

FALL MEMBER FORUM

CALGARY NOVEMBER 2015

UNLOCKING CAPACITY OPTIMIZING WESTERN CANADA'S TRANSPORTATION NETWORK

NOVEMBER 9 & 10, 2015

Any discussion on transportation system capacity in Western Canada requires an understanding of the outlook for the commodities that drive the demand for freight service. Today, a commodity price slump is acute in Western Canada. However, producers and shippers are resilient — having long learned to deal with swings in demand and prices — hallmarks of a resource-centric economy. This slowdown buys time to strategize, collaborate and optimize the transportation system in Western Canada and maintain Canada's global competitiveness in trade and transportation.

As in other down cycles, the necessary business decisions to scale back investment and production, utilize innovative and new technologies, and find ways to increase efficiency will be made. WESTAC's Fall Member Forum will consider three main themes to support effective and strategic optimization of physical and operational assets.

First, one of Canada's leading commodity economists will chart the outlook for Western Canada's commodities. Second, experts will share observations and studies on the demand for transportation, infrastructure investment opportunities, existing assets and the challenges to optimization. Finally, we will hear about initiatives to benchmark the western transportation network's performance: what is currently being monitored and where there are gaps in information.

Members will discuss whether efficiencies can be found through increased coordination among carriers, shippers and other stakeholders. The Forum will wrap up with a Leaders Council discussion on data – what is needed, what can be trusted, and how technology and better data can create capacity.

WESTAC brings together transportation industry leaders and subject-matter experts to share insights and discuss opportunities to create reliable and efficient supply chains by unlocking capacity. The Forum supports critical conversations among industry leaders to ensure Western Canada's transportation system and gateways remain globally competitive.



VENUE

Sheraton Suites Calgary Eau Claire

255 Barclay Parade SW Tel: 403.266.7200
Calgary, AB

Meeting Rooms - all on Mezzanine Level

SCHEDULE

Monday, November 9, 2015

12:30 pm	Lunch with Speaker	Wildrose South
2:00 pm	Working Sessions begin	Wildrose Centre
3:10 pm	Break	
3:40 pm	Working Sessions cont.	Wildrose Centre
5:30 pm	Working Sessions end	
5:30 pm	Reception	Willow Room

Tuesday, November 10, 2015

7:45 am	Hot Buffet Breakfast	Wildrose South
8:45 am	Working Sessions begin	Wildrose Centre
9:25 am	Break	
9:55 am	Working Sessions cont.	Wildrose Centre
11:00 am	Closing Remarks	Wildrose Centre
11:15 am	WESTAC Leaders Council*	Wildrose South

* Open to ONE senior-most participant from each member organization.

SCHEDULE

09

November 9, 2015

UNLOCKING CAPACITY

Optimizing Western Canada's Transportation Network

10:15 am Board of Directors Meeting

12:30 pm **Opening Lunch with Speaker**

Institutional Investment In Public & Private Infrastructure

"The reason I made money in infrastructure at AIMCo and Ontario Teachers' was because I was an early adopter. The market used to be incredibly inefficient. What worked in the past, almost by definition, won't continue forever. You must find new opportunities."

Dr. Leo de Bever, former CEO, AIMCo

> Q & A discussion

2:00 pm **Working Sessions begin**

Welcome and Introductions

Oksana Exell, President & CEO, WESTAC

2:10 pm **Commodity Outlook & Cycles**

The resource sector boom is slowing considerably. Prices of oil, coal, potash and other commodities are down dramatically from their peak. This session will provide a demand outlook for key commodity exports, analysis of global competition for natural resources and create an understanding of historical cycles and trends in commodity prices.

Patricia Mohr, Vice President, Economics & Commodity Market Specialist, Scotiabank

> Q & A discussion

3:10 pm Break

3:40 pm **Commodity Outlook & Cycles (cont)**

Dr. David S. Jacks, Chair & Professor of Economics, Simon Fraser University

> Q & A discussion

4:10 pm

Demand Forecasts & Implications For Canada's Transportation Network

This session will outline the Conference Board's ongoing work on commodity flows and port and rail traffic volumes through 2025. These and other projections can strain transportation capacity and infrastructure. The session will look at implications of insufficient capacity, local impacts of global trends in transportation and barriers to transportation network optimization.

Linking Trade Expansion and Infrastructure

Julia Markovich, Senior Research Associate, Energy, Environment & Transport Policy
Conference Board of Canada

> Q & A discussion

4:50 pm

Supply Chain Optimization

Vijay Gill, Assistant Vice President, North American Division, CPCS
Paul Bingham, VP Trade & Global Logistics, Economic Development Research Group

> Q & A discussion

5:30 pm

Working Sessions end

5:30 pm

Reception begins

7:00 pm

Reception ends (working sessions continue next day)

SCHEDULE

10

November 10, 2015

UNLOCKING CAPACITY

Optimizing Western Canada's Transportation Network

7:45 am Hot Buffet Breakfast

8:45 am **Understanding Transportation System Performance & Metrics**

This session will provide an update on Transport Canada's initiatives to monitor performance and competitiveness of Canadian commodity supply chains (grain, coal, potash, forest products, crude oil) and containers.

Christian Dea, Director General, Transportation and Economic Analysis and Chief Economist, Transport Canada

> **Q & A discussion**

9:25 am Break

9:55 am **Good Data Is Key To Optimizing Capacity**

In a supply chain, the chain is only as strong as the weakest link, yet sharing data to find and improve upon weaknesses is insufficient. Similarly, forecasting is only as valid as its input data, yet the lack of data sharing continues to hamper successful forecasting and scenario planning. A newer use of data – big data – is emerging as an opportunity for unprecedented insight, improved decision-making, and reduced costs.

Juan Carlos Villa, Program Manager & Research Scientist
Texas A&M Transportation Institute

Paul Bingham, VP Trade & Global Logistics, Economic Development Research Group

> **Q & A discussion**

11:00 am Closing Remarks

11:15 am

Closed Session: Leaders Council

WESTAC LEADERS COUNCIL - CONTINUING THE CONVERSATION

The inaugural WESTAC Leaders Council takes WESTAC back to its roots as a Council of “like-minded and forward thinking leaders that cooperate to address large systemic problems in the western transportation network.” The Council will bring together the most senior representatives from each member organization to build on forum presentations and discussions. Leaders will consider what they collectively must do – and how – to ensure the efficiency, reliability and safety of a globally competitive transportation industry in the West.

The topic for this Leaders Council will be: ***Unlocking Capacity – Data Sharing, Cooperation & Optimization in Western Canada.***

Discussion points include:

- What data and information is missing?
- Is current information, especially around future demand, reliable?
- What is holding back effective cooperation and data sharing?
- Who should take the lead on this important issue?
- Who can be trusted with competitive information?

12:45 pm

Working Lunch for Leaders Council participants

GUEST SPEAKERS

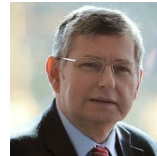


PAUL BINGHAM

Vice President Trade and Global Logistics
Economic Development Research Group

Paul Bingham is Vice President, Trade and Logistics for EDR Group. He has 32 years of experience managing economic analysis of trade and transportation for national, state, and local transportation and infrastructure agencies. This work has included data analysis, forecasting, model development, and commercial freight data product development covering all modes of freight transportation and cargo facilities.

He has extensive experience analyzing international commodity trade and freight flows for public and private sector clients around the world. He has managed strategic planning and freight transportation policy studies, providing guidance for Transport Canada, the U.S. Department of Transportation, and Mexico's transport and communications ministry (SCT.) He has also provided trade analysis for European Union, Inter-American Development Bank- and World Bank-funded transportation research projects. For port authorities, ocean shipping lines, and North American freight railroads he has analyzed modal freight markets with provincial and state detail for government decision makers, integrating global macroeconomic and industry sector demand modeling with transportation sector capacity and investment modeling.



DR. LEO DE BEVER

former CEO
AIMCo

Leo de Bever has a long and distinguished career in finance. He is recognized for his strategic foresight and as the driving force behind many successful investment funds.

He was hired as Alberta Investment Management Corporation's (AIMCo) founding CEO in 2008. He retired as AIMCo's CEO in 2014 after leading the fund to strong performance for several years, adding \$23 billion in total return during his tenure.

Leo joined the Bank of Canada in 1975, rising to the position of Chief Forecaster by 1980. Following that period, he held a number of chief economist and high-level executive positions at companies such as Crown Life Insurance, the Ontario Teachers' Pension Plan, Manulife Financial and Victorian Funds Management Corporation.

Leo has served on the International Advisory Committee for Dutch fund, APG, the Board of the International Centre for Pension Management, the Calgary Economic Development Financial Sector Advisory Committee, as well as other agencies and boards.



CHRISTIAN DEA

Chief Economist and Director General of the Transportation and Economic Analysis Directorate
Transport Canada

As the Chief Economist and Director General of the Transportation and Economic Analysis Directorate at Transport Canada, Christian Dea is responsible of providing advices to the Minister and Transport Canada senior management on impacts of global and national economic and societal trends, and new trade agreements on the resilience and performance of the Canadian supply chains and the overall transportation system.

Over his career, Mr. Dea occupied different positions in public (e.g., Department of Finance, Bank of Canada, and Human Resources and Skill Development) and private sectors (National Bank of Canada) responsible for economic forecast, fiscal policy, intergovernmental relations, tax policy, knowledge and data management and economic services.

Christian holds a degree in Economics from the Université de Montréal.



VIJAY GILL

Assistant Vice President, North American Division
CPCS

Vijay Gill was previously at the Conference Board of Canada, as the Director of Policy Research. His areas of research include transportation and infrastructure performance measurement, supply chain costs, and regulatory issues. He has produced research reports on infrastructure efficiency, alternative fuel vehicles, public-private partnerships (PPPs) and grain transportation performance. His work has included price and productivity performance measurement of transportation modes in Canada and the development of fully allocated transportation costs.

Prior to joining the Conference Board, he was a senior economist with the Economic Analysis Policy Branch at Transport Canada.

Vijay holds a bachelor's degree in economics and political science from the University of Toronto and a Master of Business Administration from the Schulich School of Business, York University. Vijay is also the Immediate Past President of the Canadian Transportation Research Forum (CTRF). He joined CPCS as Assistant Vice President, based in the Toronto office.

GUEST SPEAKERS



DR. DAVID S. JACKS

Department Chair & Professor of Economics
Simon Fraser University

Jacks received his Bachelor in Economics and History (summa cum laude) from the University of Memphis in 1997. This was followed with a Masters in Economics from the University of Memphis in 1998 and a Masters in Economic History (with distinction) from the London School of Economics in 1999. His terminal degree, a PhD in Economics from the University of California, Davis, was awarded in 2004. His research spans the areas of economic and financial history as well as international trade and finance.

Jacks is currently the Chair and Professor of Economics as well as an Associate Member of the School for International Studies at Simon Fraser University. In 2015, he was also appointed as a Research Associate of the National Bureau of Economic Research in Cambridge, Massachusetts.

From the time of his appointment at SFU in 2004 Jacks has given presentations at over 80 conferences, organizations, and universities in 17 countries. In the same period of time, his research has been funded by the Economic and Social Research Council of the United Kingdom, the French National Research Agency, the National Science Foundation of the United States, and the Social Science and Humanities Research Council of Canada.



JULIA MARKOVICH, MPI, DPhil **Senior Research Associate, Energy, Environment and Transportation Policy**

Conference Board of Canada

Julia joined the Conference Board of Canada in July of this year as a Senior Research Associate in the Energy, Environment and Transportation Policy division, Public Policy group. She contributes to the Board's Centre for Transportation and Infrastructure (CTI), developing its research profile and impact. Her appointment follows a three-year term at the University of Toronto, Department of Geography & Planning, where she taught graduate and undergraduate courses in transport policy and planning. Trained as an urban planner, Julia is a researcher, writer, and educator with public and private sector experience.



PATRICIA MOHR

Vice President, Economics and Commodity Market Specialist

Scotiabank

Patricia Mohr is Vice-President, Economics & Commodity Market Specialist at Scotiabank's Executive Office in Toronto. Patricia works closely with the Corporate and Investment Banking groups, including the Mining and Oil & Gas Teams, and with Global Risk Management.

Ms. Mohr developed the Scotiabank Commodity Price Index – the first Index designed to measure price trends for Canadian commodities in export markets. Patricia is a frequent speaker at international mining conferences such as 'China Mining' in Tianjin and the 'International Mining Congress of Mexico'. Ms. Mohr holds an Honours B.A. Degree and a Masters Degree in Economics from The University of British Columbia.

In February 2013, Patricia was honoured to receive the prestigious Metal Bulletin Apex Awards for the most accurate gold and precious metal price forecasts of 2012 (in a poll of 26 institutional analysts). Prior to joining Scotiabank, Ms. Mohr spent a number of years with Alberta Energy Co. Ltd. (now EnCana Corp.) in Calgary and with CP Ships and Canadian Pacific Bermuda in London, England as Corporate Economist. Patricia began her career with Natural Resources Canada in Ottawa.



JUAN CARLOS VILLA

Program Manager & Research Scientist

Texas A&M Transportation Institute

Mr. Villa has over 20 years of professional experience in Latin America and in the United States, and has performed research, consulting and engineering services in the transportation and logistics sectors.

Mr. Villa has a Master of Science degree in Transport Studies from the Cranfield Institute of Technology, in England, and a B.S. in Electronic Engineering from the Monterrey Institute of Technology.

Mr. Villa has been working for the last three years for the Economics and Policy Program at the Texas A&M Transportation Institute (TTI). He has managed several research projects in freight transportation and innovative financing for transportation infrastructure. He also is experienced in logistics and freight transportation modeling.

PARTICIPANTS

Hon. Steve Ashton
Minister of Infrastructure
and Transportation
Government of Manitoba

Keith Ball
Director, Ocean Transporta-
tion and Supply Chain
Canpotex

Lisa Baratta
Director, Strategy
WESTAC

Greg Bass
Deputy Minister of
Transportation
Government of Alberta

Paul Bingham
Vice President, Trade and
Global Logistics
Economic Development
Research Group

Brad Bodner
Director, Corporate
Development
CN

James Brown
Vice President
Grain & General Services
Union

Lauren Chan
Manager, Communications
and Community Relations
BCMEA

Derrick Cheung
Vice President, Strategic
Sourcing and Real Estate
TransLink

Brian Cornick
Chief Executive Officer
Cando Rail Services

Leonard Cox
Chief Financial Officer
Fraser Surrey Docks LP

Dr. Leo de Bever
former CEO
AIMCo

Christian Dea
Director General,
Transportation and Economic
Analysis and Chief Economist
Transport Canada

Paul Devries
General Manager
BC Coast Pilots Ltd.

Robert Dick
Regional Director General -
Pacific
Transport Canada

Tom Doherty
Chair - PLB Alberta
Teamsters Canada Rail
Conference

Kevin Doyle
Honorary Director
WESTAC

Brad Eshleman
President
Western Stevedoring

Oksana Exell
President & CEO
WESTAC

Douglas Finnon
National President
Teamsters Canada Rail
Conference

Gerry Gault
President
Grain Workers Union
Local 333

Vijay Gill
Assistant Vice President,
North America
CPCS Transcom

Mark Gordienko
President
ILWU Canada

Shaun Hammond
ADM, Safety, Policy
and Engineering
Department of Transportation
Government of Alberta

Tim Heney
Chief Executive Officer
Thunder Bay Port Authority

Catherine Higgins
Associate Assistant Deputy
Minister, Policy
Transport Canada

Melerie Ingram
Executive Assistant
WESTAC

Dr. David Jacks
Department Chair and
Professor of Economics
Simon Fraser University

Mark Jacobson
Director, Inland Operations
Canpotex

Lee Jebb
Vice President, Railway
Operations
Cando Rail Services

Jerry Kimura
Director of Terminals
CRSA Logistics

Lindsay Kislock
ADM, Partnerships
Dept. of Transportation and
Infrastructure
Government of BC

Heather Lee
Vice President
COPE Local 378

Gerald Linden
Director, Business Dev.
SRY Rail Link

Cllr. Raymond Louie
Vice Chair
Metro Vancouver

Julia Markovich
Senior Research Associate
Conference Board of Canada

Perry Marquis
Vice President of Planning
and Rail Park Development
CentrePort Canada Inc.

Hon. Brian Mason
Minister of Transportation and
Minister of Infrastructure
Government of Alberta

Nancy McKenzie
Chief Financial Officer
Seaspan Marine Corporation

Patricia Mohr
Vice President Economics and
Commodity Market Specialist
The Scotiabank Group

Esther Nagtegaal
ADM, Policy and Motor
Carrier Divisions
Department of Infrastructure
and Transportation
Government of Manitoba

Russell Neudorf
Deputy Minister of
Transportation
Government of the
Northwest Territories

Brigitte Parent
Manager/Senior Policy
Advisor
Transport Canada

David Payne
President
Harbour Link Container
Services Inc.

Bob Pease
EVP, Corporate Strategy and
President, Downstream
Cenovus Energy Inc.

Jennifer Perih
Communications Manager
WESTAC

Ryan Reichl
Director, Strategic Policy
Department of Transportation
Government of Alberta

Norm Rinne
Senior Director, Business
Development
Kinder Morgan Canada Inc.

Scott Rudderham
Senior Vice-President
Operations
Canpotex

Jean-Jacques Ruest
Executive Vice President and
Chief Marketing Officer
CN

John Salt
Senior Vice President
Supply Chain
Canadian Tire

Jeff Scott
President and CEO
Fraser Surrey Docks LP

Pat Sinnott
Member of the Board of
Directors
Consolidated Fastfrate Inc.

Bud Smith, Q.C.
Chairman
Prince Rupert Port Authority

John Spacek
Executive Officer - Churchill
Initiatives
Government of Manitoba

Cliff Stewart
Vice President, Infrastructure
Development
Port Metro Vancouver

Ellen Taylor
Transportation & Logistics
Policy Analyst
Department of Agriculture
and Forestry
Government of Alberta

Capt. Claus Thornberg
Vice-President, Marine
Cenovus Energy Inc.

Travis Thowe
Director, Franchise Dev.
BNSF Railway

Jim Titsworth
General Director, Canadian
Business Development
BNSF Railway

Juan Carlos Villa
Regional Manager Latin
America
Texas A&M Transportation
Institute

Blair Wagar
ADM, Planning & Policy Div
Department of Highways and
Infrastructure
Government of Saskatchewan

Hugh Wagner
General Secretary
Grain & General Services
Union

Peter Wallis
President & CEO
The Van Horne Institute

Timothy Weigelt
Executive Board Member
COPE Local 378

2015 FALL MEMBER FORUM PRESENTATIONS

Available online by November 16, 2015

<http://westac.com/2015fall/>

(Case-sensitive)

Username: **2015fall**

Password: **capacity**

EVENT CALENDAR

20TH ANNUAL FIELDS ON WHEELS CONFERENCE

December 2, 2015

Delta Winnipeg Hotel

WESTAC 

401-889 West Pender St.
Vancouver, BC V6C 3B2
Tel 604.687.8691
westac.com