



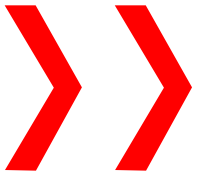
The Calgary Region: Transportation Hub Competitiveness



Jason Copping
GM CPLS & Market Development
Canadian Pacific

December 2nd, 2010

CANADIAN PACIFIC
DRIVING THE DIGITAL RAILWAY »»



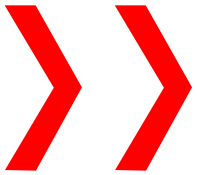
Canadian Pacific

Cornerstone of Calgary Transportation

Continued & leading investment in Calgary's transportation infrastructure

- | | |
|---------------|---|
| 1883 | Linking Alberta to the World |
| 1890's | First Transload/Multi-modal services |
| 1960's | Intermodal services commence |
| 1996 | CP moves Head Office to Calgary |
| 1998 | New Calgary Intermodal Facility with Co-location |
| 2010 | Capacity to Grow |





Canadian Pacific: Vision for Growth

Growing with Calgary from a solid foundation

Safest, most fluid railway in North America

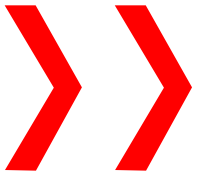


Safety

- Industry leading track record

Fluidity

- Service reliability
- Process execution & simplification
- Speed in decision making



Canadian Pacific: The Digital Railway

Rail Trends

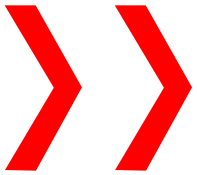
Growth driven by trade, technology improvements & environmental benefits

- **Safety**
- **New Commodities**
- **New Services**
- **Value**
- **Environmentally Friendly**



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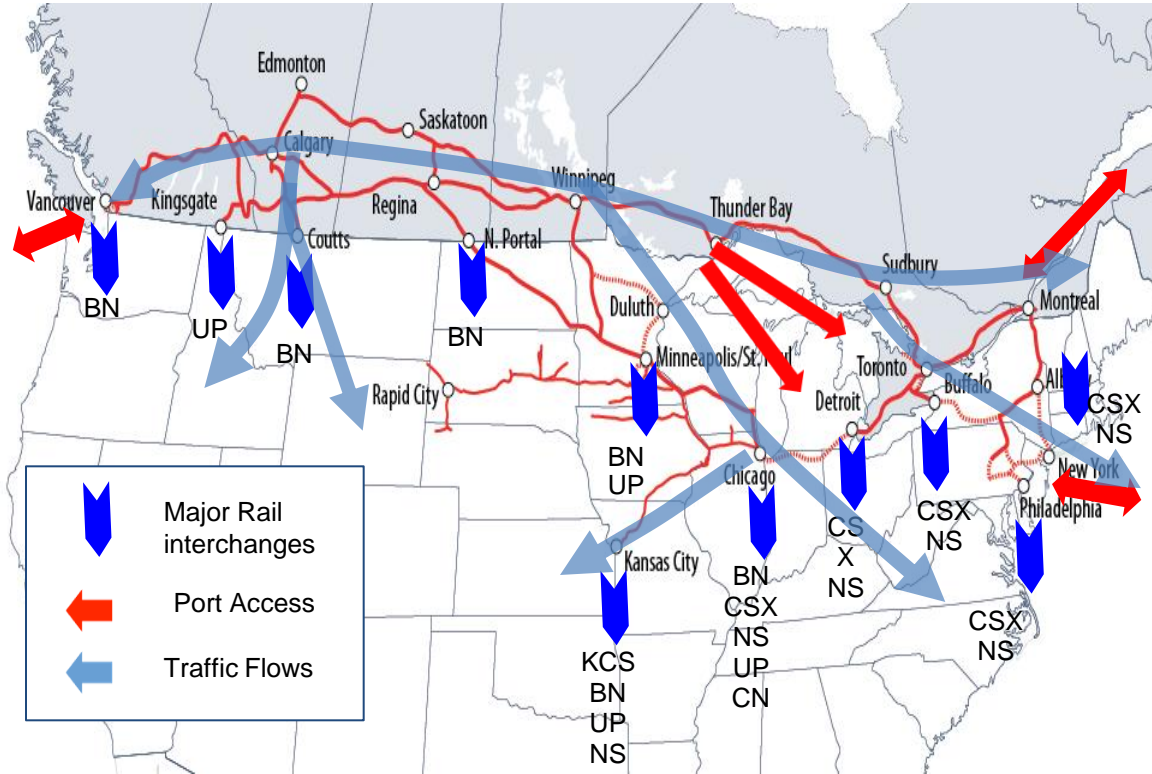


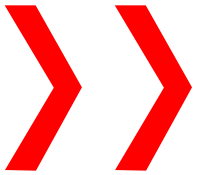


Why Transportation Infrastructure Matters

The Rail Viewpoint

- **Alberta's natural resources combined with our innovative and entrepreneurial spirit results in great potential for our Province**
- **Capacity and competitive access to key North American and world markets are essential to successfully compete and prosper**
- **Calgary's geography requires world class transportation facilities and associated public infrastructure to link with NA and global supply chains**





The Competitive Landscape

Western Provinces Are Investing In Rail Related Infrastructure For Economic Growth

- **Western provinces are taking advantage of the Asia Pacific Gateway funding to develop and strengthen their strategic transportation and trading infrastructure:**
 - British Columbia – North Shore, South Shore, Roberts Bank Rail Corridor plus significant public infrastructure
 - Saskatchewan – Regina Global Transportation Hub
 - Manitoba – CentrePort Development
 - Alberta – CP Intermodal facility in Edmonton and CN & CP Intermodal facilities in Calgary

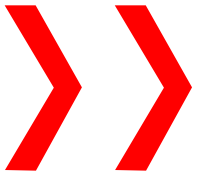
Asia-Pacific Gateway & Corridor Initiatives, British Columbia



CentrePort Development, Manitoba



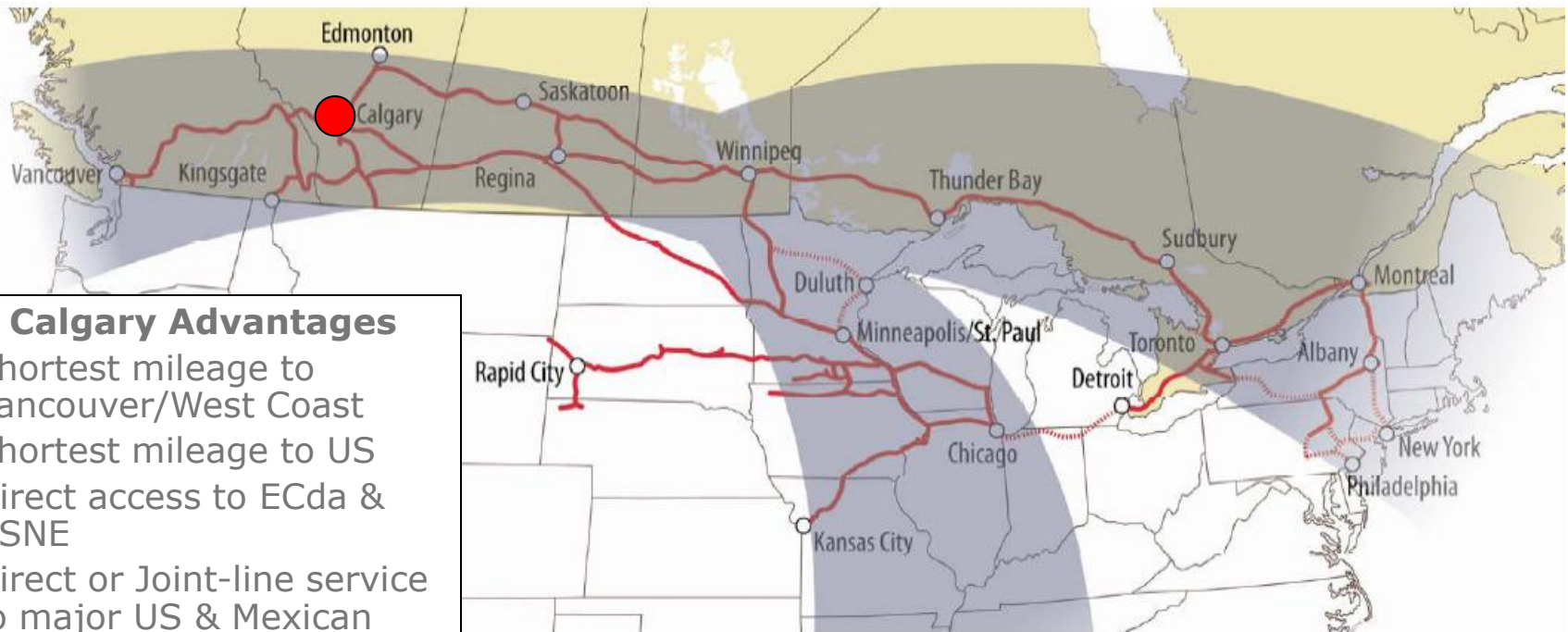
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Calgary as a Transportation Hub

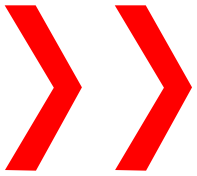
Western Canadian and US/Mexico Distribution

***Pacific, Atlantic, US Gulf & Mexico Ports:
Global gateways with capacity for growth***



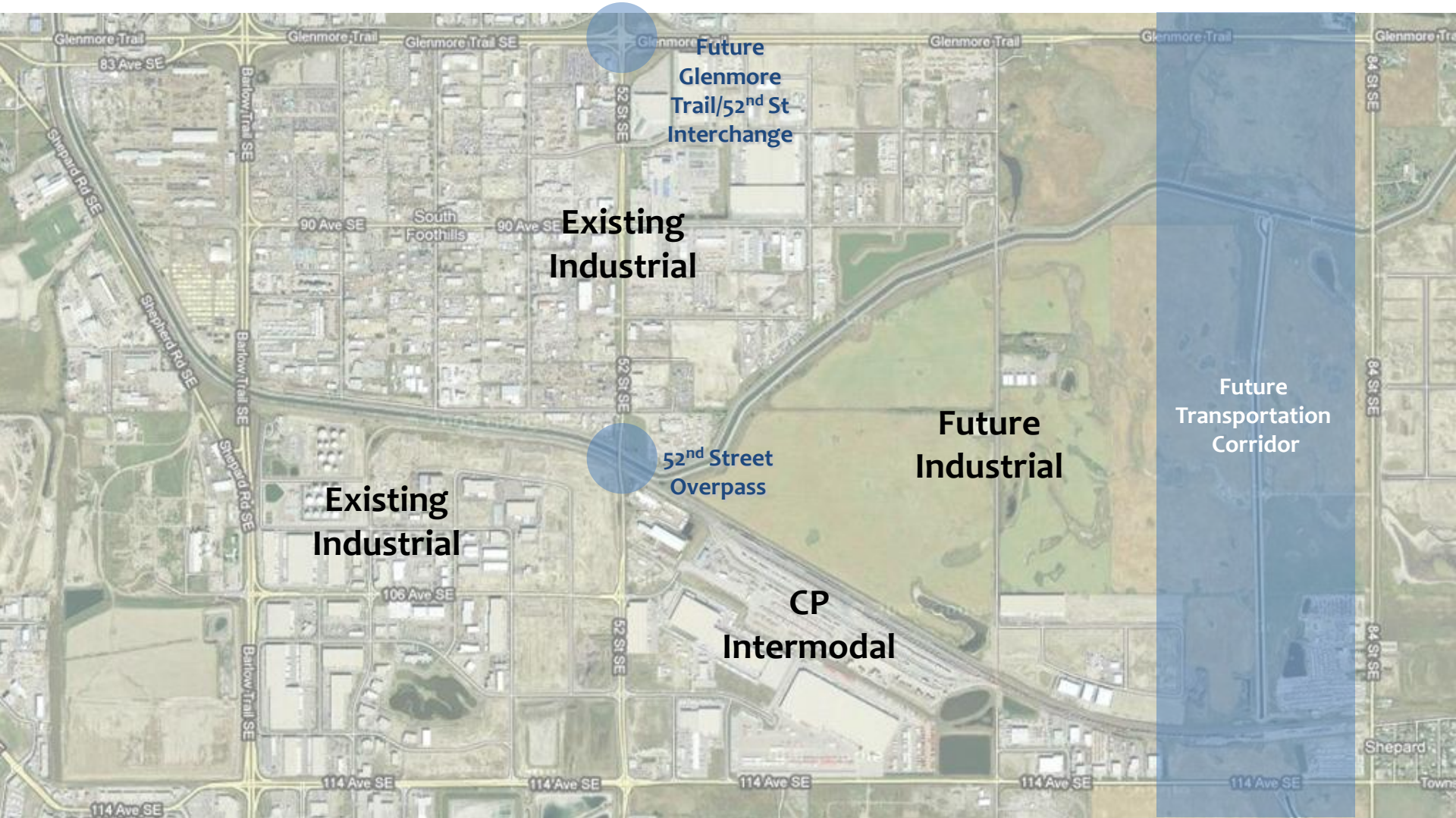
CP & Calgary Advantages

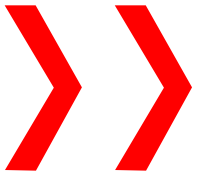
- Shortest mileage to Vancouver/West Coast
- Shortest mileage to US
- Direct access to ECda & USNE
- Direct or Joint-line service to major US & Mexican markets
- Combined position makes for efficient/effective T&L hub



Calgary Infrastructure & Canadian Pacific

Positioned to leverage existing and new infrastructure improvements

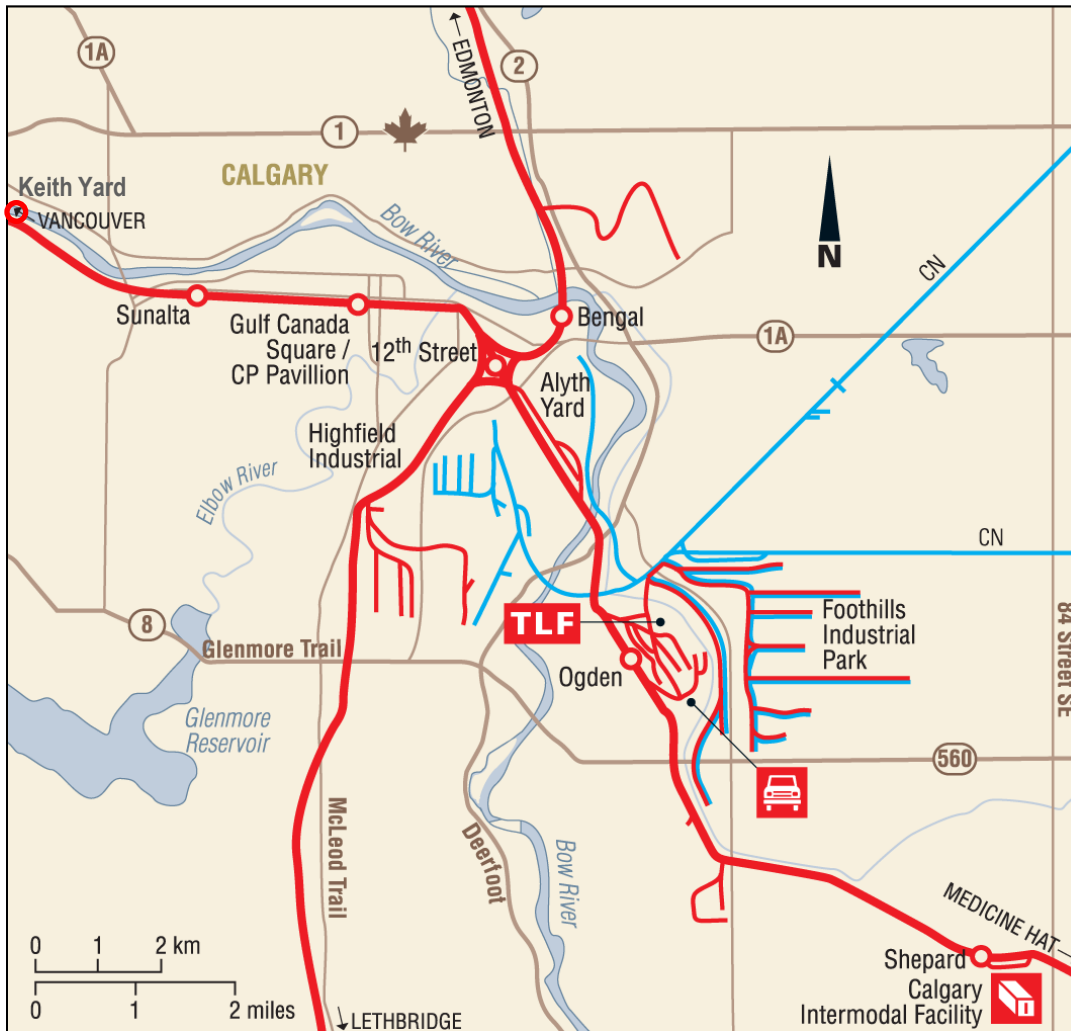




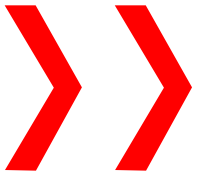
Canadian Pacific in Calgary

Yards, Terminals, Sidings, Multi-modal Facilities

Transcontinental footprint positioned for growth through co-location & expansion



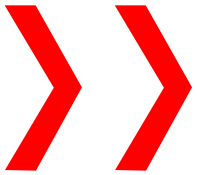
- **Capacity for growth**
- **Multi-modal services**
- **Co-location & direct service opportunities available**
- **Partnership opportunities**
 - City
 - Developers
 - Transportation Providers



Calgary Region as a Transportation Hub

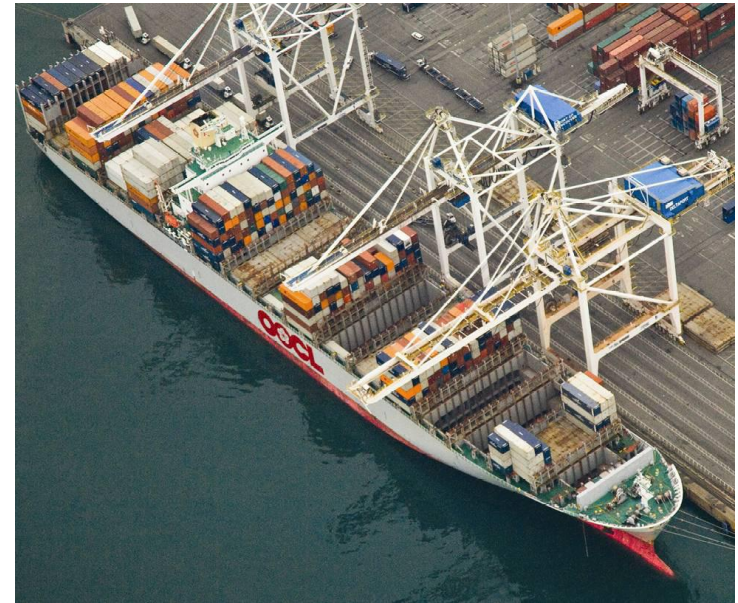
Enabling Growth

- **Environment which enables (and targets) business investment**
 - There are growing competitive alternatives
 - Supply chain management decisions have many inputs; Calgary is not the right solution to all, but have to be part of the decision process
- **Multi-modal infrastructure strategy & investment**
 - Large multi dimensional projects require cross-entity collaboration
 - No single stakeholder receives all the benefits
 - No single stakeholder can justify the overall cost
 - Investment in aligned public and private transportation infrastructure results in significant long term returns for all stakeholders
- **Tri-level government policies which support transportation initiatives & re-investment into transportation**
- **Think Multi-Modal**
 - Rail can bring long-term transportation benefits to existing and new industrial sites
- **Long term value to all is optimized by a team approach**



The Calgary Advantage

Value Proposition



- **Capacity for long-term growth & related services**
- **Efficient & existing transportation infrastructure**
- **Co-location opportunities for clients**
- **Global and Cross-border trade flows**