

Administrator Betty Sutton
Opening Remarks for
HWY H20 Conference
Toronto, Canada
November 19 – 20, 2014

- I would like to welcome all of you to the 10th Annual Highway H20 Conference.
- Thank you for taking the time from your busy schedules to be with us for this very informative conference. I know you'll find it well worth the effort you made to attend.
- Thank you to our organizing committee and to our conference sponsors for your work and support to put this event together; and to our speakers and our moderators for what I know will be stimulating and thought-provoking presentations.
- The theme of this year's conference is "Building from a Strong Foundation."
- That is a foundation of relationships, of partnerships, of the work we do as individual entities that is able to grow and prosper because of the collective efforts of all of us in the Great Lakes St. Lawrence Seaway System.
- I know what a unique relationship the U.S. and Canadian Seaway Corporations enjoy – truly a remarkable half-century partnership of 24/7 collaboration on everything we do.

- Our two countries work together to operate and maintain this large and complicated international waterway to provide a safe and seamless transit experience.
- For those of you who are not already members of Highway H20, we encourage you to join the team. And for those of you who are, spread the word among your colleagues about the benefits this branding campaign can bring to their business.
- The team approach is always the preferred approach. As members and partners of the Highway H20 Team, we serve a unique marketplace and are dependent on each other to do that in the best way possible.
- That allows us to maximize the Seaway's potential and paves the way to success for all of us.
- We have many reasons to feel encouraged by what is happening in our Seaway System and by some of the new, positive developments that are leading us to future growth.
- A top priority for me as Administrator is to increase the utilization of the Seaway to spur economic development in what I refer to as the "Opportunity Belt", that is, the entire Great Lakes region.
- Earlier this year, a Bank of Montreal Special Report published by their Capital Markets Economic Research division, highlighted a noteworthy point. "There's little questioning the importance of the Great Lakes region to North American economic output,

employment, and trade, and measures by policymakers to improve trade flows and to foster overall growth in the region are key for the long-term health of the broader economy.”

- As the fourth largest economy in the world, after the U.S., China, and Japan, the economic importance of the Great Lakes region can't be overstated. Therein lies our opportunity.
- When I visit our Highway H20 members, our stakeholders, and our customers throughout the System, I see an energized, visionary, can-do attitude personified by so many individuals who are committed to embracing the commercial opportunities before us.
- The new ships that are being built for our System, the technology innovations that are modernizing the waterway, the billions of dollars in public and private investments that are being made throughout the System to improve infrastructure, combined with the environmental advantages of shipping, ensure that we are poised for a bright future.
- We have to be ready to capitalize on all these positive advancements!
- Change is nothing new to Seaway System stakeholders, but adapting to changing markets is more critical than ever and that is why we are gathering here for this conference.
- We have two days of very interesting presentations and discussions in store for everyone.

- Our speakers are extremely knowledgeable subject matter experts and can lend their valuable insights on a variety of topics that we are certain you'll find particularly relevant.
- We will be sharing insights on economic activities and cargo trends, infrastructure developments that capture business opportunities, and innovation throughout the global maritime industry.
- I look forward to hearing the presentations and the panel discussions, but also to the questions you all may have as we delve into some of these issues.
- We are here to listen and to learn, but also to help you navigate the challenges and the opportunities, to translate this information into real-world application.
- Once again, thank you for your attendance and your participation in our 10th Annual Conference.
- And thank you for your continued support in our collective effort to make the Seaway System, and the region, become an even greater economic force.