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Mayor, Waterloo, Ontario

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Mayor, Stratford, Ontario, and Chairman, Municipal Property Assessment Corporation

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Chairman and Co-Founder, Intelligent Community Forum

BRENDA HALLORAN AND DAN MATHIESON IN CONVERSATION WITH JOHN JUNG INTELLIGENT COMMUNITIES—THE KEY TO DRIVING LOCAL PROSPERITY AND GLOBAL COMPETITIVENESS

Chairman: **Noble Chummar**

President, The Empire Club of Canada

Head Table Guests

Mark Romoff, President and CEO, The Canadian Council for Public- Private Partnerships, and Director, The Empire Club of Canada; Bryan Boyd, President and CEO, TeraGo Networks; Dr. Gordon McIvor, Executive Director, National Executive Forum on Public Property, and Director, The Empire Club of Canada; Al Duffy, Former Mayor of Richmond Hill; Rev. Doug McLeod, Minister, Parkdale United Church, Toronto; Barry Gander, Co-Founder, I-Canada, and Executive Vice-President, Canadian Advanced Technology Alliance Property Assessment Corporation; The Hon. David R. Peterson, Chairman, Cassels Brock & Blackwell LLP, and Former Premier of Ontario; and John Campbell, President and CEO, Waterfront Toronto.

Introduction by Noble Chummar

Every day, many of us will read newspaper and magazine articles broadly commenting on the global economy and global development. “Globalization” describes our modern world.

The rapidity of information sharing and groundbreaking advances in technology bring humanity closer, yielding possibilities we would have never dreamed of only a few decades ago. It was at this very podium, at the Empire Club of Canada in 1917, that Sir Alexander Graham Bell reflected on the impact of his little invention called the telephone.

Intelligent cities recognize a community for more than its economy and services, but rather as a living, vibrant contributor to its regional and the global economy. Communities are where we live. It’s where we learn. Communities on their own are unique and culturally important, but an intelligent community is a city that collaborates effectively with the world outside while embracing change and technology. Intelligent communities empower their citizens to adapt to the rapidly changing landscape of our planet.

To introduce our guest speakers and moderator, we have the CEO of a company that is doing just that to many communities across Canada. TeraGo Networks is a leader in connecting people to technology, to each other and to the world. Ladies and gentlemen, please welcome Mr. Bryan Boyd, CEO of TeraGo Networks.

Introduction by Bryan Boyd

Thanks very much, Noble. As you know, I’m Bryan Boyd. I’m the CEO of TeraGo Networks and we are deeply invested in the notion of intelligent communities. Our specific area of focus is to help the businesses in these communities be competitive on a world scale and to help grow, in scale, their businesses.

It is my privilege to introduce the panel for this afternoon, which I think is going to engage in a very thought-provoking and powerful discussion on the topic of intelligent communities. We've got some people that are truly at the forefront of this topic.

Mayor Brenda Halloran is from Kitchener-Waterloo, which, as we all know, is a hotbed of technology. It's also a hotbed for the education of people who are going to move technology to the next level in the future.

Mayor Dan Mathieson comes from Stratford. If you've not had the chance to see what they're doing in Stratford—I have—you should go to Stratford and see what these people are doing to make their community competitive and at the forefront of intelligent communities.

Last, but certainly not least, is John Jung, who is the Chairman and the Co-Founder of the global think tank called Intelligent Community Forum. I'm now going to turn it over to John to give us some opening remarks.

John Jung

Mr. President and members of the Empire Club of Canada, thank you very much for inviting us here. I'm here representing the Intelligent Community Forum (ICF). As you heard, we're a global think tank, headquartered in New York City, but it should have been headquartered here in Toronto. I'll tell you why. In September 1995 in Toronto, at the Westin Harbour Castle Hotel, the first Smart Conference in the world was held. We had an opportunity to have the Intelligent Community Forum headquartered here. In fact, we're now having a conversation something like that moving forward in the community.

We'd also like to hold the 20th anniversary of the Intelligent Community Forum's event here in Toronto. We'll be talking about that with our colleagues from Waterfront Toronto, i-Canada and many others. We look forward to some of you participating in that.

What do we do at the Intelligent Community Forum? We study the economic and social development of the 21st century economy, and the communities that make that up.

We recognize that smart urban planning is all about improving quality of life by building prosperous, inclusive and sustainable economies. We believe that technology is essential, but is merely a means to that end.

ICF promotes a series of criteria, which we'll talk about today, and it promotes sharing best practices all around the world. We have two pioneers with us here and their communities do share that information globally and inspire others to want to be very much like what their communities are about.

The reason we're here today talking about this very important subject is because a smart community is happening somewhere in the world every day. I was in Taipei last night. There are a dozen smart communities in Taiwan. There are 200 smart communities on the drawing boards for China, and I was told yesterday maybe as many as 600 to 800. The mayor and I were in India just recently. We know of communities there, dozens of them, which are about to embark on becoming smart cities. We know they are happening in South America, the rest of North America, Europe, and even in Africa.

There's a difference between a smart community and an intelligent community. There are also "dumb communities" but I don't think there really are any dumb communities. They are just not aware yet. Having said that, it's pretty easy to change from being a dumb city to a smart city. I can give you a phone number, you can contact one of the vendors, and they'd be happy to sell you a smart city in a box. I don't mean that to be disparaging. It's all about scale. Communities do it all the time. We have CIOs and city engineers coming up with a strategic plan of putting infrastructure, very important infrastructure, including high-speed broadband, in their communities. Some communities just stop at that. Smart cities advertise the fact that they have all this infrastructure. Why? Because of efficiencies, cost savings, and setting priorities, they're

able now to be very productive. Being productive is fantastic. It's a great civic goal.

I think intelligent communities go beyond that. They look at it much more holistically and try to ensure that they put people into that equation. People are very important. Unfortunately, sometimes smart cities forget about people and the issue of quality of life. The two mayors, whom we're going to speak to today, are going to be talking about what they're doing to promote intelligent communities.

We have a set of goals at the Intelligent Community Forum to advance this idea of intelligent cities around the world. We have 120 cities that we work with right now, 19 here in Canada, and we hope many more to come. We announce 21 every year. We hope many of them are, in fact, from Canada and from Ontario.

We are looking forward to hearing from these two mayors about their journey and also, perhaps we might get a moment at the end to have some question and answer time, so you and your communities can become intelligent cities, smart cities and intelligent communities as a whole.

Can I ask Mayor Halloran to start and give a few minutes' talk about her journey to becoming an intelligent community?

Brenda Halloran

Certainly. Good afternoon, Mr. President and members of the Empire Club. I must tell you, this is one of the bucket-list moments of my life. I've always dreamed of being here. There's this mystique about the Empire Club, so now I can tell people it's a great place and wonderful people are here. Thank you so much for inviting me and being interested in this topic, which is something very near and dear to my heart, and something that I live and breathe every day.

In 2006, the City of Waterloo embarked on applying to become recognized as an intelligent community. What happened at that

time was that the leaders of the community got together and created a very strong committee—David Johnston, who is now our Governor General, Jim Balsillie, who we all know was part of RIM, community players, as well as the mayor at that time. I wasn't the mayor at the time. We did a community audit. We looked throughout our community at what was intelligent, what needed to be highlighted, what needed to be changed and what we needed to focus on.

In 2006, we became one of the top seven. In 2007, the community banded together again, and said, "We're going to win this time." Another community audit was done. More work was done. More companies and more nonprofit agencies were brought on board. The community really got behind this idea of becoming an intelligent community. Waterloo is kind of geared that way with our universities, our strong academic sector, and our really exciting high-tech sector. I'll never forget the moment when they announced that the City of Waterloo was the intelligent community for 2007. I know John was there. He's very proud. There's a whole group of us from Waterloo. In Waterloo, we're kind of an interesting group. We're still talked about because when they announced our names, we jumped up, started hugging, and hugged everybody in the room. It's not an urban legend. We did all of that.

It embarked us upon a journey that has not ended. In 2007, we came back from New York and we were inspired and we were determined. We haven't lost that dream, that vision of continuing on our journey as an intelligent community. What does that mean? For me, as mayor, it means that we are always looking to a future vision, to setting high goals, and to pushing ourselves further. There's this wonderful competitiveness about what other communities are doing. What are they doing in China, in India, in Taiwan and

in Europe, the cities that we know and meet? It's pulled mayors and communities together, globally. We share information. We help each other out, because that's what intelligent communities do. We take care of our citizens. We work hard in our communities. We look at how technology can change the lives of people and improve their quality of life. That's what we're doing in Waterloo. It's still exciting for me to be able to talk about this in 2013. We're not finished yet. We have a long way to go.

John Jung

Likewise, Mayor Mathieson.

Dam Mathieson

Thank you, Mr. President, members of the Empire Club. It's a privilege for me to join you today. The City of Stratford, for many of you that don't know, is a city of 32,000 people in Perth County, the largest productive agricultural county in the country. If you can picture pork and dairy farms surrounding a beautiful community that has a Shakespeare theatre in its 61st year, a cultural icon in not only Canada but the world, you have the dichotomy that is Stratford. It is a coming together of industry and the arts.

Stratford, through our strategic plans, strove to be a community of excellence with worldwide impact. We decided very early on through the deregulation of our hydro-electric company, that we would not only retain our assets, we'd buy the assets of other communities. We know that in the future, from a community vision standpoint, access to hydro-electric power and broadband connectivity, were going to be strategic key pieces in the economic and social development of our communities. Stratford laid some 70 kilometres of fibre around our city to create a spine and root nodes that would service not only our industry, but also our government services and needs for our community to be connected.

We embraced information communications and technology and we started to look at a lot of the decisions we made as a civic government through that lens. We entered into an agreement with David Johnston, then the University of Waterloo president, now the Governor General. We entered into an agreement to create the University of Waterloo Stratford Campus around the Faculty of Digital Media housed in Stratford, digitizing assets and looking at culture; all the things that you have in your world that will be online in the future. We created that faculty at one of the greatest universities in the world for technology. That linkage to the Waterloo Region was the first one of our many plans.

We then, through the Smart Meter provincial initiative, decided that we needed to move forward. Many communities had decided they wanted to put their Smart Meter on 900 MHz radio, which was yesterday's technology. We decided to build a ubiquitous Wi-Fi network over the community of Stratford. We have Wi-Fi covering the entire City of Stratford. We did that because we understand that for social and economic development underprivileged and low-income families as well as our businesses need to be able to get online. We make sure that our culture, our heritage and our community development is based on broadband connectivity.

We've been fortunate that in 2011, 2012 and 2013, we've been named one of the top seven communities in the world by the Intelligent Community Forum. In all of our civic decisions, whether it be planning, whether it be infrastructure, or whether it be community services, we look at how technology can improve the efficiency and improve the reach, or add to the quality of life of our visitors and our residents.

To that end, we have many interesting developments. We are, by the end of this year, going to have our city bus network completely Wi-Fi enabled. We can learn the demographics of people when they swipe their bus pass.

We can learn who's on the bus, what the demographics are and what ads should actually be placed on those buses. The data will contribute revenue to the city. That's just one initiative that we are looking at and executing in Stratford. What communities need to do in the future is understand connectivity and the social, community and economic development as it drives quality of life and, of course, revenue. That is just, in brief, what Stratford is doing that differentiates itself from others.

John Jung

Certainly the benefits to your citizens are immense. I'd like to jump to a question that many people today might be wondering about, that is the Waterloo ecosystem. Let's start with Waterloo. Can you talk a little bit about what's unique about it and how you're able to evolve the innovation and attract talent and attract investment to the community?

Brenda Halloran

Waterloo is quite a unique place in many ways. I've learned as mayor that we have a lot of entrepreneurial spirit and people want to work together and be innovative. I've learned that our community is quite unique in that sense. It's so wonderful for us to be known for our innovation and entrepreneurship. That spirit exists throughout the community. It starts with our universities. We have the University of Waterloo and its IP policy, its Intellect Property Policy. This started back in the '60s. We equate our success to that visionary policy. It was created so that when somebody graduates from university or is part of UW like Mike Lazaridis and you've invented something, you get to keep it. You get to keep the money that it creates. It doesn't go back to the university. That has really encouraged generation after generation of graduates from the University of Waterloo to stay in the community, because they can keep their IP; they can create companies out of it and they can thrive in our community. That's been a real major boom for our community. Because

of the technologies coming out of the universities, it's attracting technology globally. We have institutions like the Accelerator Centre that is at our Research and Technology Park. We do a lot of partnerships between different levels of government and the community leaders themselves. The City of Waterloo, the provincial government, the federal government and the University of Waterloo partnered to create our large Research and Technology Park where we now have the Accelerator Centre. It's an incubator centre for start-ups. We have our Angel Networks here. I want to acknowledge G10. Rob Douglas is here. We are very fortunate to have investors coming to our community under his guidance and leadership.

There are so many things that have been coming together for us for many, many years. For me, it just boils down to the right people at the right time and the right place, because you can't be successful without people with a vision and a dream and this "let's-do-it" attitude. In Waterloo, we always say, "What's in the water in Waterloo?" That's what David Johnston used to say about us. The water is the people, the dreams, the visions and the determination. It seems that we are very competitive. If one company is doing well, somebody's going to say, "You know what? I can do better," or "I can team up with them," or "I can collaborate with them."

Meetings or community events are always a wonderful networking time. People are constantly networking and saying, "You should meet so and so. You should be together." I love my job, because I get to pull people together and say, "You need to meet this person and this person will help you." We band together. We have this strong sense of community pride, not only in the city, but in the region. We want to be the best. We're an intelligent community, but we have to work together and that's what we do very well.

John Jung

Mayor Mathieson, you had partnerships that have grown in your community. Another comment that you've made is you have to be a smart city in order to become an intelligent community. Can you talk a little bit about how you've grown from being just a smart city to actually becoming an intelligent community?

Dan Mathieson

Sure. I think it's safe to say that many people don't understand what smart city or intelligent communities mean; they think it's being able to say we have Wi-Fi coverage or we have Internet access or you can get up and down bandwidth of X. In Stratford we make sure that not only do we have that, but we actually use it to some net benefit. In doing so, we've created what we call the "living lab" over Stratford. The living lab is actually our fibre root nodes and our Wi-Fi coverage.

We've talked to companies around the world and offered them the opportunity to come and test their products within our city. No matter what it is, we've allowed them the opportunity to do it. We do so, so that we can actually find out whether or not they're going to work.

I'm going to give you a couple of examples. Toshiba Lighting and Technology out of Tokyo have LED lights. Every city's got LED lights. Toshiba has now developed LED lights that are all IP addressable. Each one of those is actually a router than can take a Wi-Fi signal across and help create your Wi-Fi network. They're actually IP addressable, so that if the police need to dim down or dim up those lights, they can. They have photovoltaic sensors on them that sense the amount of ambient light that's coming off the harvest moon like last night and actually dim those LEDs so that they only use 60 per cent instead of the full 100, for energy efficiency. We've allowed them to test those in Stratford.

Now we're going to deploy 13,000 new streetlights and we will actually get a discounted rate to do so. We've actually been able to test the latest technology to make sure it's going to work within our system.

Another example that I like to use is Leo Novus. We talk about being able to go online and look at any program that you want to watch as opposed to taking it from cable providers or satellite. Leo Novus TV out of Ottawa and Paolo Alto, California, came to Stratford. They have been here now for three years. They are on their third phase of a beta test. They have a talk box that we've put on our Wi-Fi network and it basically turns your typical home TV into a computer, which allows you to go out to the Internet, find the latest technology or the latest program, and watch it in real time or whatever you want to do.

The interesting part of their technology is that when you're not using TV, they're using what they call a disbursed data centre. They're using the CPU within that TV box to process non-critical data for companies around the world. They're deploying a hotel in Waterloo, all 200 rooms, to further test this out and show it works. In the future, they'll give you one of these boxes. You'll supply the power for the month, which is pennies, because they're energy efficient. You won't need to pay for your access to the TV and they'll have a disbursed data centre running non-critical data helping companies around the world and it'll go through the Cloud. They've been testing that in Stratford for three years. We have options because they're a publicly traded company. If they prove this technology, we can strike at a certain price and the revenue generated for being part of that beta test comes back to our community to either offset further investments in technology, to offset tax-needed revenue or to go into capital reserves for other initiatives. Those are some of the ways that a smart community becomes an intelligent community.

John Jung

Mayor Halloran, Waterloo's history is really something unique. It's one that's filled with entrepreneurs, innovation, leadership, and this other concept called collaboration. This transformation has evolved and actually people have thrived in this transformation. I want to talk a little bit about the big elephant in the room here. Some of you would be very unhappy if I didn't ask, but BlackBerry's going through its own transformation. There are a lot of rumours out there, but talk a little bit about the kind of community, the ecosystem, again, that your community's all about. You're 120,000 population; the region is a little over half a million. How's this impacting the community and how do you see it evolving over the next several years?

Brenda Halloran

Thank you for that, because everywhere I go, it is the elephant in the room for me. I'm very proud of BlackBerry and I'm a Canadian who's proud of BlackBerry. I think we all should be. This is one of our biggest tech giants that put Canada on the map. They're going through their own transformation, their own reorganization and they're out there fighting globally for their position in the tech market. We all know that. We're all aware of it. BlackBerry has evolved out of Waterloo. They are not the only thing in Waterloo. I think that outside our community, people think Waterloo's just BlackBerry. BlackBerry's just one of the large corporations and tech giants that have come out of our community.

Look at Open Text, DALSA, AGFA. BlackBerry is a strong corporate citizen and has been very generous to our community. Through the philanthropic donations of Mike Lazaridis, we've got the Perimeter Institute. We have Stephen Hawking coming to visit us every summer. We have, through Jim Balsillie, the Centre for International Governance Innovation and the Balsillie School

of International Affairs. Their donations to our community have been just breathtaking. I want to always thank them and always acknowledge them as great Canadians and people who give back to the community.

Mike Lazaridis is a true Canadian hero. He was the inventor of the smartphone. I've been in groups where all they talk about is, well, Apple and Steve Jobs. I've actually said, "Wait a minute. What about Mike Lazaridis? He's a Canadian. We should be celebrating Canadian technology and supporting Mike." I'm a mayor and I'm proud of BlackBerry. I'm proud of all the corporations in our community. BlackBerry is going through, from what we understand, Phase II. There are a lot of rumours, a lot of speculation, but our community has been going through this transition with

BlackBerry over the past year. As employees are released, they are being reabsorbed by our community, because we have such a thriving tech sector.

Through Communitech, we have a job fair set up. The city is involved in helping people become relocated, finding new opportunities. The community is really pulling together. The tech community is seeing this as opportunities to get its hands on talented, skilled people who it has been waiting for. We currently have over 1,000 jobs in the tech sector. We're finding that, as RIM is transitioning employees, they're basically walking across the street and companies are thrilled. They're creating start-ups. They're filling voids in companies with tech leadership.

We're doing really well, but the rest of the world's kind of saying, "What's going to happen to you guys?" We're okay. We're doing fine.

We have Communitech, which is a non-profit agency that helps promote tech sectors and brings in investment. We have one or two start-ups a day happening in our community. We're seeing a lot of big advances happening throughout our communities. Waterloo is tech, but we're also automotive manufacturing. The

academic sector is very, very strong and resilient. We have the insurance sector, the financial institutions. We're very resilient. We've been changing and evolving and growing. The city is just growing.

We're seeing growth continually throughout the community. The universities are expanding. A lot of money is being invested in big buildings. It's an exciting time for Waterloo. We're supportive of BlackBerry and we're behind it. We're going to do well and will continue to do well. I'm very proud of where we're at.

John Jung

Just before I go back to Dan, can you talk about what this new idea of Canada's Tech for Food is all about?

Brenda Halloran

As part of our evolution as a community, we're always looking to diversify our local economy. It's something that we have started up and it's called Canada's Technology for Food. It started because I was at a business meeting with Willy Huber, who's the president of Piller's Meat. Does everybody know Piller's? If you're coming to Oktoberfest, you have to have a Piller's sausage. Who's coming to Oktoberfest? You've got to come. It's fantastic.

Mr. Huber and I were talking. He said, "You know, Brenda, we have an opportunity to change our future." He said, "I have to go to Germany to get employees and to get my equipment and I should be doing that here in our community." We talked about it and we said, "Yes, it's time."

We're creating the first-ever food technology hub in North America and we think it might be one of the first in the world. We're going to be combining technology through the universities—Conestoga College and University of Guelph. We've done a lot of work. We've got a lot of partners. With the technology sector, food processing, food safety and security, there are huge opportunities for us. We've got projects on the ground now. It's going to be our next evolution into diversifying our economy. We're the

breadbasket of Ontario. Our food processors have pretty well left most of Ontario, if not Canada. We're going to pull them back. We're going to start up jobs and we're going to focus now on food, because we all need to eat.

John Jung

Mayor Mathieson, your community has been lauded as being one of the most energetic, pioneering, smaller communities. I wouldn't call it rural, but there's a whole rural intelligent community movement as well. I'm interested in how you are going to differentiate yourself from the big boys. You've talked about all these others around the world. As small communities, how do you work on becoming a small, but very important, intelligent community to attract investment and talent?

Dan Mathieson

We've seen an erosion of the number of people who live in small, urban and rural centres across not only Canada but around the world. We keep seeing the urbanization of people. As they get into the cities, they also yearn for the days they had a higher quality of life, less congestion, and easier modes of transportation. We've tried to develop a community that allows you the quality of life and the ability to raise your kids in a very safe and enjoyable community, but within access to the amenities you can get anywhere else.

In Stratford, we've started things such as the world famous chef school. Forty new chefs are churned out a year from this chef school. We have the Stratford Shakespeare Theatre. We have started to work with the rural centres around Stratford, making sure that they have the opportunity to lay broadband into their community.

We've made sure that we've allowed things online in our community like voting. In 2010, we were the only community in Canada to have its election completely online. There wasn't one paper ballot. It was completely online. You could vote over a two-week period. If you're one of those people who really felt

you had to go to a building on election day to vote, you could go to a community centre and use the computer, but that's how you voted. That is one of the ways that we did it. We achieved just shy of 50- per-cent turnout in our civic election, which is important. For us, it's not a great leap forward, but it's moving us in the right direction. We're trying to get civic engagement. We're allowing people to make sure that no matter what sector they come from, what income level they are at, they all have access to an intelligent community.

As I said we have some of the most predominant and productive agricultural land in the country. We've seen them now turning to technology and using it. We've seen demonstrations of robotic milking where cows come in that are computer-chipped in their ear. The robots automatically milk a cow for a precise amount of time. The cow is released back to its stall and the feed that goes into its trough is actually a medicated feed that is required for that specific cow.

We've seen robotic tractors planting corn this past week using technology and a GPS. They don't have anybody in them. They know exactly what to put in, how many seeds per foot. They keep track of it and keep track of the yield. Those are some of the technologies coming out to the rural areas. We're seeing them in our area but, of course, they are spreading across this country and allowing people to stay in productive, small urban communities and rural settings and are allowing them to feel part of the intelligent community movement.

Lastly, I would say that one of the things that I most get excited about is that we're scalable. I can make a decision this afternoon with our city council. We can come together with our hydro board. We can make decisions that are effective and efficient and get on with getting them implemented. We're not one of these larger centres that navel-gaze forever and get into too long a discussion around execution. We just get right to implementation. What defines many communities today is the time it takes to do those things. It

can't be in months; it has to be in weeks now, because the global economy makes us all very competitive.

We have manufacturers that make car parts within our community that are linked to Toyota and Honda's quality control centres. They know exactly what part rolled off that plant or off that assembly line. They know exactly because it's barcoded; it's in that truck and it's gone. We have knowledge workers on factory floors. We have knowledge workers in shops downtown. We have knowledge workers in the theatre now. That is really going to define our community, because we want to get our digital literacy up and let everybody know that no matter what walk of life you take a career in, you are going to be a knowledge worker in the future. There will be automation and technology in everything we do and we've developed it not just as a theory in our community, but we're actually putting it into practice in education and in implementation.

John Jung

Intelligent communities are also ones that have an attitude, as you can tell. I think that's great. Before I ask anybody in the audience if they have a question, Toronto is also an intelligent community and has been recognized. The group that's been leading that charge is Waterfront Toronto. John Campbell's here. John, can you talk a little bit about what you're doing on the Waterfront to be an intelligent community?

John Campbell

In WATERFRONTToronto, we are really starting with the infrastructure for the very high-speed, ultra-broadband infrastructure for the Waterfront and everybody will be yesterday, the next level, our partnership with Element Blue, that is an IBM supplier, and IBM Canada put in our portal, which becomes the operating system, really for the community. The next step then is to look at the applications that Dan has talked about insofar as making it intelligent.

We went on a nine-year path to do this. Unfortunately, we're

not quite as nimble as Stratford. It started back in the Intelligent Community Forum in 2004, in June. I recall John saying, “It’s 5-per-cent pipes and 95-per-cent content.” So we’ve got the plumbing in and now we’re working on all that 95 per cent to make sure that we can look at e-Government, e-Health and make sure that all the people that live and play in the Waterfront and work there have a chance to become knowledge workers. So that’s where we are in the process.

John Jung

Thanks, John.

The appreciation of the meeting was expressed by Mark Romoff, President and CEO, The Canadian Council for Public-Private Partnerships, and Director, The Empire Club of Canada.

