



PORT METRO
vancouver

Pacific Gateway Intermodal Integrated Winter Plan

Winter 2009/2010

Gateway Intermodal Integrated Winter Plan

Winter 2009/2010

- The Pacific Gateway Intermodal Integrated Winter plan is designed to focus attention on key aspects of the Gateway intermodal supply chain to ensure performance reliability through the winter months.
- Key aspects of the Integrated Winter Plan
 - Designed to ensure Gateway fluidity through the winter
 - On-dock dwells of less than 3 days
 - On-dock footage targets set for Holiday closures
 - Recovery rates established for rail service disruptions
 - Commitment of railcar “Safety Stock” to minimize the impact of service disruptions
 - Improved communication
- Integrated Winter Plan developed in collaboration with personnel from all key Intermodal operating entities

Gateway Intermodal Integrated Winter Plan

Winter 2009/2010

- Gateway Integrated Winter Plan focuses on four key areas:
 - Planned Events
 - Holiday Closures
 - 2010 Winter Olympics
 - Unplanned Events
 - Rail service disruptions
 - Terminal disruptions
 - Communication
 - Escalation Process

Planning for Holiday Closures

Winter 2009/2010

- On-dock Intermodal footage traditionally peaks in late December through mid-January as a result of lost production due to holiday shutdowns.

2009 Holiday shutdown schedule:

- Container Terminals
 - 12:00 Dec 24 – 01:00 Dec 26 (37 hours)
 - 12:00 Dec 31 – 01:00 Jan 2 (37 hours)
- Railways
 - CP Rail – 18:00 Dec 24 – 06:00 Dec 26 (36 hours)
 - CN Rail – 23:59 Dec 24 – 14:00 Dec 25 (14 hours)

Planning for Holiday Closures

Winter 2009/2010

- Terminals and Railways will work in collaboration to draw down on-dock Intermodal footage to agreed upon targets leading into the holiday shutdowns.
 - Draw down based on short term (7 – 14 days) forecasting information provided by the shipping lines
- Prior to the Dec 24th shutdown each terminal will have an operating plan in place to ensure an adequate supply of railcars on hand coming out of the Holiday shutdowns.
- Ample Terminal capacity and labour supply.
- Additional emphasis will be placed on the repair of bad order railcars to ensure sufficient car supply upon re-start of operations.

Planning for Holiday Closures

Winter 2009/2010

- On-dock Intermodal footage targets set for Dec 24 and Dec 31:
 - Operating conditions during the draw down period will play a significant factor in achieving the agreed upon targets therefore performance will be measured against target and a min/max range
 - Allows for the normal resumption of rail service on Dec 26 and Jan 2

	CP Rail		CN Rail	
	Min/Max Range	Target	Min/Max Range	Target
Centerm	2,000 – 8,000	2,000	0	0
Deltaport	12,000 – 24,000	17,000	20,000 – 32,000	20,000
Vanterm	3,000 – 8,000	3,000	0	0

2010 Winter Olympics

Winter 2009/2010

- Freight movements are expected to continue as normal throughout the duration of the games.
- Deltaport and Fraser Surrey Docks are not expected to be impacted due to their locations south of Vancouver.
- Centerm and Vanterm will be open as usual.
 - Truck gates open from 07:00 – 16:00.
 - Extended/Night gates will be available should volumes dictate.
 - Daily CP Rail service.
 - Contingency plans in place for additional truck staging if required.
- Additional details on the 2010 Winter Olympics Traffic Management plan can be found in the Port Metro Vancouver 2010 Handbook available at:
www.portmetrovancover.com/2010

Recovery from Unplanned Disruptions

Winter 2009/2010

- A variety of unplanned disruptions can impact Intermodal service reliability during the winter season including:
 - Rail service disruptions.
 - Late vessel arrivals.
 - Terminal disruptions.
- To safeguard against potential unplanned events both CP and CN have committed to hold a “safety stock” of empty railcars for use on short notice in order to keep on-dock footage levels within acceptable limits.
 - CPR – minimum 15,000 feet for the Gateway.
 - CNR – minimum 40,000 feet for Western Canada.
- “Safety Stock” Railcars would be available to the terminals within 24 hours as required.

Recovery from Unplanned Disruptions

Winter 2009/2010

- Each terminal currently has the capacity to “ramp up” rail production to offset any lost time due to disruptions.
- Both the railways and terminals have detailed contingency plans in place to cover a variety of potential disruptions.
- In the event of a disruption in rail service the overall target is to clear any backlog at a rate of 15% - 25% of current daily rail production per day.
 - Rate dependent on overall operating conditions at time of disruption.

Communication

Scheduled Operations Communications

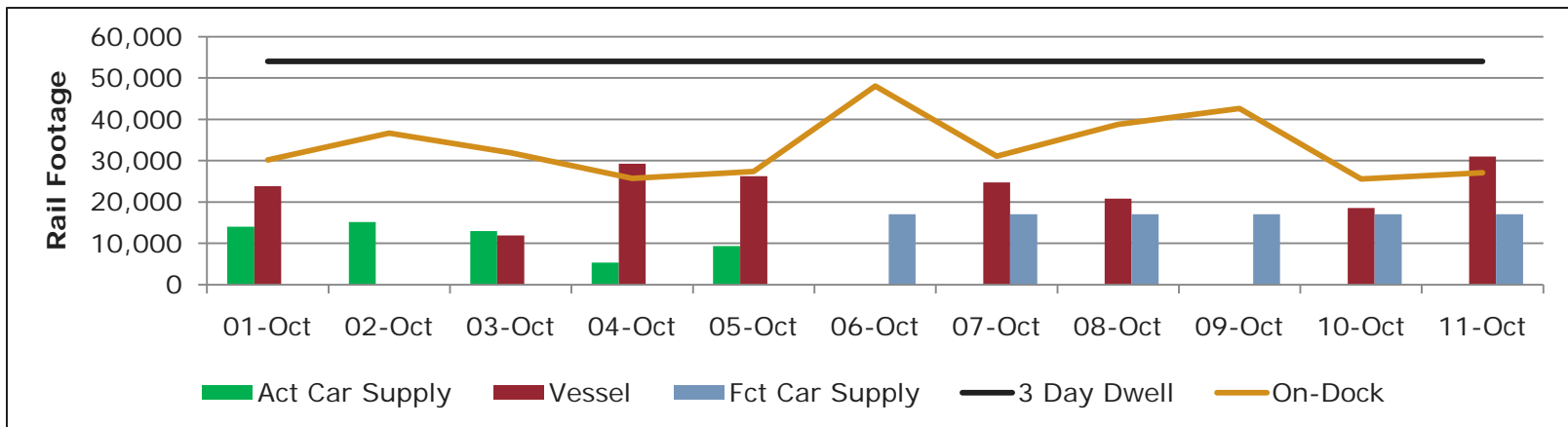
- Daily Operations Calls
 - Daily conference calls between terminals and railways to review railcar requirements and vessel arrival performance.
- Intermodal Working Group Calls
 - Bi-weekly call facilitated by PMV involving all terminals and railways. Reviews current operations and potential short term issues.
 - Frequency of calls based on current operating performance.
- Monthly Working Group Meetings
 - Regular work sessions to review current operations, debrief on past events and discuss opportunities for improvement.
 - Group made up of senior operating personnel from Terminals, Railways, PMV plus other key stakeholders.

Communication

Short Term Forecasting

Monitors on-dock import rail footage against revised thresholds aligned with 3-day dwell targets for each terminal.

- Designed to identify potential issues before they become reality.
- Measures planned railcar supply versus forecasted import rail volumes over a 7 – 14 day period.
- Measures the impact of late vessel arrivals.



Communication

Stakeholder Communication

- To ensure that all stakeholders are updated on key aspects of winter performance the PMV through its website will make the following available:
 - Holiday Shutdown schedule.
 - Integrated Winter Plan.
 - 2010 Olympics Update.
 - Regular updates on Winter performance.
- Terminals and Railways will continue to provide their customers with specific service information as required.

Escalation Process

- The PMV Land Ops group will be monitoring terminal fluidity on a daily basis to identify any potential issues that may arise.
 - All potential issues will be reviewed with operating personnel from the terminal and/or railway to determine a plan of action if necessary.
 - Should an issue not be resolved in a timely manner PMV Land Ops will escalate the issue to senior terminal and/or railway management for resolution.

Integrated Winter Plan Summary

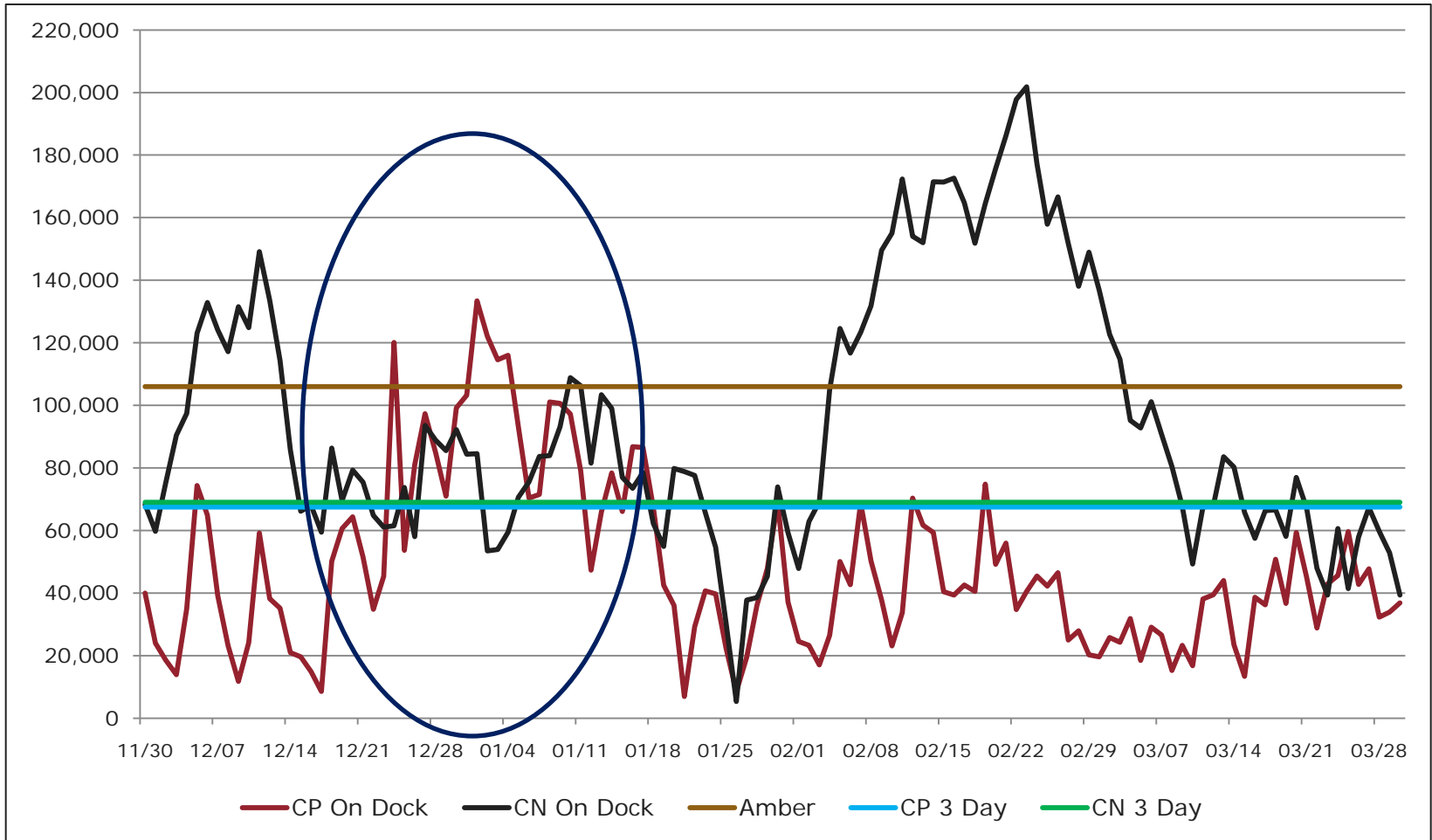
- Integrated Winter Plan focused on ensuring Intermodal performance reliability through the Winter months.
 - Developed based on input from all key operating entities within the Gateway.
- Takes a proactive approach to dealing with Holiday closures.
- Formal recovery plans in place in the event of a rail service disruption.
- Improved visibility through short term forecasting.
- Escalation process in place to address potential on-going service disruptions.



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Pacific Gateway Performance Past Winters

Gateway Import Rail Performance Winter 2007/2008



Gateway Import Rail Performance Winter 2008/2009

