West Coast Supply Chain Visibility Funding Partners

Transport Canada

PORT of Vancouver

PRINCE RUPERT Port Authority
CANADA’S LEADING EDGE
Port of Vancouver Overview

• Third largest and most diversified Port in North America – 144M tonnes in 2019
  • Bulk Cargo - 100M tonnes
  • Containers - 3.4M TEUs
  • Automobiles – 400K units
  • Cruise – 1.1M passengers
• $200 Billion in annual trade
• 20+ Marine Terminals
• 3 Class 1 railways
• 80+ licensed drayage companies, 1,700+ licensed trucks
• 16 Municipalities and First Nations
• Growth of +30M tonnes over the next five years
Supply Chain Visibility Program Overview

Vancouver Fraser Port Authority, with Transport Canada, Prince Rupert Port Authority, and other Pacific Gateway Partners, are working collaboratively on an ambitious venture to deliver an “Insight Driven Gateway”. The venture is an ambitious business and technology undertaking designed to create a single source of truth for data on goods movement passing through the gateway.

The Program to develop this is called the West Coast Supply Chain Visibility Program (SCVP) and includes a series of strategic initiatives. Collectively, these strategic initiatives will create a digital backbone to support enhanced collaboration and optimization in the western Canadian supply chain – enabling a smarter, evidence-based approach to decision making and translating insights into actions.

The West Coast Supply Chain Visibility Program is a multi-phase, multiyear program to develop and implement a series of operational planning and optimization tools to help support industry in improving the fluidity, resiliency, and utilization of supply chain capacity across western Canada.
Program Objective and Areas of Work

• Our overall Program objective is to:

Create a digital backbone to support enhanced collaboration and optimization of the western Canadian supply chain to develop the “Insight Driven Gateway” – enabling a smarter, evidence-based approach to decision making and translating insight into action.

This objective is supported by four pillars of work:

1. Creating a digital backbone for Supply Chain Visibility
2. Enhancing stakeholder collaboration and engagement
3. Developing a comprehensive data set for the western Canadian supply chain
4. Building capabilities for evidence-based decision making
The SCVP began with a pilot that focused on a reporting dashboard for three bulk goods. The Program is now building upon the pilot to develop analytics and forecasting capabilities for all goods movement across Western Canada.

<table>
<thead>
<tr>
<th>2019</th>
<th>2020 to 2022</th>
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<td><strong>Pilot focus:</strong> Dashboard for near-real time reporting on goods movement</td>
<td><strong>Program focus:</strong> Build long-term analysis and reporting capabilities</td>
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<td><strong>Goods</strong>&lt;br&gt;• Bulk grain&lt;br&gt;• Bulk coal&lt;br&gt;• Bulk fertilizer</td>
<td><strong>Modalities</strong>&lt;br&gt;• Rail&lt;br&gt;• Bulk terminals</td>
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The program will begin transitioning to sustainment as of 2022/23
The result of the pilot is a KPI dashboard that provides near real-time metrics for a series of KPIs. All views can be filtered based on date, commodity, and terminal.
Gateway Participant Involvement

- Our gateway partners play a key role in providing data and sharing their specific perspectives and requirements.
- In addition to regular communications, our partners will be engaged through a Steering Committee and Working Groups.

A Steering Committee is in place whose role is to:
- provide feedback and input on program objectives and certain program decisions.
- represent industry for program direction.

Working Groups are to be formed that will:
- provide input or feedback on project deliverables.
- be business or technical in focus.
- be formed, modified, and dissolved as projects evolve.
The Supply Chain Visibility Program Success Criteria are as follows:

1. The supply chain visibility data is established as non-biased, comprehensive, and accepted by end-user stakeholders as the system of record for the Western Canadian supply chain
2. Supply chain visibility does not impair the competitive landscape for gateway providers and improves the collective competitive positioning of the gateway
3. Contributing stakeholder groups gain access to new information that is recognized as valuable
4. The solution goes beyond reporting and visibility, leveraging historic data to offer insights and forward-looking information
5. Gateway participants are brought closer together through greater collaboration, education and increased trust
6. The supply chain visibility solution is sustainable, with a clear path to cost recovery
7. The supply chain visibility solution creates value, increases capacity and operating efficiencies for the gateway through insights that lead to specific actions

The Supply Chain Visibility Program aims to:

- Offer a non-biased, comprehensive system of record for the Western Canadian supply chain
- Improve the collective competitive positioning of the gateway
- Build a solution that goes beyond reporting and visibility, leveraging historic data to offer insights and forward-looking information
- Create value, increased capacity, and operating efficiencies for the gateway through insights that lead to specific actions
- Involve all key players and all commodities in the gateway by securing data and providing access to the tool for decision-making
Lessons Learned

- Industry must be fully engaged in the initiative;
  - Industry owns the data;
  - Industry understands their business;
  - Industry benefits.
- “Created by Industry for the Industry”
- Neutral, trusted third party to lead the initiative
- Agreed to reporting protocols
- Data hosting and security