



# *2010 Annual Report*

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## For the Great Lakes, blue is the new green



James Tierney

Tim A. Eder

“Green” has become a ubiquitous term in contemporary language, and one that has assumed an entirely new meaning. To be “green” used to infer rookie status, or a stage of early development, or a state of envy. Today, however, it is most often identified with environmental awareness: to be “green” in the modern sense is to be environmentally responsible, whether in business, policy development or lifestyle.

The Great Lakes Commission has long practiced “greenness” in its work representing member states’ and provinces’ interests in Great Lakes-St. Lawrence River water resources. But looking back over not only the year, but also the decade just passed, we see “blue” emerging as the more appropriate color to describe our regional priorities: blue, as in a freshwater resource unmatched in the world for its volume, accessibility, beauty and especially, its value.

In the first decade of the 21st century, it became increasingly apparent that access to fresh water will soon be one of the planet’s most important economic and geopolitical drivers, if it is not already. Thus, the blue gem that is our Great Lakes-St. Lawrence River system takes on a new preciousness, with the responsibilities of stewardship and wise use growing commensurately.

In 2010, the Great Lakes Commission’s blue priorities were reflected in activities both pre-emptive and remedial. In the face of one of the most potentially destructive aquatic invaders the Great Lakes has yet confronted, the Asian carp, the Commission stepped up to partner with the Great Lakes and St. Lawrence Cities Initiative and six regional funders to initiate an independent, accelerated study of how to best stop the interbasin movement of invasive species by separating the Great Lakes and Mississippi watersheds where they connect at the Chicago Area Waterway System, while enhancing that

system’s critical role in transportation, flood management and water quality.

The Commission continued in 2010 to pursue an aggressive advocacy program in support of one of the “blue-est” Great Lakes protective measures ever enacted by Congress, the Great Lakes Restoration Initiative. In addition to seeking full funding of the GLRI’s second year, the Commission supported legislation to formally authorize the GLRI and elevate the role of the eight Great Lakes states in guiding restoration efforts in partnership with the federal government. The Commission also joined regional partners in support of fixing failing sewers and drinking water infrastructure, strengthening science-based conservation efforts, and enhancing regional collaboration, all truly “blue” activities.

Reference is made with increasing frequency to the “blue economy.” This concept acknowledges the basin’s freshwater assets as a potent economic driver that can and should be integrated into a regional economy undergoing significant change. But what specifically is the “blue economy?” What products and services does it entail? How much investment does it attract compared to the region’s historic economic engines of manufacturing and heavy industry? And perhaps most important to GLC member states and provinces, how many jobs does it generate?

As we look ahead to a new year and a new decade, the Great Lakes Commission pledges to work with our members and partners to answer these and other challenging questions, as we build an environmentally sound and economically sustainable “blue” future in the region for our generation and the many to follow.

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*James M. Tierney*  
James Tierney, *Chair*

*Tim Eder*  
Tim A. Eder, *Executive Director*



## Toward a new Chicago waterway system: protective and improved

Responding to an ecological threat to the Great Lakes potentially as great as lamprey eels and zebra mussels, the Great Lakes Commission took a leadership position in 2010 to prevent Asian carp from being the next catastrophic invader.

At its 2010 semiannual meeting in Washington, D.C., the Commissioners adopted a resolution recognizing ecological separation as the best long-term solution to the threat of Asian carp and other species moving between the Mississippi River and the Great Lakes. The Commission then partnered with the Great Lakes and St. Lawrence Cities Initiative on a project that will identify engineering options for Chicago's waterway system that will prevent interbasin movement of aquatic invasive species such as Asian carp, while also modernizing the system's roles in commercial navigation, recreational boating, flood and stormwater management, and water quality.

The \$2 million project, *Envisioning a Chicago Area Waterway System for the 21st Century*, is being supported by six funders: the Frey Foundation, the Great Lakes Fishery Trust, the Great Lakes Protection Fund, the Joyce Foundation, the C.S. Mott Foundation, and the Wege Foundation.

HDR Engineering, Inc. was selected as the lead consultant for the project and has assembled a national, multidisciplinary technical team with expertise in hydrology and hydraulics; environmental engineering; lock, dam and canal engineering; ecology and fisheries biology; transportation planning and commercial logistics; sanitary engineering; regional planning; and economics.

Movement of two Asian carp species up the Mississippi River system over the past two decades has prompted measures to stop them from entering the Great Lakes via the Chicago Sanitary Ship Canal, the only direct link between the Mississippi and Great Lakes watersheds. The primary deterrent has been construction of two electronic fish barriers on the canal. Discovery of eDNA from the carp, and one live adult fish, beyond the barriers in 2010 brought a heightened sense of urgency to the situation.

Both the Great Lakes Commission and the Cities Initiative have taken positions favoring separation as the best approach to keep the invasive fish from entering the Great Lakes and threatening businesses, tourism and a \$7 billion sport fishery. The Chicago waterway project will evaluate the economic, technical and ecological elements of separation, along with associated costs, impacts and potential benefits of a re-engineered hydrologic system.

The project is designed to support the work of the U.S. Army Corps of Engi-

neers' Great Lakes and Mississippi River Interbasin Study, but is committed to produce findings on a more accelerated schedule with completion expected by January 2012.

## Keeping on message in Washington

Great Lakes Day 2010 on Capitol Hill focused on opportunities, namely the second funding cycle of the Great Lakes Restoration Initiative (GLRI), and issues, particularly the growing threat of Asian carp to the Great Lakes ecosystem.

Great Lakes Day events included the Great Lakes Commission's 2010 Semiannual Meeting which was called to order by the then-chair of the Commission, Illinois Gov. Pat Quinn, and featured high level speakers including Cameron Davis, senior advisor to EPA Administrator Lisa Jackson; Peter Silva, U.S. EPA assistant administrator for water; Jo-Ellen Darcy, assistant secretary for civil works, U.S. Army Corps of Engineers; and Ann Mills, deputy undersecretary, U.S. Department of Agriculture.

In a unanimously supported resolution, the Commission called on Congress and the U.S. Army Corps of Engineers to embrace a clear goal of ecological separation



*The Great Lakes Commission took a leadership position in 2010 to prevent Asian carp from being the next catastrophic invader.*

of the Great Lakes and Mississippi River watersheds as the key, permanent strategy in the war against Asian carp and their threatened invasion of the Great Lakes. The measure also requested Congress to provide the Corps with authority and substantial resources to complete their study of ecological separation – defined as prevention of the movement of invasive species between the watersheds – and to accelerate completion of the Chicago Sanitary and Ship Canal portion of the study to September 2011.

The annual Great Lakes Day Congressional Breakfast featured remarks from

a number of members of the Great Lakes Congressional Delegation, including Reps. Vern Ehlers and Mark Schauer of Michigan, Marcy Kaptur of Ohio and Kathy Dahlkemper of Pennsylvania. One of the less distinguished, but most attention-grabbing attendees of the breakfast was an actual Asian carp on ice, displayed to highlight the concern in the Great Lakes over aquatic invasive species.

## Wind Collaborative assesses ports for capabilities to handle turbines

With almost all of the Great Lakes Commission's member states and provinces banking heavily on wind to meet their goals for alternative energy and to help rejuvenate economies, the Commission continued to provide leadership in 2010 in the regional discussion of this fast-emerging industry. The GLC's activities in wind energy are anchored by its coordination

of the Great Lakes Wind Collaborative, a multi-sector coalition of wind energy stakeholders working to facilitate the sustainable development of wind power in the binational Great Lakes region.

Responding to requests from its Offshore Wind Workgroup to learn more about the Great Lakes-St. Lawrence marine transportation system and its potential role in offshore wind energy development, GLC staff surveyed all major ports in the system to assess their readiness and willingness to handle wind turbine cargo. The resulting report, *The Role of the Great Lakes-St. Lawrence Seaway Ports in the Advancement of the Wind Energy Industry*, provides a general overview of the Great Lakes wind energy industry as well as a comprehensive discussion of the role of the Great Lakes St. Lawrence Seaway ports in advancing the industry.

The document's appendix provides detailed information about the individual ports and/or port operators who responded to the GLWC survey including contact information, infrastructure specifications (handling equipment, staging and



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**Photos, from left to right:**

1. Illinois Gov. and then-GLC Chair Pat Quinn opens the 2010 Semiannual Meeting in Washington, D.C.
2. Rep. Kathy Dahlkemper of Pennsylvania at the Great Lakes Day Congressional Breakfast.
3. Cameron Davis, U.S. EPA special advisor on the Great Lakes, addresses the Healing Our Waters - Great Lakes Commission joint luncheon in Washington, D.C.
4. Ohio Congresswoman Marcy Kaptur addresses the Great Lakes Day Congressional Breakfast.
5. Peter Silva, U.S. EPA assistant administrator for water, at the GLC Semiannual Meeting in Washington, D.C.
6. Jo-Ellen Darcy, assistant secretary for civil works, U.S. Army Corps of Engineers, at the GLC Semiannual Meeting in Washington, D.C.

**Photos, from left to right:**

1. On display on Great Lakes Day in Washington, D.C., was an actual Asian carp on ice.
2. Great Lakes Commission Vice Chair and Wisconsin Commissioner Todd Ambs, center, turned over leadership duties at the 2010 Annual Meeting to newly elected GLC Chair James Tierney, right, assistant commissioner for water resources of the New York State Department of Environmental Conservation, and new GLC Vice Chair Kari Bennett, left, then general counsel for the Indiana Department of Natural Resources.

3. Dave Ullrich, left, executive director of the Great Lakes and St. Lawrence Cities Initiative, and John Goss, Asian carp director for the U.S. Council on Environmental Quality, at the 2010 Annual Meeting in Toronto, Ont.
4. A view of the GLRI-funded Little Elkhart River project site in LaGrange, Ind. The site is one of the Great Lakes Basin Program's watershed-scale sediment reduction projects.
5. Great Lakes Commission Executive Director Tim Eder, left, joined Mark Evans, project volunteer

6. NOAA Administrator Dr. Jane Lubchenco, and WMSRDC Environmental Planning Program Manager Kathy Evans on Earth Day 2010 at the Muskegon Lake restoration project.
6. NOAA Administrator Dr. Jane Lubchenco delivers remarks at Muskegon Lake in Muskegon, Mich.



dockage area), bimodal transportation options, and past experience handling wind turbine components.

## Energy and water initiatives inform Water Compact implementation

The Great Lakes Commission launched two new initiatives in 2010 with grants from the Great Lakes Protection Fund to generate information that can help the states collectively achieve the goals of the Great Lakes-St. Lawrence River Basin Water Resources Compact and Agreement.

The Great Lakes Energy-Water Nexus initiative will advance integration of energy and water resource decisionmaking and inform next generation energy development and deployment. The Commission is partnering with the U.S. Department of Energy National Laboratories, Cornell University, and a host of other institutions and individuals who

are leaders on the relationships between water and energy.

The first phase of this initiative was an 18-month project to develop new tools and processes for integrating environmental considerations into energy planning and regulation. It included development of energy-water nexus maps, a modeling tool to demonstrate water resource impact tradeoffs under different energy production scenarios. It will also produce a report on the region's energy-water nexus that analyzes relationships between energy and the Great Lakes environment. A final component of the project will be follow-on work to test and refine outputs from the planning phase.

The Value of Great Lakes Water initiative was launched in 2010 to study the pricing of public water in the Great Lakes region and look at ways that pricing can be used to better manage the water resource. The project will also help inform public water utilities looking to implement more sustainable practices for municipal water systems. An end goal of the 18-month planning phase will be to design a demonstration pilot comparing efficiency-oriented public water rate structures to more traditional rate structures to determine their potential for broader application in the region.

## GLRI provides \$5 million to Basin Program's watershed-scale sediment reduction

With some \$5 million in funding from the Great Lakes Restoration Initiative (GLRI), the Great Lakes Commission was able to award nine major grants in 2011 to projects aimed at reducing sediment pollution in priority Great Lakes watersheds. The grants were awarded by the GLC and the U.S. Dept. of Agriculture Natural Resources Conservation Service (NRCS) under the Commission-administrated Great Lakes Basin Program for Soil Erosion and Sediment Control. The GLRI-supported grants represented the largest single award cycle in the Basin Program's 20-year history.

Project sites selected for funding included Blue Creek, the St. Marys River and Little Elkhart River in Indiana; the Pinebog River, River Raisin, and Shiawassee River in Michigan; the Poplar River in Minnesota; Black and Oatka Creeks in New York; and Old Woman Creek and the Sandusky River in Ohio.



Total requests to the competitive watershed-scale grants program exceeded \$20 million. The nine funded projects were selected by a regional Soil Erosion and Sedimentation Task Force made up of representatives of the eight Great Lakes states and are expected to save upwards of 24,000 tons of soil erosion on an annual basis.

The GLC's Great Lakes Basin Program for Soil Erosion and Sediment Control has funded 439 local small-scale projects since 1991, allocating over \$15 million to control erosion and sediment. These projects have reduced soil erosion in the Great Lakes basin by more than 1.6 million tons and phosphorus loadings by over 1.6 million pounds.

## Webinar series showcases air quality research

The Great Lakes Commission kicked off a ten-part Atmospheric Toxics Webinar Series in 2010 featuring results of research conducted through the GLC's Great Lakes Air Deposition (GLAD) program supported by U.S. Environmental Protection Agency funding. 41 research grants have been awarded and managed by the Commission since 2004 under the direction of a team of senior air pollution control staff representing each of the eight Great Lakes states.

As a result of this effort, a substantial amount of new scientific knowledge concerning atmospheric contaminant loadings, fate and transport within the Great Lakes basin, and the associated adverse effects on wildlife and human health, has been accumulated. The webinars, which continued into 2011, allow GLAD award recipients to report their research findings, including follow-up measures and recommended policy actions. They are also aimed at promoting coordination and implementation of consistent regional policies and exploring future funding opportunities.

*The Muskegon Lake restoration project is part of the U.S. Department of Commerce's initiatives to bolster the economy and create jobs that promote blue-green growth while ensuring conservation*

NOAA ADMINISTRATOR  
DR. JANE LUBCHENCO

## Earth Day attracts special guest to inspect Muskegon Lake

NOAA Administrator Dr. Jane Lubchenco, under secretary of commerce for oceans and atmosphere, spent Earth Day 2010 in Muskegon, Mich., celebrating an American Recovery and Reinvestment Act (ARRA)-funded wetland and shoreline restoration project managed by the Great Lakes Commission and the West Michigan Shoreline Regional Development Commission.

A \$10 million stimulus grant awarded by NOAA is enabling the removal of more than 180,000 tons of sawmill waste and demolition materials from the Muskegon Lake shoreline and the restoration of almost two miles of hardened shoreline to native vegetation for fish and wildlife habitat.

"This is part of the U.S. Department of Commerce's initiatives to bolster the economy and create jobs that promote blue-green growth while ensuring conservation," said Lubchenco, who noted that the project has generated work for some 70 full-time employees while restoring almost 24 acres of wetland habitat.

Lubchenco joined GLC Commissioner and Michigan Office of the Great Lakes Director Ken DeBeaussaert, GLC Executive Director Tim Eder, WMSRDC Environmental Planning Program Manager Kathy Evans and other project partners on a NOAA research vessel to inspect the project work sites by water.

## 2010 Funders and Supporters

The great majority of Commission programs and projects are pursued in partnership with other agencies and organizations, and benefit from their funding support. A listing of 2010 funders and supporters is provided below. Thanks to all for their assistance!

Charles Stewart Mott Foundation  
Commonwealth of Pennsylvania  
Council of Great Lakes Governors  
Ecology and Environment, Inc.  
Frey Foundation  
Great Lakes Fishery Trust  
Great Lakes Observing System  
Great Lakes Protection Fund  
Great Lakes Restoration Initiative  
HDR, Inc.  
Healing Our Waters® - Great Lakes Coalition  
Industrial Economics, Inc.  
International Joint Commission  
Joyce Foundation  
Michigan Department of Labor and Economic Growth  
Michigan Department of Natural Resources and Environment  
Michigan State University  
National Fish and Wildlife Foundation  
National Oceanic and Atmospheric Administration  
(NOAA) Coastal Services Center  
NOAA National Marine Fisheries Service – ARRA  
NOAA National Marine Fisheries Service – Interjurisdictional Fisheries Act (IFA)  
NOAA National Sea Grant College Program  
NOAA Restoration Center  
National Wildlife Federation – Great Lakes Natural Resource Center  
New York Power Authority  
New York State Department of Environmental Conservation – American  
Recovery and Reinvestment Act (ARRA)  
Northeast-Midwest Institute  
Province of Ontario  
Province of Québec  
State of Illinois  
State of Indiana  
State of Indiana – Office of Energy and Defense Development  
State of Michigan  
State of Minnesota  
State of New York  
State of Ohio  
State of Wisconsin  
Superior Watershed Partnership  
U.S. Army Corps of Engineers  
U.S. Department of Agriculture, Natural Resources Conservation Service  
U.S. Department of Energy, National Renewable Energy Laboratory  
U.S. Department of Energy, EERE – Energy Efficiency and Renewable Energy  
U.S. Environmental Protection Agency (U.S. EPA),  
Great Lakes National Program Office  
U.S. EPA, Office of Air and Radiation – ARRA  
U.S. EPA, Office of Solid Waste and Emergency Response  
U.S. EPA, Region 5, Air and Radiation Division  
U.S. EPA, Region 5, Superfund Division  
U.S. Fish and Wildlife Service  
Wege Foundation  
Western Resource Advocates

*Note: the funders listed above provided support to the GLC in calendar year 2010.  
The financial report on page 9 covers the GLC's fiscal year only, which concluded June 30, 2010.*



## FY2010 Revenues and Expenses

The Great Lakes Commission concluded FY 2010 in sound financial condition, with operating revenues of \$6.42 million. Expenses exceeded revenues by \$42,495, less than 1 percent.

Overall, the Commission continues to effectively manage its general and restricted funds to achieve the goals and objectives of the organization.

These figures were confirmed by an independent audit, which is conducted each year to examine the Commission's financial operations. The 2010 fiscal year ended June 30, 2010.

### Revenues

|                               |                     |
|-------------------------------|---------------------|
| Grants and contracts          | \$ 5,895,108        |
| State contributions           | 480,000             |
| Meetings, publications, misc. | 27,490              |
| Interest income               | 20,883              |
| <b>Total</b>                  | <b>\$ 6,423,481</b> |

### Expenses

|                      |                     |
|----------------------|---------------------|
| Personnel            | \$ 2,130,475        |
| Grants and contracts | 3,758,751           |
| Office operations    | 354,655             |
| Travel               | 120,846             |
| Communications       | 61,704              |
| Program activities   | 39,545              |
| <b>Total</b>         | <b>\$ 6,465,976</b> |

### Revenues

|                               |        |
|-------------------------------|--------|
| Grants and contracts          | 91.77% |
| State contributions           | 7.47%  |
| Meetings, publications, misc. | 0.43%  |
| Interest income               | 0.33%  |

Each small colored square represents 1 percent.

### Expenses

|                      |        |
|----------------------|--------|
| Personnel            | 32.95% |
| Grants and contracts | 58.13% |
| Office operations    | 5.49%  |
| Travel               | 1.87%  |
| Communications       | 0.95%  |
| Program activities   | 0.61%  |

# 2010 Commissioners, Alternates and Observers

## Illinois

**Marc Miller**,  
*Illinois Dept. of Natural Resources*  
Joe Deal, *City of Chicago*  
Steven M. Powell,  
*United Food and Commercial Workers*  
Gov. Patrick Quinn  
Douglas P. Scott, *Gov. Appointee*  
Kimberly J. Walz,  
*Illinois Fifth Congressional District*  
*Alternates*  
Pat Carey, *City of Chicago*  
Gary Clark,  
*Illinois Dept. of Natural Resources*  
Dan Injerd,  
*Illinois Dept. of Natural Resources*

## Indiana

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*Indiana Utility Regulatory Commission*  
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*Indiana Dept. of Natural Resources*  
Thomas W. Easterly, *Indiana*  
*Dept. of Environmental Management*  
Ron McAhron,  
*Indiana Dept. of Natural Resources*  
Jody W. Peacock, *Ports of Indiana*

## Michigan

**Ken DeBeaussiaert**, *Michigan Dept.*  
*of Natural Resources and Environment*  
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Lt. Gov. John D. Cherry, Jr.  
Hon. Mike Cox, *Attorney General*  
Curtis Hertel,  
*Detroit/Wayne County Port Authority*  
*Alternates*  
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*Dept. of the Attorney General*  
Gary Owen,  
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Hon. Morrie Lanning,  
*State Representative*  
Ed Oliver, *Gov. Appointee*  
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*Alternates*  
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## New York

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*Dept. of Environmental Conservation*  
Philip Reed, *Gov. Appointee*  
James M. Tierney, *New York State*  
*Dept. of Environmental Conservation*  
Donald Zelazny, *New York State*  
*Dept. of Environmental Conservation*

*Delegation chairs are in bold.*

## Ohio

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Hon. Dennis Murray, *State Representative*  
James Weakley, *Lake Carriers' Association*  
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John Lieou, *Ministry of the Environment*  
Scott Thompson, *Ministry of Transportation*  
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Eric Boysen, *Ministry of Natural Resources*  
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Pat Lupo, *Earth Action*  
*Alternates*  
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*Dept. of Environmental Protection*  
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*Dept. of Environmental Protection*  
John Hines, *Pennsylvania*  
*Dept. of Environmental Protection*

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Pierre Bertrand, *Ministry of Sustainable*  
*Development, Environment and Parks*  
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*Alternate*  
Nancy Larson,  
*Wisconsin Dept. of Natural Resources*

## Observers

Alliance for the Great Lakes, *Joel Brammeier*  
Canadian Embassy, *Christina Juzi*  
Chippewa Ottawa Resource Authority,  
*Mike Ripley*  
Coastal States Organization, *Kristen Fletcher*  
Council of Great Lakes Governors, *David Naftzger*  
Council of Great Lakes Industries, *George Kuper*  
Ducks Unlimited, *Gildo M. Tori*  
John G. Shedd Aquarium, *Melanie Napoleon*  
Great Lakes Environmental Law Center, *Nick Schroeck*  
Great Lakes Fishery Commission,  
*Christopher Goddard*  
Great Lakes Observing System, *Jennifer Read*  
Great Lakes Sea Grant Network, *Jeff Gunderson*  
Great Lakes United, *Jennifer Nalbone*  
Helsinki Commission, *Anne Christine Brusendorff*  
International Joint Commission, *Dr. Saad Y. Jasim*  
Maritime Administration, Great Lakes Region,  
*Floyd Miras*  
National Association of Conservation Districts,  
*Bradley Rogers*  
National Oceanic and Atmospheric  
Administration, Great Lakes Environmental  
Research Laboratory, *Marie Colton*  
NOAA Office of Ocean and Coastal Resource  
Management, *David Kennedy*  
National Park Service, *Gary Vequist*  
St. Lawrence Seaway Development Corp.,  
*Terry Johnson, Jr.*  
U.S. Army Corps of Engineers, *Jan Miller*  
U.S. Coast Guard, Ninth Coast Guard District,  
*Radm. Michael N. Parks*  
U.S. Department of Agriculture, *Terry Cosby*  
U.S. Department of Energy, *John R. Gasper*  
U.S. Environmental Protection Agency,  
Great Lakes National Program Office, *Gary Gulezian*  
U.S. Fish & Wildlife Service, *Craig Czarnecki*  
U.S. Geological Survey, *Russell Strach*

## Commission staff

Photo at right, center. Front (from left): Guan Wang, Christine Manninen, Pat Gable, Erika Jensen, Julie Mida Hinderer, Becky Pearson, Heather Braun, Kathe Glassner-Shwayder. Middle: Anne Sturm, Catherine Thibault, Joe Bertram, Stuart Eddy, Gary Overmier, Mike Schneider, Anna Soehl, Tim Eder, Jennifer Glynn. Back: Laura Kaminski, Celia Haven, Roger Gauthier, John Hummer, Matt Doss, Richard Garcia, Tom Crane, Dave Knight, Laura Andrews. Not pictured: Victoria Pebbles, Vitaly Pekar, Frank Cardone.

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Lake Ontario



Lake Erie



Lake Ontario



Mackinac Bridge



Lake Erie



Great Lakes  
Commission  
des Grands Lacs



Ford Lake, MI



Lake Huron



Lake Superior - Dragon Boat Festival



Lake Superior

## *About the Commission*

The Great Lakes Commission was established in 1955 with a mandate to “promote the orderly, integrated and comprehensive development, use and conservation of the water resources of the Great Lakes basin.” Founded in state law with U.S. federal consent, with membership consisting of the eight Great Lakes states and associate member status for the provinces of Ontario and Québec, the Commission pursues four primary functions: communication and education, information integration and reporting, facilitation and consensus building, and policy coordination and advocacy.

Each Member jurisdiction is represented by a delegation consisting of three to five members who are appointees of the respective governor or premier, legislators or senior agency officials. A board of directors, consisting of the chair of each delegation, is the Commission’s executive body.

In carrying out its initiatives, the Commission works in close cooperation with many partner organizations, including U.S. and Canadian federal agencies, binational institutions, tribal/ First Nation governments and other regional interests. Representatives appointed by partner entities participate extensively in Commission activities through a formal Observer program. The Commission is supported by a professional staff in Ann Arbor, Mich.