

February 20, 2018

Allan Zaremborg  
President and Chief Executive Officer  
California Chamber of Commerce  
1215 K Street, Suite 1400  
Sacramento, CA 95814

**RE: Forging economic partnership between the State of California and the province of Ontario**

Dear Mr. Zaremborg,

Trade serves as a foundational block of prosperity and cooperation between states and nations. As the NAFTA renegotiation process evolves, those of us in the Chamber Network must ensure that the economic and trade relationships between long standing partners will continue to thrive.

This week, the government of Ontario introduced legislation that would allow the Province to respond in kind to “Buy American” laws enacted by American states. The Ontario Chamber of Commerce (OCC) believes that the best course of action is the formation of positive bilateral cooperation with our American neighbors, especially in key economic states such as yours. We are working with the government of Ontario to enable and facilitate cooperation between the province and individual American states, and will always promote diplomacy and a spirit of cooperation instead of measures that would diminish positive economic growth.

Bilateral cooperation can take a form in a few different ways, including a Memorandum of Understanding (MOU). There is precedence for this as there are many subnational bilateral agreements between Canadian provinces and American states that focus on areas such as auto, tourism, environment protections, economic development and cooperation. California already has strong environmental ties to Ontario and Quebec through the Western Climate Initiative, which can be built on for future economic and environmental agreements. Trade between California and Ontario is very strong and has been on an upward trajectory over the past five years. California is a key Ontario trade partner with \$28 billion in exports and \$7.2 billion in imports in 2016 in key sectors such as autos, medications, coins, fruits, motor vehicle parts and computers and computer peripherals.

The OCC would like to enter more formal discussion between our two chambers to pursue joint economic bilateral memorandums through our respective state and provincial governments. This would ensure continuous economic prosperity for both our province and your state.

We would also ask you that you reach out to your Governor and state government representatives to press upon them on the importance of a strong, positive and beneficial free-trade relationships with Ontario and Canada.

I look forward to continuing the dialogue with the California Chamber of Commerce on this and other issues, as we work together to strengthen mutual prosperity on behalf of our members.

Regards,



Rocco Rossi  
*President and CEO*  
*Ontario Chamber of Commerce*

February 20, 2018

Chuck Berry  
President  
Colorado Association of Commerce & Industry  
1600 Broadway, Suite 1000  
Denver, CO 80202-4935

**RE: Forging economic partnership between the State of Colorado and the province of Ontario**

Dear Mr. Berry,

Trade serves as a foundational block of prosperity and cooperation between states and nations. As the NAFTA renegotiation process evolves, those of us in the Chamber Network must ensure that the economic and trade relationships between long standing partners will continue to thrive.

This week, the government of Ontario introduced legislation that would allow the Province to respond in kind to “Buy American” laws enacted by American states. The Ontario Chamber of Commerce (OCC) believes that the best course of action is the formation of positive bilateral cooperation with our American neighbors, especially in key economic states such as yours. We are working with the government of Ontario to enable and facilitate cooperation between the province and individual American states, and will always promote diplomacy and a spirit of cooperation instead of measures that would diminish positive economic growth.

Bilateral cooperation can take a form in a few different ways, including a Memorandum of Understanding (MOU). There is precedence for this as there are many subnational bilateral agreements between Canadian provinces and American states that focus on areas such as auto, tourism, environment protections, economic development and cooperation. Bilateral agreements allow for both parties to leverage specific strengths and assets in their respective industries to promote and foster growth.

Trade between Colorado and Ontario has been very strong and has been on an upward trajectory over the past five years. Colorado is a key Ontario trade partner with \$505 million in exports and \$916 million in imports in 2016 in key sectors such as furniture, bread, wood, beef, pork and water.

The OCC would like to enter more formal discussion between our two chambers to pursue joint economic bilateral memorandums through our respective state and provincial governments. This would ensure continuous economic prosperity for both our province and your state.

We would also ask you that you reach out to your Governor and state government representatives to press upon them on the importance of a strong, positive and beneficial free-trade relationships with Ontario and Canada.

I look forward to continuing the dialogue with the Colorado Association of Commerce and Industry on this and other issues, as we work together to strengthen mutual prosperity on behalf of our members.

Regards,



Rocco Rossi  
*President and CEO*  
*Ontario Chamber of Commerce*

February 20, 2018

Kevin Brinegar  
President & CEO  
Indiana Chamber of Commerce  
115 West Washington St, Suite 850S  
Indianapolis, IN 46204

**RE: Forging economic partnership between the State of Indiana and the province of Ontario**

Dear Mr. Brinegar,

Trade serves as a foundational block of prosperity and cooperation between states and provinces. As the NAFTA renegotiation process evolves, those of us in the Chamber Network must ensure that the economic and trade relationships between long standing partners will continue to thrive.

This week, the government of Ontario introduced legislation that would allow the Province to respond in kind to “Buy American” laws enacted by American states. The Ontario Chamber of Commerce (OCC) believes that the best course of action is the formation of positive bilateral cooperation with our American neighbors, especially in key economic states such as yours. We are working with the government of Ontario to enable and facilitate cooperation between the province and individual American states, and will always promote diplomacy and a spirit of cooperation instead of measures that would diminish positive economic growth.

Bilateral cooperation can take many different forms, including a Memorandum of Understanding (MOU). There is precedence for this as there are many subnational bilateral agreements between Canadian provinces and American states that focus on areas such as auto, tourism, environmental protections, economic development and cooperation. Bilateral agreements allow for both parties to leverage specific strengths and assets in their respective industries to promote and foster growth.

Trade between Indiana and Ontario has been very strong and has been on an upward trajectory over the past five years. Indiana is a key Ontario trade partner with \$5.8 billion in exports and \$11.7 billion in imports in 2016 in key sectors such as medications, motor vehicle parts, engines, autos and goods transport vehicles.

The OCC would like to begin more formal discussion between our two chambers to pursue joint economic bilateral memorandums through our respective state and provincial governments. This would ensure continuous economic prosperity for both our province and your state.

We would also ask you that you reach out to your Governor and state government representatives to press upon them on the importance of a strong, positive and beneficial free-trade relationships with Ontario and Canada.

I look forward to continuing the dialogue with the Indiana Chamber of Commerce on this and other issues, as we work together to strengthen mutual prosperity on behalf of our members.

Regards,



Rocco Rossi  
*President and CEO*  
*Ontario Chamber of Commerce*

February 20, 2018

Dave Adkisson  
President & Chief Executive Officer  
Kentucky Chamber of Commerce  
464 Chenault Road  
Frankfort, Kentucky 40601

**RE: Forging economic partnership between the State of Kentucky and the province of Ontario**

Dear Mr. Adkisson,

Trade serves as a foundational block of prosperity and cooperation between states and nations. As the NAFTA renegotiation process evolves, those of us in the Chamber Network must ensure that the economic and trade relationships between long standing partners will continue to thrive.

This week, the government of Ontario introduced legislation that would allow the Province to respond in kind to “Buy American” laws enacted by American states. The Ontario Chamber of Commerce (OCC) believes that the best course of action is the formation of positive bilateral cooperation with our American neighbors, especially in key economic states such as yours. We are working with the government of Ontario to enable and facilitate cooperation between the province and individual American states, and will always promote diplomacy and a spirit of cooperation instead of measures that would diminish positive economic growth.

Bilateral cooperation can take a form in a few different ways, including a Memorandum of Understanding (MOU). There is precedence for this as there are many subnational bilateral agreements between Canadian provinces and American states that focus on areas such as auto, tourism, environment protections, economic development and cooperation. Bilateral agreements allow for both parties to leverage specific strengths and assets in their respective industries to promote and foster growth. Trade between Kentucky and Ontario has been very strong and has been on an upward trajectory over the past five years. Kentucky is a key Ontario trade partner with \$2.5 billion in exports and \$7.9 billion in imports in 2016 in key sectors such motor vehicle parts, medications, iron/steel articles, autos, goods transport vehicles.

The OCC would like to enter more formal discussion between our two chambers to pursue joint economic bilateral memorandums through our respective state and provincial governments. This would ensure continuous economic prosperity for both our province and your state.

We would also ask you that you reach out to your Governor and state government representatives to press upon them on the importance of a strong, positive and beneficial free-trade relationships with Ontario and Canada.

I look forward to continuing the dialogue with the Kentucky Chamber of Commerce on this and other issues, as we work together to strengthen mutual prosperity on behalf of our members.

Regards,



Rocco Rossi  
*President and CEO*  
*Ontario Chamber of Commerce*



February 20, 2018

Richard K. Studley  
President & CEO  
Michigan Chamber of Commerce  
600 S Walnut St  
Lansing, MI 48933

**RE: Forging economic partnership between the State of Michigan and the province of Ontario**

Dear Mr. Studley,

Trade serves as a foundational block of prosperity and cooperation between states and nations. As the NAFTA renegotiation process evolves, those of us in the Chamber Network must ensure that the economic and trade relationships between long standing partners will continue to thrive.

This week, the government of Ontario introduced legislation that would allow the Province to respond in kind to “Buy American” laws enacted by American states. The Ontario Chamber of Commerce (OCC) believes that the best course of action is the formation of positive bilateral cooperation with our American neighbors, especially in key economic states such as yours. We are working with the government of Ontario to enable and facilitate cooperation between the province and individual American states, and will always promote diplomacy and a spirit of cooperation instead of measures that would diminish positive economic growth.

Bilateral cooperation can take a form in a few different ways, including a Memorandum of Understanding (MOU). We want to explore opportunities to build upon the current automotive industry MOU between Michigan and Ontario to include other areas such as tourism, environment protections, economic development and cooperation. Bilateral agreements allow for both parties to leverage specific strengths and assets in their respective industries to promote and foster growth.

Trade between Michigan and Ontario has been very strong and has been on an upward trajectory over the past five years. Michigan is a key Ontario trade partner with \$53.4 billion in exports and \$27.5 billion in imports in 2016 in key sectors such as autos, motor vehicle parts, engines and goods transport vehicles.

The OCC would like to enter more formal discussion between our two chambers to pursue joint economic bilateral memorandums through our respective state and provincial governments. This would ensure continuous economic prosperity for both our province and your state.

We would also ask that you reach out to your Governor and state government representatives to press upon them on the importance of a strong, positive and beneficial free-trade relationships with Ontario and Canada.

I look forward to continuing the dialogue with the Michigan Chamber of Commerce on this and other issues, as we work together to strengthen mutual prosperity on behalf of our members.

Regards,



Rocco Rossi  
*President and CEO*  
*Ontario Chamber of Commerce*

February 20, 2018

Mark Jaffe  
President & CEO  
Greater New York Chamber of Commerce  
20 West 44th Street, 4th floor  
New York, NY 10036

Helena Natt  
Executive Director  
Greater New York Chamber of Commerce  
20 West 44th Street, 4th floor  
New York, NY 10036

**RE: Forging economic partnership between the State of New York and the province of Ontario**

Dear Mr. Jaffe and Ms. Natt,

Trade serves as a foundational block of prosperity and cooperation between states and nations. As the NAFTA renegotiation process evolves, those of us in the Chamber Network must ensure that the economic and trade relationships between long standing partners will continue to thrive.

This week, the government of Ontario introduced legislation that would allow the Province to respond in kind to “Buy American” laws enacted by American states. The Ontario Chamber of Commerce (OCC) believes that the best course of action is the formation of positive bilateral cooperation with our American neighbors, especially in key economic states such as yours. We are working with the government of Ontario to enable and facilitate cooperation between the province and individual American states, and will always promote diplomacy and a spirit of cooperation instead of measures that would diminish positive economic growth.

Bilateral cooperation can take a form in a few different ways, including a Memorandum of Understanding (MOU). There is precedence for this as there are many subnational bilateral agreements between Canadian provinces and American states that focus on areas such as auto, tourism, environment protections, economic development and cooperation. Bilateral agreements allow for both parties to leverage specific strengths and assets in their respective industries to promote and foster growth.

Trade between New York and Ontario has been very strong and has been on an upward trajectory over the past five years. New York is a key Ontario trade partner with \$11.5 billion in exports and \$14.2

billion in imports in 2016 in key sectors such as unwrought gold, articles of/clad with precious metals, autos, aluminum plates/sheets/strips, petroleum gases and motor vehicle parts.

The OCC would like to enter more formal discussion between our two chambers to pursue joint economic bilateral memorandums through our respective state and provincial governments. This would ensure continuous economic prosperity for both our province and your state.

We would also ask you that you reach out to your Governor and state government representatives to press upon them on the importance of a strong, positive and beneficial free-trade relationships with Ontario and Canada.

I look forward to continuing the dialogue with the Greater New York Chamber of Commerce on this and other issues, as we work together to strengthen mutual prosperity on behalf of our members.

Regards,



Rocco Rossi  
*President and CEO*  
*Ontario Chamber of Commerce*

February 20, 2018

Andrew E. Doehrel  
President & CEO  
Ohio Chamber of Commerce  
230 E. Town St. Columbus, OH 43215

**RE: Forging economic partnership between the State of Ohio and the province of Ontario**

Dear Mr. Doehrel,

Trade serves as a foundational block of prosperity and cooperation between states and nations. As the NAFTA renegotiation process evolves, those of us in the Chamber Network must ensure that the economic and trade relationship between long standing partners will continue to thrive.

This week, the government of Ontario introduced legislation that would allow the Province to respond in kind to “Buy American” laws enacted by American states. The Ontario Chamber of Commerce (OCC) believes that the best course of action is the formation of positive bilateral cooperation with our American neighbors, especially in key economic states such as yours. We are working with the government of Ontario to enable and facilitate cooperation between the province and individual American states, and will always promote diplomacy and a spirit of cooperation instead of measures that would diminish positive economic growth.

Bilateral cooperation can take a form in a few different ways, including a Memorandum of Understanding (MOU). There is precedence for this as there are many subnational bilateral agreements between Canadian provinces and American states that focus on areas such as auto, tourism, environment protections, economic development and cooperation. Bilateral agreements allow for both parties to leverage specific strengths and assets in their respective industries to promote and foster growth.

Trade between Ohio and Ontario has been very strong and has been on an upward trajectory over the past five years. Ohio is a key Ontario trade partner with \$8.1 billion in exports and \$20.2 billion in imports in 2016 in key sectors such as motor vehicles parts, autos, engines, transmission shafts and bearings.

The OCC would like to enter more formal discussion between our two chambers to pursue joint economic bilateral memorandums through our respective state and provincial governments. This would ensure continuous economic prosperity for both our province and your state.

We would also ask that you reach out to your Governor and state government representatives to press upon them on the importance of a strong, positive and beneficial free-trade relationships with Ontario and Canada.

I look forward to continuing the dialogue with the Ohio Chamber of Commerce on this and other issues, as we work together to strengthen mutual prosperity on behalf of our members.

Regards,



Rocco Rossi  
*President and CEO*  
*Ontario Chamber of Commerce*

February 20, 2018

Brenda Turner  
Director of Special Projects  
Oregon State Chamber of Commerce  
867 Liberty Street NE  
Salem, OR 97301

**RE: Forging economic partnership between the State of Oregon and the province of Ontario**

Dear Ms. Turner,

Trade serves as a foundational block of prosperity and cooperation between states and nations. As the NAFTA renegotiation process evolves, those of us in the Chamber Network must ensure that the economic and trade relationships between long standing partners will continue to thrive.

This week, the government of Ontario introduced legislation that would allow the Province to respond in kind to “Buy American” laws enacted by American states. The Ontario Chamber of Commerce (OCC) believes that the best course of action is the formation of positive bilateral cooperation with our American neighbors, especially in key economic states such as yours. We are working with the government of Ontario to enable and facilitate cooperation between the province and individual American states, and will always promote diplomacy and a spirit of cooperation instead of measures that would diminish positive economic growth.

Bilateral cooperation can take a form in a few different ways, including a Memorandum of Understanding (MOU). There is precedence for this as there are many subnational bilateral agreements between Canadian provinces and American states that focus on areas such as auto, tourism, environment protections, economic development and cooperation. Bilateral agreements allow for both parties to leverage specific strengths and assets in their respective industries to promote and foster growth.

Trade between Oregon and Ontario is very strong and has been on an upward trajectory over the past five years. Oregon is a key Ontario trade partner with \$453 million in exports and \$659 million in imports in 2016 in key sectors such as helicopters, aircrafts, agricultural equipment, computers and computer peripherals.

The OCC would like to enter more formal discussion between our two chambers to pursue joint economic bilateral memorandums through our respective state and provincial governments. This would ensure continuous economic prosperity for both our province and your state.

We would also ask you that you reach out to your Governor and state government representatives to press upon them on the importance of a strong, positive and beneficial free-trade relationships with Ontario and Canada.

I look forward to continuing the dialogue with the Oregon State Chamber of Commerce on this and other issues, as we work together to strengthen mutual prosperity on behalf of our members.

Regards,



Rocco Rossi  
*President and CEO*  
*Ontario Chamber of Commerce*



February 20, 2018

Jeff Moseley  
CEO  
Texas Association of Business  
1209 Nueces St.  
Austin, TX 78701

**RE: Forging economic partnership between the State of Texas and the province of Ontario**

Dear Mr. Moseley,

Trade serves as a foundational block of prosperity and cooperation between states and nations. As the NAFTA renegotiation process evolves, those of us in the Chamber Network must ensure that the economic and trade relationships between long standing partners will continue to thrive.

This week, the government of Ontario introduced legislation that would allow the Province to respond in kind to “Buy American” laws enacted by American states. The Ontario Chamber of Commerce (OCC) believes that the best course of action is the formation of positive bilateral cooperation with our American neighbors, especially in key economic states such as yours. We are working with the government of Ontario to enable and facilitate cooperation between the province and individual American states, and will always promote diplomacy and a spirit of cooperation instead of measures that would diminish positive economic growth.

Bilateral cooperation can take a form in a few different ways, including a Memorandum of Understanding (MOU). There is precedence for this as there are many subnational bilateral agreements between Canadian provinces and American states that focus on areas such as auto, tourism, environment protections, economic development and cooperation. Bilateral agreements allow for both parties to leverage specific strengths and assets in their respective industries to promote and foster growth.

Trade between Texas and Ontario is very strong and has been on an upward trajectory over the past five years. Texas is a key Ontario trade partner with \$4.9 billion in exports and \$8.6 billion in imports in 2016 in key sectors such as motor vehicle parts, coins, seats, goods transport vehicles, ethylene polymers and propylene polymers.

The OCC would like to enter more formal discussion between our two chambers to pursue joint economic bilateral memorandums through our respective state and provincial governments. This would ensure continuous economic prosperity for both our province and your state.

We would also ask you that you reach out to your Governor and state government representatives to press upon them on the importance of a strong, positive and beneficial free-trade relationships with Ontario and Canada.

I look forward to continuing the dialogue with the Texas Association of Business on this and other issues, as we work together to strengthen mutual prosperity on behalf of our members.

Regards,



Rocco Rossi  
*President and CEO*  
*Ontario Chamber of Commerce*