

# 2024 FALL MEMBER FORUM

## Pathways to Prosperity

NOVEMBER 21 & 22

CPKC HEADQUARTERS & WESTIN HOTEL, CALGARY

Canada has many strengths—abundant natural resources, boundless sources of clean energy, and a highly educated workforce. However, the Canadian economy faces materially slower growth driven by low productivity. Over the past four decades, Canada has slipped significantly compared with other G7 countries and is now second only to Italy in terms of productivity decline.

Strong productivity leads to faster growth, more jobs, and higher wages, serving as an important way to protect the economy from the risks of high inflation. While little can be done to address global trade tensions, changing demographics, and the economic impacts of climate change, we can ramp up our productivity as a buffer against these forces and assist in future-proofing the Canadian economy.

The Fall Forum will look at trade opportunities and challenges, look for ways to address the productivity problem, unpack the results of the US election on the Canadian economy, and focus on how investment in trade-related infrastructure can advance these objectives.



## VENUES

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### CPKC Headquarters

7550 Ogden Dale Rd. SE  
Building 3, The Pavilion  
Calgary, AB

\*WESTAC is providing two shuttles which will depart from in front of the Westin hotel. See schedule below for timing.

### Westin Hotel

320 4 Ave SW  
Calgary, AB

Tel: (403) 266-1611

### Meeting Rooms

All meetings and meals at CPKC will take place in Building 3. All meetings and meals at the Westin will take place on the conference level.

## SCHEDULE

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### Thursday, November 21, 2024 at CPKC

7:15 am First shuttle departs the Westin for CPKC  
7:30 am Second shuttle departs the Westin for CPKC  
7:45 am Buffet Breakfast Building 3  
8:30 am Opening Remarks  
8:45 am Working Sessions begin  
10:45 am Break  
11:15 am Working Sessions (cont.)  
12:30 pm Lunch  
1:30 pm Working Sessions (cont.)  
3:30 pm CPKC Tours (see page 4 for tour descriptions)  
5:00 pm Working Sessions end  
5:00 pm Reception  
6:45 pm First shuttle departs CPKC for the Westin  
7:00 pm Second shuttle departs CPKC for the Westin

### Friday, November 22, 2024 at the Westin Hotel

7:45 am Breakfast Bonavista  
8:30 am Leaders Council <sup>1</sup> Britannia  
11:00am Break  
11:15 am Board of Directors Meeting Bonavista  
12:30 pm Board Meeting adjourns

<sup>1</sup> 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.

# 2024 FALL MEMBER FORUM

## The Path to Prosperity

Thursday, November 21, 2024

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8:30 am

### Opening Remarks

**Hon. Devin Dreesen**, Minister of Transportation & Economic Corridors, Government of Alberta, and Vice-Chair, WESTAC

**Lindsay Kislock**, President and CEO, WESTAC

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8:45 am

### Rapid Rounds: Member Updates

During this session, members will provide brief updates on their recent activities, initiatives and other key developments.

Speakers:

**Hon. Lisa Naylor**, Minister of Transportation and Infrastructure, Government of Manitoba

**Jason Balasch**, Vice-President, Business Development & Commercial Services, Trans Mountain Corp.

**Jeff Pelton**, Project Lead, Bulk, National Supply Chain Office

**Peter Xotta**, President & CEO, Vancouver Fraser Port Authority

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9:45 am

### Navigating Global Currents: Trade Prospects & Pitfalls

Peter Hall, a top economist, will kick off the forum with an insightful analysis of Western Canada's strategic position in the global trade arena. He will address key opportunities and challenges that will define the region's economic future.

**Peter Hall**, CEO, econosphere inc.

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10:45 am

### Break

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11:15 am

### Breaking the Glass on Canada's Productivity Emergency

Canada has experienced dismal productivity growth in recent years. Among G7 countries, we are now second only to Italy when it comes to productivity decline. This session will explore the challenges and practical solutions to reversing the productivity emergency.

Speakers:

**Dr. Trevor Tombe**, Director, Fiscal and Economic Policy, The School of Public Policy, University of Calgary

**Laura Jones**, President & CEO, Business Council of British Columbia

**Bea Bruske**, President, Canadian Labour Congress

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12:30 pm

### Lunch

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1:30 pm

### North America Integration: Lessons Learned—CPKC Merger

James Clements will join us for a fireside chat and discuss the transformative CPKC merger, exploring key lessons in building North America's first unified rail network and the future of cross-border integration and supply chain resilience.

**James Clements**, Executive Vice-President Strategic Planning & Corporate Services, CPKC

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# 2024 FALL MEMBER FORUM

## The Path to Prosperity

Thursday, November 21, 2024

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2:00 pm

### **The Election Aftermath: Charting Canada's Course in a New US Landscape**

The aftermath of the US election will have significant implications for Canadian businesses. Charlie Cook, renowned political analyst and founder of the *Cook Political Report*, will share his expert analysis of the results and the priorities of Trump's administration. Hon. John Baird, former senior federal cabinet minister, will discuss the potential impacts of 'America First' on Canada and strategies to enhance economic prosperity and competitiveness.

Moderator:

**James Gorman**, Senior Vice-President, Corporate Services, West Fraser

Panelists:

**Charlie Cook**, Political Analyst & Founder of the Cook Political Report

**Hon. John Baird, P.C.**, Senior Business Advisor, Bennett Jones LLP

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3:30 pm

### **Explore CPKC: Past, Present and Future**

Attendees will have the unique opportunity to explore various facets of CPKC, from its current operations to its rich history and future innovations, with four distinct options available. See a WESTAC staff member for group assignments and departure times.

#### **Training Centre (groups of 20)**

Discover the skills needed to become a locomotive engineer, yard worker, or conductor. Through interactive simulations, test your abilities—do you have what it takes to couple railcars or operate a train?

#### **Operations Centre (groups of 13-15)**

Gain exclusive access to the behind-the-scenes operations of CPKC. Learn what it takes to manage a 20,000-mile rail network with 50 rail yards and over 80,000 active railcars in motion daily.

#### **Historic Rail Cars**

This is your opportunity to join the ranks of British Prime Minister Winston Churchill, President John F. Kennedy and First Lady Jacqueline Kennedy and their Royal Highnesses Princess Elizabeth and the Duke of Edinburgh who have traveled on the fleet of historic Canadian Pacific Railway carriages. Built between 1916 and 1931 the cars are the pinnacle of a bygone tradition of elegance with brass fittings, burlled tables, brocade chairs, wall paneling of Circassian walnut and bird's eye maple imported from Russia, and open vestibules.

#### **Hydrogen Locomotives**

Get a glimpse into the future of sustainable freight transportation by exploring CPKC's innovative hydrogen-powered locomotives. Jump aboard and learn about the world's first hydrogen-powered locomotive. We guarantee you won't miss a noisy diesel engine nor smelly exhaust.

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5:00 pm

### **Reception**

Return shuttles to the Westin are available beginning at 6:45 pm.

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# 2024 FALL MEMBER FORUM

## The Path to Prosperity

Friday, November 22, 2024

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7:45 am

### Breakfast

8:30 am

#### WESTAC LEADER'S COUNCIL

At the Leader's Council in May, members underscored the need for increased trade infrastructure investments and for the federal government to recapitalize the National Trade Corridors Fund (NTCF).

The Fall Forum Leader's Council will build on this discussion, continuing to focus on strategic investment in trade infrastructure. The session will begin with an update from Transport Canada and from the National Supply Chain Office, detailing current initiatives and the progress of the National Supply Chain Strategy.

The overarching goal of the Leader's Council is to have a frank, action-oriented dialogue among the most senior representatives of member organizations, driving meaningful outcomes for Canada's transportation sector.

8:30 am **Opening Remarks**

» Lindsay Kislock, President & CEO, WESTAC

8:35 am **2024 Compass Survey Results**

» Marzia Rizvi, Manager, Program Development & Communications, WESTAC

8:45 am **National Supply Chain Office Update**

» Robert Dick, Head, National Supply Chain Office

9:00 am **Transport Canada Update (Project: Infrastructure Assets)**

» Serge Bijimine, Assistant Deputy Minister, Policy, Transport Canada

9:15 am **Economic Corridors: Prioritizing Infrastructure & Understanding Commodity Flows**

» John Law, Lawmark Consulting (commodity flow mapping)

» Jennifer Natland, VP, Properties & Environment, Port of Vancouver (rail modelling)

10:15 am **Break**

10:30 am **Infrastructure of National Significance (definition and priorities)**

10:45 am **Discussion and Prioritization**

11:15 am

11:15 am **Meeting concludes**

#### Additional information:

**Participation is limited to the most senior representative of member organizations (Sustaining members are allowed two representatives).**

11:15 am

### Board of Directors Meeting

12:30 pm

### Board Meeting adjourns

## GUEST SPEAKERS



### **HON. JOHN BAIRD, P.C..**

#### **Senior Business Advisor**

Bennett Jones LLP

The Honourable John Baird is a senior advisor to various enterprises and a former senior cabinet minister in the Government of Canada.

An instrumental figure in bilateral trade and investment relationships, Mr. Baird worked closely with international leaders to strengthen security and economic ties with the United States and Middle Eastern countries. He played a leading role in the Canada-China dialogue and worked to build partnerships with ASEAN countries.

Mr. Baird is a Senior Business Advisor with Bennett Jones LLP, a premier Canadian law firm. He also sits on the International Advisory Board of Barrick Gold Corp. and the corporate boards of Canadian Forest Products (Canfor, as Chair), the FWD Group (former ING Insurance Asia), and PineBridge Investments (former AIG Investments). He is also a Senior Advisor at Eurasia Group, a global political risk consultancy.

In addition to his work with Bennett Jones, Mr. Baird sits on the advisory board of Barrick Gold Corp., the corporate boards of Canadian Pacific Kansas City Limited (CPKC), Canfor Corporation (as Chair), the FWD Group and PineBridge Investments. He also serves as a Senior Advisor at Eurasia Group, a global political risk consultancy.

He holds an Honours Bachelor of Arts in Political Studies and an Honorary Doctor of Laws from Queen's University at Kingston.



### **BEA BRUSKE**

#### **President**

Canadian Labour Congress

Bea Bruske was re-elected for a second term as President of the Canadian Labour Congress at its 30th Constitutional Convention in Montreal in May 2023. She was first elected to the position at the 29th Constitutional Convention, held virtually in 2021. She is only the second woman to hold the position.

Since being elected, Bea has led Canada's unions to significant wins for the workers of this country. Under Bea's leadership, Canada's unions proudly fought for and won: 10 days of paid sick leave for workers in the federal sector; dental care for children in low-income families; a 30-billion-dollar national child care program which was decades in the making; new health care accords adding \$46 billion over ten years; billions of dollars in investments for affordable housing and infrastructure; double the funding for union-provided apprenticeship training; and legislation to protect workers' pensions when companies go bankrupt, making them the priority ahead of big banks and creditors.

In 2022, *Maclean's* named Bea to its "Power List," the magazine's ranking of the country's 50 most powerful people in Canada.

## GUEST SPEAKERS



### CHARLIE COOK

**Political Analyst**

**Founder of the *Cook Political Report***

Charlie Cook is regarded as one of the nation's leading authorities on U.S. elections and political trends. Charlie founded the independent, non-partisan *Cook Political Report* in 1984, serving as Editor and Publisher until August 1, 2021, when Amy Walter took over those roles, ownership and management of the venerable newsletter. Charlie remains a contributor to the renamed "Cook Political Report with Amy Walter."

Charlie will continue to write his weekly column and serve as a political analyst for the *National Journal*. Cook is also a co-author of the 2020 and 2022 editions of *The Almanac of American Politics*.

Al Hunt in the *Wall Street Journal* has referred to Charlie as "the Picasso of election analysis," while the *New York Times* has referred to the *Cook Political Report* as "a newsletter that both parties regard as authoritative." In 2010, Charlie was the co-recipient of the American Political Science Association's prestigious Carey McWilliams Award, honouring "a major journalistic contribution to our understanding of politics."

In 2013, Charlie served as a Resident Fellow at the Institute of Politics at Harvard's Kennedy School of Government.



### PETER HALL

**President**

econosphere inc.

Peter Hall is CEO of econosphere inc., a boutique business strategy advisory firm where he is involved in advising leading Canadian industry associations and corporations, providing insights and promoting international initiatives, and conducting ad hoc project work.

Until recently, he was Chief Economist at Export Development Canada. He led a large team of economists and country risk analysts, providing model-driven forecasting for internal and external business strategy purposes, transaction risk analysis for over 160 countries, analytical modelling, and data systems support. He has also previously directed the economic forecasting activities of the Conference Board of Canada and served as President of both the Canadian Association for Business Economics and the Ottawa Economics Association.

## GUEST SPEAKERS



### LAURA JONES

**President and Chief Executive Officer**  
Business Council of British Columbia

Laura Jones is the President and Chief Executive Officer of the Business Council of BC. (BCBC), a non-partisan organization dedicated to the prosperity of the province and its people. BCBC has represented the province's leading businesses across all sectors for over fifty years.

Laura is a nationally recognized leader in public policy who is passionate about the importance of a strong economy as the foundation for supporting prosperous communities.

She has authored and co-authored numerous research reports and policy briefings on a wide range of topics. She is recognized worldwide for her thought leadership on regulatory modernization, including the creation of Canada's annual Red Tape Awareness Week. Her work has been published by the Organisation for Economic Cooperation and Development (OECD) and the Harvard Journal of Law & Public Policy.



### DR. TREVOR TOMBE

**Director, Fiscal & Economic Policy,**  
**The School of Public Policy**  
University of Calgary

Trevor Tombe is a Professor at the University of Calgary's Department of Economics and the Director of Fiscal and Economic Policy at The School of Public Policy. He received his PhD in Economics from the University of Toronto and an undergraduate degree in finance from Simon Fraser University.

His research explores broad topics, including international trade, public finances, and fiscal federalism. He has published in top economics journals, is co-author of the textbook *Public Finance in Canada*, co-author of a forthcoming textbook *Macroeconomics*, co-editor of the recent volume *Fiscal Federalism in Canada*, is co-director of Finances of the Nation, and a Public Policy Forum Fellow.

In addition to his academic work, he actively advises governments on various issues. He contributes to policy development and discussions through regular op-eds, articles, and media engagement, including as a regular contributor to *The Hub*.

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## MARK YOUR CALENDARS:

### WESTAC Spring Member Forum

April 30 & May 1, 2025

Fairmont Hotel Macdonald & Government House  
Edmonton, AB