenance or be focused solely on advertising and sponsorship opportunities. Issues surrounding the Commission for the Blind and their statutory right to concessions in state buildings and on state property are being discussed with Steve Arwood.

Timber Management. Market responses indicated some interest in providing timber clearing services and management plans at the MDOT owned right of way along 390 miles of highways but it is questionable if it financially self-sufficient. Director Steudle and I are in discussions with DNR to assess if there is an opportunity and interest in combining properties in order to enhance financial feasibility.

Detroit Intermodal Freight Terminal. Currently there is not sufficient funding for this project, but MDOT is in the process of analyzing the potential for alternative funding sources. MDOT is also restarting discussions with the railroad companies in order to renew interest in the project and seek additional potential funding sources.

Detroit Intermodal Center. The main option currently evaluated for this intermodal passenger station in Detroit involves the selection of a real estate developer based on qualifications and plans and work together in developing the project as part of a wider real estate/transit oriented development. Sweat equity by the developer could reduce upfront costs for MDOT and real estate development could generate funding for station. MDOT has just started coordination with other stakeholders and the development of procurement documents. A procurement could start before the end of this year.

MDOT Owned Facilities. Director Steudle indicated interest evaluating whether the concept of the street lighting project (i.e. energy savings) can be applied to department owned facilities. This concept

can also be combined with outsourcing facility management activities to a private firm. The determination of the feasibility of the project is likely to take 8 – 10 weeks.

Performance Based Operational System (PBOS). PBOS is being developed to deliver some of the department's core services in highway maintenance and transportation services. MDOT is also developing an implementation strategy for a state-wide roll-out, including process recommendations, change management and communications support.

Enterprise Asset Management System (EAMS). MDOT is working on the procurement of an Enterprise Asset Management System (EAMS), an enabling information system that supports management of an organization's assets, both physical and non-physical. MDOT is currently documenting functional and technical requirements for the EAMS and is planning on procuring the process and system implementation.

Department of Technology, Management and Budget (DTMB)

Parking. A kick-off meeting took place on September 26, 2013 to begin work with DTMB concerning the potential for private management and operations of the parking assets. The initial phase will take approximately 4 - 8 weeks to complete. If the State moves forward with a plan to implement a PPP, a second phase will take approximately 6 - 10 months, dependent on the type of arrangement pursued.

Department of Natural Resources (DNR)

Natural Gas Reserve. DNR is assessing the potential commercial and economic drivers for the Natural Gas Reserve Project to develop fiscal and policy measures. The State is also undertaking a review of its existing oil and gas lease auction program.

City of Detroit

Schools. We discussed the bundling of the rehabilitation work for a school with a housing project at City or State owned land. We have also been discussing with the Office of Urban Initiatives and the Education Achievement Authority to assist the City and Detroit Public Schools in the development of a strategic redevelopment plan.

Other opportunities. I have discussed with Gary Brown, Chief Operating Officer, from the emergency manager's office about potential opportunities in parking, emergency medical services, and sanitation. I have offered to be available for follow up.

Social Impact Bonds/Pay-for-Success

Michigan is exploring pay-for-success opportunities using social impact bonds. We are currently recruiting with Harvard for the innovation fellow and expect to have the selected individual begin work in early October. An RFI was released on September 9 for a SIB project. A public information meeting on the RFI was held on September 24, 2013 and responses to the RFI are due October 24, 2013.

Other Opportunities

We are also exploring other potential PPP opportunities including:

- Blue Water Bridge customs plaza development and coordination with Canadian side to identify cost saving opportunities;
- I-94 Widening in Detroit and I-75 in Oakland county;
- Equipment maintenance facility for MDOT's passenger rail sets;
- Transfer of management of railroad right of way activities to a private company at little or no cost due to potential revenue opportunities;
- Lottery; and
- Radio Towers.

Briefing Points: P3 Update for Council of Great Lakes Region

Oct. 7, 2013

Talking Points

- State of Michigan is making good progress in identifying public-private partnership opportunities and exploring those opportunities.
- Plan to use these partnerships to reduce costs, generate revenue and economic development, and to accelerate the delivery of a good or service.
- Goal is to have five partnerships in place by the end of this year.
- Primary focus is on infrastructure. Some examples:
    - Highway bridge rehabilitation and repair
    - Freeway lighting
- Current indications: Innovative approach can be used on a large-scale, increasing potential benefits.
    - Bridges: Many market participants interested in projects of $200 million to $300 million or more, so MDOT "bundling" bridge projects
        - Plus, looking at requiring use of carbon fiber composite cables
            - Benefits: Stronger, longer-lasting than steel
            - Put Michigan on the cutting edge of using this material
            - Encourage construction of a carbon fiber plant in Michigan
    - Freeway lighting: Exploring 14,000 lights in Detroit metro area
        - Cover about 80 percent of the lights owned by MDOT
        - Looking at using energy savings funds for financing and operations
            - Substantial cost saving opportunities for taxpayers
            - Third-party responsibility for maintenance
            - Saving energy, better for environment

Background

- Detroit Intermodal Freight Terminal also is on the table.
    - Consolidate existing intermodal operations of CSX, Norfolk Southern, and Canadian Pacific in southwest Detroit.
    - Plan would increase intermodal freight capacity, connectivity between the railroads, and with the public road networks.
    - Plus, owner of existing freight tunnel proposing to build a new freight tunnel under the Detroit River.
    - Project would enhance position of the Detroit-Windsor region as a logistics hub, increase trade, job opportunities
    - MDOT looking at funding options, discussing with railroads
    - Expand economic benefits of NITC
- Canada and United States are the largest trade partners for each other: More than $600 billion in imports and exports with each other
- Michigan's trade with Canada supports nearly 222,000 jobs in the state.
- Michigan companies exported $25.4 billion in goods and services to Canada in 2012, up $2 billion from 2011.

Meeting with Martinrea

EXECUTIVE SUMMARY

Staff Lead: Lindsay Eister, Chief of Protocol, (517) 749-7785

Purpose of Meeting/Event:

Discuss Martinrea's current investments in Michigan, thank them for their investments. Explore the potential for future expansions and increased involvement in the Community Ventures program. Martinrea requested this meeting via the US Commercial Services and Consul James Dickmeyer's office.

Attendees:

- Rob Wildeboer, Executive Chairman, Martinrea International Inc.
- Governor Snyder
- Roy Norton
- Allison Scott
- Dennis Muchmore
- Mark Kinsler
- Lindsay Eister

Event – Line by Line

Governor to thank Mr. Wildeboer for meeting and have the team introduce themselves
Open dialogue

Attire: Business

BACKGROUND

Martinrea a publicly listed company (TSX: MRE), established in 1998, is a global leader in the production of quality metal parts, assemblies and modules and fluid management systems focused primarily on the automotive sector. As a Tier 1 automotive supplier and supplier to other industrial sectors, we employ over 12,000 skilled people at 38 plants in Canada, the United States, Mexico, Europe, China and Brazil. Our customers include: Ford Motor, Chrysler, GM, Nissan, Peugeot, Jaguar, Land Rover, Daimler, BMW, Volkswagen, Honda and Toyota.

Here is the most recent MEDC activity with Martinrea:

Martinrea, Jonesville (Hillsdale County)
Under the management of Pete Bertolini, Martinrea, Jonesville is highly successful and continuing to grow and expand.

Martinrea purchased SKD in Jonesville in March of 2009. They did receive MEGA tax credits promising to employ 250 people. Martinrea, Jonesville has expanded twice (50,000 sq. ft. each time) since opening in 2009 and has outgrown the footprint in Jonesville. They employ over 700 employees at this facility. Investment and job creation **far exceeded** the projected expectations. The Village of Jonesville has been very supportive providing tax abatement and technical assistance.
They are now in the process of expanding their operation in North Adams, Hillsdale, Michigan. The Village of North Adams will also provide tax abatement for this project. The first round of investment is $8,200,000 and we are in the process of identifying a skilled workforce to support their new ramp up. A training grant request will be submitted shortly to the Skilled Trades Training Fund to enhance the skills

of current and future employees. Martinrea will also invest approximately $300,000 in training efforts as they promote apprenticeships, on the job training and continued education through their tuition reimbursement program.
The new job creation is projected at 120 which is believed, based on the company's history, is a very conservative number.

Martinrea Industries, Detroit (Wayne County)
Martinrea Industries has agreed to hire 15 Community Ventures employees, with a total project commitment of $75,000. Two Community Venture employees are presently working and the company is planning to hire 13 more within the next year. Our contact is Dana Beaurem who is the Human Resource Manager for the plant.

Martinrea has two additional locations within Michigan, Troy & Manchester. They employ over 1,300 people in Michigan.

STAFF/DETAIL
Monday October 7, 2013, 4:00-4:45pm
Location: St. Andrew's Club
Meeting/ Event POC: Lindsay Eister, MEDC (517) 749-7785

ATTACHMENTS
Wildeboer Bio
Martinrea Contribution-USA



Rob Wildeboer

Executive Chairman
Martinrea International Inc.

Rob Wildeboer is the Executive Chairman and co-founder of Martinrea International Inc., a global auto parts supplier, specializing in automotive fluid systems and metal forming products. Martinrea has over 12,000 employees at 38 divisions in the United States, Canada, Mexico, Brazil, Europe and China. Previously, Mr. Wildeboer was a partner of Wildeboer Dellelce LLP, a law firm that practices corporate, securities, and tax law that he co-founded in 1993, and remains Counsel to the firm. Prior to that, he was a lawyer with Stikeman, Elliott; an associate professor of law at Osgoode Hall Law School, where he taught corporate law and corporate finance; and a regulator with the Ontario Securities Commission.

Mr. Wildeboer is Vice-Chairman of the Auto Parts Manufacturers Association (APMA); a director of the Canadian Automotive Partnership Counsel (CAPC); a member of the Ontario Manufacturing Council; a member of the Economic Advisory Council to the Minister of Finance of Canada; a member of Canada's Science, Technology and Innovation Council; Chair of the CEO Manufacturing Advisory Council; Chair of the Macdonald-Laurier Institute; and a director or advisor of numerous charitable organizations.

Mr. Wildeboer holds an undergraduate degree from the University of Guelph, a law degree from Osgoode Hall Law School, an MBA from York University, and an LLM from Harvard University.



MARTINREA International Inc.

ABOUT MARTINREA INTERNATIONAL INC.

Martinrea (www.martinrea.com) a publicly listed company (TSX: MRE), established in 1998, is a global leader in the production of quality metal parts, assemblies and modules and fluid management systems focused primarily on the automotive sector. As a Tier 1 automotive supplier and supplier to other industrial sectors, we employ over 12,000 skilled people at 38 plants in Canada, the United States, Mexico, Europe, China and Brazil. Our customers include: Ford Motor, Chrysler, GM, Nissan, Peugeot, Jaguar, Land Rover, Daimler, BMW, Volkswagen, Honda and Toyota.

MARTINREA - PRESENCE IN THE USA

Michigan:
Martinrea Bishop Circle Assembly (Manchester)
Martinrea Metal Industries Inc. (Troy)
Martinrea Fabco Hot Stampings Inc. (Detroit)
Martinrea Jonesville LLC (Jonesville)

Indiana:
Martinrea Industries Inc. (North Vernon)
Icon Metal Forming LLC (Corydon)

Kentucky:
Martinrea Hopkinsville LLC (Hopkinsville)
Martinrea Heavy Stampings Inc. (Shelbyville)

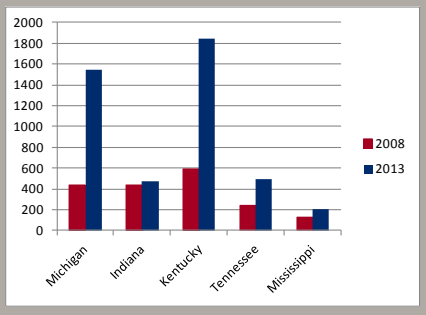
Tennessee:
Martinrea Fabco Automotive Structures (Springfield)
Martinrea Automotive Systems (USA) LLC (Columbia)

Mississippi:
Martinrea Fabco Automotive Structures (Shannon)

MARTINREA'S CONTRIBUTION TO THE AUTOMOTIVE INDUSTRY

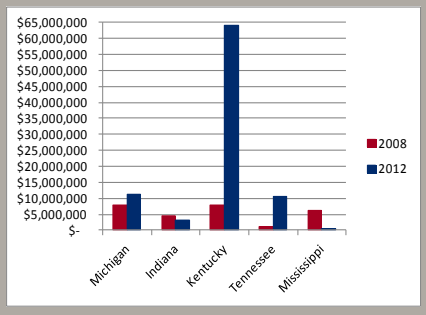
Martinrea's Growing Impact in the USA

People



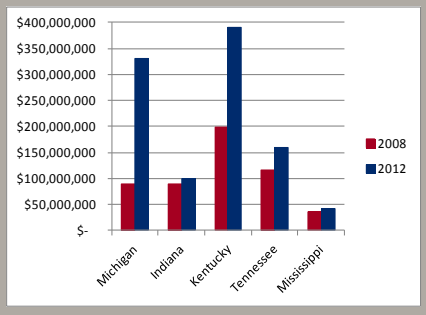
- **2727 direct jobs** added to the USA economy.
- Approximately **150% increase** over five years and growing.

Capital



- Total Capital expenditures from 2008 to 2012 exceeded a **quarter of a billion dollars**.
- Strong investment initiatives ongoing particularly in Michigan, Tennessee and Kentucky.

Sales



- Approximately a **40% increase** in sales from 2008 to 2012.
- Sales for 2013 are projected to exceed **one billion dollars**.

ECONOMIC CONTRIBUTION TO USA

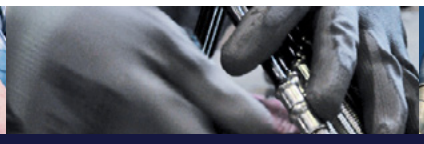
In addition to direct employment and capital expenditures, significant auxillary employment and spending is being created in areas such as:

- **Service employment** - cleaning, laundry, catering, landscaping, etc.
- **Procurement from local suppliers**- personal protective equipment, tools, machinery, office furniture, etc.
- **Transportation**- goods as well as personnel.
- **Spin-off employment** - via spending on housing, goods, food, etc from newly hired auto industry workers.

COMPETITIVE CHALLENGES

Some areas where we face challenges related to our US business include:

- **Immigration**- movement of people in and out of the USA.
- **Technical skill** - attracting and retaining technical people in some locations.
- **Transfer of skill and knowledge**- aquiring an emerging work force willing to grow and learn.
- **International competition**- developing countries with low labour costs.



Briefing Points: Dickinson Wright Event

Oct. 7, 2013

High Level Points

- Dickinson Wright celebrating move to new offices, a positive reflection of the strong business ties between the United States and Canada and ongoing commerce between our two countries.
- Canada and United States are the largest trade partners for each other: More than $600 billion in imports and exports with each other
- Dickinson Wright is 135 years old and is "Made in Michigan,"
    - Founded in Detroit in 1878 by two lawyers
        - Campbell and Russel, not Dickinson and Wright
        - Firm's name has changed through years.
- From modest beginnings, now recognized as a leading global law firm.
    - Has worked with clients on six continents.
    - Firm has more than 30 lawyers in Canada
    - Plus more than 300 lawyers in offices in the United States

Background

- Michigan and Canada share a special relationship that has been built over several centuries.
- Friendly neighbors that work together and appreciate the things they have in common and the benefits they bring to each other.
- Canada is Michigan's largest trading partner. In 2012, a full 45 percent of all goods exported from Michigan were delivered to Canada.
- Meanwhile, 42 percent of goods imported by Michigan were from Canada.
- Goods traded between Canada and Michigan generated revenues totaling about $75 billion.
- More than 200,000 jobs in Michigan from trade with Canada.
- Best example of the Canada-Michigan relationship: New International Trade Crossing
    - Agreement with Canada in 2012
    - Presidential permit this year
- Preparation work for the New International Trade Crossing is moving forward.
- Right now much of the work is more "behind the scenes" and administrative in nature.
- But while the work isn't always visible to the public at this point, these steps are necessary.
- Michigan and its Canadian partners are pleased with the progress.

To: Governor Rick Snyder
From: Daniel D. Ujczo, Dickinson Wright PLLC via Roy Norton
Re: Background on Dickinson Wright
Date: July 18, 2013

Consul General / Roy,

Good afternoon and I hope that this message finds you well. I am following up on our recent discussion regarding the upcoming celebration marking Dickinson Wright's expansion into a larger Toronto office. As you know, Dickinson Wright is one of the few law firms in North America that has full service offices in Canada and the United States. Indeed, Dickinson Wright is the only firm headquartered in the important cross-border "Automation Ally", with offices in Michigan, Ohio, Ontario, and Tennessee. The firm continues to expand its Canada-US practice; consequently, we are now in the larger and quite attractive offices on Bay Street (Commerce Court West, 199 Bay Street, Suite 2200).

In order to celebrate the move, and add visibility to importance of Canada-US trade and investment, we are planning a reception that will be held in October 2013. We will be inviting our CDN clients, as well as a number of US clients that have operations in Canada. Guests will include entities such as Chrysler, Magna, Porter Airlines, PNC Bank, Enbridge, Kraft, and a many others. Additionally, a number of other governmental, industry association, legal, and media partners will be in attendance. We anticipate approximately 300 guests (our initial opening of the first office was approximately 225, and we are 3Xs larger now).

I again appreciate your willingness to address the audience at the reception. Magna and Porter Airlines will be speaking as to their experiences in Canada-US and the firm. In terms of US federal and state representation, a suggestion has been made to invite Gov. Snyder, given the firm's longstanding relationship with Michigan, and the importance that Gov. Snyder has placed on the Canada-Michigan trading relationship (as evidenced by NITC, the new Michigan trade office in Canada, the launch of the Pure Michigan campaign in GTA, etc.). The Governor's appearance would demonstrate the linkages between our economic, security, and cultural relationships, and the guest list will be fertile ground to promote Michigan's business expansion and investment attraction efforts. The program can be structured to achieve all speakers objectives.

Warmest regards,

Dan

Daniel D. Ujczo
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