

FALL FORUM PROGRAM

VANCOUVER NOVEMBER 2023

2023 FALL MEMBER FORUM

The Road to Sustainability

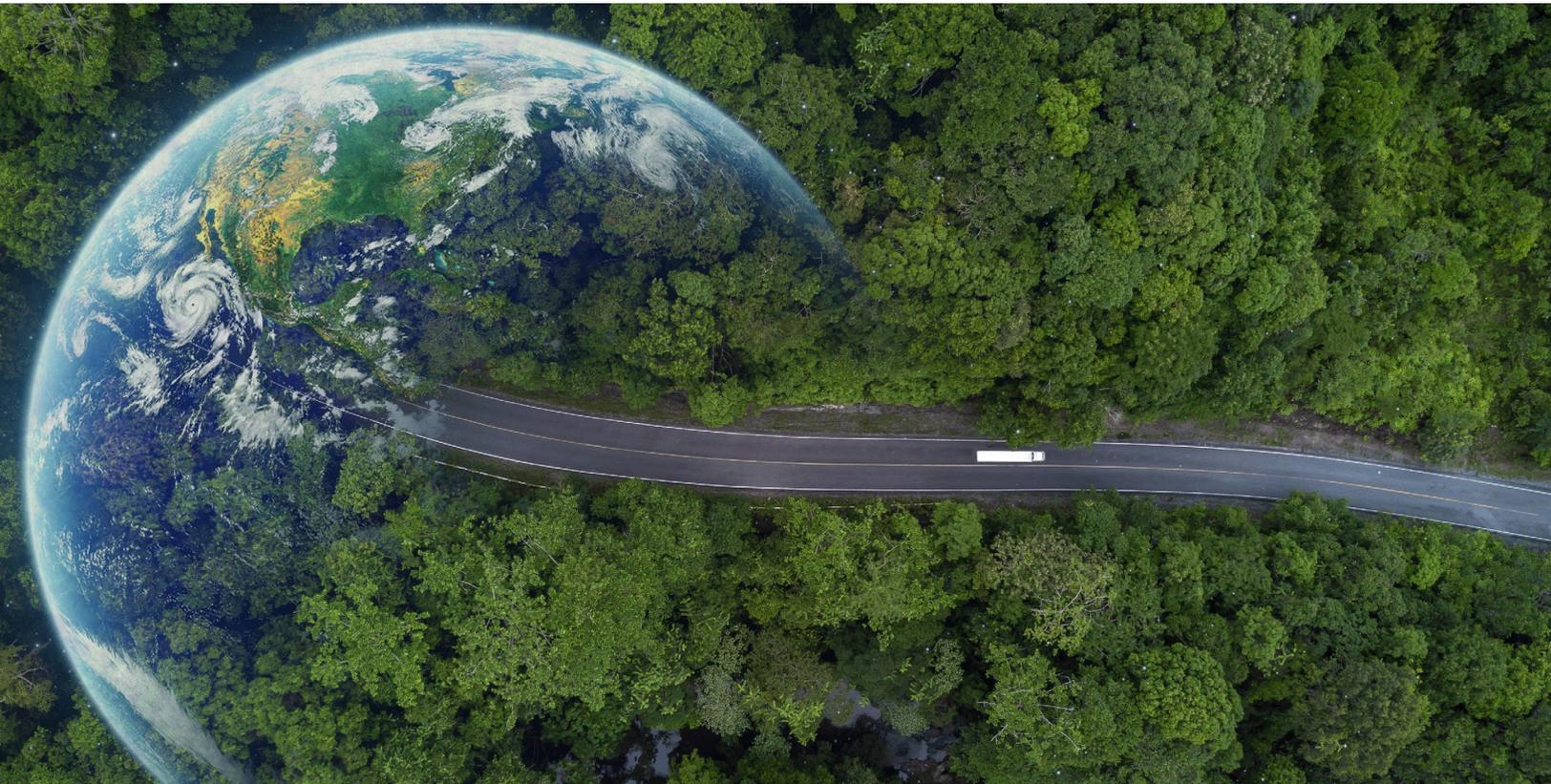
NOVEMBER 16 & 17

PAN PACIFIC HOTEL, VANCOUVER

Canada is warming faster than the world as a whole—at more than twice the global rate. The rapidly changing climate has resulted in the hottest months on record, forest fires burning out of control, devastating drought conditions, and communities and infrastructure at significant risk.

The changing climate requires that we adapt the way we approach transportation in terms of protecting infrastructure, using cleaner fuels and power sources, and changing operations. We must also have and continually review plans to reduce transportation carbon emissions and look for ways to expedite our progress toward net zero.

Join us in Vancouver as we discuss the road to sustainability and what it means for the Western Canadian transportation industry. We will conclude the day with a reception celebrating WESTAC's golden anniversary with our current and past colleagues.



VENUE

Pan Pacific

900 Canada Pl. #300 Tel: (604) 662-8111
Vancouver, BC

Meeting Rooms

All meetings and meals take place on the lobby level. The reception will be held on the gallery level.

SCHEDULE

Thursday, November 16, 2023

8:30 am	Opening Remarks	Crystal Pavilion A
8:45 am	Working Sessions begin	Crystal Pavilion A
10:45 am	Break	
11:15 am	Working Sessions (cont.)	
12:00 pm	Lunch	Crystal Pavilion C
1:00 pm	Working Sessions (cont.)	Crystal Pavilion A
3:00 pm	Break	
3:30 pm	Working Sessions (cont.)	
5:00 pm	Working Sessions end	
5:00 pm	Reception	Cypress (Gallery Level)

Friday, November 17, 2023

8:00 am	Breakfast	Crystal Pavilion C
9:00 am	Leaders Council ¹	Crystal Pavilion A
11:10 am	Break	
11:15 am	Board of Directors Meeting	Gazebo I
12:00 pm	Board Meeting adjourns	

¹ Each member organization may have one* representative at the Leaders Council. The representative should be a senior executive and a regular attendee at WESTAC.

* Two representatives per sustaining member organization.

2023 FALL MEMBER FORUM

The Road to Sustainability

Thursday, November 16, 2023

8:30 am

Opening Remarks

Lindsay Kislock, President and CEO, WESTAC

8:45 am

Climate Anarchy

The transition to clean energy sources will alter trade patterns, create new alliances, and potentially lead to resource competition. Robert D. Kaplan, geopolitical expert and best-selling author, will speak to the interrelationship between geopolitics, resource scarcity, absolute rises in population, and climate change. He will unveil how these critical factors will trigger chain reactions exacerbating global crises and political tension, with a specific emphasis on the Middle East and sub-Saharan Africa. He will also speak to the implications of climate change and seismic forces in North America.

Robert D. Kaplan, Best-selling author & *Atlantic Monthly* correspondent

10:00 am

Investment Opportunities in the Transition to a Low-Carbon Economy

For years now, BlackRock has been tracking investment risk and opportunities in the global transition to a low-carbon economy. The transition is among a handful of major structural shifts that BlackRock sees rewiring economies, sectors, and businesses. The impact of climate damage is already apparent as we've witnessed increased natural disasters in Canada and globally. It's hard to find a part of our ecology—or our economy—that's unaffected. Finance is not immune to these changes. In this session, we will hear how BlackRock, the world's largest asset manager, is approaching investment opportunities and mitigating risk on behalf of clients, globally.

Marcia Moffat, Managing Director and Country Head of Canada, BlackRock

10:45 am

Break

11:15 am

Sustainability Transformation

With margins under pressure and the cost of capital significantly higher, some companies are questioning the timing and value of sustainability initiatives. Stephan and Elaine will make a case for how companies can both decarbonize and boost long-term growth to create rather than destroy value.

Speakers:

Stephan Görner, Senior Partner and Global-Co Leader of Transformation Practice, McKinsey & Company

Elaine Almeida, Associate Partner, McKinsey & Company

12:00 pm

Lunch

2023 FALL MEMBER FORUM

The Road to Sustainability

Thursday, November 16, 2023

1:00 pm

New West Rail Bridge (NWRB) Update

Since its construction in 1904, the NWRB has been the subject of much discussion, and more recently on the list of top pinch points identified in the western corridor. Transport Canada and the Canada Infrastructure Bank (CIB) have been studying transportation needs for freight traffic over the NWRB to understand the needs for freight traffic through the Asia-Pacific Gateway. This session will provide members with an update on this work.

Panelists:

Chris Hoff, Regional Manager, Coordination & Policy, Transport Canada

Divya Shah, Senior Director, Investments, Canada Infrastructure Bank

Jeff Simpson, Senior Railway Planner, HDR

1:45 pm

Investment in Resiliency

Two years after the atmospheric river events that cut off access to southern British Columbia, British Columbia sought additional approaches to anticipate, prepare for and adapt to changing weather patterns. This journey led them to Colorado, whose resiliency office developed a program after the state faced similar climate-related disasters in 2013.

Minister Fleming will facilitate a panel that spotlights Colorado's resiliency program, the activities the province is pursuing to build back better and improve resiliency, and CN's approach to resiliency.

Panelists:

Heather Paddock, Region 4 Transportation Director, Colorado Department of Transportation

Kenedee Ludwar, Executive Director, Engineering Services, BC Ministry of Transportation & Infrastructure

Rahim Karmali, Chief Engineer, Advanced Technology & Supply Chain, CN

3:00 pm

Break

3:30 pm

Taking Action: Innovations on the Path to Net Zero

Transportation firms are making significant investments and achieving measurable results as they work towards a net zero future. Many are testing alternative fuels, building new vehicles and forging new partnerships to accelerate progress. This session will showcase the innovations occurring in the transportation industry to reduce emissions.

Panelists:

Glen Wilson, Vice President, Safety, Environment & Regulatory, CPKC

Harly Penner, Senior Vice President, Seaspan Energy

Frank Femia, Senior Manager, Procurement, Energy Operation, Shared Services & Sustainability, Air Canada

Nathan Nankivell, Vice President, Integrated Markets, Innovate BC

5:00 pm

Reception

2023 FALL MEMBER FORUM

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Friday, November 17, 2023

8:00 am **Breakfast with Presentation: 2023 Compass Survey Preview**

9:00 am

WESTAC LEADERS COUNCIL

What's New, What's Next and Why is it Important?

Canpotex CEO, Gord McKenzie will set the stage on why reputation and reliability are important for the Western Trade Corridor. Ministers and senior government officials will then provide updates on the latest policies, regulations, and strategic investments aimed at improving the freight transport sector. They will share anticipated outcomes and initial results from recent actions, shedding light on their collaborative efforts in priority areas such as the development of western economic corridors and the formulation of a national infrastructure plan. The Leader's Council will conclude with an update from Robert Dick, Transport Canada regarding the National Supply Chain Office.

Additional information:

Participation is limited to the most senior official representative of member organizations (Sustaining members are allowed one additional representative).

11:10 am

Meeting adjourns

11:15 am **Board of Directors Meeting**

12:00 pm **Board Meeting adjourns**

GUEST SPEAKERS



ELAINE ALMEIDA

Associate Partner
McKinsey & Company

Elaine is an Associate partner with McKinsey based out of Calgary. She typically serves large industrials on energy transition and decarbonization topics and leads McKinsey Canada’s thinking on decarbonization and sustainability topics from setting decarbonization strategy to implementation and green business building. She co-led the development of the net zero pathway for Canada and is a core leader in McKinsey’s Energy and Sustainability practices. Prior to McKinsey, Elaine worked at Shell for 10 years in a variety of technical and commercial roles and has an engineering degree from McGill University.



FRANK FEMIA

**Senior Manager, Procurement Energy Operation,
Shared Services & Sustainability**
Air Canada

With more than 20 years of experience in integrating aviation energy procurement, infrastructure, and transport, Frank is a senior leader in commercial aviation and, most recently, at the forefront of climate change and Sustainable Aviation Fuels (SAF) strategy.

With his technical background and business acumen in national and international procurement, Frank’s responsibilities include developing relationships with SAF producers, overcoming logistical challenges, and producing commercial offerings. Frank is also an active industry advocate in designing aviation climate policy and regulatory measures and reducing aviation emissions through stakeholder collaborations to advance the use of sustainable fuels and other emissions reduction initiatives.

GUEST SPEAKERS



STEPHAN GÖRNER

Global Co-Leader Transformation Practice
McKinsey & Company

Stephan has been with McKinsey & Company for 25 years (6 years in Europe, 17 years in Australia and 2 years in Canada). He is currently the Global convener of McKinsey's Transformation Practice which aims at delivering holistic and sustainable impact for our clients.

Prior to this, Stephan led McKinsey's Global Basic Materials Practice (covering Mining, Metals, Pulp & Paper industries) for 6 years where he introduced their Digital Capability (GEMx) which has delivered US\$1b+ of EP to our clients.

Stephan was one of the founding members of McKinsey's Sustainability Practice in 2005.



ROBERT D. KAPLAN

Best-selling Author & *Atlantic Monthly* Correspondent

Robert D. Kaplan is the bestselling author of twenty-two books on foreign affairs and travel translated into many languages, including *The Loom of Time*, *The Tragic Mind*, *Adriatic*, *The Good American*, *The Revenge of Geography*, *Asia's Cauldron*, *The Coming Anarchy*, and *Balkan Ghosts*. He holds the Robert Strausz-Hupé Chair in Geopolitics at the Foreign Policy Research Institute. For three decades he reported on foreign affairs for *The Atlantic*. He was a member of the Pentagon's Defense Policy Board and the U. S. Navy's Executive Panel. *Foreign Policy* magazine twice named him one of the world's "Top 100 Global Thinkers."

GUEST SPEAKERS



RAHIM KARMALI

**Chief Engineer, Advanced Technology
& Supply Chain**
CN

Rahim joined CN in 2008 as Manager, Alberta Operations in the Signals and Communications (S&C) department. He was quickly promoted to Senior Manager, S&C for Western Region and then served the same function in Eastern Region. After a brief sojourn working as Director of Operations for the City of Edmonton, Rahim returned to CN in 2018 where he has since held progressively senior roles.

In 2022, Rahim shared a safety award from the Railway Association of Canada for his role in developing the Electronic Track Authority Verification tool, which provides precise location information to Engineering hi-rail operators and warns them prior to exceeding their track authority limits.

Rahim holds a Master of Science degree in Transportation and Supply Chain Management from the University of Denver as well as a Bachelor of Engineering degree in Electrical, Electronics and Communications from the University of Alberta.



KENEDEE LUDWAR

Executive Director, Engineering Services
BC Ministry of Transportation & Infrastructure

Kenedee graduated from the University of British Columbia with a Bachelor of Applied Science in Civil Engineering.

After graduation she joined the Engineer In Training Program with the BC Ministry of Transportation and Infrastructure. Kenedee had the opportunity to work in district operations, planning and policy before settling in traffic operations. Kenedee is currently the Executive Director of Engineering Services and is responsible for the province-wide engineering program, including the planning, development, delivery and evaluation of a range of legislation, regulation and policies.

Kenedee provides leadership to engineering staff and the varied professional services who are engaged in the design, development and delivery of professional standards, services and advice that are critical to the ministry's ability to operate provincial transportation systems in a manner deemed to be safe, efficient, economic and environmentally acceptable.

GUEST SPEAKERS



MARCIA MOFFAT

Managing Director and Country Head of Canada
BlackRock

Marcia Moffat is the Country Head of Canada for BlackRock, a global investment management and technology solutions firm that helps a wide range of Canadian investors build better financial futures. Marcia drives the vision and strategic direction for BlackRock's Canadian operations, while empowering our Institutional Client, iShares, and Aladdin teams to support and deliver against a range of Canadian investor needs.

Beyond the firm, Marcia is a strong supporter of the not-for-profit sector and her community. She believes companies and governments should take a long-term view to better society and is actively involved with the C.D. Howe Institute, the Canadian Coalition for Good Governance and the Business Council of Canada, and has prior involvement with the Ontario Brain Institute and Loran Scholars Foundation, among others.



NATHAN NANKIVELL

Vice President, Integrated Markets
Innovate BC

With experience in innovation policy, strategy and program design, Nathan brings over twenty years of public sector experience to Innovate BC.

In his role, Nathan oversees the Integrated Marketplace program and works with the organization on developing and implementing initiatives to support Innovate BC's strategic goals.

Nathan graduated from UVIC and has held a variety of Executive Director and C-suite roles in the innovation ecosystem.

GUEST SPEAKERS



HEATHER PADDOCK

Region 4 Transportation Director

Colorado Department of Transportation (CDOT)

Heather Paddock is the Region 4 Transportation Director for the Colorado Department of Transportation (CDOT). She was promoted to this position in July 2019 after serving as the Region's Central Program Engineer for five years. CDOT initially hired Heather to run the \$750M Flood Recovery Program. She took on additional responsibilities throughout her tenure, including N I-25 corridor management and program management of the Central Residency, Hydraulic, and in-house Design units. Additionally, she has served as the Deputy Project Manager for the I-70 Risk and Resiliency Pilot project and On-Track initiative. She is an active member of the Program Management Office Technical Advisory Committee.

Before CDOT, Heather worked in the private sector for 15 years as a transportation engineer and project manager. She specialized in urban interchange design, alternative delivery, context-sensitive solutions, construction phasing, and performance measure-based planning.



HARLY PENNER

Senior Vice President

Seaspan Energy

Harly is a maritime operations professional with a Marine Engineer background with 20+ years of experience in the maritime industry.

In his current role as Senior Vice President, Seaspan Energy, Harly is responsible for the technical and commercial development of their LNG bunkering business as well as the execution of the Seaspan's alternative fuels program.

Harly earned an M.B.A specializing in Maritime Business and Logistics Management and has a Bachelor of Science in Nautical Sciences.

GUEST SPEAKERS



DIVYA SHAH

Senior Director, Investments
Canada Infrastructure Bank

Divya Shah is a Senior Director with the Investments team at the CIB. In her role, Divya is responsible for leading a team on CIB's Public Building Retrofits Initiative and advising, sourcing, evaluating, developing and executing infrastructure investment opportunities in the Trade and Transportation Sector across Canada.

Divya has over 15 years of experience in project financing and developing public infrastructure projects through various roles at the Canada Infrastructure Bank (CIB), Infrastructure Ontario (IO) and Manulife Financial. Before joining the CIB, Divya was SVP of Transaction Finance at Infrastructure Ontario, where she structured and negotiated a variety of large and complex P3, commercial and real estate transactions.

Divya is a Steering Committee member for the Women's Infrastructure Network, Toronto Chapter. She is a CFA who also earned a Master of Business Administration from the University of Toronto. Divya was named as one of the 2020 inductees to the Urban Land Institute's Women's Leadership Initiative Champions Team.

Divya is based out of the CIB's Toronto office.



JEFF SIMPSON

Senior Railway Planner
HDR

Jeff has over two decades in the rail industry as a railroader and consultant. Jeff is a rail operations, planning, and capacity expert and has worked in leadership roles for Class I and shortline railways, and for industrial clients. Jeff joined HDR in 2017. His focus is conceptual rail planning (including industrial and port development), feasibility studies, grant writing and funding assistance, railway operations and simulation analysis, and strategic rail infrastructure advisory for clients in Canada and abroad.

Jeff has worked in several roles at CP (now CPKC) over three different periods between 2001 and 2017. This included extensive experience implementing Precision Scheduled Railroading (PSR) principles to the operating plan and infrastructure projects across the CP rail network.

Jeff was a key member of the management team at Great Sandhills Railway (GSR) and was instrumental in getting the shortline railway purchased and operating on several former CP branch lines in Southwestern Saskatchewan and Southeastern Alberta between 2008 and 2010.

GUEST SPEAKERS



GLEN WILSON

Vice President, Safety, Environment & Regulatory
CPKC

Glen Wilson has been with CPKC for over 30 years since graduating with a degree in law from the University of Manitoba. He worked as a lawyer in the Law Department in Winnipeg, Montreal and then Calgary. He focused on railway regulatory and employment laws and oversaw the company's Canadian litigation. He was nominated by federally regulated employers and selected to be a part-time management member of the Canada Industrial Relations Board, which he did from 2002 to 2006, serving on numerous panels deciding cases in the telecommunications, aviation, marine and other industries.

Glen moved from the Law Department of CPKC to Operations, qualifying as a railway conductor and serving in various operational management roles before being appointed General Manager, Safety & Regulatory in 2006 in CPKC's Operations Department. He was promoted in 2010 and has had various responsibilities since, including leading CPKC's safety and regulatory functions. Glen is currently responsible for the Environmental Risk department at CPKC, which includes primary responsibility for Environmental, Hazardous Materials, Emergency Response and Sustainability. Under his leadership, in 2022, CPKC reached both the exclusive Dow Jones Sustainability Global Index and the CDP A List, indicating that CPKC has become a global leader among companies in its approach to sustainability.

PARTICIPANTS

Sohee Ahn

Executive Director,
Integrated Transportation
& Infrastructure
Services Division,
BC Ministry of Transportation
& Infrastructure

Elaine Almeida

Associate Partner,
McKinsey & Company

Rob Ashton

President,
ILWU Canada

Atash Askarian

Regional Manager,
Coordination & Policy,
Transport Canada

Doug Atkins

Vice President,
Business Development,
Cenovus Energy Inc.

Jason Balasch

Senior Director,
Business Development,
Trans Mountain Corporation

Lisa Baratta

Vice President,
WESTAC

Aaron Bishop

Senior Vice President
& COO, Midstream,
AltaGas Ltd.

Pat Bolen

First Vice President,
ILWU Longshore Locals

Paul Boucher

National President,
Teamsters Canada
Rail Conference

John Bourbonniere

Executive Vice President,
Harbour Link
Container Services

Genevieve Brazzell

Director, Sales,
BNSF Railway

Hon. Lori Carr

Minister of Highways,
Government of Saskatchewan

**Anita Champagne
Gudmundsen**

Regional Director,
Engagement Hub,
Transport Canada

Svenja Clausen

Managing Director,
Hapag-Lloyd (Canada) Inc.

Serge Corbeil

Director, Government
Relations, Western Region,
Air Canada

Elizabeth Cornfield

Director,
Business Development,
Western Canada,
Genesee & Wyoming Canada

Ryan Cossitt

Assistant Deputy Minister,
Policy, Planning & Regulation,
Ministry of Highways,
Government of Saskatchewan

Andy Cote

Director, Logistics,
Teck

Sean Crick

Assistant Vice President,
Service Delivery West,
Cando Rail & Terminals

Shari Currie

Regional Director General,
Prairie & Northern,
Transport Canada

Rich Danis

Director of Corporate
Strategy & Planning,
Manitoba Infrastructure,
Government of Manitoba

Christian Dea

DG, Transportation
& Economic Analysis,
& Chief Economist,
Transport Canada

Marko Dekovic

Vice President, Public Affairs,
GCT Global
Container Terminals

Robert Dick

Assistant Deputy Minister
& Head, Supply Chain Office,
Transport Canada

Miklos Dietz

Senior Partner,
McKinsey & Company

Kevin Doyle

Honorary Director,
WESTAC

Jeff Edwards

Assistant Vice President,
Interline, Real Estate &
Facilities,
CPKC

Sandra Ellis

Vice President, Bulk,
CN

Oksana Exell

Former President & CEO,
WESTAC

Sam Farris

President,
K+S Potash Canada

Frank Femia

Senior Manager,
Procurement, Energy
Operation, Shared Services
& Sustainability,
Air Canada

Devon Finns

Director, Business
Development, Construction,
Finning Canada

Ryan Finnon

Vice President,
Teamsters Canada
Rail Conference

Jody Fitzpatrick

Vice President, Supply Chain,
Sobeys

Hon. Rob Fleming

Minister of Transportation
& Infrastructure,
Government of BC

Zack Garland

Manager, Business
Development,
Seaspan Energy

Andrew Glastetter

General Manager,
Great Western Railway

James Gorman

Vice-President, Corporate
& Government Relations,
West Fraser

Stephan Görner

Senior Partner
& Global Co-Leader,
Transformation Practice,
McKinsey & Company

Josh Hack

Chief of Staff to the
Minister of Highways,
Government of Saskatchewan

Rocky Hartline

General Manager,
Genesee & Wyoming Canada

Jonathan Hébert

Chief Financial
& Growth Officer,
Ray-Mont Logistics

Chris Heikkinen

Chief Executive Officer,
Thunder Bay Port Authority

Michael Henderson

Executive Director,
Greater Vancouver
Gateway Council

Mike Hennessy

Business Representative,
Teamsters Canada

Stan Hennessy

President, Local 31,
Teamsters Canada

Lucie Hiltner

Managing Director, Solutions,
Innovate BC

Mike Hiscock

Manager, Business
Development,
CN

Chris Hoff

Supply Chain Office,
Transport Canada

PARTICIPANTS

Daniel Howell

Chief Operating Officer,
GCT Global
Container Terminals

Clint Ireland

Director, Transportation
Planning Branch, Highways
& Public Works,
Government of Yukon

Stephanie Jones

President,
BC Marine Terminal
Operators Association
(BCMTOA)

Robert D. Kaplan

Best-selling author & *Atlantic
Monthly* correspondent

Rahim Karmali

Chief Engineer, Advanced
Technology & Supply Chain,
CN

Lindsay Kislock

President & CEO,
WESTAC

Neil Kochhar

Manager/Senior Policy
Advisor, Innovation,
Transport Canada

Vinesh Kohli

Senior Vice President,
Operations,
Canpotex

Fred Kramer

Freight Rail Advisory
Practice Lead,
HDR

Kaye Krishna

Deputy Minister of
Transportation &
Infrastructure,
Government of BC

Curtis Layton

Vice President,
Transportation, Midstream,
AltaGas Ltd.

Mike Leonard

President & CEO,
BC Maritime
Employers Association

Wade Leslie

President & CEO,
Sultran Ltd.

Kevin Ling

Secretary Treasurer,
GWU Local 333 ILWU

Blair Louden

Board Director,
South West Terminal (SWT)

Steve Loutitt

Deputy Minister,
Infrastructure,
Government of the
Northwest Territories

Kenedee Ludwar

Executive Director,
Engineering Services,
BC Ministry of Transportation
& Infrastructure

Don MacDonald

Vice President, Operations,
G3 Canada Limited

Doug MacDonald

Executive Vice President
& Chief Marketing Officer,
CN

Kate Macdonell

Writer & Editor,
Wordsure Communications

Rob MacKay-Dunn

Vice President, Government
& Public Affairs,
BC Maritime Employers

Jason Macnaughton

Director, Strategic
Network Integration,
Integrated Transportation
& Infrastructure
Services Division,
BC Ministry of Transportation
& Infrastructure

Emily Mak

Director, Corporate Affairs
& General Counsel,
SRY Rail Link

Matthew May

President, Western
IntermodeX,
Western Group

Martin McKay

Interim Assistant Deputy
Minister, Pacific Region,
Transport Canada

Gord McKenzie

President & CEO,
Canpotex

Rick McLellan

President,
Genesee & Wyoming Canada

Jason Michell

Vice President,
Business Development,
Nanaimo Port Authority

Marcia Moffat

Managing Director & Country
Head of Canada,
BlackRock

Sarah Myers

Senior Executive Assistant,
WESTAC

Nathan Nankivell

Vice President,
Integrated Markets,
Innovate BC

Jennifer Natland

Vice President, Real Estate,
Vancouver Fraser
Port Authority

Derek Ollmann

President,
Seaspan Marine

Heather Paddock

Region 4 Transportation
Director,
Colorado Department of
Transportation (CDOT)

James Papadopoulos

Project Director,
BC Ministry of Transportation
& Infrastructure

David Payne

President,
Harbour Link
Container Services

Harly Penner

Senior Vice President,
Seaspan Energy

Trish Rea

A/Regional Director,
Programs,
Prairie & Northern,
Transport Canada

Nancy Read

Vice President,
Transportation & Logistics,
Sultran Ltd.

Al Reason

President,
ILWU Local 502

Monty Reich

CEO & General Manager,
South West Terminal

Marzia Rizvi

Manager, Program
Development &
Communications,
WESTAC

Dominic Rochon

Associate Deputy Minister,
Transport Canada

Cale Runions

Manager, Policy &
Government Relations,
AltaGas Ltd.

Paul Sandhar-Cruz

Director General,
Strategic Policy,
Transport Canada

Sheila Schindel

Managing Director,
Integrated Markets,
Innovate BC

Divya Shah

Senior Director, Investments,
Canada Infrastructure Bank

Sonali Sharma

Program Manager,
Integrated Markets,
Innovate BC

Chris Shubert

CEO & Chief
Commercial Officer,
Ashcroft Terminal

Jeff Simpson

Senior Railway Planner,
HDR

PARTICIPANTS

Pat Sinnott

Honorary Director,
WESTAC

Douglas Smith

Chief Executive Officer,
DP World (Canada) Inc.

Shaun Stevenson

President & CEO,
Port of Prince Rupert

Bryce Stewart

Deputy Minister of
Transportation &
Economic Corridors,
Government of Alberta

Natashia Stinka

Director, Public Affairs,
Canpotex

Deborah Tan

Senior Transportation
Planner, Land Operations
& Security,
Vancouver Fraser Port
Authority

Shaun Thompson

Vice President,
ILWU Local 502

Kyle Toffan

Deputy Minister of Highways,
Government of Saskatchewan

Rob Tostowaryk

Vice President,
Distribution West,
Sobeys Inc.

Steven Van Roestel

Vice President,
Transportation,
Canadian Tire Corporation

Kevin Volk

Assistant Deputy Minister,
Major Projects, Infrastructure
& Properties Dept.,
BC Ministry of Transportation
& Infrastructure

Hugh Wagner

Honorary Director,
WESTAC

Terry Wallin

Associate Vice-President,
Supply Chain Operations,
Federated Co-operatives Ltd.

Mayor Brad West

Director,
Metro Vancouver

Glen Wilson

Vice President, Safety,
Environment & Regulatory,
CPKC

Dan Woznow

Senior Vice President,
Business Diversification,
Trigon Pacific Terminals Ltd.

Peter Xotta

Vice President, Operations
& Supply Chain,
Vancouver Fraser
Port Authority

MARK YOUR CALENDARS:

WESTAC Spring Member Forum
April 23 & 24, 2024
Victoria, BC



225 - 1130 West Pender St.
Vancouver, BC V6E 4A4
Tel 604.687.8691
westac.com