**COLLABORATIVE FORWARD PLANNING SURVEY**

**Guidelines**

**Purpose and Outcomes**

The purpose of the Collaborative Forward Planning (CFP) initiative is to 1) identify challenges (i.e., the pain points along the supply chain, and issues that need to be fixed) and opportunities among supply chain partners related to communication, forecasting, contingency planning, and growth opportunities; and 2) subsequently, to collaborate on options for solutions to address any identified issues. The expected outcome of this exercise is that supply chain partners will agree to implement the solutions that are identified through this collaborative process.

This is a voluntary exercise. However, in order to ensure that the key issues are raised and the appropriate solutions are identified and implemented, there is a shared responsibility across the supply chain to participate in this process to ensure that each supply chain partner’s views are reflected. The information and solutions provided by each stakeholder, from all commodities and at each step in the supply chain, are meant to improve the reliability, efficiency, and effectiveness of the supply chain – for the benefit of all partners.

**How this aligns with other initiatives**

The federal government is responsible for setting a legislative framework that supports a competitive, economic and efficient transportation system. Recent and important examples of this include the modernization of the *Canada Transportation Act* (CTA), including its strengthened rate and service remedies and new requirements for freight rail service and performance metrics, to be reported by railways. In addition, the Government will be transitioning the service and performance reporting requirements into regulations over the coming years.

The government has also launched non-legislative initiatives to increase transparency of the national transportation system, for example through the development of the Canadian Centre for Transportation Data; and to increase the efficiency of the system, such as through infrastructure funding provided through the National Trade Corridor Fund.

This CFP initiative is one additional way that the Government can help promote reliability, efficiency, and effectiveness of the supply chain, in response to requests to do so, by convening parties to develop collaborative solutions (big or small) to identified issues.

While this initiative focuses on the service and performance of rail-based supply chains, and some information identified through this process may ultimately inform the development of regulations for the service and performance metrics mentioned above, it should be noted that these are two separate processes. A consultation plan to develop the regulations will be distributed shortly. Consultations are expected to begin after reporting of the transitional Service and Performance data has started (i.e., in late fall 2018). The metrics to be reported on a transitional basis will contribute to the overall understanding of the service and performance of the freight rail network. Analysis of the transitional reported data will help to inform the development of the regulations.

It should also be noted that this CFP initiative aligns with the mandate of Transport Canada’s Commodity Supply Chain Table (CSCT) and is meant to help the CSCT achieve its objectives. However, all supply chain partners, whether they are CSCT members or not, are encouraged to participate in this exercise, and will be engaged through technical sessions and broader-based attendance at upcoming CSCT meetings.

**Methodology and Timelines**

The exercise will occur in two phases, each comprised of survey responses, draft summary reports, and group discussions/technical sessions. TC will act as a convenor, secretary, and meeting chair. Discussions will mainly occur at the Fall and Spring meetings of the Commodity Supply Chain Table, while small technical sessions will be offered by TC to discuss issues in preparation for those meetings. Participants are encouraged to engage in all steps of the exercise, based on interest and availability.

**Phase 1 objective:** To provide information on each supply chain partner organization’s current and historic practices, challenges, and opportunities under the areas of communications, forecasting, contingency planning and new growth opportunities.

**Phase 1 will occur between July and October 2018.** Respondents will work within their organizations to complete Phase 1 of the survey. **Phase 1 responses are due to Transport Canada by September 7, 2018.** Transport Canada will prepare a Phase 1 summary report and circulate that report at least one week in advance of the Fall CSCT meeting (mid-October – TBD), to support a group discussion. Prior to the Fall meeting, Transport Canada may hold technical sessions with interested stakeholders to discuss key issues that were identified in Phase 1, and to seek help in preparing for the CSCT meeting discussions.

**Phase 2 objective:** To collaboratively explore, assess, and identify potential solutions to inefficiencies, challenges, and opportunities throughout the supply chain.

**Phase 2 will occur between October 2018 and Spring 2019**. Respondents will work within their organizations to complete Phase 2 of the survey. **Phase 2 responses are due to Transport Canada by early March 2019**. Transport Canada will circulate a draft summary Phase 2 at least one week in advance of the Spring CSCT meeting, to support a group discussion. Prior to the Spring meeting, Transport Canada may hold technical sessions with interested stakeholders to discuss key issues that were identified in Phase 2, and to seek help in preparing for the CSCT meeting discussions.

**Qualitative and non-confidential information:** This is a qualitative exercise and does not require you to provide any quantitative data (e.g. quarterly forecasts). This exercise does not require you to provide confidential information, including confidential contractual details.

**Anonymity**: Despite the above, in compiling submitted information, Transport Canada will not attribute any responses received to the individual respondent.

**Detailed Information:** In preparing your feedback, please consider including the following details to support a better understanding of your challenges and opportunities and to enable development of targeted solutions:

1. Region or geographic details (origin, destination; main trade flows)
2. Time periods:
   1. Short term: where very limited changes to inputs (e.g. capital or human resources) are possible to improve efficiency and capacity
   2. Medium term: where modest changes to inputs are possible
   3. Long term: where changes to inputs are fully possible
3. Commodity-based considerations
4. Modal considerations (e.g., rail, marine, trucking, etc) and intermodal versus carload

**Key Dates:**

1. Responses to Phase 1 are due by September 7, 2018.
2. TC will circulate the Phase 1 summary report by October 5, 2018
3. Responses to Phase 2 are due by March 15, 2019.
4. TC will circulate the Phase 2 summary report by April 5, 2019.

**To submit your responses and for further information, please contact:**

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**Collaborative Forward Planning Survey**

**Response Cover Sheet**

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| --- | --- | --- | --- | --- | --- |
| Contact Name: | | Email: | | | |
| Organization: | | | | | |
|  |  |  |  | |  |
| **Check all that apply** | | | | | |
| **Key Origin Areas** | | **Key Destination Areas** | | | |
| British Columbia |  | British Columbia | |  | |
| Alberta |  | Vancouver | |  | |
| Saskatchewan |  | Prince Rupert | |  | |
| Manitoba |  | Alberta | |  | |
| Ontario |  | Saskatchewan | |  | |
| Quebec |  | Manitoba | |  | |
| New Brunswick |  | Ontario | |  | |
| Nova Scotia |  | Quebec | |  | |
| Prince Edward Island |  | New Brunswick | |  | |
| Newfoundland and Labrador |  | Nova Scotia | |  | |
| Territories |  | Prince Edward Island | |  | |
| Canada - all |  | Newfoundland and Labrador | |  | |
| U.S. and Mexico |  | Territories | |  | |
| Overseas destinations |  | Canada - all | |  | |
|  |  | U.S. and Mexico | |  | |
|  |  | Overseas destinations | |  | |
|  |  |  |  |  | |
| **Commodity** | | **Supply Chain Roles** | **You** | **Partners** | |
| Chemicals |  | Producer |  |  | |
| Fertilizer, potash |  | Shipper |  |  | |
| Forest products |  | Railway |  |  | |
| Grain products |  | Terminal Operator |  |  | |
| Metals and minerals |  | Transload Facility |  |  | |
| Petroleum products |  | Port Authority |  |  | |
| None of the above |  | Vessel Operator |  |  | |
| Other: |  | Other: |  |  | |

**Phase 1 Survey Questions**

Please provide responses to the following questions. These questions are intentionally generic; therefore, it is requested that you tailor your responses according to your organization’s characteristics and with respect to the considerations outlined in the Detailed Information section of the Guidelines:

1. Region or geographic details (origin, destination; main trade flows)
2. Time periods:
   1. Short term: where very limited changes to inputs (e.g. capital or human resources) are possible to improve efficiency and capacity
   2. Medium term: where modest changes to inputs are possible
   3. Long term: where changes to inputs are fully possible
3. Commodity-based considerations
4. Modal considerations (e.g., rail, marine, trucking, etc) and intermodal versus carload

**Theme 1: Communications Practices**

1. How does your organization communicate with supply chain partners to discuss transportation requirements?
2. How does your organization communicate internally on transportation requirements?
3. How does your organization communicate unexpected issues, changes to forecasts, contingency efforts, etc. internally, and with supply chain partners?
4. What are the key challenges and opportunities you have faced in terms of communication with your supply chain partners?

**Theme 2: Forecasting and Planning**

1. Please describe your organization’s forecasting processes as it relates to orders or supply of transportation services. Key considerations may include:
   1. Production and demand for your product/service (seasonal, short/long term)
   2. Timeliness and frequency of your forecast
   3. Geographic details
   4. Input from supply chain partners and third parties (e.g. Statistics Canada)
   5. Sharing your forecasts with your partners
   6. Validation methods and revision processes
   7. Stress testing, alternative scenario planning, and contingency plans
2. What are the key risks to your forecast for transportation service, and how do you incorporate these risks into your forecasts?
3. What are the key challenges and opportunities for forecasting in your supply chain?

**Theme 3: Contingency Planning**

1. What are the key contingencies to your organization’s expected use of the transportation network?
2. For contingencies that can be anticipated (e.g. seasonal impacts), describe whether and how your organization reflects this in your forecasts, communicates to partners, and develops mitigating strategies.
3. Describe timelines and activities that your organization has taken in the past to recover from disruptions to your use or access of the transportation network. Examples of contingency responses may include increasing storage capacity or implementing embargoes or restrictions.
4. How does your organization communicate and involve internal and external partners to resolve those challenges?

**Theme 4: Growth Opportunities**

1. How does your organization develop plans to accommodate growth opportunities? How do you involve supply chain partners?
2. What are the opportunities and challenges your organization faces in accommodating new growth opportunities in the short run? How do you involve supply chain partners?
3. When accommodating new growth opportunities, what are the key considerations influencing choices between new equipment, infrastructure, human resources, or efficiency gains?

***(COMPLETE BETWEEN OCTOBER 2018 AND SPRING 2019)***

**Phase 2 Survey Questions**

**Objective:** To explore, assess, and identify potential solutions to system inefficiencies.

Please provide responses to the following questions. These questions are intentionally generic; therefore, it is requested that you tailor your responses according to your organization’s characteristics and with respect to the considerations outlined in the Detailed Information section of the Guidelines:

1. Region or geographic details (origin, destination; main trade flows)
2. Time periods:
   1. Short term: where no changes to capital or human resources may be possible to improve efficiency and outcomes
   2. Medium term: where some modest changes to capacity may be possible to improve efficiency and outcomes
   3. Long term: where changes to capital and human resources are fully possible
3. Commodity-based considerations
4. Modal considerations (e.g., rail, marine, trucking, etc) and intermodal versus carload

Please reflect the key themes of communications, forecasting and planning, contingency planning, and new growth opportunities, in your responses.

**Challenges / Outstanding Issues**

1. What key challenges have you identified, related to the issues of communications, forecasting, contingency planning, and growth opportunities?

**Opportunities for Improvement**

1. What actions by your organizations or by your partners could resolve those challenges?
2. What opportunities for improvement exist inside your organization and with partners?

**Best Practices**

1. What does your organization do well that you would share with other organizations?
2. What best practices could be incorporated in your organization, partners, or supply chain to resolve your challenges and act on opportunities?

**Next Steps**

1. What steps have you committed to, or would you commit to, to address the challenges, opportunities, and best practices identified through this exercise?