



*Pacific NorthWest  
Economic Region*

---

# Officer's Handbook

PNWER's Organizational Structure  
and Delegate Responsibilities

# Table of Contents

**About PNWER, Mission & Goals -- 1**  
**Delegate Council -- 2**  
**Delegate Council Responsibilities -- 3**  
**Delegate Council: Private Council -- 4**  
**Officers: Responsibilities -- 5, 6**  
**Committees -- 7**  
**Secretariat -- 8**  
**PNWER Foundation -- 8**  
**Working Groups, Task Forces, Roundtables – 9, 10**  
**Working Groups: Participants -- 11**  
**Working Groups Co-Chairs – 11**  
**Working Groups: Work Plans – 12, 13**  
**Working Groups: Sponsors -- 13**  
**Governance Structure – 14-16**

## **About PNWER**

The Pacific NorthWest Economic Region (PNWER) is a statutory public/private partnership created in 1991 by the states of Alaska, Idaho, Oregon, Montana and Washington, and by the legislatures of the Canadian provinces of British Columbia, and Alberta. Saskatchewan, the Yukon and Northwest Territories joined after the inception of the organization.

## **PNWER's Mission**

To increase the economic well-being and quality of life for all citizens of the region, while maintaining and enhancing our natural environment.

## **Goals**

- Coordinate provincial and state policies throughout the region
- Identify and promote “models of success”
- Serve as a conduit to exchange information.
- Promote greater regional collaboration
- Enhance the competitiveness of the region in both domestic and international markets
- Leverage regional influence in Ottawa and Washington D.C.
- Achieve continued economic growth while maintaining the region's natural environment

## **PNWER Delegate Council**

The Delegate Council consists of four legislators (plus alternates) from each jurisdiction, as well as the governors / premiers (or a designated representative) from each of the states / provinces / territories. It is expected that in the states, each legislative caucus selects one of the four delegates and also may select alternates. In the provinces and territories, the government is encouraged to appoint delegates from both the government and opposition. The delegates from each jurisdiction are encouraged to hold meetings to discuss priority issues for the jurisdiction, as well as provide reports to their leadership on PNWER action items. The appointed delegates from each jurisdiction also should meet annually to select a lead delegate to serve on the PNWER executive committee. The lead delegate may also serve on the PNWER Foundation Board of Directors.

The Delegate Council is responsible for coordinating the agendas from the public sectors of each jurisdiction, promoting participation in each working group, working with sponsors and promoting sponsorship, as well as ensuring that the PNWER organization continues to adhere to its original mission and regulations as outlined in PNWER's rules and regulations.

The Delegate Council encourages bilateral and regional interaction between legislative members. The Council is by design bipartisan and non-partisan, and this also assists in continuity as elections in member jurisdictions may change majority parties from time to time.

# **PNWER Delegate Council**

## **Delegate Council Member Responsibilities**

- Delegates are expected to attend the PNWER Annual Summit (July) and the Economic Leadership Forum (November) each year. Delegates are encouraged to provide input on the agendas from the public sector perspective of each jurisdiction, and promote participation of legislators and private sector leaders from their jurisdiction.
- Delegates are encouraged to hold meetings of the primary delegates and alternates within their own jurisdiction to discuss policy issues and action items forwarded by PNWER working groups. Delegates should also report back to their own caucus regarding action items from working groups.
- Delegates should assist in the coordination of annual PNWER capital visits when one is scheduled for their jurisdiction. This includes working with the PNWER secretariat to schedule appointments with leadership and select committees.
- Delegates are invited to attend the PNWER Executive Committee meetings in July and November. These meetings are always scheduled to coincide with the Annual Summit and Economic Leadership Forum.
- Delegates should work with leadership to ensure state/provincial dues are paid in a timely manner.

## **PNWER Delegate Council**

### **Private Sector Council**

Every PNWER private sector member sits on the PSC; this includes business, the non-elective public sector, NGOs, local governments, and other non-profit organizations. Each jurisdiction selects one of their private sector members to serve as the chair of their private sector council, and the chair will then sit on the Executive Committee ex-officio. Each jurisdiction may develop its own private sector council to support the work of PNWER in their jurisdiction. In addition, from among the chairs of each jurisdiction, one is selected of the PSC from Canada, and one from the US to serve as PSC Co-Chairs.

The purpose of the PSC is to provide a forum for the private sector to meet and discuss issues of concern and communicate these through the working groups and the Private Sector Council to the PNWER Executive Committee. Furthermore, each state / province / territory delegation is encouraged to hold meetings as needed in their own jurisdiction and promote business leadership within all aspects of PNWER.

## **PNWER Officers**

The elected officers of PNWER include a President, two First Vice Presidents (one from the US and one from Canada) and two second Vice Presidents (one from each country). Officers must be elected legislators, or an elected governor or premier, from participating jurisdictions at the time of their election and remain in office for their tenure as a PNWER Officer.

### **Officer Responsibilities**

- Officers are expected to attend the PNWER Annual Summit (July) and the Economic Leadership Forum (November) each year. Officers are encouraged to provide input on the agendas from the public sector perspective of each jurisdiction, and promote participation of legislators and private sector leaders in each meeting.
- Officers are encouraged to hold meetings of the primary and alternate delegates within their own jurisdiction to discuss policy issues and action items forwarded by PNWER working groups. Officers should also report back to their own caucus regarding action items from working groups.
- It is expected that the PNWER President and Vice Presidents will be scrupulously non-partisan in carrying out their duties as PNWER officers, and while on official business will seek to represent the entire region, rather than just their own jurisdiction. It is also expected that during their term in office they will make every effort to make as many of the Capital Visits as possible, representing the organization in the region.
- Officers are expected to assist in the coordination of annual capital visits within respective states/provinces/territories. This includes working with the PNWER secretariat to schedule appointments with leadership and select committees. Officers are also encouraged to attend capital visits in other jurisdictions as well as Ottawa and Washington DC and assist in setting up appointments with specific federal leaders.

## **PNWER Officers (cont.)**

- Officers are expected to attend the PNWER Executive Committee meetings in July and November. These meetings are usually scheduled to coincide with the Annual Summit and Economic Leadership Forum.
- Officers are also encouraged to participate in monthly conference calls with the executive committee and PNWER secretariat.
- Officers should work with leadership to ensure state/provincial dues are paid in a timely manner. Officers should also work with private sector supporters to solicit sponsorships of PNWER events and activities.
- Officers should work with the secretariat to develop an annual budget, and action plan. As part of this effort, officers should identify projects or key issues they would like to focus on throughout their term of service on the PNWER Executive Committee.
- Officers should also serve as a liaison with other public and private sector entities and seek their involvement in PNWER initiatives. This includes speaking at conferences or events on behalf of PNWER as well as engaging local media outlets on PNWER initiatives and events.

## **PNWER Committees**

### **Finance and Audit Committee**

The Committee is appointed by the PNWER President, and includes the immediate past president, current president, and incoming president, as well as private sector members with expertise in financial matters. The committee selects its own chair from among its members. The PNWER Deputy Director is the Chief Financial Officer and also participates in the Finance and Audit Committee. This group serves as year-round contact for the Secretariat with regards to financial review and oversees the PNWER budget. They also have the responsibility to review the financial statements quarterly, audits, provide advice, and serve as liaisons to the PNWER Executive Committee and PNWER Board of Directors. Recommendations made by the Finance and Audit Committee are to be approved by the Executive Committee.

### **Past President's Committee**

PNWER Past Presidents serve as advisors to the organization. The committee periodically meets to assist with items such as strategic planning, governance review or other relevant projects as directed by the President or Executive Committee. Past presidents may serve in an advisory capacity to the Executive Committee.

## **PNWER Secretariat**

The PNWER Secretariat manages the PNWER organization from its office in Seattle, Washington. It consists of the Chief Executive Officer, Chief Operating Officer, and Program Directors and Managers who oversee specific programs, working groups and projects, as well as other support staff.

The Secretariat is the administrative arm for the President, Vice Presidents and the Executive Committee, and also serves the PNWER Foundation Board of Directors. Among its responsibilities are to coordinate communication among all PNWER divisions and assist them in their various activities.

## **PNWER Foundation**

The PNWER Foundation was created in 1993 as a Washington State non-profit organization to act as the fiscal agent for PNWER. The Foundation is a Washington state 501 C-6 non-profit corporation governed by an independent Board of Directors with one seat chosen by each of the 10 member jurisdictions from among their own Delegate Council members and the PNWER Executive Director for a total of 11 members.

## **Working Groups, Task Forces, and Roundtables**

PNWER currently has 14 working groups. Each working group is Co-Chaired by a sitting legislator or public sector leader, and a private sector leader. In 1991, PNWER originated with six working groups, and have since retired several and added several throughout the years based upon interest and support. Task forces may also be developed around a specific project by action of the Executive Committee, and Roundtables are meetings that happen at a summit, usually with independent support.

Each working group meets at the PNWER Annual Summit and may also meet outside of PNWER conferences according to the discretion of the working group chairs.

**Working Group** – established by the Executive Committee with Public and Private Sector Co-Chairs. Meets either in person, or by teleconference during the interim between Annual Summit and Winter Meeting.

**Task Force** – created for a project or to accomplish a specific objective. May not have ongoing public and private co-chairs, and may not meet at the Annual Summit. Usually is launched as an action item by a working group, and adopted by the Executive Committee.

**Roundtable** – a group that has asked to meet at a PNWER summit, but traditionally provides most of its own planning support.

### **PNWER Working Groups:**

1. Agriculture
2. Energy
3. Energy and Environment
4. Transportation
5. Trade and Economic Development
6. Border Issues

7. Tourism
8. Invasive Species
9. Innovation
10. Workforce
11. Water Policy
12. Disaster Resilience
13. Mining
14. Forestry

### **Task Forces**

1. Cross Border Livestock Health
2. Arctic Caucus
3. NAFTA Modernization Task Force
4. Preclearance Task Force
5. Innovative Financing Task Force

### **Roundtables**

1. University President's Roundtable
2. Columbia River Treaty

# PNWER Working Groups

## Participants

There are two types of participation within the working groups. First, official working group members are those individuals both public and private with a paid PNWER membership and who regularly participate in working group meetings and projects. Second, anyone may observe PNWER working group meetings, and participate in the meetings, according to flexible parameters developed by the working group chairs.

## Working Group Co-Chairs

Each working group selects its own co-chairs to guide the development and organization of the working group. Co-Chairs should represent the private sector and the public sector. Public Sector chairs may be legislators, Ministers, or Executive branch representatives. While state / province representation among the co-chairs is decided by the working group, PNWER encourages multi-state / province representation among chairs. The term of appointment for each working group chair shall be two years, with no limit on the number of terms.

Working groups operate by consensus, but the co-chairs must identify what parameters define consensus. If a working group becomes too large, it is up to the discretion of the working group chair to form sub-groups based upon the interest of the participants. Working group chairs are also encouraged to form a core group of members with representation from all jurisdictions so as to better manage agenda development and action item follow up. Key objectives of PNWER working groups are to develop clear action items, and a work plan and budget with specific tasks and project teams identified that can be submitted to the PNWER Executive Committee for approval at the annual or winter meeting.

## **PNWER Working Groups**

### **Working Group Co-Chairs**

The chair of each working group is requested to report to the Executive Committee during the PNWER Summit, and Winter meeting. If unable to attend, the chair may select a representative to attend and report in his/her place. The chair or representative may also seek advice from, or report to, the Executive Committee between meetings through the Secretariat or the monthly PNWER leadership teleconferences.

### **Working Group Work Plans**

Working groups are responsible for developing their own work plans as guided by the co-chairs. Issues of interest or concern may come from the Executive Committee, the PNWER capital visits, the Host Committee, or from the working group itself. Working groups may be utilized as a forum for addressing contentious issues so long as participants in the discussion remain committed to an amiable and respectful environment, and recognize that by doing so, everyone is in a position to benefit from the sharing of perspectives. Work plans must be submitted to the Executive Committee and Secretariat for review on an annual basis.

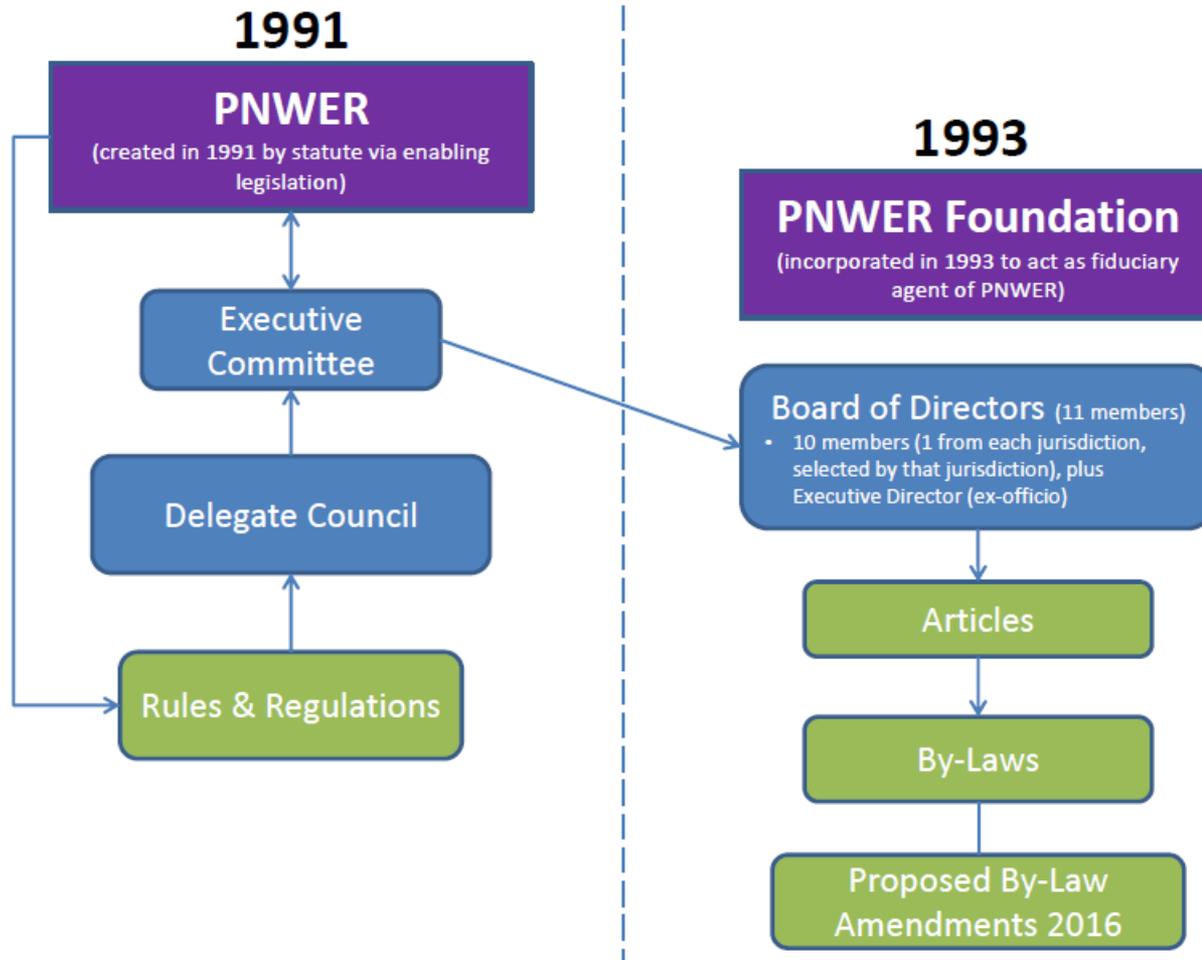
While the content of the work plans is defined by the working group itself, the following initiatives may not be implemented without the prior approval of the Executive Committee: 1) projects that require significant financial commitment by PNWER 2) anything that commits extraordinary PNWER resources, including secretariat time or funding. 3) Any press release / public statement requires prior approval by the PNWER President and Executive Director.

Working groups are responsible for developing their own meeting agendas and procedures for prioritization of agenda items. Agendas should be submitted to the Secretariat by the chairs 30 days prior to the meeting date to be included in the meeting program.

### Working Group Sponsors

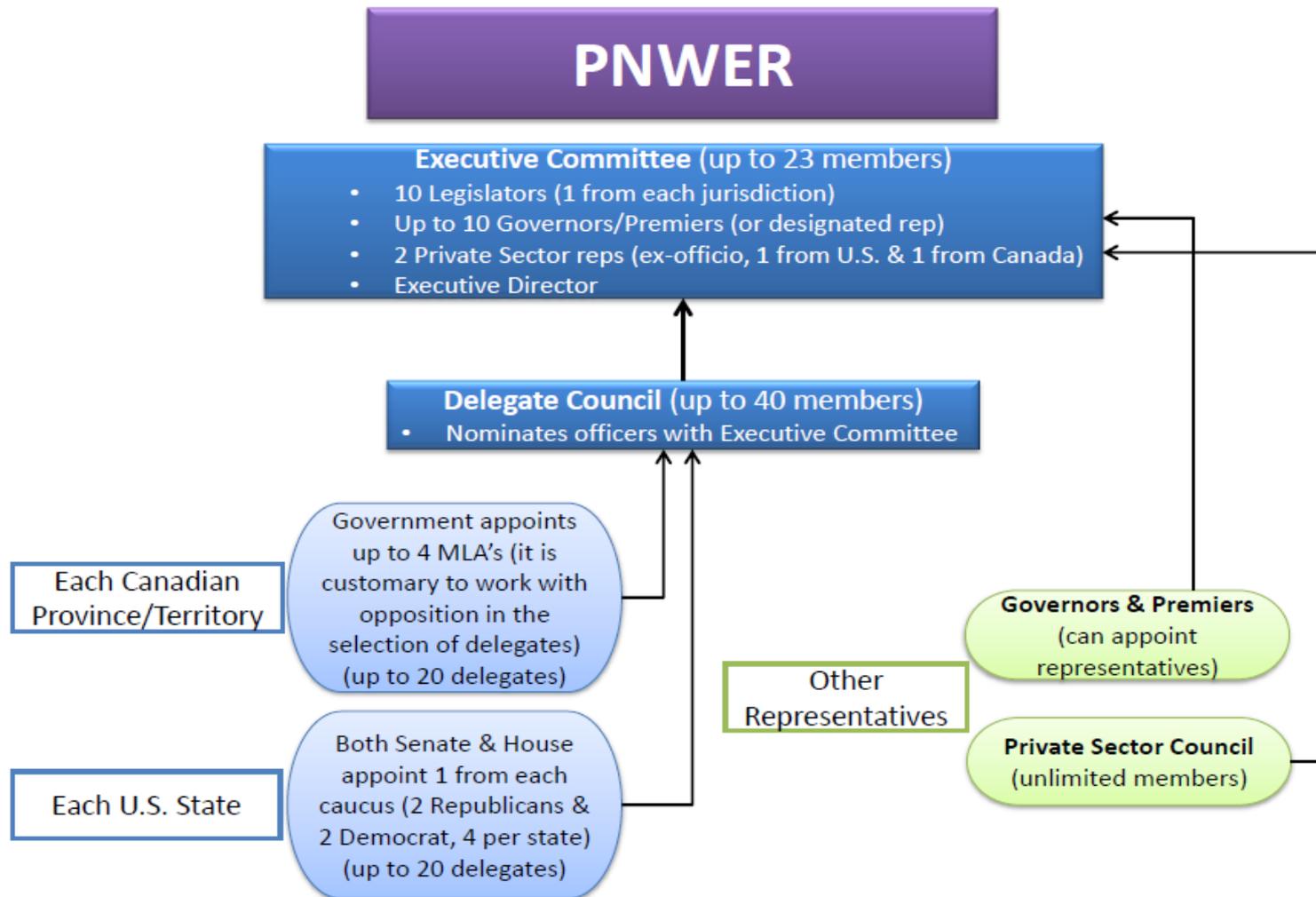
The working group co-chairs have the authority to engage sponsors for their activities; all sponsorships should be reported to the Secretariat. The Executive Committee reserves the right to limit sponsorship from any specific organization.

# PNWER Governance Structure



\*Recognition of Separate Legal Responsibilities

# PNWER Organizational Structure



# Timeline

