



ARIZONA DELEGATION TRIP TO MONTRÉAL, CANADA

February 22-24, 2018



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Arizona Delegation Trip Agenda, February 22-24, 2018

| Day 1 – Thursday, February 22, 2018 | | | |
|--|--|---------------------------------|---|
| 10:00 a.m. | Inaugural flight ceremony at Phoenix Sky Harbor Int'l Airport – Press Conference / Media Opportunity | | |
| 12:50 p.m. | Air Canada flight departure to Montréal (flight time 4h 30m) | | |
| 7:20 p.m. | Air Canada flight arrival at Montréal Pierre Elliott Trudeau Airport (no event/activities) | | |
| 7:20 p.m. – 8:20 p.m. | Delegation clear customs / collect baggage / board transportation | | |
| 8:20 p.m. – 9:00 p.m. | Transport to Hotel Nelligan – Location: 106 Rue Saint Paul Ouest, Montréal H2Y 1Z3 | | |
| 9:00 p.m. | Arrive at Hotel Nelligan / Dinner on own – see briefing book | | |
| Day 2 – Friday, February 23, 2018 | | | |
| 7:00 a.m. – 7:30 a.m. | Tourism / Air Canada event registration – Hotel Nelligan (Royal A,B & C) | | |
| 7:15 a.m. – 7:30 a.m. | Phoenix Mayor Greg Stanton delegation welcome | | |
| 7:30 a.m. – 8:45 a.m. | Tourism / Air Canada Breakfast Panel discussion on tourism opportunities and the importance of the Air Canada flight. Moderator: Deborah Ostreicher – <i>City of Phoenix Aviation Department</i> <ul style="list-style-type: none">• Steve Goodfellow – <i>Air Canada</i>• Pierre Bellerose – <i>Tourisme Montréal</i>• Sebastian Viau -- <i>Quebec Tourism Alliance</i>• Scott Dunn – <i>Arizona Office of Tourism</i> Location: Hotel Nelligan - 106 Rue Saint Paul Ouest | | |
| 8:45 a.m. – 9:00 a.m. | Transport Mayors/Presidents ONLY to meeting at Montréal Mayor's Office* (Red Bus) Location: City Hall, 275 Notre Dame Street | Other delegation meeting | |
| 9:00 a.m. – 9:45 a.m. | Mayors/Presidents ONLY meeting with Robert Beaudry – <i>City Councilor/Deputy Mayor, Montréal</i> In attendance: <i>U.S. Consul General, Robert Thomas</i> and <i>Montreal's Commissioner for Indigenous Affairs, Marie-Eve Bordeleau</i> | 9:00 a.m. – 9:30 a.m. | Transport balance of delegation from Hotel Nelligan to meeting with Ms. Valerie Poulin of <i>Montréal Economic Development</i> (Blue Bus) and (Yellow Bus) Location: 700 de la Gauchetiere |
| 9:45 a.m. – 10:00 a.m. | Mayors/Presidents transport from Montréal Mayor's office to office of Minister Stephane Billette (Red Bus) Location: 380 Saint-Antoine West Street | 9:30 a.m. – 11:00 a.m. | Balance of delegation meeting with Ms. Valerie Poulin of <i>Montréal Economic Development</i> |
| 10:00 a.m. – 11:00 a.m. | Mayors/Presidents group meet with Minister Stephane Billette , <i>Minister for Small & Medium Enterprises, Regulatory Streamlining and Regional Economic Development.</i> | | |
| 11:00 a.m. – 12:00 p.m. | Mayors/Presidents transportation back to Hotel Nelligan (Red Bus) | 11:00 a.m. – 12:00 p.m. | Balance of delegation transportation back to Hotel Nelligan (Blue Bus) and (Yellow Bus) |
| 12:00 p.m. – 1:30 p.m. | Lunch – Hotel Nelligan (Rooms A,B & C) TOPIC: Foreign Direct Investment Moderator: Glenn Williamson , <i>Honorary Consul of Canada for Arizona</i> <ul style="list-style-type: none">• Raymond Chretien, <i>former Ambassador of Canada to the United States</i>• Bruce Takefman, <i>CEO – Research Consultants International</i>• Marc Beauchamp, <i>CEO - CAI (Canadian Site Selector)</i> | | |
| 1:30 p.m. – 2:00 p.m. | Full delegation transportation to Aéro Montréal meeting (Miller Thomson building) Location: 1000, rue De La Gauchetière Ouest, bureau 3700 | | |
| 2:00 p.m. – 3:30 p.m. | Aéro Montréal event – CAE and Netur presenting companies | | |
| 3:30 p.m. – 4:00 p.m. | Full delegation transportation to Hotel Nelligan | | |
| 4:00 p.m. – 5:00 p.m. | Montréal company presentations: NORBEC / ETH Construction / AVIRONTECH – (Royal A&B) | | |
| 4:00 p.m. – 5:00 p.m. | Canadian media exposure at Hotel Nelligan – (Royal C) | | |
| 5:00 p.m. – 5:30 p.m. | Full delegation transportation to BMO facility. Location: 119 St. Jacques Street | | |
| 5:30 p.m. – 6:25 p.m. | Networking | | |
| 6:25 p.m. – 8:30 p.m. | BMO Reception event - NAFTA / Trade Discussion Welcome remarks: Don Satiroff , <i>BMO Harris & Mayor Greg Stanton, City of Phoenix</i> Introduction of key attendees Speakers: Raymond Bachand – <i>Quebec Chief NAFTA negotiator</i> , Alex Koustas – <i>BMO Economist</i> | | |
| 8:30 p.m. – 9:00 p.m. | Full delegation transportation to Hotel Nelligan | | |
| Day 3 – Saturday, February 24, 2018 | | | |
| 5:00 a.m. – 5:30 a.m. | Continental Breakfast (Atrium) | | |
| 5:30 a.m. – 6:30 a.m. | Delegation transportation to Montréal Pierre Elliott Trudeau Airport | | |
| 8:00 a.m. | Air Canada flight departure to Phoenix (flight time 5h 30m) | | |
| 11:30 a.m. | Air Canada flight arrival at Phoenix Sky Harbor Int'l Airport | | |
| *Bus pick-up & drop-off location: Behind hotel at corner of De La Commune St and Saint Sulpice Street | | | |



Thursday, Feb. 22, 2018
10:00 a.m. to 12:50 p.m.

Inaugural Flight Ceremony at Sky Harbor International Airport

Terminal 4 – Level 3 – Near Checkpoint B (Pre-Security)

Moderator: James Bennett, *Director of Aviation, Phoenix*

Agenda

- | | | |
|------------|--|-----------------------|
| 10:00 a.m. | Guests arrive | |
| 10:15 a.m. | Program begins | |
| 10:18 a.m. | Introduction of Mayor Greg Stanton, <i>City of Phoenix</i> | James Bennett |
| 10:20 a.m. | Welcome remarks | James Bennett |
| 10:25 a.m. | Introduction of Elizabeth MacKay, <i>Québec Government Office in Los Angeles</i> | Mayor Greg Stanton |
| | | Mayor Greg Stanton |
| 10:26 a.m. | Remarks from Québec government | Elizabeth MacKay |
| 10:29 a.m. | Introduction of Kevin Howlett, <i>Air Canada</i> | James Bennett |
| 10:30 a.m. | Remarks from Air Canada | Kevin Howlett |
| 10:33 a.m. | Group photo & cake | James Bennett |
| 11:00 a.m. | Delegation will go through security | |
| 12:00 p.m. | Photo of mayors & Air Canada flight crew (when they arrive) | Aviation Photographer |
| 12:20 p.m. | Boarding | |
| 12:50 p.m. | Flight departs with delegation to Montréal | |

Sponsor:



Arizona Delegation Trip to Montréal Goals



- Strengthen and expand Arizona's economic and tourism ties with the Montréal metropolitan area.
- Celebrate Air Canada's inaugural outbound flight from Phoenix to Montréal to ensure the future success of this non-stop flight through business opportunities.
- Establish connections with Montréal and Québec elected officials and the business community to promote trade, foreign direct investment and economic development opportunities.
- Promote and expand connections with Montréal's aerospace industry sector.
- Understand Canada's perspective on the current NAFTA negotiations.
- Connect with Montréal companies interested in expanding operations in Arizona and learn what key factors they are seeking in our communities.



Friday, Feb. 23, 2018
7:30 a.m. to 8:45 a.m.

Tourism/Air Canada Breakfast

Hotel Nelligan

Moderator: Deborah Ostreicher
Panel: Steve Goodfellow

Pierre Bellerose
Sebastian Viau
Scott Dunn

Assistant Aviation Director, Phoenix
Air Canada

Tourisme Montréal
Québec Tourism Alliance
Arizona Office of Tourism



Agenda

| | |
|-----------|--|
| 7:15 a.m. | Welcome Delegation |
| 7:30 a.m. | Breakfast begins |
| 7:55 a.m. | Welcome and panel introductions |
| 8:00 a.m. | Tourisme Montréal presentation |
| 8:08 a.m. | Québec Tourism Alliance presentation |
| 8:14 a.m. | Air Canada presentation |
| 8:20 a.m. | Arizona Office of Tourism presentation |
| 8:25 a.m. | Moderated Q&A session |
| 8:40 a.m. | Wrap up |
| 8:45 a.m. | End of event—proceed to bus |

Mayor Greg Stanton

Deborah Ostreicher
Pierre Bellerose
Sebastian Viau
Steve Goodfellow
Scott Dunn
Deborah Ostreicher
Deborah Ostreicher

Sponsor:



Tourism/Air Canada Breakfast

Sponsor



Tourisme Montréal is a private, non-profit organization, founded in 1919 and incorporated in 1924. It comprises more than 750 members and partners from Montréal's tourism industry, who share the common goal of promoting the city as a premier travel destination to non-local markets.

Speakers



Moderator
Deborah Ostreicher,
Assistant Aviation Director,
City of Phoenix



City of Phoenix

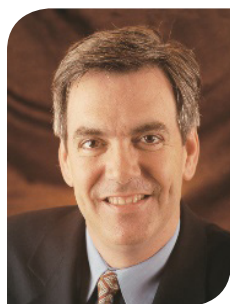
Panelists



Steve Goodfellow,
Director of Sales, Eastern
Canada,
Air Canada



Sebastian Viau,
Vice President Sales
and Marketing,
Alliance de l'industrie
touristique du
Québec



Pierre Bellerose,
Vice President, Public
relations, Hospitality,
Research and Product
Development,
Tourisme
Montréal



Scott Dunn,
Senior Director of
Communications,
Arizona Office of Tourism



Friday, Feb. 23, 2018
8:45 a.m. to 12:00 p.m.

Meetings with Governmental Officials



Agenda

- 8:45 a.m.–9:00 a.m. **Mayors/Presidents ONLY** transportation to meeting with representative of Montréal Mayor's Office
- 9:00 a.m.–9:30 a.m. **Mayors/Presidents ONLY** meeting with Mr. Robert Beaudry, *City Councilor*
- 9:30 a.m.–10:00 a.m. Delegation transportation
- Mayors transported from Montréal Mayor's office to Ministerial visit
 - Native American group transported from Hotel Nelligan to Ministerial visit
 - Balance of delegation transported from Hotel Nelligan to Montréal economic development meeting
- 10:00 a.m.–11:00 a.m. Mayoral and Native American group to meet with Stephane Billette, *Minister for Small and Medium Enterprises, Regulatory Streamlining and Regional Economic Development*
Location: TBD
- 10:00 a.m.–11:00 a.m. Balance of delegation to meet with Valérie Poulin, *Montréal Economic Development*
Location: 700 de la Gauchetière
- 11:00 a.m.–12:00 p.m. Delegation transportation back to Hotel Nelligan

Meetings with Governmental Officials



Mayors Only Meeting with the City Councilor

Robert Beaudry, *City Councilor, City of Montréal*

Mr. Beaudry is part of *Projet Montréal – Équipe Valérie Plante*. He is also a member of the Executive Committee of the City of Montréal and he is responsible for economic development and government relations. Mr. Beaudry worked for almost 15 years in social development in downtown Montréal, prior to becoming City Councilor in November 2017.

Montréal 



Mayoral and Native American Group Meeting

Stephane Billette, *Minister for Small and Medium Enterprises, Regulatory Streamlining and Regional Economic Development*

Minister Billette has been a business owner and is committed to local and regional economic development. He is also a long-serving and accomplished Québec National Assembly member, who has served on numerous committees throughout the years. Minister Billette is a member of the Québec Liberal Party.



Economic Development meeting with the City of Montréal

Valérie Poulin, *Head of Business Intelligence, City of Montréal*

The City of Montréal actively supports the modernization of its municipal infrastructure, industrial sites and commercial arteries, and the renewal of large districts with major economic development potential.

Montréal 



Friday, Feb. 23, 2018
12:00 p.m. to 1:30 p.m.

Canada/Trade/Foreign Direct Investment (FDI) Luncheon

Hotel Nelligan

Moderator: Glenn Williamson
Panel: Raymond Chrétien
Bruce Takefman
Marc Beauchamp

Honorary Consul of Canada for Arizona
Partner, Fasken
CEO, Research Consultants International (RCI)
President and CEO, CAI

Agenda

| | |
|------------|----------------------------------|
| 12:00 p.m. | Welcome remarks |
| 12:10 p.m. | Introduction of Raymond Chrétien |
| 12:15 p.m. | Remarks |
| 12:35 p.m. | Introduction of Bruce Takefman |
| 12:40 p.m. | FDI presentation |
| 12:55 p.m. | Introduction of Marc Beauchamp |
| 1:00 p.m. | Site selection presentation |
| 1:15 p.m. | Discussion / Q&A |
| 1:25 p.m. | Wrap up and photo opportunity |
| 1:30 p.m. | End of event—proceed to bus |

Glenn Williamson
Glenn Williamson
Raymond Chrétien
Glenn Williamson
Bruce Takefman
Glenn Williamson
Marc Beauchamp
Glenn Williamson
Glenn Williamson

Sponsors:



Canada/Trade/FDI Luncheon



Speakers

Moderator
Glenn Williamson,
*Honorary Consul of
Canada for Arizona*



Panelists



Raymond Chrétien, *Partner, Fasken*

Raymond Chrétien is a seasoned diplomat and former Ambassador of Canada to France, the United States, Belgium, Mexico, and the Congo. Today he is a partner and strategic advisor at Fasken. Mr. Chrétien has extensive knowledge and high-level experience of the business community, international financing agencies, government affairs and international negotiations and trade agreements.

FASKEN



Bruce Takefman, *CEO, Research Consultants International*

Bruce Takefman, leads a seasoned and multilingual team that provides economic development consulting for some of the world's most prominent economic development and investment promotion agencies. Mr. Takefman leverages his understanding of international markets, having worked with organizations based across the United States, Canada, Europe, South America and Asia, to maximize the potential for his clients to seize global opportunities. He is passionate about breaking down barriers and promoting trade and economic cooperation. Research Consultants International FDI, Inc. is a specialized market research firm. The company offers customized lead generation and business intelligence services for economic development organizations and regional promotion agencies to identify and capture direct investment opportunities.



Marc Beauchamp, *President and CEO, CAI*

Marc Beauchamp has enhanced CAI's site selection service offering and has become a renowned expert in the field. Mr. Beauchamp has worked on numerous significant investment projects for companies such as Green Biologics, Brigestone, WesCast and Sigma Plastics, and more. He also has developed expertise in economic and community development and has led mandates for clients throughout North America. Mr. Beauchamp frequently is asked to provide training and to speak on investment attraction strategies. CAI is a private consulting firm with expertise in investment project strategy, financing and implementation. CAI's expertise is in investment project strategy, project financing management, negotiation and maximization of the investment project, site selection and project implementation, economic development services, and training and mentoring.





Friday, Feb. 23, 2018
2:00 p.m. to 3:30 p.m.

Aéro Montréal: Aerospace

Miller Thomson Building

1000, rue De La Gauchetière Ouest, bureau 3700

Moderator: Suzanne Benoit

Aéro Montréal

Speakers: Paul Pereira

CAE

Stéphane Turcotte

Nétur



Agenda

2:00 p.m. Miller Thomson overview
2:10 p.m. Aéro Montréal overview
2:20 p.m. CAE company overview
2:40 p.m. Nétur company overview
3:00 p.m. Discussion / Q&A
3:20 p.m. Wrap Up and photo opportunity
3:30 p.m. End of event—proceed to bus

Kent Davidson
Suzanne Benoit
Paul Pereira
Stéphane Turcotte
Suzanne Benoit
Suzanne Benoit

Sponsor:



MILLER THOMSON
AVOCATS | LAWYERS

Aéro Montréal Meeting at Miller Thomson

Speakers



Kent Davidson, *Chair*, Miller Thomson LLP

Kent Davidson practices labor and employment law as well as commercial litigation. Mr. Davidson has provided strategic advice to a vast array of industries in the areas of his expertise, and has appeared as counsel before the Alberta Labour Relations Board, the Court of Queen's Bench, the Court of Appeal and the Supreme Court of Canada representing the interests of employers.



Suzanne M. Benoît, *President*, Aéro Montréal

Suzanne M. Benoît was appointed President of Aéro Montréal, Québec's aerospace cluster, at its inception in August 2006. Aéro Montréal, brings together the major decision makers in the Greater Montréal area, including companies, education and research institutions, associations and unions.

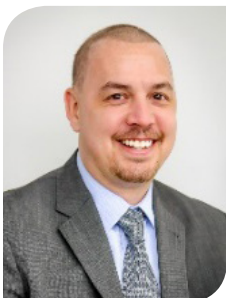


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Aéro Montréal Members

Paul Pereira, *Director OEM and Strategic Partner Relationships, Defence & Security*, CAE

CAE is a global leader in training for the civil aviation, defence and security, and healthcare markets.



Stéphane Turcotte, *President*, Nétur

Nétur specializes in the development and machining of complex, high precision aeronautical components.





Friday, Feb. 23, 2018
4:00 p.m. to 5:00 p.m.

Canada/Montréal Company Discussion

Hotel Nelligan

Moderator: Hank Marshall
Speakers: Elie Hanna
Mehdi Tehrani
Jan Lembregts

City of Phoenix
ETH Construction
AVIRONTECH
NORBEC



Agenda

| | |
|-----------|-------------------------------|
| 4:00 p.m. | Welcome remarks |
| 4:02 p.m. | Introduction of Elie Hanna |
| 4:04 p.m. | Overview of ELH Construction |
| 4:16 p.m. | Introduction of Mehdi Tehrani |
| 4:18 p.m. | Overview of AVIRONTECH |
| 4:30 p.m. | Introduction of Jan Lembregts |
| 4:32 p.m. | Overview of NORBEC |
| 4:45 p.m. | Discussion / Q&A |
| 5:00 p.m. | End of event—proceed to bus |

Hank Marshall
Hank Marshall
Elie Hanna
Hank Marshall
Mehdi Tehrani
Hank Marshall
Jan Lembregts
Hank Marshall

Sponsors:



Meeting with Montréal Companies

Speakers



Moderator
Hank Marshall,
City of Phoenix



City of Phoenix

Panelists



Elie Hanna, CEO, President and General Contractor,
ETH Construction

ETH Construction offers a full range of construction and renovation services. Since 1995, Mr. Hanna has been working in industrial, commercial and residential construction and renovation projects.



Mehdi Tehrani, Vice President, Aviron Technical Institute

In 1994, Mr. Tehrani started a family business by becoming a partner when his family became owners of Aviron Technical Institute of Montréal. Aviron Technical Institute offers vocational training on welding and fitting, electricity, automobile mechanics, and industrial drafting. Aviron Technical Institute has more than 600 students, and provides them with the education they need to pursue their careers.



Jan Lembregts, CEO, Norbec

Jan Lembregts is a successful leader with a proven track record in manufacturing and distribution in the USA and Canada. Mr. Lembregts is CEO of Norbec since January of 2016 and has acquired the company with a group of investors. Norbec is a leader in manufacturing insulated modular panels and doors for refrigerated storage and building envelope. Norbec is the only North American manufacturer to produce both prefabricated cold rooms and architectural panels for building envelopes through its two entities.



North American Free Trade Agreement

Friday, Feb. 23, 2018
5:15 p.m. to 8:30 p.m.

BMO Harris Bank Event: Trade and NAFTA

BMO Harris Bank Downtown Office, 119 St. Jacques Street

Moderator: Donald Satiroff

Speakers: Alex Koustas
Raymond Bachand

Sr. Vice President, BMO Harris

Economist, BMO Harris
Québec Chief NAFTA Negotiator



Agenda

| | |
|-----------|--|
| 5:15 p.m. | Greet Raymond Bachand at BMO office |
| 5:30 p.m. | Registration and networking begin—14th floor |
| 6:50 p.m. | Reception begins |
| 7:00 p.m. | Welcome remarks |
| 7:05 p.m. | Welcome remarks |
| 7:10 p.m. | Introduction of BMO Economist Alex Koustas |
| 7:15 p.m. | BMO Economist presentation |
| 7:30 p.m. | Introduction of Raymond Bachand |
| 7:35 p.m. | NAFTA presentation |
| 7:55 p.m. | Moderated Q&A session |
| 8:25 p.m. | Wrap up, closing remarks, photo opportunity |
| 8:30 p.m. | End of event—proceed to bus |

Mayor Greg Stanton
Donald Satiroff
Donald Satiroff
Alex Koustas
Elizabeth MacKay
Raymond Bachand
Donald Satiroff
Donald Satiroff

Sponsor:



BMO Harris Bank Reception

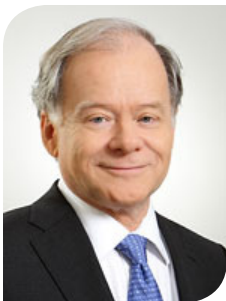
Remarks from the Minister of International Relations Christine St-Pierre



Christine St-Pierre, *Minister of International Relations*

Christine St-Pierre is the Minister of International Relations and a member of the Québec Liberal Party. Minister St-Pierre oversees the Ministry of International Relations and La Francophonie. The Ministry's mission is to promote and defend Québec's international interests while ensuring respect for its authority and the consistency of government activities in accordance with its constituent act and in its capacity as coordinator of the government's international activities and those of its departments and agencies.

Speakers



Raymond Bachand, *Strategic Advisor*,

global law firm Norton Rose Fulbright
Raymond Bachand is the former finance minister and was named the chief negotiator for Québec ahead of the

renegotiation of the North American Free Trade Agreement (NAFTA).

Mr. Bachand graduated with degrees in law and business administration from Université de Montréal and Harvard University.



Alex Koustas, *Vice President and Senior Economist*, BMO Harris Bank

Alex Koustas provides macroeconomic monitoring and analysis to support

the Economics team. He is regularly involved in enterprise-wide risk management activities such as stress testing while also conducting

industry risk analysis. Before joining BMO Nesbitt Burns, Mr. Koustas

worked as an economist at another major Canadian financial institution for four years in economic research. His areas of focus were the

Canadian Provincial economies as well as North American consumer

trends. Mr. Koustas holds an Honours Bachelor of Arts degree from Brock University and a Masters degree in Economics from Queen's University.

He studied French throughout his educational career and is bilingual.



Arizona Delegation Trip to Montréal, Canada, February 22-24, 2018



Denyse Airheart
Economic Development Director
City of Maricopa



Russ Barksdale
Sales Director, Poco Diablo Resort
Fort McDowell Yavapai Nation



Matt Barr
General Manager, Wekopa Golf Course
Fort McDowell Yavapai Nation



Craig Benell
Acting General Manager, Wekopa Resort and Conference Center
Fort McDowell Yavapai Nation



Melissa Bettis
Administrative Assistant
Maricopa Association of Governments



Gary Bohnee
Office of Congressional and Legislative Affairs, Salt River Pima-Maricopa Indian Community



Aric H. Bopp
Deputy Director—Strategic Initiatives
City of Mesa



Bernadine Burnette
President
Fort McDowell Yavapai Nation



Scott Dunn
Sr. Director of Communications
Arizona Office of Tourism



Patricia Elliott
Consul and Senior Trade Commissioner, Canadian Consulate in Los Angeles



Ethan Frey
Director, Private Wealth Advisor
BMO Harris Bank



Felipe Garcia
Executive Vice President
Visit Tucson

Arizona Delegation Trip to Montréal, Canada, February 22-24, 2018



Allison Gilbreath
Vice President, Business Development, Greater Phoenix Economic Council



Glenn Hamer
President & Chief Executive Officer Arizona Chamber of Commerce



Kevin Hull
Regional Manager, Business Banking BMO Harris Bank



Gail Jackson
Business Attraction Manager City of Flagstaff



Deanna Jonovich
Deputy City Manager City of Phoenix



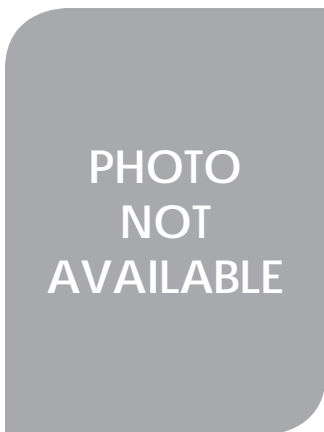
David Luna
Vice Mayor City of Mesa



Christine Mackay
Director, Community and Economic Development City of Phoenix



Elizabeth MacKay
Delegate Québec Government Office in Los Angeles



Lisa Markkula
Communications Director City of Tucson



Hank Marshall
Executive Officer, Community and Economic Development City of Phoenix



Blessing McCanlis-Vasquez
Tourism Manager, Discover Salt River, Salt River Pima-Maricopa Indian Community



Denise McClafferty
Regional Program Manager Maricopa Association of Governments

Arizona Delegation Trip to Montréal, Canada, February 22-24, 2018



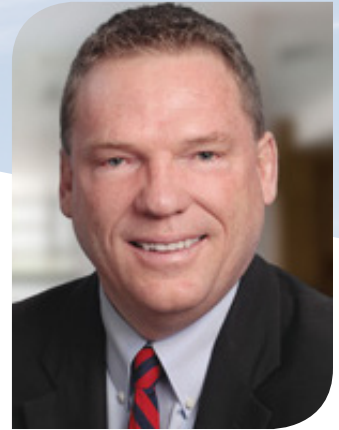
Deborah Ostreicher
*Assistant Director, Aviation
Department
City of Phoenix*



Juan Padrés
*Economic Development and
International Specialist
City of Tucson*



Nicole Pasteur
*Senior Policy Advisor
City of Phoenix*



Michael Patterson
*Shareholder
Polsinelli PC*



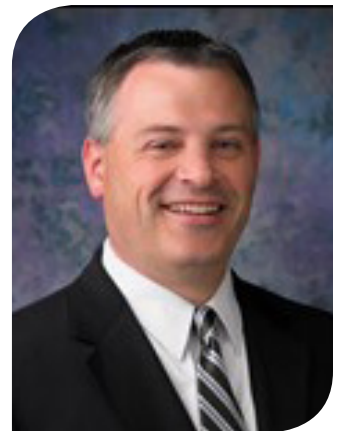
Christian Price
*Mayor
City of Maricopa*



Delbert Ray
*President
Salt River Pima-Maricopa
Indian Community*



Jonathan Rothschild
*Mayor
City of Tucson*



Donald J. Satiroff
*Senior Vice President and
Regional Manager
BMO Harris Bank*



Everett Sickles
*Mayor
Town of Wickenburg*



Dennis Smith
*Executive Director
Maricopa Association of
Governments*



Greg Stanton
*Mayor
City of Phoenix*



Anna Tovar
*Mayor
City of Tolleson*

Arizona Delegation Trip to Montréal, Canada, February 22-24, 2018



Jamie Whelan
Vice Mayor
City of Flagstaff



Glenn Williamson
Honorary Consul of Canada for
Arizona
Canadian Government



Sharon Wolcott
Mayor
City of Surprise



Brandi Young
Vice President,
Business Attraction
Arizona Commerce Authority

Helpful Information while in Montréal

Hotel Nelligan

Address: 106, rue Saint-Paul Ouest Montréal,
QC H2Y 1Z3

Website: <http://hotelnelligan.com/en/>

Phone: +1 514 788-2040

Wifi Password: NEL02



* Please note that you will only be able to check in to the hotel using a valid credit card. Debit cards will not be accepted.

Dress Code

- Thursday - business, Friday - business, Saturday - business casual
- Remember to bring a winter coat, hat, scarf and gloves.

Contacts

- For questions prior to departing or while in Montréal, please contact:

| | | |
|--------------------|----------------|--|
| Melissa Bettis | (301) 602-9316 | mbettis@azmag.gov |
| Denise McClafferty | (623) 349-3010 | dmccclafferty@azmag.gov |
| Hank Marshall | (602) 515-1029 | hank.marshall@phoenix.gov |

Social Media

- For all social media posts, please use [#AZMontreal](#).

Passports

- Please remember you will need a passport for your travel to Montréal, Canada. You will not be able to board the plane without it. Additionally, please note that your passport should have at least six months of validity when traveling.

Data Roaming

- Data roaming is expensive. If you need access throughout the day while in Canada and not just when you are in a WIFI enabled location, check with your cell service provider to determine the cost for an international data plan. Disable cellular data for your smartphone apps to use minimum data. If you opt not to establish the service, make certain you turn data roaming off prior to turning on your phone in Montréal. Cellular carriers offer price competitive plans, so you may find it is very affordable to establish an international call plan for the duration of your trip.

Verizon: <https://www.verizonwireless.com/search/vzwSearch?Ntt=International+Plans>

AT&T: <https://www.att.com/offers/international.html?source=IC2Y0H0000000000L&wtExtndSource=intl-plan>

T Mobile: <https://www.t-mobile.com/optional-services/roaming.html>

Sprint: <https://support.sprint.com/support/international>

Helpful Information while in Montréal (continued)

U.S. Dollars/Canadian Dollar

- You will not be able to pay with U.S. dollars in Montréal. You have the choice of converting your U.S. dollars to Canadian dollars either prior to your departure or once in Montréal. You can convert to Canadian dollars at the airport, or at an ATM once you are in the city. You can also use your debit/credit cards in most establishments in Montréal. It is strongly suggested you alert your credit card company you will be traveling internationally, so they are aware and do not block usage for potential fraud issues.



How to make calls while in Canada

- To dial calls to the US:
1 + US area code + US 7-digit number

Transportation

- There will be one large bus for the delegation going from the airport in Montréal to the hotel and then from the hotel back to the airport. The pick-up and drop-off location for the bus will be located behind the hotel, at the corner of De La Commune St. and St-Sulpice St. This is an easy 2-3 minute walk from our hotel.
- Buses will transport the delegation from Hotel Nelligan to the BMO facility for the reception and will return delegates back to the hotel at 8:30 p.m.

Fitness

- The fitness center at the hotel is open 24 hours a day.

Safety

- During the trip, it is highly recommended that all members of the delegation take the usual security precautions you would in any major city in any location of the world. Avoid walking by yourself at night. Always stay in groups and avoid dark streets, parks and alleys. Be alert at the airport and at any other crowded sites. Keep your belongings close to you. In case you need to call the police or an ambulance, the Canadian emergency phone number is 9-1-1.

Time Zone

- The standard time zone in Montréal, Canada, is Eastern Time.

Weather

- Daily average temperatures in Montréal in February range from 13 to 16 °F (-9 to -10.5 °C). Please check the weather forecast prior to our departure from Arizona.

Hotel Nelligan Restaurants

- http://www.mechantboeuf.com/menus/MB_MenuAlaCarte.pdf
- http://www.versesrestaurant.com/pdf/Verses_HG_SOIR.pdf



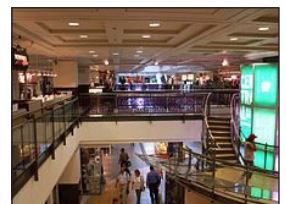
City of Montréal

The City of Montréal is located in the province of Québec and has the second largest population in Canada, 1,704,694. Montréal's metropolitan area has a population of 4,098,927.



The official language of Montréal is French, with a majority of the population speaking both French and English. Montréal is the second largest French speaking city after Paris. The City of Montréal recently elected its first-ever woman mayor, Valérie Plante.

Montréal has more than 20 miles of underground interconnected tunnels that connect shopping malls, stores, metro stations, universities, banks, offices, museums and more.

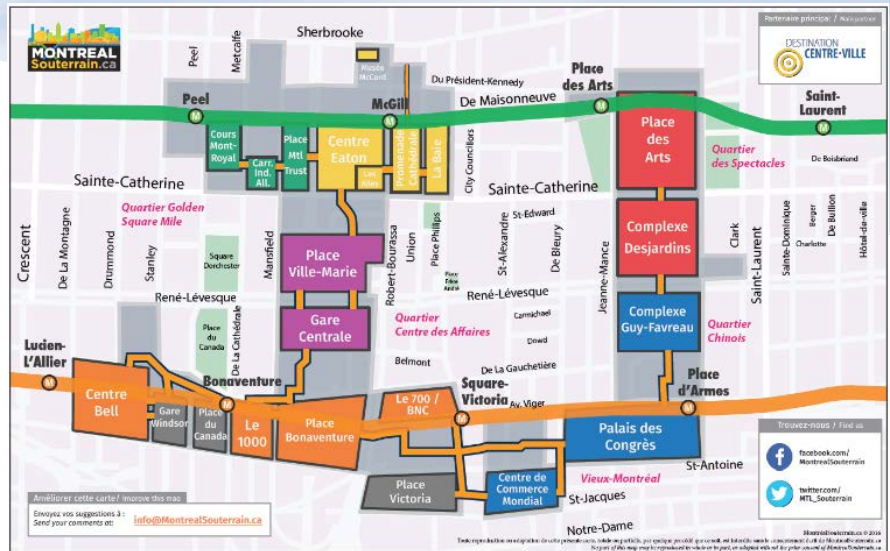


Montréal (continued)

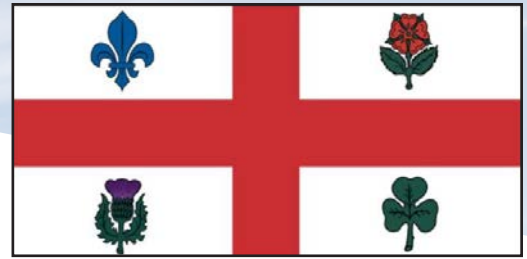
Montréal has the second-largest economy of any Canadian city. The main industrial clusters in Montréal are Aerospace, Biofood, Film and Television, Commerce, Finance, Fashion and Apparel, Life Sciences, Information Technologies, Clean Technologies, Transportation and Logistics.

The Aerospace industry in Montréal concentrates 98% of Québec's aerospace production and 60% of Canadian aerospace production. Major organizations include International Civil Aviation Organization (ICAO), International Air Transport Association (IATA), Airports Council International (ACI), Cospas-Sarsat, International Federation of Air Line Pilots Associations (IFALPA), Civil Air Navigation Services Organization (CANSO), International Business Aviation Council (IBAC), International Council for Aerospace Training (CIFA), International Federation of Air Traffic Controllers' Associations (IFATCA), and the World Airlines Clubs Association (WACA).

Montréal has the highest concentration of post-secondary students of all major cities in North America. Some of the main institutions include McGill University (pictured to the right), Concordia University, Université de Montréal, École Polytechnique de Montréal (School of Engineering) and HEC Montréal (School of Business), and the Université du Québec à Montréal.

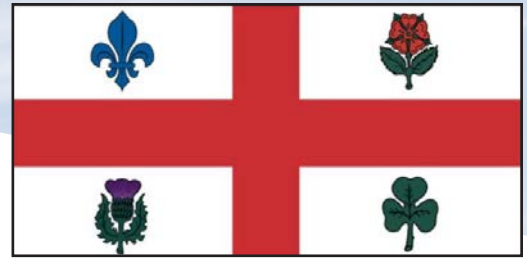


Montréal Fun Facts



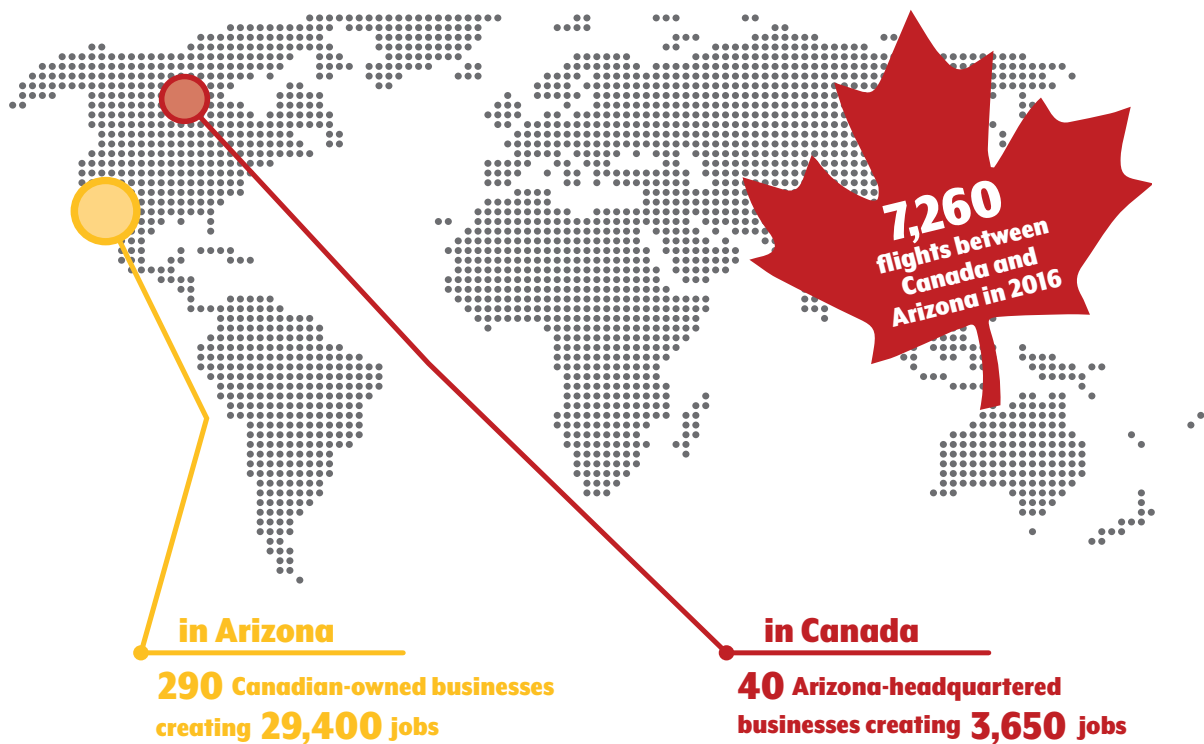
- Montréal's flag has five symbols:
 - The cross which represents the Christian principles on which the city was founded
 - The fleur-de-lis for the French
 - The Lancastrian rose for the English
 - The shamrock for the Irish
 - The thistle for the Scottish
- Long before Europeans made their way to what's now Montréal, the Iroquois people called this region home.
- The city is named after Mount Royal, the triple-peaked hill in the heart of Montréal that rises to 764 feet above sea level.
- Mount Royal Park was designed by Frederick Law Olmsted, who also designed Central Park in New York City.
- In 1924, a 103 ft.-high illuminated cross was erected on Mount Royal in remembrance of a flood that nearly destroyed the early French colony in 1642.
- No building in Montréal can be taller than the Mount Royal Cross.
- The city of Montréal is built on a 30-mile-long island along the convergence of the St. Lawrence and Ottawa rivers. A tunnel and 15 bridges link the island to the mainland.
- Though most of the rest of Canada speaks English as a first language, Montréalers (and most Québécois) are known for their French culture. This dates back to 1535 when Jacques Cartier (who now has a bridge named after him) arrived in Montréal after navigating the St. Lawrence River and claimed it for France.
- Montréal is the second largest French speaking city in the world (after Paris).
- During Prohibition, Montréal was a sinful reprieve for Americans hopping over the border to track down booze and places to gamble.
- The world's first recorded indoor ice hockey game was played in Montréal on March 3rd, 1875 at the Victoria Skating Rink.
- In 1879, the McGill University Hockey Club became the world's first organized hockey team.
- Montréal hosted the 1976 Summer Olympics, during which Romanian gymnast Nadia Comaneci scored a perfect "10" and captured the All-Around gold medal.
- The Metro was inaugurated in Montréal in 1966. Today it has 68 stations on four lines.
- Montréal's Underground City is a labyrinth of tunnels beneath the city connecting 20 miles of shopping malls, museums, universities, hotels, banks, offices and seven metro stations.
- Montréal hosted Expo 67, considered to be the most successful world's fair in the 20th Century.
- La Ronde — the entertainment complex built for Expo 67 on 988 acres of man-made islands in the St. Lawrence — is now Canada's second largest amusement park, and is owned by Six Flags theme park company.
- The Pierre Elliott Trudeau airport actually has runways in different boroughs.
 - At the airport, runways 06R/24L and 10/28 are situated in Dorval, while runway 06L/24R is in St-Laurent.

Montréal Fun Facts

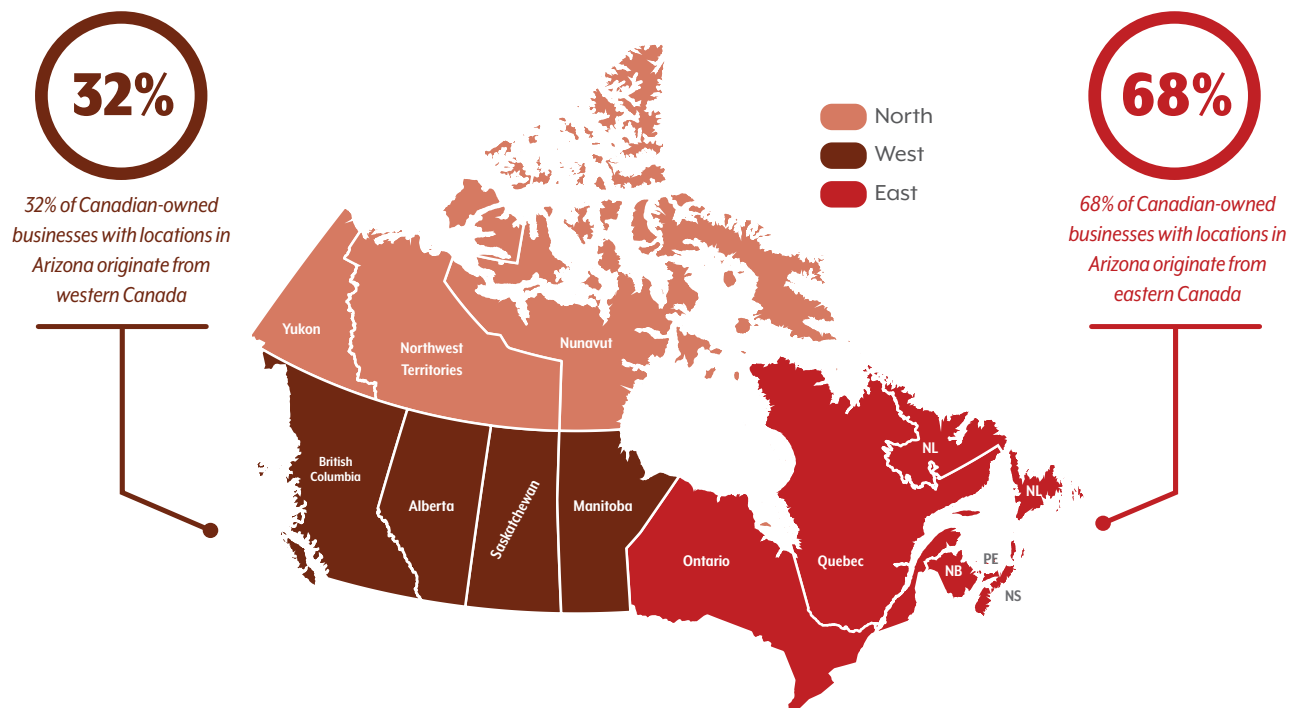


- The coldest day ever in Montréal was on January 23, 1979. It was -49.1 C.
- After Halifax, Montréal has the most Titanic victims buried within the city's cemeteries.
- Montréal boasts the second highest number of restaurants per capita in North America (after New York City).
- 85% of the world's maple syrup comes from Québec, Montréal's Provence.
- Montréal-style smoked meat is a type of kosher-style deli meat product made by salting and curing beef brisket with spices.
- Poutine is a famous food in Montréal consisting of French fries topped with cheese curds and gravy.
- One of Québec's most delicious classic desserts was invented in Montréal.
 - Specifically, pudding Chômeur was first made in the kitchen of 4455 St-Hubert Avenue by Georgette Falardeau, the (second) wife of Mayor Camilien Houde in 1929.
- Without Montréal, there may not have been New Orleans as Jean-Baptiste Le Moyne, born in Montréal in 1680, would then go on to found the city of New Orleans in 1718.
- Celine Dion's December 17, 1994 wedding to René Angélil occurred at the Notre-Dame Basilica, as did the memorial service for Angélil on January 22, 2016.
- Montréal had Google before it was a thing.
 - Created in 1990 by three Montréal students (Alan Emtage, J. Peter Deutsch, and Bill Heelan), the online search engine was dubbed "Archie" and is considered to be the first of its kind in the world.
- Golf gained a new word thanks to Montréal.
 - A "mulligan" in golf lingo is when a player gets a second chance to hit the ball, and it was coined in honor of David Mulligan during the 1920s. After a long drive across the Victoria bridge towards the Montréal Country Club golf course, Mulligan's friends gave him a second chance to hit his tee off when his initial drive was far worse than his usual. The term is still used today.
- The first-ever Snowblower
 - It's quite fitting that in a city like Montréal, where snow drops until April, would an invention like the snowblower first be used. And that's exactly the case, as folks in Outremont were the first to utilize Arthur Sicard's invention in the winter of 1927.
- Montréal has hosted the Formula 1 Canadian Grand Prix since 1978.
 - The 70-lap event is held on the Circuit Gilles Villeneuve.
 - In 2017, the Canadian Grand Prix was the most popular F1 Grand Prix weekend, with 360,000 fans (20 event average fan attendance was 203,570).

Arizona Connections to Canada



Origin of Canadian Owned Businesses









Source: MAG 2016 Employer Database

Top Businesses and Key Industries

Top 10 Canadian-Owned Companies in Arizona by Total Jobs

| | | |
|----|-------------------------------------|-------|
| 1 | Alimentation Couche-Tard Inc | 5,670 |
| 2 | 3G Capital | 4,240 |
| 3 | Fortis Inc | 1,640 |
| 4 | Kahala Brands | 1,330 |
| 5 | Onex Corporation | 1,000 |
| 6 | Brookfield Asset Management Inc | 950 |
| 7 | Bombardier Inc | 920 |
| 8 | Bank of Montreal | 780 |
| 9 | Fairmont Hotels and Resorts | 700 |
| 10 | Corporation de Sécurité Garda World | 690 |

Canadian-Owned Businesses and Jobs in Arizona Key Industries

| | | |
|---|--|---|
| Aerospace  Businesses: 18 Jobs: 1,920 | Finance  Businesses: 46 Jobs: 3,340 | Healthcare  Businesses: 13 Jobs: 1,100 |
| Information Technology  Businesses: 23 Jobs: 1,100 | Manufacturing  Businesses: 52 Jobs: 3,850 | Wholesale Distribution  Businesses: 24 Jobs: 1,500 |

Source: 2016 Arizona COG/MPO Employer Database; Number of jobs rounded to the nearest 10

Air Travel Connection

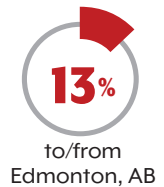


893,500

Air travellers between Arizona and Canada in 2016

99%

of air travellers between Arizona and Canada are to/from the Phoenix Metro Area



Note: These data account for direct flights between Arizona and Canada, both to and from

Source: USDOT, Bureau of Transportation Statistics



Prepared by the Maricopa Association of Governments (MAG)
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Arizona's Export Economy

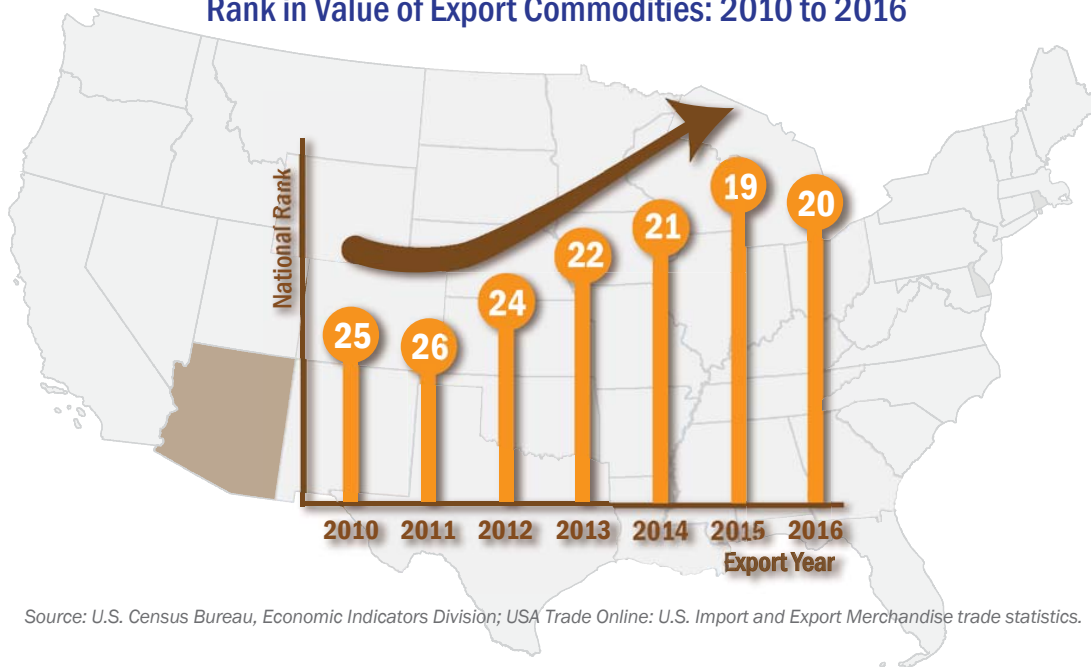
\$22 Billion

Total Value of Arizona's Exports in 2016

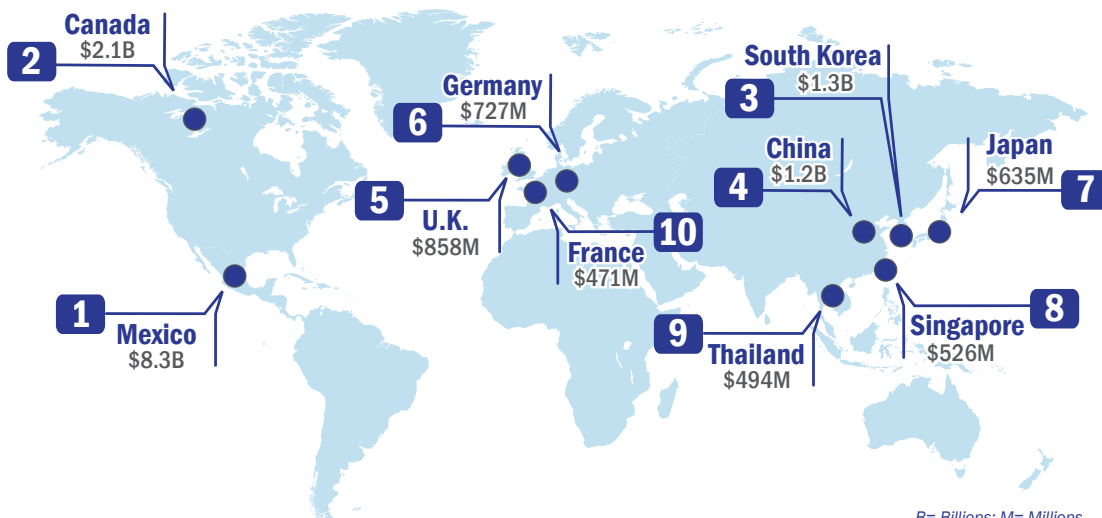
Since 2010, commodities exported from Arizona have increased 40%. For 2016 Arizona had \$22 billion in exports keeping it among the top 20 states for total export value. Of the \$22 billion in exports, 75.5% were exports to Arizona's top 10 trading partners. And with a combined total of over \$10 billion in exports for 2016, Mexico and Canada continue to be Arizona's top trading partners.

Arizona's National Rank

Rank in Value of Export Commodities: 2010 to 2016

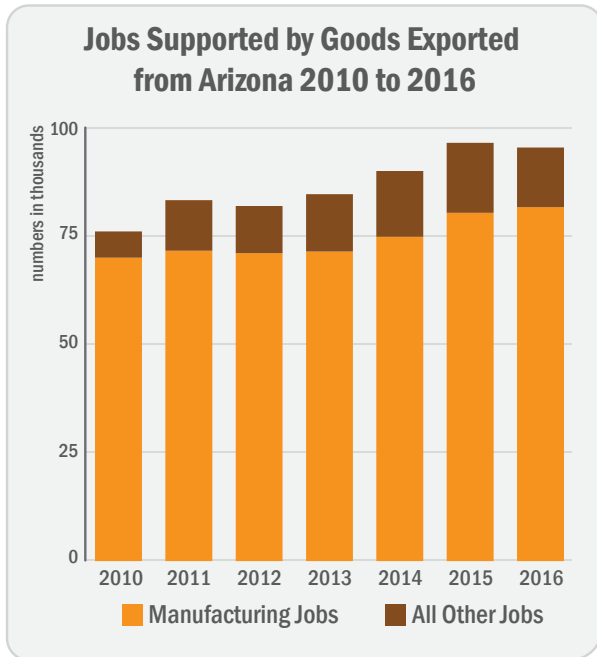


Top 10 Countries Arizona Exported to in 2016



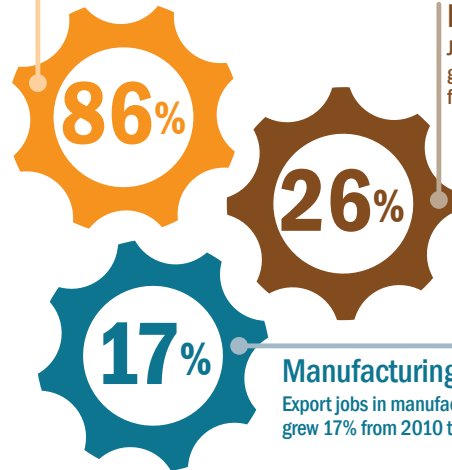
Source: U.S. Census Bureau, 2016 International Trade Data

In 2016 there were just over 95,000 U.S. jobs supported by goods exported from Arizona.



Manufacturing Jobs

80% of jobs are supported by manufactured goods exports



Export Jobs Growth

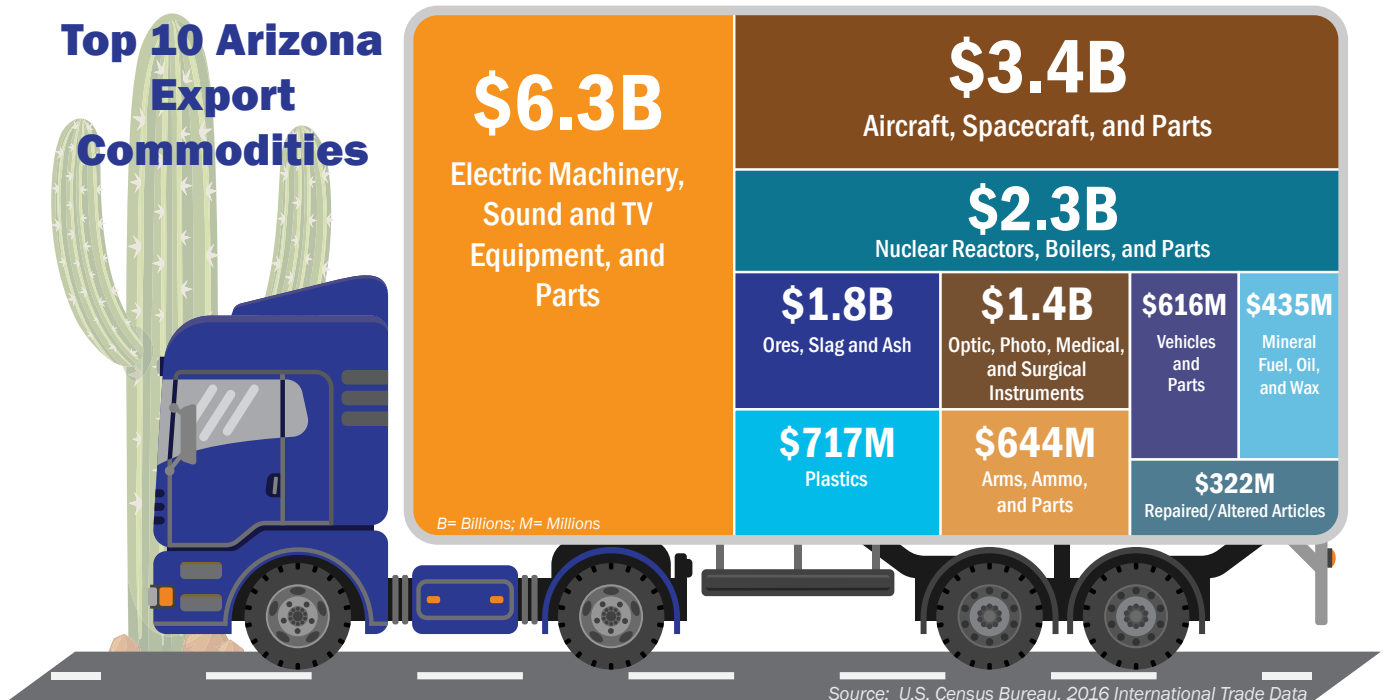
Jobs supported by Arizona goods exports grew 26% from 2010 to 2016

Manufacturing Growth

Export jobs in manufacturing grew 17% from 2010 to 2016

Source: International Trade Administration, Employment and Trade Data, Preliminary 2016 estimates (released 12/8/17)

Top 10 Arizona Export Commodities



Source: U.S. Census Bureau, 2016 International Trade Data

Created by Maricopa Association of Governments, www.azmag.gov, December 2017

National and International Connections



Sun Corridor Distribution



The Sun Corridor is served by two major (class I) freight railroads and has five airports of varying size for handling cargo.



The Sun Corridor's prime location and access to five Interstates provides companies with next day service by truck to the west coast, intermountain west, and direct access to Mexican deep sea ports.

| Metro Region | Distance to U.S. Ports (miles) | | | |
|--------------|--------------------------------|---------|---------|--------------|
| | L.A./Long Beach | Houston | Oakland | Nogales POE* |
| Phoenix-Mesa | 380 | 1,185 | 730 | 180 |
| Casa Grande | 430 | 1,140 | 780 | 130 |
| Tucson | 300 | 1,070 | 850 | 60 |

*POE = Port of Entry

| Metro Region | Distance to Mexican Ports and Cities (miles) | | | |
|--------------|--|---------|----------|------------|
| | Hermosillo | Guaymas | Mazatlan | Manzanillo |
| Phoenix-Mesa | 350 | 430 | 900 | 1,380 |
| Casa Grande | 300 | 380 | 860 | 1,330 |
| Tucson | 230 | 310 | 790 | 1,260 |

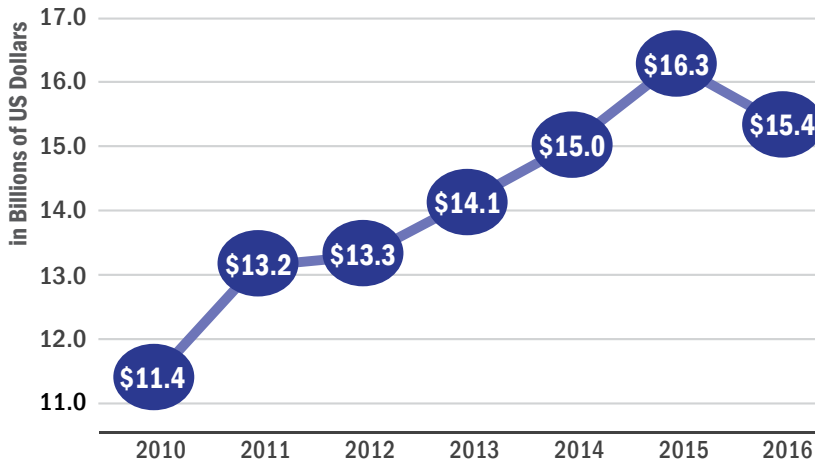
| Airport | Longest Runway Length (feet) |
|----------------------|------------------------------|
| Phoenix Sky Harbor | 11,490 |
| Tucson International | 10,996 |
| Phoenix-Mesa Gateway | 10,401 |
| Phoenix-Goodyear | 8,500 |
| Pinal Airpark | 6,849 |

Sun Corridor Economic Development Incentives

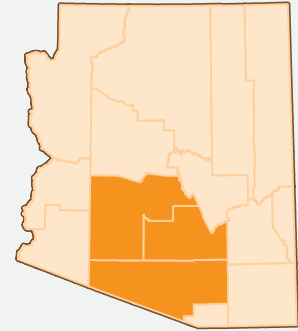
- ✓ Foreign Trade Zones
- ✓ Military Reuse Zones
- ✓ Sales Tax Exemption for Machinery and Equipment

Sun Corridor Export Economy

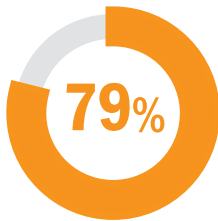
Sun Corridor Total Exports by Year
(Billions of Dollars)



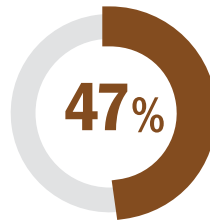
Source: International Trade Administration



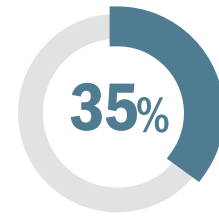
The Sun Corridor is made up of three Arizona counties: Maricopa, Pinal, and Pima. It is home to the combined metropolitan regions of Phoenix, Casa Grande, and Tucson.



Percent of Arizona exports from the Sun Corridor



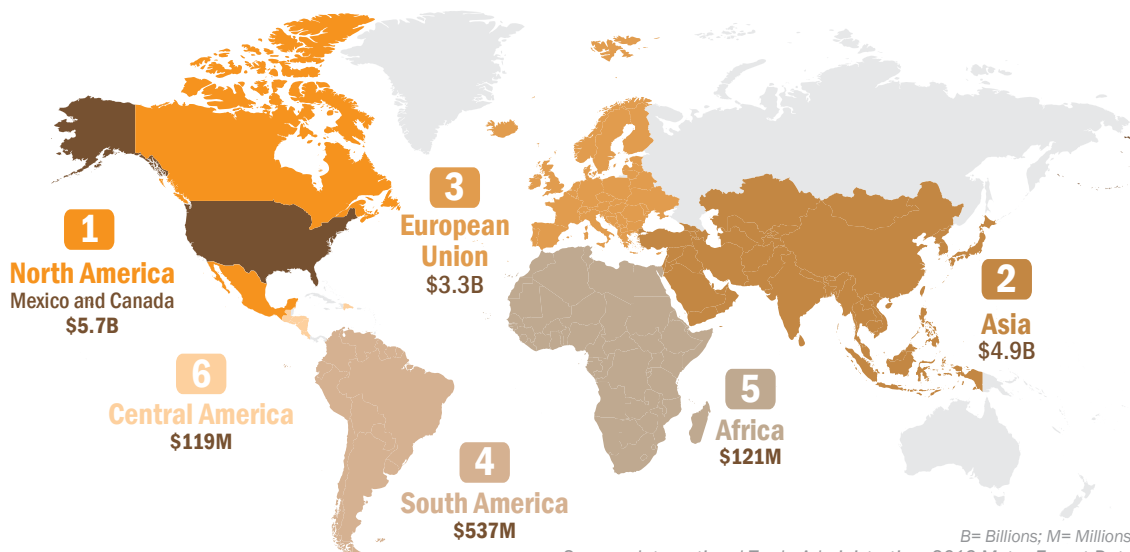
Percent of Sun Corridor exports to Free Trade Agreement markets



Growth in exports from the Sun Corridor 2010 to 2016

Source: International Trade Administration, 2016 Metro Export Data

Select Regions for Sun Corridor Exports - 2016

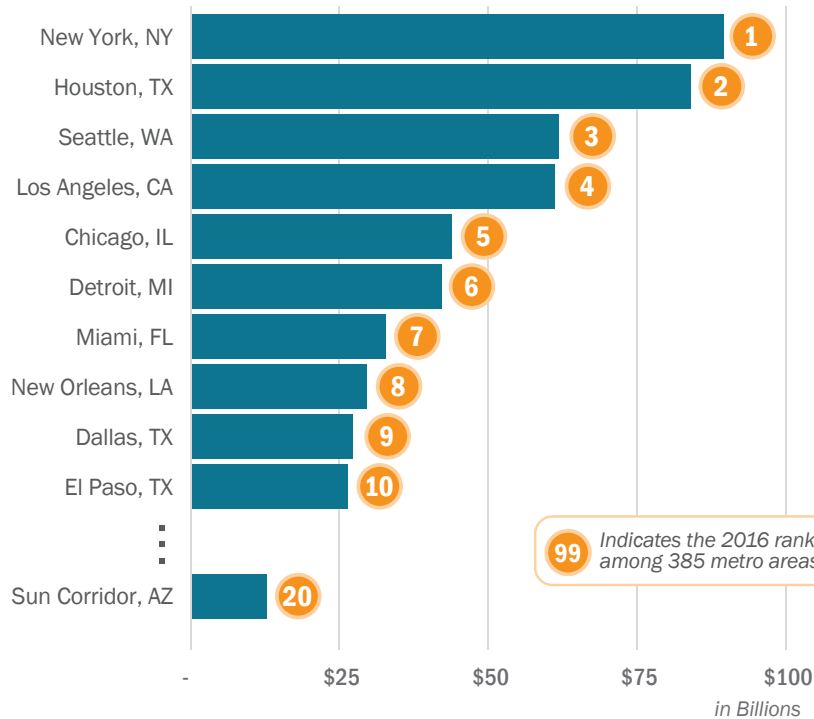


B= Billions; M= Millions

Source: International Trade Administration, 2016 Metro Export Data

Created by Maricopa Association of Governments, www.azmag.gov, December 2017

2016 Total Exports for the Sun Corridor and the Top 10 Metropolitan Areas



Source: International Trade Administration, 2016 Metro Export Data

Prepared for the U.S. Commercial Service
by the Maricopa Association of Governments



The U.S. Commercial Service (CS) is part of the U.S. Department of Commerce's International Trade Administration. The CS supports American businesses with inherently governmental and trade promotion activities.

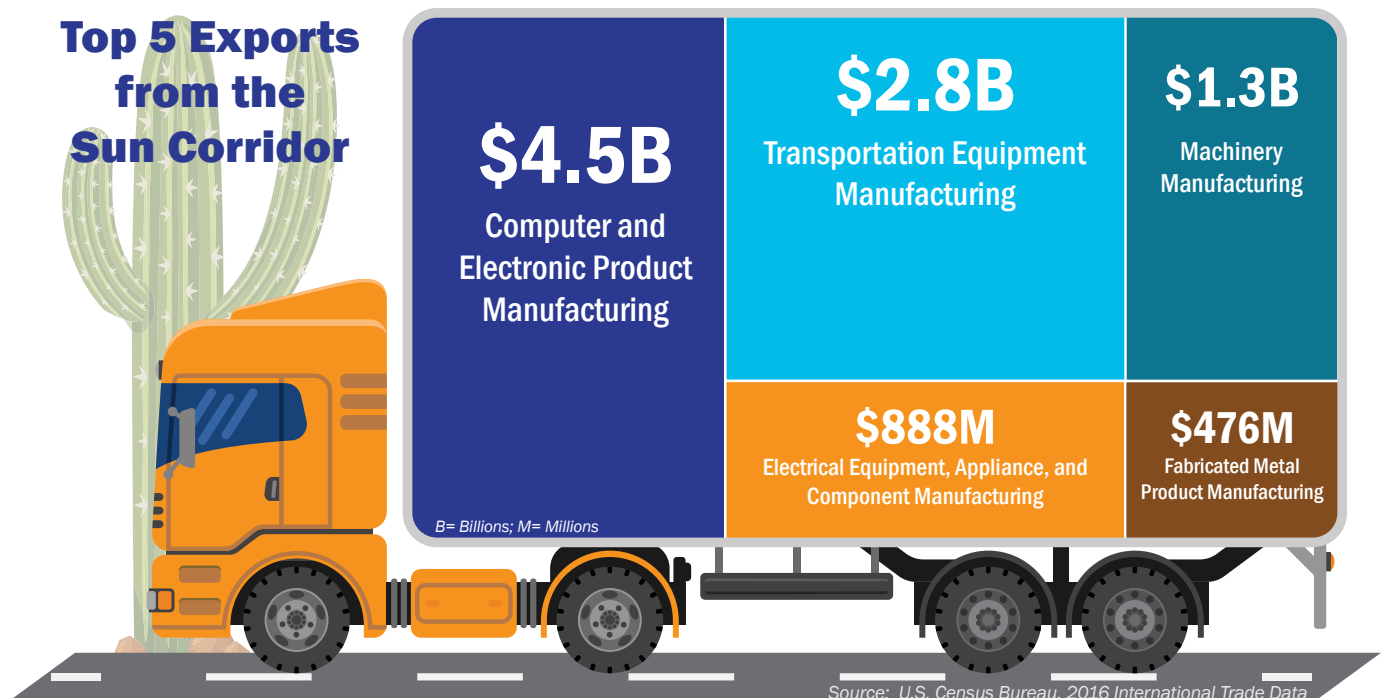
www.trade.gov/cs
www.export.gov



The Maricopa Association of Governments (MAG) is a council of governments (COG) that serves as the regional planning and policy agency of the metropolitan Phoenix area. MAG provides regional planning in the areas of transportation, air quality, water quality, and human services.

www.azmag.gov
datacenter.azmag.gov

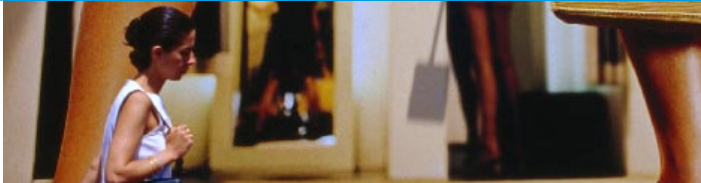
Top 5 Exports from the Sun Corridor



Source: U.S. Census Bureau, 2016 International Trade Data

Created by Maricopa Association of Governments, www.azmag.gov, December 2017

French QuickChat



French is one of the most widely taught languages in the world – chances are you already know a few phrases. Thanks to an invasion of England in the 11th century, it's also been a major contributor to the vocabulary of English (so if you missed out on the French lessons, you're still sure to know many French words). After enjoying the practical advantages of speaking French (being told of a cosy vineyard way off the tourist track, discovering that there's little merit in the clichéd reference to the French being rude), you'll find the reasons to speak French just keep growing.

QUESTION WORDS

| | | |
|--------|-----------|----------|
| How? | Comment? | ko-mon |
| What? | Quoi? | kwa |
| When? | Quand? | kon |
| Where? | Où? | oo |
| Who? | Qui? | kee |
| Why? | Pourquoi? | poor-kwa |

CONVERSATION & ESSENTIALS

| | | |
|---------------------|----------------------------------|----------------------------|
| Hello | Bonjour | bon-zhoor |
| Goodbye | Au revoir | o-rer-vwa |
| Yes | Oui | wee |
| No | Non | no |
| Please | S'il vous plaît | seel voo play |
| Thank you | Merci | mair-see |
| You're welcome | Je vous en prie | zher voo-zon prie |
| | De rien (inf) | der ree-en |
| Excuse me | Excusez-moi | ek-skew-zay-mwa |
| I'm sorry | Pardon | par-don |
| What's your name? | Comment vous appelez-vous? (pol) | ko-mon voo -za-pay-lay voo |
| | Comment tu t'appelles? (inf) | ko-mon tew ta-pel |
| My name is ... | Je m'appelle ... | zher ma-pel ... |
| Where are you from? | De quel pays êtes-vous? | der kel pay-ee et-voo |
| | De quel pays es-tu? (inf) | der kel pay-ee e-tew |
| I'm from ... | Je viens de ... | zher vyen der ... |
| I like ... | J'aime ... | zhem ... |
| I don't like ... | Je n'aime pas ... | zher nem pa ... |
| Just a minute | Une minute. | ewn mee-newt |

DIRECTIONS

| | | |
|---------------------------------|----------------------|-----------------------|
| Where is ...? | Où est ...? | oo e ... |
| Go straight ahead | Continuez tout droit | kon-teen-way too drwa |
| Turn left | Tournez à gauche | toor-nay a gosh |
| Turn right | Tournez à droite | toor-nay a drwat |
| at the corner/at traffic lights | au coin/aux feux | o kwun/o fer |

LANGUAGE DIFFICULTIES

| | | |
|-------------------------------|---|-----------------------------------|
| Do you speak English? | Parlez-vous anglais? | par-lay-voo ong-lay |
| How do you say ... in French? | Comment est-ce qu'on dit ... en français? | ko-mon es-kon dee ... on fran-say |
| What does ... mean? | Que veut dire ...? | ker ver deer ... |
| I don't understand | Je ne comprends pas | zher ner kom-pron pa |

TIME & DATES

| | | |
|------------------|----------------------|---------------------|
| What time is it? | Quelle heure est-il? | kel er e til |
| in the morning | du matin | dew ma-tun |
| in the afternoon | de l'après-midi | der la-pray-mee-dee |
| in the evening | du soir | dew swar |
| today | aujourd'hui | o-zhoor-dwee |
| tomorrow | demain | der-mun |
| yesterday | hier | yair |
| Monday | lundi | lun-dee |
| Tuesday | mardi | mar-dee |
| Wednesday | mercredi | mair-krer-dee |
| Thursday | jeudi | zher-dee |
| Friday | vendredi | von-drer-dee |
| Saturday | samedi | sam-dee |
| Sunday | dimanche | dee-monsh |

SHOPPING & SERVICES

| | | |
|---------------------------|---|--|
| I'd like to buy ... | Je voudrais acheter ... | zher voo-dray ash-tay ... |
| How much is it? | C'est combien? | say kom-byun |
| I don't like it | Cela ne me plaît pas | ser-la ner mer play pa |
| May I look at it? | Est-ce que je peux le voir? | es-ker zher per ler vwar |
| I'm just looking | Je regarde | zher rer-gard |
| It's cheap | Ce n'est pas cher | ser nay pa shair |
| It's too expensive | C'est trop cher | say tro shair |
| I'll take it | Je le prends | zher ler pron |
| Can I pay by credit card? | Est-ce que je peux payer avec ma carte de crédit? | es-ker zher per pay-yay a-vek ma kart der kray-dee |

PLACES

| | | |
|--------------------|-------------------------|-----------------------|
| the church | l'église | lay-gleez |
| the embassy | l'ambassade de ... | lam-ba-sahd der ... |
| the market | le marché | ler mar-shay |
| the museum | le musée | ler mew-zay |
| old city (town) | la vieille ville | la vyay veel |
| the post office | le bureau de poste | ler bew-ro der post |
| a public toilet | les toilettes | lay twa-let |
| the tourist office | l'office de lo-fees der | tourisme too-rees-mer |

TRANSPORT

| | | |
|----------------------------------|---------------------------------|-----------------------------|
| What time does ... leave/arrive? | À quelle heure part/arrive ...? | a kel er par/a-reev ... |
| boat | le bateau | ler ba-to |
| bus | le bus | ler bews |
| plane | l'avion | la-vyon |
| train | le train | ler trun |
| I'd like a ticket | Je voudrais un billet | zher voo-dray un bee-yay |
| I want to go to ... | Je voudrais aller à ... | zher voo-dray a-lay a ... |
| The train has been delayed | Le train est en retard | ler trun et on rer-tar |
| The train has been cancelled | Le train a été annulé | ler trun a ay-tay a-new-lay |
| platform | de quai | der kay |
| ticket office | le guichet | ler gee-shay |
| timetable | l'horaire | lo-rair |
| train station | la gare | la gar |

EMERGENCIES

| | | |
|-----------------|--------------------------|------------------------|
| Help! | Au secours! | o skoor |
| I'm lost | Je me suis égaré/e (m/f) | zhe me swee-zay-ga-ray |
| Leave me alone! | Fichez-moi la paix! | fee-shay-mwa la pay |
| Call ...! | Appelez ...! | a-play ... |
| a doctor | un médecin | un mayd-sun |
| the police | la police | la po-lees |

SIGNS

| | |
|-------------------|------------------------|
| Entrance | Entrée |
| Exit | Sortie |
| Information | Renseignements |
| Open | Ouvert |
| Closed | Fermé |
| Prohibited | Interdit |
| Rooms Available | Chambres Libres |
| Full/No Vacancies | Complet |
| Police Station | Commissariat de Police |
| Toilets | Toilettes/WC |
| Men | Hommes |
| Women | Femmes |



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- Jami Dennis, MAG Senior Information Services Project Manager
- Gordon Tyus, MAG Senior Graphics Specialist



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