Dear Friends and Colleagues:

On behalf of the Province of British Columbia, I am pleased to welcome you to Pacific NorthWest Economic Region’s (PNWER) 2017 Economic Leadership Forum in our Province’s capital, Victoria. I am confident that this year's annual winter meeting will provide valuable opportunities for all participants to continue to build strong interjurisdictional relationships.

This year's conference will include sessions and discussion on topics that are of great interest and importance to British Columbia and the region – transportation, tourism, innovation, infrastructure resilience, workforce mobility, and wildland and forest fire response. Faced with record loss and widespread devastation from wildland and forest fires throughout the region this season, we have an opportunity to come together to discuss how we can best position ourselves to protect our communities and our economies.

British Columbia stands with its neighbour jurisdictions to support PNWER's goal of increasing economic well-being and quality of life for all citizens in the Pacific Northwest, while maintaining and enhancing the natural environment.

PNWER is a unique forum to discuss interests and priorities throughout the region and to explore opportunities through collaboration, innovation and engagement.

I am very pleased that British Columbia is hosting this year's Economic Leadership Forum and I welcome all participants to enjoy all that our beautiful capital city of Victoria has to offer.

Sincerely,

John Horgan
Premier
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### Saturday, November 4

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<td>7:20am - 9:30am</td>
<td>Breakfast and Working Waterfront Boat Tour of Victoria Harbour – for all attendees. <em>Boarding is between 7:20 a.m.—7:30 a.m. sharp</em></td>
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<td>9:45am - 10:45am</td>
<td>Regional Tourism Opportunities co-chaired by Rep. Gael Tarleton and Dave Cowen, The Butchart Gardens—Rattenbury A</td>
</tr>
<tr>
<td>10:45am - 12:15pm</td>
<td>Transportation: Co-chaired by Sen. Chuck Winder, Idaho State and Bruce Agnew, Cascadia Center—Rattenbury A. Hosted by Andeavor</td>
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<td>12:30pm - 1:45pm</td>
<td>Luncheon Keynote—Empress Hotel Crystal Ballroom. Hosted by Microsoft. Data Privacy and Cybersecurity: Emerging tech issues legislators need to know</td>
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<td>Infrastructure Resilience—Rattenbury A</td>
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<td>Innovation—Rattenbury A</td>
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<td>Session Wrap-up: Looking ahead to 2018 – Senator Arnie Roblan, PNWER President—Rattenbury A</td>
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<td>Closing Hospitality Suite and Networking Opportunity—Douglas Suite</td>
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**Discussions**

- **Discussion Scenario 2: Cross-border workforce training and mobility**
  - Regional methods of skill gap analysis, future workforce training, and encouraging mobility to increase global competitiveness
  - Featuring Shana Peschek, Director, Construction Center of Excellence, Washington State

- **Discussion Scenario 3: Preclearance**
  1. Reconcile tourism industry and legislative imperatives for preclearance
  2. Strategize to send positive investment signal to the business community if preclearance is approved
  3. Define key milestones and standards of success from a bilateral national level
  4. Expectations of ongoing operational costs
  5. Study the receptiveness of preclearance implementation in newer locations

**Reception and Networking**

- **Reception at B.C. Parliament Building Rotunda**—All B.C. MLAs invited to meet PNWER delegates. *Hosted by the Cement Association of Canada. Delegates invited to walk to reception; see map on page 29.*
- **Hospitality Suite**—Empress Hotel Bengal Lounge. *Hosted by the Canadian Engineering and Geoscience Regulators*
Welcome to Victoria and the 2017 Pacific Northwest Economic Region Winter Meeting!

We are so glad you could join us for this fantastic opportunity in beautiful Victoria, British Columbia. This year, PNWER and our partners are excited to present the Legislative Leadership Academy and Economic Leadership Forum.

The bi-annual Legislative Leadership Academy is an excellent way for our legislators and participants to improve their knowledge of U.S. and Canadian governance systems, share their experiences and develop lasting relations. Our Economic Leadership Forum will explore topics important to our regional economies including NAFTA, transportation, tourism, innovation, workforce training and mobility, and privacy and cyber security.

As we focus on these and other vital issues, your participation will help direct PNWER’s work in the coming year. I am honored to serve as your president and I am inspired by the work PNWER has successfully undertaken in the last several months since our Summit in Portland.

This forum offers us the opportunity to help build upon PNWER’s important network of state, local, provincial, and territorial leaders, and increase the trust and community that make this region so unique. I encourage you to reach out to those you have not met before, learn from one another and work together to build solutions to challenges we share in the Pacific Northwest.

On a more personal note, our meeting here in Victoria holds a special place in my heart. I grew up in Port Angeles, a small town on the Washington Coast. We were just a short Coho ferry ride across the Strait from stunning historical buildings and the home of the Coast Salish First Nations. As kids, we thought of Victoria as an exotic second home, with its majestic hotels and its beautiful harbors. So I am very pleased to be back here today, a place that was important to me in my youth and a place where, working together, we can accomplish much to improve the lives of the millions of Canadians and Americans who call our region home.

Thank you for being here and for contributing your time and effort to this important work.

Sincerely,

Senator Arnie Roblan
Oregon Legislature
PNWER President
DELEGATE COUNCIL

ALASKA
Gov. William Walker
Sen. Berta Gardner
Sen. Kevin Meyer
Sen. Cathy Giessel (Alt)
Sen. Bill Wielechowski (Alt)
Rep. Charisse Millett
Rep. Bryce Edgmon
Rep. Chris Tuck (Alt)

ALBERTA
Premier Rachel Notley
Graham Sucha, MLA
Robyn Luff, MLA
Nicole Goehring, MLA

BRITISH COLUMBIA
Premier John Horgan
Rick Glumac, MLA

NORTHWEST TERRITORIES
Premier Bob McLeod
Hon. Wally Schumann

IDaho
Gov. C.L. Butch Otter
Sen. Michelle Stennett
Sen. Chuck Winder
Rep. Elaine Smith
Rep. Rick Youngblood
Rep. Mat Erpelding (Alt)

MONTANA
Gov. Steve Bullock
Cliff Larsen
Sen. Keith Reiger
Sen. Cynthia Wolken
Sen. Jon Sesso (Alt)
Rep. Mike Cuffe
Rep. Shane Morigeau

PRIVATE SECTOR COUNCIL

PRIVATE SECTOR REPRESENTATIVES
Colin Smith, APEGBC; Canada Co-Chair
Dan Kirschner, NWGA; U.S. Co-Chair

ALBERTA
Steve Allen, Calgary
Economic Development
Mike Simpson, Devon
Energy
Jerry Belikka, Capital Power
Jim Campbell, Cenovus
Larry Delver, Alberta Beef
Producers
Jim Donihee, CEPA
Riley Georson, Transalta
Jack Janssen, AltaLink
Adam Sweet, Edmonton
Economic Development
Gary Weilinger, Enbridge

ALASKA
Bill Kidd, BP
Cam Toohey, Shell

BRITISH COLUMBIA
Colin Smith, APEGBC
David Bennett, FortisBC
Don Dalik, Fasken
Martineau
Kevin Davis, Quad-Lock
Marcia Smith, Teck
Charles Kelly, Concrete BC
Dave Cowen, Butchart
Gardens
Greg Wirtz, CLIA-NWC

IDAHO
Ken Dey, J.R. Simplot
Patrick Kole, Idaho Potato
Commission
Bob Naerbout, Idaho
Dairymen’s Assn.
John Revere, INL/Battelle
Jesse Ronnow, Zions Bank
Luke Russell, Hecla Mining

MONTANA
Mike Halligan, The

OREGON
Gov. Kate Brown
Sen. Arnie Roblan
Sen. Bill Hansell
Sen. Rod Monroe (Alt)
Sen. Doug Whitsett (Alt)
Rep. Deborah Boone
Rep. David Brock Smith
Rep. Caddy McKeown (Alt)
Rep. Greg Barreto (Alt)

SASKATCHEWAN
Premier Brad Wall
Hon. Larry Doke
Hon. Dustin Duncan
Scott Moe, MLA
Hon. Lyle Stewart
Glen Hart, MLA

WASHINGTON
Gov. Jay Inslee
Sen. Maralyn Chase
Sen. Jim Honeyford
Sen. Barbara Bailey (Alt)
Sen. Lisa Wellman (Alt)
Rep. Bruce Chandler
Rep. Gael Tarleton
Rep. Norm Johnson (Alt)
Rep. Cindy Ryu (Alt)

YUKON
Premier Sandy Silver
Hon. Ranj Pillai
Hon. Pauline Frost (Alt)

WASHINGTON COMPANIES
Diane Smith, American
Rural
Bob Rowe, Northwestern
Energy

NORTHWEST TERRITORIES
Darrell Beaulieu, Denendeh
Investments
Pawan Chugh, NWT BDIC

OREGON
Dan Kirschner, NWGA
Sunny Radcliffe, PGE
Kent Yu, Soft Consulting
Ken Nichols, EQL Energy
Timm Locke, OFRI
Diane Warner, Northwest
Cement Council
Jessica Iplicki, ETO

SASKATCHEWAN
Shawna Argue, APEGS
Natasha Stinka, Canpotex
Janice Tranberg,
SaskCanola

Bob McDonald, APEGGS
Pam Brady, BP
Courtney Wallace, BNSF
Nina Odell, PSE
Brandon Housekeeper, PSE
Irene Plenefisch, Microsoft
Hana Doubrava, Microsoft
Megan Ouellette, Alaska
Airlines
Bob Sailer, PNWLG
George Caan, WPUDA

YUKON
Lynn Hutton, Yukon First
Nations Chamber of
Commerce

OTHER
David Miller, CN
Amb. David Wilkins, Nelson
Mullins
# 2017 PNWER Economic Leadership Forum
Victoria, B.C. – November 5-7

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<td>• <strong>Senator Arnie Roblan</strong>, PNWER President, Oregon Legislature</td>
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<td>Presentation on the basic structural differences between the Canadian and U.S. Government Systems</td>
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<td>• <strong>Professor Michael Treleaven</strong>, Political Science, Gonzaga University</td>
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<td>• How do bills originate?</td>
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<td>• How many bills do you consider in a typical legislative year?</td>
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<td>• How do you function in caucus?</td>
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<td>• Describe your committee structure, and what is the role of legislative committees?</td>
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<td>• Who decides who sits on committees?</td>
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<td>• What is the role of public consultation, interest groups, lobbyists, media, etc.?</td>
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<td>• Differences in institutional resources?</td>
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<td>• How does the initiative and referendum process impact the legislature?</td>
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<td>• What are your nomination procedures?</td>
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<td>• What is role and power of party leadership in the nomination process?</td>
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<td>• What does a typical campaign for the legislature cost in your jurisdiction?</td>
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<td>• How do you fund political campaigns?</td>
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<td>• How do you monitor ethics and how does the process work?</td>
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<td>• Do you allow 'independent expenditures' and how are these monitored?</td>
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Break

3:15 p.m. - 4:30 p.m.

Session #3: How do we make laws? How do government Ministries and State Agencies interact with the Legislative Assembly? [Rattenbury A]

- What are the implications of campaigns and elections on the day to day legislative process and the making of laws?
- How does an MLA get selected to be in the cabinet and what does that mean? How do careers develop?
- Compare the fusion of the legislative and executive authorities in Canada with the diffusion and separation of powers in the United States
- What is the role of committee chairmen in the Legislature vs. Agency Director in the Executive Branch. How do budgets get authorized?

4:30 p.m. - 5:30 p.m.

Session #4: Discussion on Provincial, Territorial and State and Federal Relations: Roundtable dialogue in mixed groups - [Rattenbury A]

- How do states interface with the US federal government?
- Who controls tax dollars, and what is the percentage of government services controlled by Washington, DC vs. the state governments? What are the implications of this?
- What is the role of the province/territory and the federal government in the Canadian system? And what are the practical relationships between the two?
- What is the constitutional breakdown of responsibilities between the provinces/territories and the federal government?
- How is the Canadian Senate different from the US Senate?
- How do regional priorities get on the national agenda? What is the difference between the process in DC and Ottawa?
- Federalism - How is the Province’s control over land use decisions different than that of a State?
- What portion of land in a Province is federally controlled, vs the portion in a State?

6:00 p.m. - 8:00 p.m.

Welcome Reception – [Bengal Lounge] Hosted by FortisBC

First Nation Blessing and Welcome featuring Gary Sam, Elected Counsel for Lekwungen Nation, with Introductions by PNWER Vice President Hon. Larry Doke, Minister Responsible for First Nations, Métis and Northern Affairs

9:00 p.m. - 11:00 p.m.

Hospitality Suite – [Douglas Suite, Mezzanine Level]
Session #5: “View From the Speaker’s Chair” featuring The Honourable
Darryl Plecas, Speaker of the Legislative Assembly of British Columbia
and Senator Arnie Roblan, former co-Speaker of the Oregon House of
Representatives - [Rattenbury A]

A comparative look at the role and function of the Speaker of the
House and the Speaker of the Legislative Assembly

- Discussion Questions:
  - How does the Speaker exert influence over the process?
  - What is the Speaker's role, and how do they utilize their role?
  - What is the role of the Opposition?

Session #6: How do states and provinces collaborate to play a broader
role in policy decisions for the region? - [Rattenbury A]

- Discuss the relative power and roles of states and provinces
  vis-à-vis federal governments when it comes to conflicts in
  areas of competing, divided, or exclusive jurisdiction.
- How do differences in political structure affect this?
- What lessons can be learned from how these issues have been
  addressed on each side of the border?
- How can a better understanding of our different methods of
governance help us as a region more effectively address multi-
jurisdictional cross-border issues?
- What are the gaps in governance?
- How does the federal government in Canada consult the
  Provinces? How does the federal government in the US
  consult the States? What about the rulemaking process?
- How likely is a Province to sue the federal government? How
  likely is a State to sue the US federal government? In this
  situation, what is the role of the courts in influencing policy?

Session #6: NAFTA - Modernization, Negotiation, or Not
What are the implications for the Region and for North America? -
[Rattenbury A]

- Dan Ujcszo, Canada-US International Law Specialist with Dickinson
  Wright, former Managing Director of the Canada-US Law Institute at
  Case Western Reserve.

This presentation will identify the current status of negotiations, the
timeline, the role of Congress in the Trade Promotion Act of 2015, the
various possible outcomes, and address some of these questions:
10:30 a.m. - 11:45 a.m.

Session #7: Continued - NAFTA

In light of the discussions we have been having, how can we as a region influence this process? What happens if there is no agreement? Can the US Administration terminate NAFTA unilaterally? Can Congress intervene? In that case, does the Canada-US FTA continue? What are issues businesses should be preparing for if this is a possibility? Could this impact TN Visas? What about Certificates of Origin for manufacturers?

Dialogue on what can legislators and stakeholders in the region do to respond to this unfolding situation.

11:45 a.m. - 12:00 p.m.

Break - (If attending Question Period or visiting Government House, please be prepared to depart right after lunch)

12:00 p.m. - 1:30 p.m.

Luncheon Presentation featuring Consul General Brandon Lee, Consulate General of Canada, Seattle. Remarks by Rick Glumac, MLA, British Columbia Legislative Assembly and Graham Sucha, MLA, Alberta Legislative Assembly, and PNWER Vice President.

- [Crystal Ballroom, Upper Lobby Level]

1:30 p.m. - 3:00 p.m.

Optional Activities:

Visit to the Legislative Assembly during Question Period.
Limited space availability and preference is given to U.S. legislators. Sign up at registration desk to attend. Attendees will need to go through security. ID is required and please limit personal belongings. Meet promptly at registration desk at 1:30 pm to walk to the Parliament Building.

Guided Tour of Government House and Gardens with Afternoon Tea
- Limited space availability. Sign up at registration desk to attend. Tour is complimentary. Meet at the registration desk at 1:30 pm for bus transport to Government House.

Networking break

3:30 p.m. - 5:30 p.m.

Facilitated roundtable scenario discussion of case study examples of regional cross-border issues with shared federal/state/provincial responsibility. How can our region work more collaboratively with the federal government? - [Rattenbury A]

3:30 p.m. - 4:15 p.m.

Discussion Scenario 1: Wildland and Forest Fire Response
- [Rattenbury A]
What have we learned from the devastating fires of 2017? What lessons can we implement? We will look at Oregon's success story of continuing coverage with Lloyd's of London insurance for forest fires.
Sen. Arnie Roblan, Oregon and Rep. Mike Cuffe, Montana
**Discussion Scenario 1: Wildfires Continued**
- What are steps that can be taken today by states and provinces to reduce their financial impacts from wildfires in the region?
- What federal assistance is available to help states and provinces? How should the region encourage more federal support to assist them in recovery? Is there current or proposed federal legislation that the region could endorse or develop?
- What long term innovative resourcing and budgeting strategies should the region identify as best practices to mitigate, prepare, respond, and recover from wildfires impacting communities and infrastructure? Should jurisdictions mandate fire retardant building materials and Firewise/Firesmart programs in high risk areas?

**Discussion Scenario 2: Cross-border workforce training and mobility - [Rattenbury A]**

With the recent focus on the ‘Cascadia Innovation Corridor’ what ways can the region analyze skills gaps and encourage the training of our future workforce, and how can we encourage the mobility necessary for the region to better compete globally? What have other countries and regions done to address the skills gap in our globally competitive marketplace?

- **Shana Peschek**, Director, Construction Center of Excellence, Washington State

**Discussion Scenario 3: Preclearance - [Rattenbury A]**

Overview of current status of US-Canada preclearance

- **Michael Brown**, Vancouver Port Director, U.S. Customs & Border Protection
- **Donovan Delude**, Victoria Port Director, U.S. Customs & Border Protection

Preclearance in our region will help enhance tourism and business travel opportunities. Currently a bill must be passed in the Senate in Canada before the agreement can be implemented. Tourism in the PNWER region is valued at $62 billion dollars and employs more than 742,000 workers. Currently 34% of all long haul international visitors to Canada land first at a U.S. Port. Similarly, Canada is a huge source market of international travelers for the U.S. Preclearance gives our region an opportunity to expand and enhance the tourism sector.

1. How can industry and government work to build a model to fund preclearance to a material level such that it will become a driver for tourism growth.

2. What collaborative signal can industry and government work on today in order to send a positive investment signal to the business community?
Discussion Scenario 3: Continued

3. Can we tell operators and investors how, once preclearance is approved, industry and government will work together to get from a theoretical state of approved legislation to a point of on-the-ground implementation in key ports and border crossings?

4. If success is dependent on public/private sector pilot projects coming forward for approval and funding, is there a defined approval path for such projects and are there technical specifications that such pilots should adhere to for technology, shared spaces or mobile inspection teams?

5. Is there a simple funding model or plan going forward for both the U.S. and Canadian governments to invest in preclearance infrastructure? How dependent is this development on private sector investment? How about state/provincial funding?

6. What aspects of ongoing operational costs are expected to be covered by the new facility operators. What creative funding models might be explored to cover these costs?

Reception at B.C. Parliament Building Rotunda featuring The Honourable Darryl Plecas, Speaker of the Legislative Assembly of British Columbia

All BC Members of the Legislative Assembly are invited to meet PNWER Delegates.

Delegates are welcome to walk on their own to the Parliament Building; please see map on page 27.

Hosted by the Cement Association of Canada

Hospitality Suite - [Empress Hotel Bengal Lounge]. Hosted by the Canadian Engineering and Geoscience Regulators
Tuesday, November 7

7:00 a.m. | Registration [Foyer outside Rattenbury on Lower Lobby Level, Empress Hotel]

7:20 a.m. - 9:30 a.m. | Breakfast and Working Waterfront Boat Tour of Victoria Harbour
Boarding is at 7:20 am sharp at Ship Point. See map on page 27 for directions for 7 minute walk to the dock.

All aboard by 7:30am for a greeting by Victoria Mayor Lisa Helps, followed by a Harbour tour with breakfast plenary highlighting the industry, activities, and policy that make Victoria’s harbor work.

MC: Ian Robertson, CEO, Greater Vancouver Harbour Authority

Greeting and Address from Mayor Lisa Helps
Greetings from Esquimalt Nation and Songhees Nation

Aerodrome/Harbour to Harbour and International Service
- Randy Wright, Harbour Air; Todd Banks, Kenmore Air

Belleville International Terminal and Preclearance
- Ryan Malane, Blackball Ferries; Tobias Haack, Clipper Ferries

Tourism and Marina Properties/Cruise Industry/Ogden Point and Terminal Development
- Ian Robertson, Greater Victoria Harbour Authority

Expanding access to marine trades & overview of naval and industrial activities in Esquimalt Harbour
- Alex Rueben, SkillSource BC

Key activities & regional importance of Victoria’s marine industry
- Joseph O’Rourke, Seaspan / Victoria Shipyards

Importance of harbour governance, safety and operational compliance
- Alois Schonenberger, Harbour Master, Transport Canada

Key activities & regional importance of Victoria’s marine industry
- Gary Leibel, Ralmax Group

9:45 a.m. - 10:45 a.m. | Tourism - [Rattenbury A, Empress Hotel]
Co-chairs:
Rep. Gael Tarleton, Washington Legislature
Dave Cowen, CEO, The Butchart Gardens

PNWER Tourism Dashboard
Size and impact of PNWER's tourism industry - Why state/provincial tourism marketing matters and how uniquely branded destinations can collaborate within the PNWER region

Coffee Break hosted by Tourism Victoria
9:45 a.m. - 10:45 a.m.

**Tourism Continued:**
Best Practices for Destination Development and Tourism Planning Areas
- **Grant Mackay**, Vice President of Destination Management & Industry Development, Destination BC

Economic Impact of Cruise Industry and Building the Alaska and NW Cruise Corridor
- **Ian Robertson**, CEO, Greater Victoria Harbour Authority

Update on Harbour to Harbour Seaplane Service between Vancouver, Victoria, and Seattle
- **Randy Wright**, President, Harbour Air

10:45 a.m. - 12:15 p.m.

**Transportation - Hosted by Andeavor [Rattenbury A]**

Co-chairs:
- **Sen. Chuck Winder**, Idaho Legislature
- **Bruce Agnew**, Director, Cascadia Center

Long term vision for ultra high-speed rail
- **Charles Knutson**, Executive Policy Advisor, Office of Governor Jay Inslee, Washington

ACES (Automated Connected Electric Share Vehicles)
Autonomous Vehicle Plan for the I-5 Seattle/Vancouver B.C. Corridor
- **Scott Kuznicki**, Director, Safety and Mobility Solutions, Transpo Group

Electrification and Changing Infrastructure
- **Anthony Harrison**, Director, Public Policy and Government Relations, ChargePoint

Tech solutions to speed up border clearances while enhancing security
- **Gerry Bruno**, Vice President, Federal Government Affairs, Vancouver International Airport
- **Solomon Wong**, Executive Vice-President, InterVISTAS Consulting Inc

12:30 - 1:45 p.m.

**Luncheon Keynote - Hosted by Microsoft [Crystal Ballroom]**

**Data Privacy and Cybersecurity** - Emerging tech issues legislators need to know. How are states and provinces ensuring vital information is secure in light of recent breaches like Equifax?

Featuring **Alex Alben**, Chief Privacy Officer for Washington State and **Commissioner Drew McArthur**, Office of Information and Privacy for British Columbia.

2:00 p.m. - 3:30 p.m.  

**Opportunities for Smart Infrastructure Plenary** - [Rattenbury A]


- **Andrew Pape-Salmon**, P.Eng., MRM, FCAE, Executive Director, Building and Safety Standards Branch, Office of Housing and Construction Standards, Ministry of Municipal Affairs and Housing, Government of British Columbia

**Infrastructure Resilience**

Welcome from **Michael McSweeney**, President and CEO, Cement Association of Canada

Lessons learned from fire and flood recoveries. How do we design for resilience, and actually implement lessons learned?

- **Christine Arthurs**, Director of Resilience and Infrastructure, City of Calgary
- **David McGown**, Senior Vice-President, Strategic Initiatives, Insurance Bureau of Canada

**Moderated by Rep. Gael Tarleton, Washington Legislature**

3:30 p.m. - 4:45 p.m.

**Innovation** - [Rattenbury A]

Highlights on the Ocean Network Canada, with ocean floor sensors, robotics, and data analytics to provide early detection and warning for earthquakes

- **Kate Moran**, President & CEO, Ocean Network Canada

Insights on XR tools used in the bioscience to improve doctor and patient education

- **Ross Drake**, Co-Founder & CEO, Pyrus Medical

**Moderated by Sen. Maralyn Chase, Washington Legislature**

4:45 p.m. - 5:00 p.m.

**Wrap Up - Looking ahead to 2018** - [Rattenbury A]

- **Senator Arnie Roblan**, PNWER President

Looking ahead to the 2018 Summit in Spokane, Washington


5:00 p.m.

**Closing Hospitality Suite and Networking Opportunity.** [Douglas Suite, Mezzanine Level]
Bruce Agnew
Director, Cascadia Center

Since 1993, Bruce Agnew has been the Policy Director of Seattle-based Discovery Institute’s Cascadia Center. The Cascadia Center is a strategic alliance from Vancouver, BC, to Eugene, Oregon, promoting high speed passenger rail, Interstate-5 freight mobility, seamless border crossings, bi-national and bi-state tourism marketing, and sustainable community development. From 1987-93, Mr. Agnew was Chief of Staff for U.S. Representative John Miller from Washington state’s first district. Before his congressional service, Bruce Agnew was elected to two terms on the Snohomish County Council, and served as President of the Puget Sound Regional Council in 1985. He is a former member of the Citizen Oversight Panel for Sound Transit, and is a member of the Regional Freight Mobility Roundtable.

Alex Alben
Chief Privacy Officer, Washington State

Alex Alben is Washington State’s first Chief Privacy Officer, an office created by the state legislature in March of 2015. He coordinates privacy and data policy for the state and consults with the Governor and Legislature on technology issues impacting citizen privacy.

As a technology executive, Alex helped launch ESPN.com and ABCNews.com, and served for six years in senior management at RealNetworks. Alex writes for The Seattle Times and other publications on the intersection of media, technology and politics.

As one of only five Chief Privacy Officers in the country, Alex has initiated state-wide programs for enhanced privacy training, consumer education and “Privacy Modeling.”

Christine Arthurs
Director of Resilience & Infrastructure Calgary, Deputy Chief Resilience Officer, The City of Calgary

As the Director of Resilience & Infrastructure Calgary, and the Deputy Chief Resilience Officer, Chris envisions the delivery of a long term investment and value strategy for a resilient Calgary. Previously, Chris was the Chief of Staff in the City Manager’s Office. Chris was the Director of Recovery Operations following the 2013 Southern Alberta Flood, which required significant public evacuation, created critical infrastructure damage, and cost more than $400M in response and recovery impacts in Calgary. Flood recovery activities continue under Chris’s oversight four years later.

Dan Ashton
MLA, British Columbia - PNWER Immediate Past President

Dan Ashton was elected MLA for Penticton on May 14, 2013. On December 18, 2014 he was appointed as Parliamentary Secretary for the Minister of Finance. From June 2013 until his most recent appointment, he was the Parliamentary Secretary to the Minister Responsible for Core Review. He currently serves as the Chair of Select Standing Committee on Finance and Government Services, is a member of the Treasury Board and was the vice-chair of the Cabinet Working Group on Core Review. Before being elected as an MLA, Dan served two terms as Mayor of the City of Penticton following three consecutive terms as a councillor. He served ten terms as Chair of the Regional District of Okanagan Similkameen, and spent four years as a trustee on the Municipal Finance Authority.
Todd Banks

President, Kenmore Air

Todd Banks is president and partner of Kenmore Air Harbor, Inc., a unique family-owned business that combines scheduled and charter airline service with certified aircraft repair and parts manufacturing operations. The company is headquartered in Kenmore, Washington, and maintains other locations on Lake Union, Boeing Field and the San Juan Islands. Kenmore Air operates both seaplanes and wheeled aircraft from three Seattle-area hubs to destinations in Washington and British Columbia. It is the largest seaplane operator in the United States. Kenmore Air has established a worldwide reputation as a rebuild and modifier of seaplanes.

Todd has worked at Kenmore Air for twenty-two years, starting at the ground level, working in the reservations and shipping/receiving departments following his graduation from the University of Oregon. Todd has been instrumental in the company’s expansion in the Pacific Northwest, particularly regarding its Kenmore Air Express wheeled-plane operation.

Gerry Bruno

Vice President, Federal Government Affairs, Vancouver Airport Authority

Gerry Bruno re-joined YVR in January 2013 and is responsible for the Airport Authority’s advocacy program for federal government policy issues. From 1992 to 1997, Gerry served as Vice President, Marketing and Strategic Planning for the Airport Authority.

Bruce Chandler

Representative, Washington State Legislature

Bruce Chandler is serving his ninth term representing the 15th District, located in east Yakima County. Bruce focuses on policies promoting water storage, economic growth and the safety of Washington’s families. After serving several years as the ranking Republican on the House Agriculture and Natural Resources Committee, Bruce was chosen to be the budget leader for House Republicans. He started his tenure as the ranking Republican on the House Appropriations Committee at the end of 2013. He serves on the Pacific Northwest Economic Region (PNWER) as well as the board of directors for the State Agriculture and Rural Leaders Association.

Maralyn Chase

Senator, Washington State Senate

Senator Maralyn Chase represents the citizens of the 32nd Legislative District in moving our state forward with sustainable public policy. Prior to serving in the Legislature, Maralyn and her daughter, Carin, operated a general and specialty contracting firm. Before entering the contracting field, Maralyn ran a job training and development program for disabled and disadvantaged citizens for five years.

In the State Legislature, Maralyn serves the ranking member of the Trade & Economic Development Committee and serves on the Rules Committee and the Natural Resources & Parks Committee. At the National Conference of State Legislatures Maralyn serves on the Labor and Economic Development Committee and the Environment Committee. She was recently appointed to the Committee on Communications, Financial Services, and Interstate Commerce.
Dave Cowen  
*CEO, The Butchart Gardens*

As Chief Executive Officer of The Butchart Gardens, Mr. Cowen is actively involved in leadership positions in the tourism and business communities, representing The Gardens at both the local and international levels. Mr. Cowen has a long tenure with The Gardens, having been appointed General Manager in 2007 with responsibility for leading a team in excess of 500 staff and overseeing daily operations and strategic initiatives.

Active in developing Garden Tourism as a vibrant provincial and national sector, Dave serves as the founding Past President of Gardens British Columbia and is a board member of the National Garden Council. With many years of management and tourism leadership experience, he has presented at the World Garden Tourism Conference in Metz, France and Suncheon, Korea and has spoken at the American Public Garden Association in Miami.

Dave is currently Chair of the Greater Victoria Harbour Authority and Co-chair of the Tourism Committee for the Pacific Northwest Economic Region (PNWER). He was formerly Chair of Tourism Victoria and has been an active member on various boards and organizations throughout the region. He is the proud recipient of the PNWER Robert Day Memorial Award, which is awarded to someone in the private sector who has played a major role in bringing collaboration between cross-border organizations and stakeholders. He is active in SKAL, an international organization of tourism leaders, and in his many years of public speaking and training others to speak, he is proud to have assisted numerous community organizations, including the UVIC Diploma in Business program.

Mike Cuffe  
*Representative, Montana State - PNWER Vice-President*

Mike Cuffe earned his degree in Journalism from the University of Montana at Missoula and started his career working in the newspaper business in Libby, Montana. It was here that he developed his organizational and communication skills and a desire to get involved in politics on a local level.

After working as a staffer for a Montana Congressman in Washington DC, Cuffe returned to Montana where he was recruited by the timber industry. He achieved top management positions throughout his extensive career in the development of the wood products business in Lincoln County. Mike then returned to his communications background and successfully ran Big Sky Publishing in Eureka, Montana.

Hon. Larry Doke - PNWER Vice-President  
*Minister of Government Relations and Minister responsible for First Nations, Métis and Northern Affairs, Cut Knife – Turtleford, Saskatchewan -PNWER Vice-President*

First elected to the Saskatchewan legislature in the 2011 provincial election, Larry Doke was re-elected in April of 2016.

Larry previously served as a member of the Public Accounts committee and the Standing Committee on the Economy. He has also served Saskatchewan as a member of Treasury Board and Investment Board and, in 2014, Premier Wall asked Larry to serve as Legislative Secretary to the Minister of Highways.
Ross Drake  
Co-Founder & CEO, Pirus Medical

Ross Drake is a former nurse at Seattle Children’s Hospital on the Cardiovascular Intensive Care Unit and Cancer Care Unit. He has gained insight to the thought processes of the medical technology industry with stops at large and small medical device companies as a hybrid sales and clinical specialist. His background from both sides of the medical industry has expanded his knowledge of business, clinical, and regulatory practices. Ross graduated from University of Michigan with a Bachelor's of Science in Nursing.

Rick Glumac  
MLA, British Columbia

Rick Glumac was elected MLA for Port Moody-Coquitlam in 2017. Rick is the Parliamentary Secretary for Technology. Rick served as a city councillor for the city of Port Moody from 2011 to 2017 and has chaired the city's Economic Development Committee, Environmental Protection Committee, Heritage Commission, Arts and Culture Committee and Community Care Committee. He led efforts to improve funding for Eagle Ridge hospital, expand childcare and preschool space, improve environmental practices and increase park space in the community. He served as Vice President of the Lower Mainland Local Government Association and was elected as Vancouver Metro Area Representative at the Union of BC Municipalities. He has also served on Metro Vancouver's Zero Waste Committee and on the Fraser Health Municipal Government Advisory Council.

Anthony Harrison  
Director of Public Policy, Charge Point

Anthony Harrison leads ChargePoint's public policy and government relations activities in Western North America. He has dedicated his professional career to working on driving adoption of innovative clean technologies and sustainable practices with individuals, businesses and communities. This includes over a decade of experience in advocating for public policy programs and initiatives that support the deployment of solar, energy efficiency, energy storage, demand response, and electric vehicle charging infrastructure. Prior to ChargePoint, Anthony held policy leadership positions with Stem, the California Efficiency and Demand Management Council, Ecology Action, Renew Financial, and the California State Legislature.

Lisa Helps  
Mayor, City of Victoria

Mayor Helps believes that it is her job as Mayor of Victoria to employ business sensibilities and community values to lead an organization that serves all of its citizens. With a transparent and common sense approach to decision-making, Mayor Helps has championed both citizen-led and local-business-led initiatives in a variety of areas. She's leading a transformation at City Hall in order to foster a more innovative, proactive and responsive culture to meet and exceed the needs of residents and the business community.
Charles Knutson
*Executive Policy Advisor, Office of Governor Inslee*

Charles Knutson serves as Executive Policy Advisor to Governor Jay Inslee. In this role, he provides strategic counsel to the Governor on transportation and economic development issues, leads policy initiatives and works with the Washington State Departments of Transportation, Commerce and Revenue, other agencies, the Legislature, tribes and stakeholders to grow jobs across the state.

Prior to this, Charles served as Senior Vice President, Policy and External Relations at the Seattle Metropolitan Chamber of Commerce. Earlier in his career, Charles served as Vice President, Public Affairs at the Seattle Chamber, and he led marketing and government affairs at a multinational transportation consulting firm.

Scott Kuznicki
*Director, Safety and Mobility Solutions, Transpo Group*

Scott Kuznicki is the Director of Safety and Mobility Technology Solutions for the Transpo Group. His extensive experience as a traffic operations engineer and human factors researcher is invaluable as he works with clients globally to plan for and integrate vehicle automation into the transportation system. He is currently preparing the Washington State Department of Transportation’s Connected and Automated Vehicles Road Map, a strategic plan for WSDOT response to the self-driving transportation revolution. Mr. Kuznicki holds a Private Pilot certificate with an Instrument Rating, is a certified UAS operator, and has traveled throughout British Columbia and the Territories by motorcycle.

Brandon Lee
*Consul General, Consulate General of Canada, Seattle*

Mr. Brandon Lee was appointed as Consul General of Canada in Seattle in 2017, with accreditation for Washington State, Oregon, Idaho and Alaska.

Brandon Lee joined the Canadian Department of Foreign Affairs and International Trade (DFATD) in 2004. He has a background leading management and innovation, and he has held several executive and management positions within the department. From 2007 to 2011, he oversaw reform activities to strengthen Canada’s international presence and became the Department’s first Director of Innovation. From 2012 to 2014, Mr. Lee held senior positions at the World Trade Organization and the International Committee of the Red Cross (both in Geneva), spearheading major organizational and international reform initiatives. From 2015-2017, Mr. Lee was Consul General of Canada in San Francisco, with accreditation for Northern California and Hawaii.

Grant MacKay
*Vice President, Destination Management, Destination BC*

Grant Mackay is currently the Vice President of Destination Management for Destination British Columbia. Grant joined the BC Public Service in 1995 as a Business Unit Manager with Tourism British Columbia after a long career in marketing and sales in the packaged goods industry with Scott Paper Limited. In 1997 Grant became Vice President of Marketing for Tourism British Columbia, responsible for world-wide consumer marketing and travel trade programs. In April 2010, Grant was named Assistant Deputy Minister, Tourism Division with the Ministry of Tourism, Culture and the Arts. In his current capacity, Grant is responsible for destination and industry development designed to increase BC’s worldwide competitive position.
Drew McArthur  
*Acting Privacy Commissioner, B.C.*

Drew McArthur is best known for his role as the former Chief Compliance and Privacy Officer at TELUS, where he was responsible for the development and implementation of TELUS' privacy policy, independently recognized as a nationwide industry-leading policy. Drew was a founding member of the Canadian Council of Chief Privacy Officers, and was a long-standing member of their executive committee. In 2006 Drew worked with the International Association of Privacy Professionals (IAPP), an international organization dedicated to privacy education, to develop the Canadian professional certification program, and was one of the first individuals to achieve the designation of Certified Information Privacy Professional of Canada (CIPP/C).

Drew has been on the External Advisory Board of the Office of the Information and Privacy Commissioner of BC since 2010.

David McGown  
*Senior VP, Strategic Initiatives, Insurance Bureau of Canada*

An accomplished executive leader with experience in communications, policy, government relations and corporate development, David brings in-depth knowledge of the financial and public sectors to corporate decision-making. Prior to joining IBC in 2015, he held senior leadership roles at Canadian Imperial Bank of Commerce over a span of 28 years, most recently serving as its Vice-President for Government, Regulatory and Public Affairs. He began his career in research at Queen's Park and then as an economist in the Department of Finance in Ottawa.

As Senior Vice-President, Strategic Initiatives, David oversees IBC’s Communications, Policy and Legal teams, in support of IBC’s goals.

Kate Moran  
*President & CEO, Ocean Network Canada*

Dr. Kathryn (Kate) Moran joined the University of Victoria in September 2011 as a Professor in the Faculty of Science and Director of NEPTUNE Canada. In July 2012, she was promoted to the position of President & CEO, Ocean Networks Canada. Her previous appointment was Professor at the University of Rhode Island with a joint appointment in the Graduate School of Oceanography and the Department of Ocean Engineering. She also served as the Graduate School of Oceanography’s Associate Dean, Research and Administration.

From 2009 to 2011, Kate was seconded to the White House Office of Science and Technology Policy where she served as an Assistant Director and focused on Arctic, polar, ocean, the Deepwater Horizon oil spill, and climate policy issues. During the Deepwater Horizon oil spill, Kate was selected to be a member of Secretary of Energy Chu’s eight member advisory team. She co-led the Integrated Ocean Drilling Program’s Arctic Coring Expedition, which was the first deepwater drilling operation in the Arctic Ocean.

Jeff Morris  
*Representative, Washington State Legislature - Director of Legislative Energy Horizon Institute*

Rep. Jeff Morris represents the 40th Legislative District in Washington State that includes San Juan County and parts of Skagit and Whatcom Counties. A fourth-generation native of the San Juan Islands, Morris is one of the preeminent sources of critical thought on policy issues in the public and private sectors in the areas of energy, critical infrastructure, biotechnology, and commercialization.
Paul Nursey  
*President and CEO, Tourism Victoria*

Paul Nursey joined Tourism Victoria in January 2014. He is an experienced and respected senior tourism leader and progressive tourism marketing, strategy and branding expert with 20 years of tourism-related leadership and management experience. He has held leadership positions with the Canadian Tourism Commission, Rocky Mountaineer Rail Tours, Mount Seymour Resorts and Tourism Vancouver - the Greater Vancouver Convention and Visitors Bureau. Widely regarded as one of Canada’s top tourism policy minds, Paul serves on the boards of the Tourism Industry Association of British Columbia, the Tourism Industry Association of Canada and the South Island Prosperity Project.

During his tenure at Tourism Victoria, Paul has transformed the organization using the Balanced Scorecard performance management framework. In 2016, Paul successfully negotiated a new funding relationship with local hoteliers, the City of Victoria and Province of B.C. that enables Tourism Victoria to better execute strategic planning over the medium term.

Andrew Pape-Salmon  
*P.Eng., MRM, FCAE, Exec. Director, Building & Safety Standards Branch, Office of Housing and Construction Standards, Ministry of Municipal Affairs and Housing*

Andrew Pape-Salmon is the Executive Director of the Building and Safety Standards Branch with the BC Government. The Branch is responsible for: The Building Act and building regulations such as the BC Building, Plumbing and Fire Codes, including the Energy Step Code, Homeowner Protection Act, and the Safety Standards Act.

Andrew is a Professional Engineer with a Master's Degree in Resource and Environmental Management. In 2016 he was inducted into the Canadian Academy of Engineering as a Fellow. Since 2013 he has played an instrumental role in advancing PNWER’s project to develop a “2030 Roadmap to Resilient, Ultra-Low Energy Buildings in the Pacific Northwest”.

Shana Peschek  
*Director, Construction Center of Excellence*

Shana links industry to the community college system in Washington State for the purpose of coordinating education and training efforts to build a competitive workforce in a global economy. With four priorities: Economic Development, Industry Sector Strategy, Workforce Supply and Demand, and Education, Innovation and Efficiency, the Center is positioned to sustain Washington’s competitive advantage through statewide leadership. Shana is also a National Chair for the United States Green Building Council Community Green Program, as well as member of numerous advisory boards and workforce focused committees.

Darryl Plecas  
*Speaker of the Legislative Assembly, B.C.*

Darryl Plecas was first elected MLA for Abbotsford South in 2013 and re-elected in 2017. He was appointed Speaker of the Legislative Assembly on September 8, 2017.

Darryl served as the Parliamentary Secretary for Seniors to the Minister of Health and the Parliamentary Secretary for Accessibility and also for Crime Reduction. He has been a member of the Legislative Review Committee, the Select Standing Committee on Health, the Select Standing Committee on Children and Youth, and the Special Committee to Review the Independent Investigations Office.
Ian Robertson  
*Chief Executive, Greater Victoria Harbour Authority*

Ian Robertson has commenced his role as CEO of the GVHA coming to the organization from his most recent position as CEO of the Tourism Industry Association of BC (TIABC). He has over 30 years’ experience developing business solutions in companies ranging from Procter and Gamble through the Jim Pattison Group and Rocky Mountaineer. He has also held elected office for six years as Commissioner, Vancouver Board of Parks and Recreation, where he served as Chair.

Arnie Roblan  
*Senator, Oregon State - PNWER President*

Previously Senator Roblan served 4 terms as Representative for House District 9, two terms as Co-Speaker. During his tenure as the Co-Speaker -- in a House divided between 30 Democrats and Republicans — for the 2011-12 legislative sessions, Senator Roblan became the driving force behind legislation that would help move Oregon forward on important issues. At the conclusion of the 2012 Legislative Session, he was able to complete his work on issues that benefited all Oregonians and particular those in his rural and coastal region.

Alex Rueben  
*Executive Director, Association of British Columbia Marine Industries (ABCMI)*

Captain Alex Rueben, PEng, MSM, retired from the Royal Canadian Navy (RCN) in 2012 after 35 years of service. A marine engineer, he held various senior appointments in the RCN concluding as Chief of Staff of the Navy on the Pacific Coast. Alex has a BEng in industrial engineering from the Royal Military College and an MBA from Queen’s University. Upon retirement from the RCN, Alex built and operated the Industrial Marine Training and Applied Research Centre (IMTARC), serving as Executive Director from 2012 to 2017. Alex was the founder of the West Coast Shipbuilding and Repair Forum, which is now the Association of British Columbia Marine Industries (ABCMI). He served as the Chair of the 2012 British Columbia Workforce Table on the Shipbuilding and Repair Industry and as Chair of the Board of the Resource Training Organization of British Columbia in the period 2010-2012.

Graham Sucha  
*MLA for Calgary-Shaw, Alberta - PNWER Vice-President*

He currently serves as chair of the Standing Committee on Alberta’s Economic Future and is a member of the Standing Committee on Private Bills. Mr. Sucha also serves on the Ministerial Panel on Child Intervention. Mr. Sucha previously served as a member of the Standing Committee on the Alberta Heritage Savings Trust Fund, the Standing Committee on Resource Stewardship and the Select Special Ethics and Accountability Committee.

Prior to serving with the Legislative Assembly, he worked for over a decade in restaurant management, overseeing several restaurants in the Calgary area. While there he aided in raising money for several charities including the Special Olympics and 2013 Flood Relief.
**Michael Treleaven**  
*Political Science Professor, Gonzaga University*

Michael Treleaven is an associate professor and current chair in the Political Science department at Gonzaga University, Spokane, Washington. He received his Ph.D., in 1993, from the University of Toronto, where he had earlier, in 1978, gained his M.A.. He has been teaching at Gonzaga University since January 1990. His array of courses includes offerings on “State and Local Government”, “The Politics of the Pacific Northwest”, “North American Environmental Policy and Politics”, “Parliamentary Government”, “American Politics”, “American Social Policy”, and “Native American Government”. He was born in Vancouver, British Columbia and is a Canadian citizen. Since 2007 he has been privileged to be a regular contributor to PNWER’s legislative academies.

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**Gael Tarleton**  
*Representative, Washington State - PNWER Vice - President & Tourism Working Group Co-Chair*

After a decade working at the Pentagon on security issues affecting ports across the country and other critical facilities, Gael ran two international subsidiaries of a Fortune 500 company in Russia. She was responsible for creating disaster preparedness and emergency response plans for ports nationwide. Her work helped rebuild the country after the Cold War collapse, employing new technologies in an effort to clean up nuclear waste and prevent environmental disasters.  

First elected to serve the people of King County as a Port of Seattle Commissioner in 2007, Gael was re-elected in 2011 and served as Commission President in 2012. During her five years at the Port, Gael has worked to increase transparency, protect the environment, and bring an end to human trafficking. Gael was first elected to represent the 36th legislative district in 2012. She will focus on creating jobs, safeguarding our environment, ensuring government accountability, adequately funding higher education, and funding health care.

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**Sen. Chuck Winder**  
*Idaho State Legislature - PNWER Transportation Working Group Co-Chair*

Chuck is a member of the Idaho Senate serving his third term as an Idaho State Senator representing east Meridian and west Boise. He also serves as the Idaho Senate Assistant Majority Leader and is active on Transportation and State Affairs Committees. Chuck attended the College of Idaho where he earned a B.A. in Political Science and Pre-Law.  

Following graduation, Chuck joined the U.S. Navy where he served for four years on active duty as a Naval Aviator and for eight years on inactive reserve. Upon his return he was employed by Morrison-Knudsen Company and Emkay Development Company, serving as Vice President.

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**Dan Ujzco**  
*Canada-US International Law Specialist with Dickinson Wright*

Dan is an international trade and customs lawyer who specializes in Canada-United States and North American matters. Dan also coordinates Dickinson Wright’s innovative Canada-U.S. Platform.

Dan is one of the few individuals that has served in the US and Canadian governments, as well as private practice and academia. Prior to joining Dickinson Wright, Dan served as an officer in Canada’s foreign ministry and he was the Managing Director of the Canada-United States Law Institute. Dan also was a visiting professor of law at Case Western Reserve University School of Law and was a legal adviser to the US Department of Homeland Security and the US Coast Guard.
Solomon Wong  
*Executive Vice President, InterVISTAS Consulting Inc.*

Solomon is a multidisciplinary expert on transportation policies, facilities, and innovations. He is dedicated to helping clients improve processes for goods and passengers. From re-engineering flows of people and goods through a journey to newer ways of navigating through a risk-managed environment, Solomon has helped to implement solutions for a range of private/public sector clients.

He sits on the Board of the Airport Consultants Council and the Canadian/American Border Trade Alliance. As well, he is active on several committees for Airports Council International (World) and IATA.

Solomon has a Master of Science in Planning from the University of Toronto.

Randy Wright  
*President, Harbour Air*

A senior executive, born and raised in Victoria with 35 years of experience, Randy Wright began his career as a Fuel Dock Attendant at the Oak Bay Marina. Through tireless dedication, Randy eventually became President of the Oak Bay Marine Group, responsible for over 1000 employees, consisting of 18 divisions in 3 countries, which included marinas, resorts and attractions. In 2000, Randy made a career change and joined Harbour Air, where he began as a consultant, before moving into the position of Director of Sales and Marketing in 2001.

During this time, Randy instituted a rebranding and a strategic plan for Harbour Air to become the largest all-seaplane company in the world. He was also very involved in the regional West Coast communities, serving on many boards - including as a start-up Director of the Greater Victoria Harbour Authority, as well as becoming the Chairman of the Board for Tourism Victoria.
Optional Complimentary Activities-
Monday, November 6 1:30 - 3:00pm

Both tours have limited availability. Please check in at registration desk to sign up!

**Question Period**

Join PNWER for Question Period— an intense 30-minute exchange of questions and answers, where Members of the Legislative Assembly may ask questions of cabinet ministers on subjects relating to government policy or the current responsibilities of a minister.

*Attendance priority given to U.S. legislators*

OR

**Tour of Government House with Afternoon Tea**

Take a private guided tour of Government House, the official residence of the Lieutenant Governor and the ceremonial home of all British Columbians. The grounds embrace 36 acres, including formal gardens. The tour will include afternoon tea.

**Breakfast and Working Waterfront Boat Tour of Victoria Harbour**
Tuesday, November 7 7:20am - 9:30am

This tour is open for all attendees- no registration required.

Boarding is between 7:20am - 7:30am sharp at Ships Point Yellow Line (see map below).

All aboard by 7:30am for a greeting by Victoria Mayor Lisa Helps, followed by a Harbour tour with breakfast plenary highlighting the industry, activities, and policy that make Victoria’s harbor work
Concrete. The best solution for building resilient infrastructure for the clean economy.

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Thank You to Our Supporters
All meeting will be held at the Empress Hotel unless otherwise noted.
The Organization
The Pacific NorthWest Economic Region PNWER is the only statutory, non-partisan, bi-national, public/private partnership in North America

The Purpose
• Strengthen regional cooperation
• Learn about key economic issues
• Collaborate with US & Canadian public and private sector leaders
• Advocate for regional interests

The Issues
• Agriculture & Livestock Health
• Border Policy
• Clean Tech
• Cybersecurity
• Disaster Resilience
• Energy & Energy Efficiency
• Economic Development
• Forestry
• Infrastructure
• Innovation
• Invasive Species
• Mining
• NAFTA Modernization
• Workforce
• Water Policy
• Transportation
• Tourism
• University Presidents

The Delegates
550+ Regional Leaders
60+ state, provincial & territorial legislators
50 corporate CEOs or VPs
60 NGO executive directors
15 University Presidents
90+ governmental officials
Several federal legislators

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