



Railway Association
of Canada

Association des chemins
de fer du Canada

Fall / Automne 2012

interchange

The
Story
of

Canada

**RAC President
Discusses New Job,
Long-Term Outlook
for Rail Industry**

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overlooked in reaction
to reductions

**GO offers
service guarantee**

**Survey reveals
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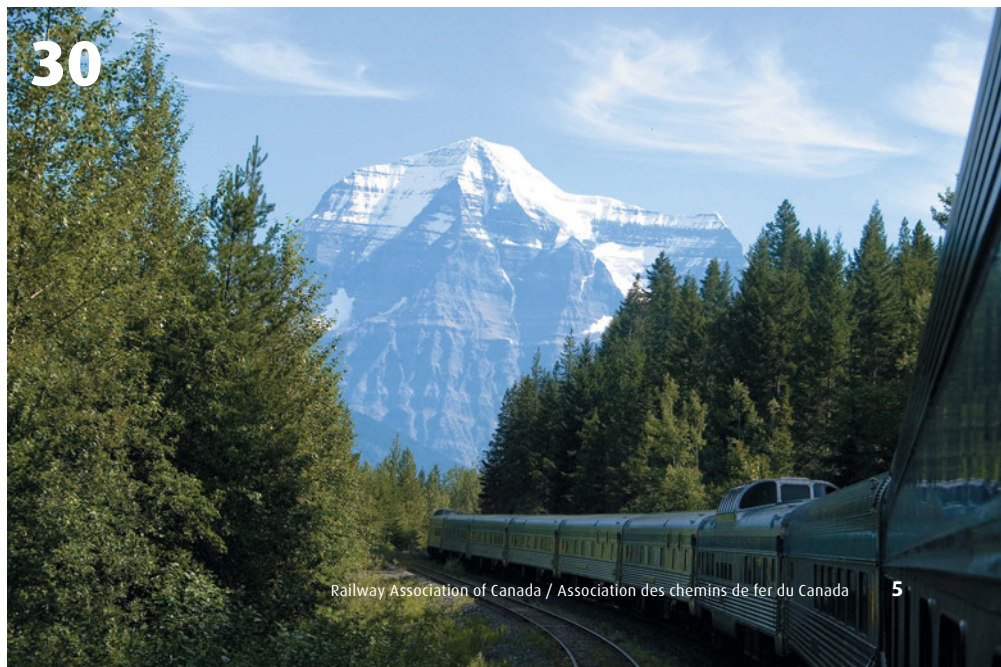
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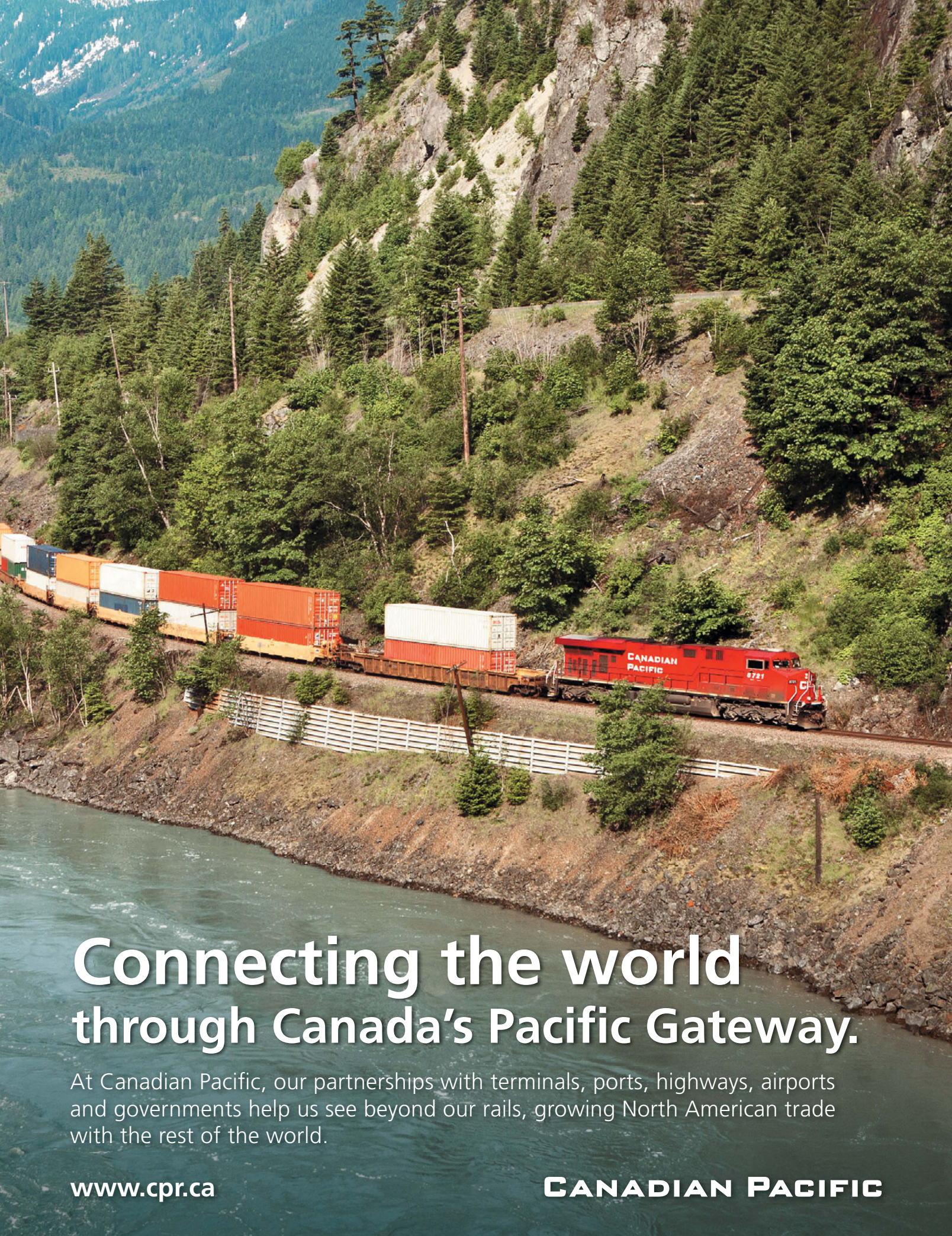
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President's Message | Le message du président



The Hon. Denis Lebel, P.C., M.P., minister of transport, infrastructure and communities, and minister of the Economic Development Agency of Canada for the regions of Quebec, released the Final Report of the Facilitator of the Rail Freight Service Review on June 22 (The Dinning Report).

In releasing the report, the Minister stated, "Mr. Dinning's report provides a clear direction for both shippers and rail companies moving forward. He proposes five commercially-oriented recommendations which build upon recent service improvements. I urge the parties involved to use these additional tools in their commercial negotiations."

In quoting Mr. Dinning, Lebel further stated, **"Mr. Dinning's advice to industry stakeholders is, 'Try these tools; they might just work.' I support this statement."**

As Mr. Dinning makes clear in his report, customers acknowledge that railway service has improved significantly. This should not be a surprise. Since the launch of the review process in 2008, Canada's railways have worked diligently with customers to improve service. They have signed service-level agreements with many customers and collaboration agreements with supply chain partners including the major ports and terminals.

Other initiatives to improve service to customers include:

- Improving "first mile – last mile" performance through selected Yard Reliability Programs and better measurement and communication of performance;
- Advance notice of service changes;
- Enhanced supply chain collaboration by entering into collaboration agreements with supply chain partners (e.g. ports and terminals);
- Guaranteed car order fulfillment on day promised (a key measurement of service quality);
- Continued focus on customer service through the provision of qualified customer service representatives, and;
- Increased use of technology to improve overall data accuracy.

These improvements are showing results. Through their scheduled grain programs both CN and CP have been averaging 90 per cent on time spotting of grain cars at prairie elevators. Customers are recognizing the excellent rail service and strong performance of the entire supply chain. The Canadian rail supply chain competes very favourably with other global supply chains. This kind of market performance does not just happen. It reflects a major undertaking on the part of the railways to innovate and collaborate with their supply chain partners.

Mr. Dinning recognizes many key realities of rail transportation. He recognizes that all service-level agreements are

Le 22 juin 2012, l'honorable Denis Lebel, C.P., député, ministre des Transports, de l'Infrastructure et des Collectivités et ministre de l'Agence de développement économique du Canada pour les régions du Québec, a rendu public le rapport final du facilitateur sur l'examen des services de transport ferroviaire des marchandises (rapport Dinning).

Le ministre a alors déclaré : « Le rapport de M. Dinning offre une orientation claire aux expéditeurs et aux entreprises ferroviaires. Il propose cinq recommandations à vocation commerciale qui s'appuient sur les améliorations qui viennent d'être apportées aux services. Je conseille vivement aux parties concernées d'utiliser ces outils supplémentaires dans le cadre de leurs négociations commerciales. »

M. Lebel a ensuite précisé ce qui suit : **« Je suis bien d'accord avec le conseil que M. Dinning donne aux intervenants du secteur : "Essayez ces outils; ils pourraient peut-être fonctionner." »**

Comme l'expose clairement M. Dinning dans son rapport, les clients reconnaissent que les services ferroviaires se sont nettement améliorés. Et ce n'est pas du tout surprenant. Depuis le lancement du processus d'examen en 2008, les chemins de fer canadiens ont travaillé avec diligence avec les clients afin d'améliorer le service. Ils ont signé des ententes de niveau de service avec de nombreux clients, ainsi que des ententes de collaboration avec des partenaires de la chaîne d'approvisionnement, y compris avec d'importants ports et terminaux.

Voici d'autres exemples de mesures qui ont été prises pour améliorer le service à la clientèle :

- Le rendement au « premier mille » et au « dernier mille » a été bonifié grâce à la mise en œuvre de certains programmes de fiabilité des gares de triage et à l'amélioration des processus d'évaluation et de communication du rendement.
- Les changements liés au service sont annoncés à l'avance.
- La collaboration en matière de chaîne d'approvisionnement a été améliorée grâce à la conclusion d'ententes de collaboration avec les partenaires de la chaîne d'approvisionnement (p. ex., ports et terminaux).
- L'exécution des demandes de wagons à la date promise est garantie (une mesure clé de la qualité du service).
- La priorité est en tout temps accordée aux clients par l'entremise de préposés au service à la clientèle compétents.
- On a davantage recours à la technologie pour améliorer l'exactitude globale des données.

Ces améliorations portent leurs fruits. Dans le cadre de leur programme respectif de transport à horaires fixes des céréales, le CN et le CP ont livré en moyenne 90 % des wagon céréaliers aux silos des Prairies au moment prévu. Les

unique and that you cannot impose a single template on customers. He recognizes the system requires reciprocity. In order to provide better service railways need more and better information from customers and that shippers who make commitments have the right to expect better service.

Mr. Dinning did an outstanding job but unfortunately his efforts were doomed from the start.

Some shippers and their associations had no intention of trying to make the review process work. From the outset, it was clear a few vocal shippers had no interest in seeking commercial solutions and instead relied on the assumption that the government would regulate and legislate to impose solutions. In his final report, Mr. Dinning stated, importantly, "One of the major challenges throughout the facilitation process was the shippers' reluctance to accept the facilitator's commercial mandate." (Page 6, Dinning Report.)

The railway industry continues to be concerned about the regulatory/legislative drumbeat that continues to be heard in Ottawa. This threat of increased regulation persists regardless of the fact that the railways have genuinely stepped up and made considerable improvements to service offerings over the past several years.

The government has done a remarkable job over the past number of years to streamline regulations, expand trade and foster a commercial mentality in Canada. We hope the government will continue to encourage both shippers and railways to work together on a commercial basis using the advice and tools recommended in the Dinning Report. ■

clients reconnaissent l'excellence du service ferroviaire et le solide rendement de l'ensemble de la chaîne d'approvisionnement. La chaîne d'approvisionnement des chemins de fer canadien se compare très avantageusement aux autres chaînes d'approvisionnement mondiales. Un tel rendement du marché n'est pas un produit du hasard; il reflète les engagements d'envergure pris par les chemins de fer pour innover et collaborer avec leurs partenaires de la chaîne d'approvisionnement.

M. Dinning admet de nombreuses réalités clés du transport ferroviaire. Il est conscient que chaque entente de niveau de service est unique et qu'il est impossible d'imposer un modèle unique pour tous les clients. Il reconnaît également l'exigence de réciprocité du système. D'une part, les chemins de fer doivent obtenir des données plus exhaustives et plus précises de leurs clients afin d'offrir un meilleur service. D'autre part, les expéditeurs qui prennent des engagements ont le droit de s'attendre à un meilleur service.

M. Dinning a fait un travail extraordinaire. Malheureusement, ses efforts étaient voués à l'échec dès le départ. Certains expéditeurs et leurs associations n'avaient nullement l'intention de faciliter le processus d'examen. Dès le départ,

il était clair qu'un certain nombre d'expéditeurs n'avaient aucun intérêt à rechercher des solutions commerciales. Ils comptaient plutôt sur le gouvernement pour réglementer et légiférer afin d'imposer des solutions. Dans son rapport final, M. Dinning a énoncé un fait important : « L'une des principales difficultés qui se sont posées tout au long du processus de facilitation a été le refus des expéditeurs d'accepter le mandat commercial du facilitateur ». (rapport Dinning, page 8).

Le secteur ferroviaire continue d'exprimer ses inquiétudes quant aux demandes incessantes à Ottawa en faveur d'une réglementation d'une législation. La menace d'un renforcement de la réglementation persiste, même si les chemins de fer ont pris de réelles mesures et fait des efforts considérables pour améliorer l'offre de service au cours des dernières années.

Le gouvernement a également fait un travail remarquable au cours des dernières années pour simplifier la réglementation, favoriser le commerce et encourager l'adoption d'une mentalité commerciale au Canada. Nous espérons que le gouvernement continuera à encourager les expéditeurs et les chemins de fer à travailler ensemble sur une base commerciale en utilisant les conseils et les solutions recommandées dans le rapport Dinning. ■

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Interchange Interview: RAC President Michael Bourque



Interchange recently interviewed new RAC President Michael Bourque about his transition to the association from the Canadian Chemical Industry Association, which represents a wide range of manufacturers and shippers.

Q: What was the attraction in coming to the RAC?

A: It was a tremendous opportunity to tell a great story. The rail business is the story of Canada. I keep reminding people that Canada was built on a railway, not a rebellion. It's a great history yet we try to shy away from it. People still have some misconceptions about railways that date back to our past. For example, some still think we have coal-fired engines and a lot of people still think CN remains a government-owned agency.

I'm of the view that our great history is really important because the idea of national railway is as relevant today as it was in the time of Sir. John A MacDonald.

The creation of the railway was about keeping the country together. It's always been primarily about freight primarily because we needed to be able to get our goods to market. If you look at Prince Rupert for example, the passage of 100 years has seen the realization of Charles Hay's dream of picking up goods from across the country and shipping them out of that port.

Rail's great history influenced my decision as was the sense I gained from the outside that people didn't know about the renaissance in rail. I come from manufacturing and so I am aware of how important it is to be globally competitive today. Any manufacturer in Canada that is still operating after the 2008 recession is globally competitive. In the meantime, our railways have become the most efficient in North America and are in a position to enable our businesses





Entrevue Interchange: Michael Bourque, président de l'ACFC

Interchange a récemment mené une entrevue avec le nouveau président de l'ACFC, Michael Bourque, au sujet de son passage de l'Association canadienne de l'industrie de la chimie, qui représente de nombreux fabricants et expéditeurs, à l'ACFC.

Q : Qu'est-ce qui vous a attiré à l'ACFC?

R : C'était une occasion extraordinaire. L'histoire du Canada repose sur le secteur ferroviaire. Je répète perpétuellement que c'est grâce au chemin de fer que le Canada a été bâti, et non grâce à une révolte. C'est une formidable histoire, que pourtant nous renions. Les gens ont des idées erronées et désuètes sur le chemin de fer. Certains pensent que nous utilisons encore des locomotives alimentées au charbon et nombreux sont ceux qui croient que le CN est toujours une société d'État. Beaucoup d'idées anciennes sont ancrées dans les esprits. Nous sommes peut-être un peu trop timides pour rappeler aux gens notre prodigieuse histoire, et c'est ce qui nous empêche de rétablir la vérité. Je trouve que notre formidable cheminement est très important parce que le chemin de fer national est aussi pertinent aujourd'hui qu'au temps de Sir John A. Macdonald.

À l'époque, le chemin de fer assurait la cohésion du gouvernement. Il a toujours été utilisé principalement pour le transport des marchandises jusqu'aux marchés. À Prince Rupert, par exemple, Charles Hay rêvait déjà, il y a 100 ans, de ramasser des marchandises partout au pays et de les expédier à partir du port de la ville. Son rêve s'est réalisé.

Cette histoire, ainsi que la conviction que les gens ne connaissent pas le renouveau qui touche le secteur ferroviaire, que j'ai acquise depuis l'extérieur du secteur, a eu une incidence sur ma décision. Il y a tant d'activités en matière de développement des ressources, au pays. Je



"The rail business is the story of Canada. I keep reminding people that Canada was built on a railway, not a rebellion."

to remain globally competitive. We're in a very different world now. Even five years ago when you talked about globalization, a lot of it was in the context of large companies wanting to take advantage of their size and wealth to impose things on people or move to low-cost producing countries.

Now there is a realization that globalization is something very different. It's recognition of the fact that a lot of countries are developing very, very rapidly. We call them developing countries but look at the growth they've had and how quickly their middle class has grown! It's astonishing to see how the world is moving to become a much more interconnected place of business. So railways are extremely relevant to all of their customers because we have to be absolutely efficient in order to help them remain globally competitive and reach new markets.

Q: What other influences do you see at work?

A: The government is working on new trade agreements. The lesson from the Keystone pipeline debate is that we have to pay attention to

viens d'un secteur industriel, où j'ai acquis la certitude que le Canada est aujourd'hui concurrentiel à l'échelle mondiale. Nos chemins de fer sont devenus les plus efficaces en Amérique du Nord, ce qui nous permet de rester concurrentiels à l'échelle mondiale. Le monde a beaucoup changé. Il y a seulement cinq ans, lorsqu'on parlait de mondialisation, c'était souvent en faisant référence à des grandes entreprises qui voulaient mettre à profit leur taille et leur richesse pour imposer des choses aux gens ou délocaliser leurs activités dans des pays où les coûts de production sont faibles.

Aujourd'hui, on s'aperçoit que la mondialisation est tout autre chose. C'est la reconnaissance du développement extrêmement rapide de nombreux pays. On les appelle des pays en développement, mais lorsqu'on examine leur croissance et la rapidité avec laquelle leur classe moyenne s'est accrue, on constate que le monde devient un centre d'affaires de plus en plus interconnecté. Les chemins de fer doivent être d'une efficacité absolue afin d'aider leurs clients à rester concurrentiels à l'échelle internationale et à atteindre de nouveaux marchés.

Q : Quels sont les principaux enjeux actuels?

R : Le gouvernement travaille à de nouveaux accords commerciaux. Le débat sur le pipeline Keystone nous a appris que nous devons être attentifs aux questions liées au transport et à la logistique, et qu'il est risqué de fonder notre économie essentiellement sur le commerce avec les États-Unis. À titre de pays commerçant, nous avons toujours été très fiers de faire tant d'affaires avec notre grand voisin du Sud, qui nous livre une forte concurrence et nous ressemble beaucoup. Bien sûr, nous faisons beaucoup de commerce avec les États-Unis. Nos exportations aux États-Unis représentent 95 % de la production du secteur de la haute technologie; ce sont tout au plus 5 % des produits qui sont vendus aux Canadiens. Dans le secteur industriel, on compte environ 70 % d'exportations, la plupart aux États-Unis. Par conséquent, nous sommes vulnérables en raison de l'importance démesurée de ce client. Le gouvernement a raison de vouloir établir un accord de libre-échange avec l'Europe et de nous faire participer aux négociations concernant le partenariat transpacifique en vue de mettre au point un accord de libre-échange avec les pays asiatiques. De plus, nous cibons différents pays, tels que le Japon et la Corée.

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"This new supply chain and the infrastructure around it should really be our focus going into the future."

our transportation and logistics and that we are vulnerable to too much trade with the U.S. We've always been very proud as a trading nation to have such a very large market to the south of us. One that is very competitive with us and very similar to us. Of course we've traded a lot with the U.S. For anybody in the hi-tech sector, for example, exports to the U.S. account for 95 per cent of their output. Only 5 per cent or less is sold to Canadians. In manufacturing, it's typically around 70 per cent that is exported and most of that is to the U.S. So there's a great vulnerability from relying too much on that customer. I think the government is doing the right thing by going out and trying to establish free trade agreements with Europe and getting us into the Trans-Pacific Partnership, and by negotiating with Japan and Korea so there can be free trade with those regions.

All this means increasingly we're shipping from ports. And that means it's not just about the railways but about the whole supply chain and how we both bring product into this country from other trading nations and move it across the country and take advantage of our relationship with the United States. It's about how we get our goods to the ports. This requires collaboration between railways, trucking, shipping, seaways and the rest of the supply chain.

Our products are increasingly in demand. The fastest growing industrial sector in Canada is

Cette tendance se répercute sur toute la chaîne d'approvisionnement, pas seulement les chemins de fer. Elle détermine la façon dont chacun d'entre nous achemine les produits partout au pays, et du Canada à d'autres pays commerçants, dont nous mettons à profit nos liens avec les États-Unis et dont nous acheminons les marchandises aux ports.

Nos produits sont de plus en plus prisés. Nous avons de nouvelles activités minières. Le secteur industriel qui connaît la plus forte croissance au Canada est le secteur minier, devant celui de l'énergie, qui connaît pourtant une croissance effrénée. Nous avons des produits, comme la potasse et des produits agricoles, qui sont très demandés dans le monde entier. D'ici 2050, la Terre comptera neuf milliards d'habitants qu'il faudra nourrir, et le Canada est en mesure de produire énormément de nourriture. Nous produisons de plus en plus de marchandises, qui sont recherchées par un nombre croissant de clients partout dans le monde. Alors au lieu de nous concentrer principalement sur nos activités avec les États-Unis, nous allons mettre l'accent sur les activités portuaires et sur l'étranger. L'accord de libre-échange européen, qu'on annoncera probablement plus tard cette année, mettra en évidence de formidables occasions pour les acheteurs et les vendeurs.

Mettez-vous un instant à la place d'un acheteur; nous avons beaucoup à vendre et de nombreuses ressources. Imaginons, à l'inverse, que vous importiez des produits d'Europe. Votre chargement peut arriver au port de Montréal, puis être placé sur un train et envoyé directement aux États-Unis, que ce soit par le CP, en passant par Windsor ou par le CN, en passant par Sarnia. Nous entretenons d'excellentes relations et nous avons d'excellents systèmes de réglementation et un cadre réglementaire relativement harmonisé, ce qui nous permet d'accéder aux États-Unis au moyen de chemins de fer concurrentiels et d'avoir un niveau élevé de fonctionnalités avec les autres partenaires de notre chaîne d'approvisionnement. Nous pouvons tirer profit des accords commerciaux avec les États-Unis pour conclure de nombreuses ventes. Toutefois, cela doit représenter une plus petite part de nos activités. Nous devons principalement utiliser les services des partenaires de notre chaîne d'approvisionnement, camions, routes maritimes, ports et terminaux intermodaux, pour acheminer les marchandises aux marchés étrangers.

Q : Pourquoi les liens entre les partenaires de la chaîne d'approvisionnement sont-ils si importants?

R : En optimisant la chaîne d'approvisionnement, nous pourrions aider nos clients. C'est là que les fabricants et les producteurs de ressources peuvent



actually mining – more so than energy and energy is growing like crazy. Then we have potash and agricultural products that the world needs. We will have 9 billion humans on this planet by 2050 and we will have to feed them and Canada has an immense capacity to produce food. We're producing more and more goods and more and more customers from around the world want our products. So instead of a north-south focus, we're going to be increasingly a globally-focused country.

If you look at European free trade and when that announcement is made, probably later this year, we're going to see all of sudden that there's tremendous opportunity both for buying and selling. Let's say you're importing products from Europe. Your cargo can arrive at the port of Montreal, be put on a train and go right down into the United States either on CP through Windsor or on CN through Sarnia. We have tremendous relationships and regulatory systems, and to a certain extent regulatory harmony, that allows us to access the United States with competitive railroads and we have

a high level of functionality with other supply chain partners. We have the ability to leverage trade agreements with the United States to sell a tremendous amount. But the real opportunity is to use our supply chain partners: trucks, the Seaway, ports and intermodal to get products to external markets.

Q: Why are supply chain relationships so important?

A: By helping optimize the supply chain, we are going to be able to help our customers. This is where manufacturers and resource producers can increase the value of their products. Instead of shipping logs or energy in the form of bitumen, we will be able to upgrade these products and ship them to markets around the world. That requires a lot of technology for inventory control, for different types of freight cars, relationships with shippers and with the supply chain so that products can be delivered in a timely way to very specific markets.

For instance, instead of blending different kinds of crops and selling a

generic product, we can create individual shipments from farmers that have very specific kinds of pulses or grains that go to Spain or Portugal in the format that they want in those markets. By allowing your customers to do that, you're enabling them to add value, to raise prices and create more wealth in Canada. We're at a point in history where this new supply chain and the infrastructure around it should really be our focus going into the future.

Q: Will you be promoting supply chain development with other industry associations?

A: We are already. What's interesting is when I read what my counterparts are saying, in seaways and shipping, for example, they're saying the same thing that I am. Our job as the transporters of goods is to enable the competitiveness of our customers. It's too bad that for the last several years, and that was my experience in a shipper organization, there was a lot of acrimony. That led into the whole debate about



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accroître la valeur de leurs produits. Au lieu d'expédier du bois brut ou de l'énergie sous forme de bitume, nous pourrions améliorer ces produits et les expédier à des marchés partout dans le monde. Cela nécessite beaucoup de technologie, et le secteur ferroviaire a investi massivement dans la gestion des stocks, les différents types de wagons et les relations avec les expéditeurs et avec les partenaires de la chaîne d'approvisionnement afin que les produits soient livrés en temps opportun à des marchés bien précis.

Au lieu de mélanger toutes les céréales dans un même envoi canadien, vous pouvez expédier individuellement des variétés précises de légumineuses à graines ou de lentilles provenant de différents agriculteurs et destinées à l'Espagne ou au Portugal, dans le format voulu sur ces marchés. En offrant ce service à vos clients, vous leur permettez d'ajouter de la valeur, d'augmenter leurs prix et de créer plus de richesse pour le Canada. Aujourd'hui, le chemin de fer va devenir un élément très important de cette nouvelle chaîne

d'approvisionnement, qui doit devenir, de même que l'infrastructure connexe, notre priorité.

Q : Allez-vous promouvoir le développement de la chaîne d'approvisionnement avec d'autres associations du secteur?

R : Nous le faisons déjà. Je trouve intéressant que mes homologues soient d'accord avec moi, par exemple en ce qui concerne l'expédition des produits forestiers. À titre de transporteurs de marchandises, nous devons permettre à nos clients d'être concurrentiels. Il est dommage qu'au cours des dernières années, et je m'appuie sur mon expérience au sein d'une organisation d'expéditeurs quand j'avance ceci, il y ait eu une forte hargne et beaucoup d'anecdotes sur des entreprises qui ont éprouvé des difficultés avec un chemin de fer. Cela a mené à un grand débat sur la nécessité pour le gouvernement de prendre des mesures législatives visant à consolider les relations commerciales. Cela nous ramènerait au moins cinq ans

en arrière et ne permettrait pas de reconnaître le travail formidable accompli par les chemins de fer en matière de service à la clientèle et de signature d'ententes et de contrats avec les clients.

Nous avons constaté que la façon dont les chemins de fer font des affaires avec leurs clients a énormément changé. Par ailleurs, le secteur ferroviaire ne s'est jamais mieux porté et n'a jamais été plus profitable. Examinez les faits et vous verrez que le modèle d'affaires, qui consiste à chercher d'une part à être extrêmement efficaces et d'autre part à mettre l'accent sur les clients, représente une approche viable pour les chemins de fer. Nous pensons que c'est vrai et nous redoutons tout règlement ou loi qui changerait cela : quand vous avez les chemins de fer les plus efficaces en Amérique du Nord et que vos clients tirent profit des avantages de cette efficacité, pourquoi vouloir changer les choses?

Nous voulons continuer comme cela et nous améliorer, parce que c'est ce qu'il y a de mieux pour les clients.

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"Our job as the transporters of goods is to enable the competitiveness of our customers."

making sure the government had some kind of legislation to ensure commercial relationships. Doing that will take us back at least five years and won't recognize that railways have done an amazingly good job in being very customer focused.

What we've seen is that there has been a sea change in the way railways deal with their customers. At the same time the railway sector has never been healthier and more profitable. Some are concerned that railways would return to the bad old days, but the business model of being focused on the customer on one hand and being extremely efficient on the other hand is a sustainable approach for the railways. We're opposed to any kind of regulation or legislation that would change that because when you have the most efficient railways in North America and our customers have the benefit of the lowest rates in the OECD, why would we want to knock yourself off that perch?

Objectivement, si davantage de renseignements étaient accessibles et mieux distribués, il serait plus facile de voir et de comprendre les choses du point de vue des expéditeurs. Après quelques mois en immersion dans le secteur ferroviaire, j'en comprends les enjeux et je peux avancer qu'il existe un réel risque de changer un modèle d'affaires qui met l'accent sur les clients et sur l'optimisation de toute la chaîne d'approvisionnement, et qui s'est révélé très fructueux.

Q : Quelles sont les autres tendances qui se dessinent?

R : Permettez-moi de vous parler des chemins de fer d'intérêt local. À titre de président de l'ACFC, j'entends parfois dire que nous représentons deux chemins de fer. Je réponds alors que nous comptons 55 membres, dont des chemins de fer marchandises et voyageurs. J'aime décrire le secteur ferroviaire comme un squelette, dont les chemins de fer de classe 1, soit le CN et le CP, représentent la colonne vertébrale, et les chemins de fer d'intérêt local, qui sont reliés aux lignes principales, représentent le reste du squelette. Imaginons que vous êtes un skieur. Le CN et le CP sont Intrawest. Vous ne pouvez pas demander à Intrawest de gérer un petit centre de ski comme Camp Fortune. Ce serait impossible parce que cela ne correspond pas à son modèle d'affaires. Les petits chemins de fer peuvent faire preuve d'une grande souplesse parce qu'ils entretiennent des liens très différents avec leur personnel et leurs clients. Leurs employés s'acquittent de nombreuses tâches différentes et, plus important encore, les chemins de fer d'intérêt local sont très proches de leurs clients. Ils sont en quelque sorte le prolongement de leur clientèle.

Sheldon Affleck est un homme intéressant qui détient deux chemins de fer d'intérêt local en Saskatchewan – Big Sky et Black Mountain. Il a aussi fondé Mobil Grain, une entreprise qui fournit des terminaux mobiles utilisés pour le chargement de wagons-trémies céréaliers. Il a commencé à titre d'agriculteur. Il met en place des wagons là où les agriculteurs peuvent apporter leurs céréales en camion. Il garde les différents produits séparés au lieu de les mélanger dans un seul grand terminal. Il ramasse les céréales presque sur demande. Au début, il utilisait la ligne Big Mountain du CN, qui a été fermée parce qu'il n'y avait pas suffisamment d'activités. Avant de céder cette ligne à Sheldon, le CN ramassait les céréales quatre fois par an aux terminaux. Étant un



We want to continue that improvement because; ultimately, it's the customers that benefit.

Q: Are there other trends that have impressed you?

A: There's the story of the shortline railways. Being president of the RAC, people ask so you have two members? I respond by telling them that we have 55 members, including freight and passenger railways. I like to describe the industry as the skeleton with the spine bone being the class 1 railways, CN and CP, and the rest of the skeleton being the shortlines bringing the market to the mainline. The small railways are able to be very flexible because they have different cost structures, relationships with their workers and their customers. Their workers will do a number of different tasks and they are very close to their customers. They really exist almost as part of their customers.

There's a great entrepreneur in Saskatchewan by the name of Sheldon Affleck, who owns two short line railways – Big Sky and Last Mountain.

He also founded a company called MobilGrain that provides mobile terminals for loading rail cars. He and his brothers started as farmers on their family farm. He enables farmers to load their product onto the rail more easily and frequently. He's able to keep individual product separate instead of being blended in one big terminal. He's picking up grain almost on demand. The line he took over initially was a CN line that was closing because there wasn't enough business. Before handing it over to Sheldon, they were picking up grain four times a year from the terminals. Being a farmer and with what their cash flows are like, getting their product to market four times a year wasn't good enough.

Sheldon has completely transformed the business. He's increased the business tenfold and provided the kind of flexibility and service that farmers were asking for. He's actually taken a headache away from a Class 1 and has provided a solution for them because their business model doesn't work at that small granular level. This example

demonstrates that, going forward, very specific service issues will be resolved in the marketplace with entrepreneurs seeking innovative solutions.

Sheldon is a great example in terms of the way he has thought about the business and mechanized it. He's invested in mobile terminals and mobile weighing stations and an IT system that calculates and measures at market weights and pays the farmer almost instantly. In a regulated environment, the Class 1 would have been forced to maintain service to those customers at the four-times-a-year level. If you were the customer, what you rather have? Sometimes it takes time for a guy like Sheldon to come along, but it's worth it.

The fact is the marketplace is the best way to resolve these issues and there is tremendous opportunity in the business for entrepreneurs. What happened with Last Mountain is that it turned into such a good story that CN offered to sell him another line which became Big Sky. That railway delivers potash as well. Maybe five years ago people didn't expect the demand for

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fermier et connaissant les flux de trésorerie de son secteur, Sheldon savait que l'acheminement des marchandises quatre fois par an n'était pas suffisant.

Il a entièrement transformé cela. Il a décuplé les activités et a offert la souplesse et le service que les agriculteurs demandaient. Le modèle d'affaires du CN ne correspondait pas à ce type d'activités et Sheldon a soulagé le CN de cette responsabilité. C'est la preuve qu'en allant de l'avant, il est possible pour des entrepreneurs à la recherche de solutions novatrices de régler des problèmes bien précis.

La façon dont Sheldon a imaginé cette activité et l'a mise au point est un formidable exemple. Sheldon a acquis des terminaux et des stations de pesage mobiles, et un système de TI qui permet de mesurer toutes les marchandises ramassées, de calculer les prix selon le marché et de payer les agriculteurs presque immédiatement. Dans un contexte réglementaire, le CN aurait été tenu de maintenir le service offert quatre fois par an à ces clients. Si vous étiez l'un de ces clients, quelle solution

choisiriez-vous? Parfois, il faut quelqu'un comme Sheldon.

En fait, le marché est la meilleure façon de régler ces problèmes et il existe de formidables occasions dans le secteur pour les entrepreneurs. L'aventure de Black Mountain s'est avérée une telle réussite que le CN a proposé à Sheldon de lui vendre une autre ligne, qui est devenue Big Sky. Ce chemin de fer sert au transport de la potasse. Il y a peut-être cinq ans, on ne s'attendait pas à un tel accroissement de la demande de potasse. Il livre également au CN du pétrole de schiste produit en Saskatchewan et destiné à une raffinerie au Nouveau-Brunswick. Tout cela a été rendu possible par un entrepreneur qui comprend à la fois les clients et les principaux chemins de fer.

Q : En matière de sécurité, quelles sont les questions à régler?

R : De nouveaux règlements concernant les passages à niveau sont actuellement mis en œuvre. Il s'agit d'un processus très intéressant. Les

chemins de fer ont constaté une nette amélioration de la situation aux passages à niveau, le nombre des accidents ayant diminué, et cette amélioration est continue grâce au travail que nous accomplissons avec les municipalités et les particuliers propriétaires de terrain au pays en vue d'accroître la sécurité aux passages à niveau. Mais Transports Canada a décidé de ces règlements sans consulter tous les intéressés. Nous n'avons pas eu notre mot à dire et, dès que nous y avons eu accès, nous avons décelé plusieurs problèmes. Nous y travaillons actuellement. C'est un exemple de situations où les gouvernements se montrent parfois un peu trop impatients et sautent une étape cruciale du processus de consultation.

Cela a entraîné toutes sortes de problèmes.

Aujourd'hui, les trains sont beaucoup plus longs pour des raisons d'efficacité. Il existe toutes sortes d'aspects technologiques liés à cela. Si vous partez du terminal Deltaport, à Vancouver, avec un très long train et que vous traversez la ville, vous ne circulez pas à

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"The fact is the marketplace is the best way to resolve these issues and there is tremendous opportunity in the business for entrepreneurs."

potash would grow to where it is now. And he's delivering shale oil that's being produced in Saskatchewan to a refinery in New Brunswick. That opportunity came about as a result of an entrepreneur who understands both the customer as well as the major railways. Every short-line in our membership has a similar story.

Q: What safety issues are you facing these days?

A: Right now we're going through new regulations for level crossings. That's been a really interesting process.

Today, trains are much longer for efficiency reasons. There're all kinds of technology aspects to it. If you pull out of the Deltaport in Vancouver with a very long train and you're going through the city, you're not traveling at 100 kilometres an hour. You're going very slowly with a very long train. If you do the math, you will figure out very quickly that with the length of the train and the speed you're traveling, you will be occupying a crossing for more than 10 minutes. In the proposed regulations, there was a suggestion that you can't block a crossing for more than 10 minutes without being fined. So that's an example of the kind of issue we face. We hope to end up with regulations that enhance the

100 kilomètres à l'heure. Vous allez très lentement avec un très long train. Un calcul simple vous permettra de comprendre très vite qu'en raison de la longueur du train et de la vitesse de circulation, vous bloquerez alors des passages à niveau pendant plus de 10 minutes. Selon ces règlements, il est interdit de bloquer un passage à niveau pendant plus de 10 minutes sous peine de contravention. C'est insensé et cela nuit à tout le monde en définitive. Raccourcir les trains entraîne une augmentation des frais pour l'entreprise, ce qui a une incidence sur la compétitivité du pays. C'est un important problème que nous tentons actuellement de régler et nous espérons faire des progrès. Nous aimerions que les règlements permettent d'améliorer la sécurité aux passages à niveau sans entraver la circulation des marchandises de nos clients.

Q : Existe-t-il d'autres questions liées à la sécurité?

R : L'une des questions que nous avons essayé de régler dans le cadre de la *Loi sur la sécurité ferroviaire* consistait à demander aux municipalités d'informer les chemins de fer des plans d'aménagement en vigueur dans les 300 mètres entourant les voies ferrées. Nous voulions cela en raison de nombreuses études de cas où une école se trouve d'un côté des voies, et où la municipalité permet à un établissement de restauration rapide de s'installer de l'autre côté des voies. Des gens font alors des trous dans nos clôtures et les intrusions aux passages à niveau entraînent des accidents. Nous essayons d'éviter ce genre de situations. Nous voulions que le gouvernement fédéral ajoute une clause à la loi pour obliger les collectivités à informer les chemins de fer de ces cas. Les municipalités n'auraient rien eu de plus à faire. Nous voulions seulement être informés, mais nous n'avons pas obtenu ce que nous demandions et nous devons par conséquent nous entendre avec les différentes provinces et municipalités.

Le gouvernement fédéral aurait pu ajouter cette clause à la loi, mais puisqu'il ne l'a pas fait, nous allons maintenant devoir payer des millions de dollars au fil des ans en frais de négociation et nous accommoder de règlements hétéroclites dans tout le pays. Ce n'est pas de la faute des municipalités. Cependant, nous allons devoir fournir des efforts considérables pour gérer cela. Réfléchissez à toutes les régions densément peuplées et aux possibilités de développement qui pourraient avoir une incidence sur le secteur ferroviaire. Il s'agit d'un symptôme de la façon dont les gens voient le chemin

safety of crossings while at the same time not impeding the flow of goods for our customers.

Q: Are there other safety issues?

A: One that we tried to address in the Railway Safety Act was getting the municipalities to notify the railways of development plans within 300 metres of railway tracks. The reason we wanted it is because there are all kinds of instances where there is a school on one side of the tracks, and then the municipality gives a permit for a fast food restaurant or shopping on the other side. We end up with holes cut in the fence and people trespassing and there are accidents. We're trying to prevent those things from happening. What we wanted was for the federal government to include a provision in the act that would require communities to notify the railways about proposed developments near tracks. We just wanted notification but we didn't get that so we have to deal with individual provinces and municipalities, one by one.

Sometimes a little central planning is a good thing. It will end up costing us millions of dollars over the years negotiating and we will end up with a patchwork quilt of regulation across the country. It's not that municipalities aren't willing. It's just that we face the sheer effort of dealing with all those jurisdictions.

Q. What developments are there in the passenger sector?

A: We see from our public opinion polling (see p. 42) that there's absolutely unanimous support from Canadians for more investment in passenger rail. I think the public realizes that it is becoming more and more difficult to travel on the highways. The railway offers a much more sustainable way to travel. If you work in a big city, it's desirable to live in a smaller community that's maybe 30 to 45 minutes outside the urban area. Driving is just not a great option. For example Toronto has the second-longest commute time in North America. It's not pleasant to

drive into work from Ajax or wherever. People want to live in smaller towns, but still have access to cities for work.

It's the same thing for intercity travel. There's a lot of business travel between Montreal and Ottawa and Ottawa and Toronto and people would like to travel by rail. They would like it to be quicker. That can't happen without faster and dedicated track for passenger trains. We need to educate the public that a lot of Canadian passenger trains go on freight rail tracks. Running passenger trains on their own tracks would speed things up enormously because the lines could be built exclusively for passenger trains. They wouldn't have to stop and let freight traffic go through. They could have better schedules because they wouldn't have to accommodate freight or freight wouldn't have to accommodate them. We would start to see the travel times really go down. The people I talk to want to take the train if the ride is short enough because they compare it to the hassle of flying. With rail, you can talk on the phone, work, read and eat. It's just a much

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de fer, soit avec des idées vieilles d'une centaine d'années plutôt que comme l'équivalent de la transcanadienne. Vous n'envisageriez pas de vous y aventurer à pied et vous ne vous attendriez pas à ce que des points d'échange soient installés spécialement pour vous, comme s'il s'agissait d'une route de campagne.

Q : Qu'y a-t-il de nouveau dans le secteur des voyageurs?

R : Nos sondages d'opinion ont démontré que pratiquement tous les Canadiens veulent des investissements plus importants dans le transport ferroviaire des voyageurs. Je pense qu'ils ont compris qu'il allait devenir de plus en plus difficile de circuler sur les routes. Le chemin de fer représente une façon de voyager beaucoup plus durable et respectueuse de l'environnement. Si vous travaillez dans une grande ville, il est très tentant de vivre dans une plus petite collectivité, à 30 ou 45 minutes des zones urbaines. Faire les trajets en auto n'est pas une solution. Le maire de Toronto enregistre le deuxième

plus long temps de déplacement en Amérique du Nord. Il n'est tout simplement pas agréable de conduire jusqu'au travail, que ce soit à partir d'Ajax ou de n'importe où ailleurs. Les gens veulent vivre dans des plus petites villes, mais doivent quand même aller en ville pour travailler. Il y a beaucoup de circulation pour affaires entre Montréal et Ottawa, et entre Ottawa et Toronto, et les gens aimeraient se déplacer en train. Ils voudraient que la circulation ferroviaire soit plus rapide.

C'est possible même sans ces trains à haute vitesse dont tout le monde parle après avoir voyagé en Europe à bord de l'un de ces convois circulant à 200 km/heure et qu'ils aimeraient tant avoir ici. Nous devons informer le public que beaucoup de trains canadiens servant au transport des voyageurs circulent sur des voies ferrées utilisées pour le transport des marchandises. La circulation des trains voyageurs sur des voies qui leur seraient exclusivement réservées permettrait de beaucoup accélérer le service. Ces trains n'auraient pas à s'arrêter pour céder le passage

aux transporteurs de marchandises. Ils pourraient avoir de meilleurs horaires puisqu'ils n'auraient pas à s'adapter à la circulation des trains de marchandises et vice-versa. Les temps de parcours diminueraient. Vous pourriez aller à Toronto en trois heures en train, comparativement à tous les tracas existants liés aux déplacements en avion et à l'impossibilité d'utiliser votre téléphone et votre ordinateur pendant presque tout le vol. En train, vous pouvez parler au téléphone, lire et manger. C'est une façon beaucoup plus plaisante de voyager. Le seul point négatif est le temps des trajets. Ils doivent être plus courts. Pour aller plus vite, nous n'avons pas besoin de trains à haute vitesse, mais de voies réservées.

Les villes appuient beaucoup le transport ferroviaire des voyageurs grâce au succès d'entreprises telles que GO Transit, à Toronto, et l'AMT, à Montréal. En 1999, le budget d'immobilisations de GO était de 455 millions de dollars. Il est aujourd'hui de 1,2 milliard de dollars. GO Transit ne peut pas satisfaire à la demande. Quand elle met de nouveaux



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more pleasant way to travel. But, we need the trains to be a little quicker. We don't need high speed – just dedicated tracks and quicker speed in those busy corridors where the population exists.

There's a lot of support for passenger rail within cities because of the success of companies like GO Transit in Toronto, West Coast Express in Vancouver and AMT in Montreal. In 1999, the capital budget for GO was \$55 million. Today it's \$1.2 billion. They can't keep up with demand. When they put a new car on a route, it takes about three weeks for people to figure out that there's space, and the train is full again. Almost every one of those passengers represents a car off the highway because so many people travel individually in their cars. There's the impact on the environment, the reduced cost to government for highway infrastructure and the demand is there when people have access to light rail or conventional passenger rail service to get to work.

We're seeing the debate in every city in this country. It's just unbelievable. I was in Chicago recently and was stopped at a rail crossing and said to the cab driver to prod him a little bit, "Don't you hate it when you have to stop for the trains?" He said, "No. That train represents 280 trucks that are off the road. I love the trains." The message is getting out there. Ninety-three per cent of Canadians support more investment in passenger rail. Coming from the chemical industry I have never seen that kind of support before.

Q: What other messages do you have?

A: Sustainability. Freight rail transports almost 75 per cent of everything but only accounts for 3 per cent of greenhouse gas emissions in the transport sector. In the total economy, we would be much less than 1 per cent. I saw a presentation from a company that has restructured its operations to take advantage of rail because it was more sustainable versus trucks to transport their goods to the market.

In 2015 we will be celebrating the bicentennial anniversary of Sir John A. Macdonald's birth. We're starting to talk to the government and others about how we're going to work with them to celebrate the occasion because you can't talk about Sir John A. without talking about the railway. We're talking about a bicentennial train that would be a combination of a passenger train with freight cars. We would like to see actors re-enacting Sir John A., telling the story from coast to coast of his tremendous vision in creating the railway. At the same time, we would like to be able to let our customers tell their story. We could have freight cars with double-stacked containers telling the story of intermodal, or cars with vehicles so the automotive sector could talk about how they use rail. We could do grain and chemicals and all of our customers. I've talked about this with my counterparts in the customer community and they're very excited about it because they realize it's an important part of their story. So we're looking forward to working with the government and other stakeholders on that. When you consider Sir John A.'s vision and look at where we are today, that's when it hits you: There's a renaissance in rail in Canada today! ■

wagons en circulation, cela prend environ trois semaines aux gens pour s'apercevoir qu'il y a de la place, et le train est à nouveau plein. Pour chaque personne qui opte pour le train, cela représente en moyenne un véhicule de moins sur la route parce que beaucoup de gens circulent seuls dans leur voiture. C'est fou. Cela a une incidence sur l'environnement et réduit les coûts liés à l'infrastructure routière pour le gouvernement, et quand les gens ont accès à des trains légers ou à un service classique de transport ferroviaire des voyageurs pour aller travailler, ils saisissent cette opportunité.

Il s'agit d'un débat en cours dans toutes les villes du Canada. C'est tout simplement incroyable. Je suis allé à Chicago récemment. Le chauffeur a dû arrêter son taxi à un passage à niveau et, curieux de connaître son opinion, je lui ai demandé : « Ne détestez-vous pas de devoir vous arrêter pour laisser passer les trains? » Il m'a répondu : « Non. Ce train représente 280 camions de moins sur la route. J'aime les trains. » Le message est bien passé, ici. Au Canada, 93 % des habitants veulent qu'on investisse davantage dans les trains voyageurs. Je viens du secteur des produits chimiques et je n'ai jamais vu un tel soutien auparavant. Le marché du transport des voyageurs va devenir de plus en plus important.

Q : Quels autres messages aimeriez-vous communiquer?

R : En ce qui concerne l'environnement, le chemin de fer permet l'envoi de 72 % de toutes les marchandises, et ne génère que 32 % des émissions de gaz à effet de serre du secteur du transport. Dans le contexte économique actuel, cela représente beaucoup moins de un pour cent. J'ai vu la présentation d'une entreprise qui a restructuré ses activités afin de tirer profit du transport ferroviaire parce que c'était une solution plus durable et en raison des avantages sociaux et environnementaux comparativement à l'utilisation de camions pour l'acheminement de leurs marchandises aux marchés.

En 2015, nous célébrerons le bicentenaire de Sir John A. Macdonald. Nous amorçons le dialogue avec le gouvernement sur la façon dont nous allons collaborer à cette célébration, parce que le nom de Sir John A. Macdonald est étroitement lié au chemin de fer. Nous envisageons de concevoir un train spécial qui combinerait le transport des voyageurs et des marchandises. Nous aimerions que des acteurs jouent l'histoire de Sir John A. Macdonald d'un bout à l'autre du Canada pour faire connaître sa formidable vision de la création du chemin de fer. Cependant, nous voulons aussi permettre aux clients de raconter leurs histoires. Nous pourrions avoir des wagons chargés de conteneurs sur deux niveaux racontant l'histoire de l'intermodal, ou des wagons transportant des véhicules afin de montrer comment le secteur automobile utilise les services du chemin de fer. Nous pourrions transporter des céréales et des produits chimiques, et d'autres marchandises. J'en ai discuté avec mes homologues chez nos clients, et ils sont très enthousiastes parce qu'ils savent que cela touche une partie importante de leurs activités. Nous avons hâte de travailler à ce projet avec le gouvernement. ■



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VIA: Progress Overlooked in Reaction to Reductions

VIA Rail came out of its 2012 annual meeting in Winnipeg with a lot of good news, but most of the attention focused on its plan to reduce the weekly frequency of its trains to the east and west coasts.

The reductions plus plans to lay off 800 workers brought negative reaction from unions and groups that support public transportation.

The criticism was predictable and VIA spokesman Malcolm Andrews says the company is still on track to deliver better

service to Canadians. The reductions were about good stewardship of public funds and aligning train operations to meet the demands of the traveling public.

It will be offering “more departures where growth potential is strong,” Andrews said. “There will be another new Ottawa-Toronto round trip by year-end, and a new Montreal-Quebec City round trip either by year-end or in early 2013.”

VIA is also striving to improve connections with operators such as GO Transit and



VIA :

Les progrès de VIA sont passés inaperçus en raison des réactions face aux réductions de services

Lors de son assemblée annuelle de 2012 à Winnipeg, VIA Rail avait plusieurs bonnes nouvelles à annoncer, mais c'est surtout son plan visant à réduire la fréquence hebdomadaire de ses trains en direction des côtes est et ouest qui a retenu l'attention.

Les réductions de services et le licenciement prévu de 800 travailleurs ont suscité des réactions négatives de la part des syndicats et des groupes de soutien au transport public.

Ces critiques étaient prévisibles et le porte-parole de VIA, Malcolm Andrews, affirmé que l'entreprise s'efforce d'améliorer le service qu'elle offre aux Canadiens. Les compressions

découlent d'une gestion rigoureuse des fonds publics; elles ont pour but d'harmoniser l'exploitation des trains avec les demandes des voyageurs.

VIA offrira « plus de départs là où il y a un potentiel de croissance, a-t-il précisé. Nous ajouterons un aller-retour Ottawa-Toronto d'ici la fin de l'année et un aller-retour Montréal-Québec au plus tard au début de 2013. »

VIA s'applique aussi à améliorer ses correspondances avec les exploitants de trains de banlieue comme GO Transit et l'AMT à Montréal. Ces améliorations seront affichées sur son site Web : www.viarail.ca. « Et ce n'est qu'un

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AMT in Montreal. They will be posted on its website – www.viarail.ca.

“That will be just the start,” Andrews said. “Door-to-door seamless connections are the ultimate goal. But in that process, we also are working to avoid duplication of services, and hence better allocating resources.”

Where GO is expanding its service to Niagara Falls and Kitchener-Waterloo, VIA is planning to cut back to avoid costly duplication, he said.

VIA will soon be introducing e-ticketing this fall, which will allow customers to go paperless. VIA tested bar codes on smart phones on Montreal-Quebec City to prepare for the national rollout.

The VIA website is being updated to allow consumers to go fare shopping. A prospective traveler will be able to view “all the available fares, and quickly switch dates to see if a better fare is available one day prior or later,” Andrews said. At the same time, VIA is introducing a new option called Escape Fare through the website.

Travelers will also be seeing more of the renovated LRC passenger cars as well as newly-refurbished Renaissance cars equipped with enhanced accessibility for special needs passengers.

In a statement after its annual meeting, VIA said it was entering the next phase of its modernization. It will maintain service on all the lines

début. Notre but est d’offrir des correspondances sans rupture, de porte à porte. Ce faisant, nous travaillons aussi à éviter le chevauchement des services et, par conséquent, à améliorer l’affectation des ressources. »

Puisque GO étend ses services jusqu’à Niagara Falls et Kitchener-Waterloo, VIA prévoit réduire les siens afin d’éviter des chevauchements coûteux, a-t-il poursuivi.

Cet automne, VIA offrira un service de billetterie électronique, qui permettra aux clients d’éliminer tout papier, a-t-il ajouté. VIA a testé l’utilisation de codes à barres sur des téléphones intelligents sur le parcours Montréal-Québec, en vue d’un lancement à l’échelle nationale. Le site Web de VIA est en cours de révision afin que les clients puissent magasiner les tarifs, a-t-il mentionné. Les voyageurs pourront visualiser « tous les tarifs proposés et changer rapidement de dates pour voir si un tarif inférieur est offert le jour précédent ou le jour suivant ». Sur son site Web, VIA s’apprête également à lancer une nouvelle option appelée tarif Évasion.

Les voyageurs verront aussi de plus en plus de voitures LRC et de voitures Renaissance récemment remises à neuf, qui offrent une meilleure accessibilité aux voyageurs ayant des besoins spéciaux.

Dans un communiqué publié après son assemblée annuelle, VIA a indiqué qu’elle



*VIA has worked to improve
its operations, financial
performance and service
reliability.*



it operates on while focusing its resources "on improving service and attracting more customers on routes where demand is strong and growing."

VIA President/CEO Marc Laliberté said, "The travel market is evolving and service providers must keep up. (VIA wants to match public demand for) safe, efficient and reliable passenger rail transportation and value to customers and taxpayers.

"By the end of the year, we will complete work to expand track capacity between Montréal and Toronto, where demand for more rail service is high. We will begin operating a completely refurbished fleet of modern, high-efficiency locomotives coast-to-coast. We will introduce vastly improved passenger cars offering more accessibility for Canadians with disabilities.

"We will be opening new and renovated passenger stations at key points across our network, and offer e-services so that passengers can better connect in the transportation network and work while on board our trains. Adjusting our services to better align with customer demand is an important step in our modernization – making sure we offer the right level of service to meet customer needs today, and building capacity to serve more customers in markets where demand will grow in the future."

Laliberté said demand for seats on The Ocean and The Canadian drops off outside the summer travel season and VIA's reduction were a reflection of that fact.

During the last two years, VIA has worked to improve its operations, financial performance and service reliability. It has reduced its need for government support by \$30 million a year while building "an extraordinary pool of dedicated talent ... to continue delivering significant improvements to passenger rail services, for its customers and taxpayers," he said.

The anticipated job cuts will eliminate about 200 full-time positions, a decrease of about 9 per cent, he said. "Over the last three years, VIA Rail's annual attrition rate has been, on average, 8 per cent. Since 2009, VIA has reduced its management workforce by 15 per cent."

In recent years, the federal government allocated \$923 million to VIA to upgrade its locomotives and passenger cars, increase track capacity in the Quebec-Windsor Corridor for faster, more frequent trains and refurbish or replace passenger facilities and stations.

VIA also worked at streamlining operations to increase productivity and customer value



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passait à l'étape suivante de sa modernisation. L'entreprise maintiendra ses services sur toutes les lignes qu'elle exploite actuellement, tout en affectant ses ressources « à l'amélioration des services et à l'élargissement de sa clientèle pour les itinéraires où la demande est forte et croissante. »

Le président et chef de la direction de VIA, Marc Laliberté a déclaré : « Le marché des voyages évolue et les fournisseurs de services doivent suivre les tendances. » VIA souhaite répondre à la demande du public qui veut des « services de transport ferroviaire de voyageurs à la fois sécuritaires, efficaces et fiables, qui offrent de la valeur aux clients et aux contribuables. »

« D'ici la fin de l'année, nous achèverons les travaux d'amélioration de la capacité de la voie entre Montréal et Toronto, là où la demande visant à bonifier l'offre de services ferroviaires est forte, a-t-il souligné. Nous commencerons à exploiter, d'un océan à l'autre, un parc de locomotives à haute efficacité, entièrement remises à neuf. Nous ajouterons des voitures grandement améliorées qui offrent une meilleure accessibilité aux personnes handicapées.

Nous ouvrirons de nouvelles gares voyageurs et des gares rénovées à des points clés sur

notre réseau, et nous améliorerons nos services électroniques afin que les voyageurs puissent se connecter plus facilement et travailler à bord de nos trains. La réorganisation de nos services en fonction de la demande de la clientèle est une étape importante de notre modernisation : nous veillons à offrir le niveau de service qui répond aux besoins actuels de la clientèle et nous améliorons notre capacité à servir plus de clients dans les marchés où la demande ira en grandissant. »

M. Laliberté a précisé que la demande de sièges pour l'Océan et le Canadien chutait en dehors de la période estivale, et les réductions de services annoncées par VIA reflètent cette réalité.

Au cours des deux dernières années, VIA s'est employée à améliorer son exploitation, sa performance financière et la fiabilité de ses services. VIA a réussi à réduire de 30 millions de dollars par année l'aide gouvernementale dont elle a besoin pour financer ses activités, tout en « constituant un extraordinaire bassin de talents dévoués... afin de continuer à apporter des améliorations significatives aux services de transport ferroviaire des voyageurs, pour ses clients et pour les contribuables. »

Les suppressions d'emplois prévues se traduiront par l'abolition de 200 postes à temps

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\$923 million has been allocated to VIA to upgrade its locomotives and passenger cars and increase track capacity.

and eliminate waste. In addition to e-ticketing, VIA is introducing GPS-enhanced train arrival and departure information.

VIA said demand for seats on The Canadian are strong and growing in the summer. It has responded by investing more than \$55 million to improve service along this route. However, off-season travel on the train has fallen steadily for the last 15 years and no longer justifies three round trips per week. Beginning in November, The Canadian will offer two round trips per week during the off-peak season.

It's a similar story for The Ocean, which provides six round trips per week between Montréal and Halifax. VIA has invested more than \$25 million to improve this service, and plans to keep working to polish it.

"The current schedule, which has been essentially unchanged since 1990, no longer reflects current ridership or foreseeable market demand – ridership has dropped consistently for 15 years as other travel options (highways, air and bus services) have improved," Laliberté said. "Beginning this November, The Ocean will operate three round trips per week year round."

The company is reducing some frequencies in southwestern Ontario, where competition from airlines and commuter rail has cut into its ridership.



Montréal-Quebec City is a high demand market, and VIA hopes to add an additional frequency on this route later this year to meet the needs of customers. ■



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plein, soit une diminution d'environ 9 %, a-t-il expliqué. « Le taux d'attrition annuel a été de 8 % en moyenne au cours des trois dernières années. Depuis 2009, VIA a réduit ses effectifs de 15 %. »

Au cours des dernières années, le gouvernement fédéral a alloué 923 millions de dollars à VIA pour l'amélioration de ses locomotives et de ses voitures, pour l'accroissement de la capacité des voies dans le corridor Québec-Windsor afin d'offrir des trains plus rapides et plus fréquents, et pour la remise à neuf ou le remplacement d'installations et de gares voyageurs.

De plus, VIA s'est appliquée à « rationaliser son exploitation de manière à augmenter la productivité et la valeur pour les clients, et à éliminer le gaspillage ». En plus de la billetterie électronique, VIA est en train de mettre en place un système amélioré d'information sur les arrivées et les départs faisant appel à la technologie GPS.

VIA affirme que la demande de sièges pour le Canadien est élevée et augmente durant l'été. C'est pourquoi elle a décidé d'investir plus de 55 millions de dollars pour améliorer le service sur ce parcours. Toutefois, les voyages hors

saison à bord de ce train diminuent sans cesse depuis 15 ans et la demande ne justifie plus trois allers-retours par semaine. À compter de novembre, le Canadien offrira deux allers-retours par semaine pendant la saison hors pointe.

Il en va de même pour l'Océan, qui propose actuellement six allers-retours par semaine entre Montréal et Halifax. VIA a investi plus de 25 millions de dollars pour améliorer ce service, et d'autres travaux sont prévus.

« L'horaire actuel, qui est à peu près inchangé depuis 1990, ne reflète plus l'achalandage actuel ni la demande prévisible du marché : l'achalandage baisse constamment depuis 15 ans, car les autres options de transport (en voiture, par avion et par autocar) se sont améliorées. Au début de novembre, l'Océan offrira donc trois allers-retours par semaine pendant toute l'année. »

VIA réduira aussi la fréquence de certains trains dans le sud-ouest de l'Ontario, où la concurrence du transport aérien et des trains de banlieue a pour effet de réduire l'achalandage.

En ce qui concerne le parcours Montréal-Québec, la demande est forte et VIA espère y ajouter un train plus tard cette année afin de répondre aux besoins de la clientèle. ■

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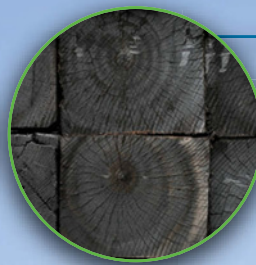
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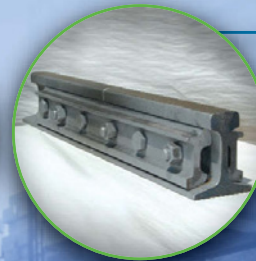
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GO Offers Service Guarantee

GO posted a 95 per cent on-time rate during 2011.



GO Transit is walking the talk on promises of better service in its Passenger Charter by providing a refund to riders whose trains arrive more than 15 minutes late.

The Greater Toronto commuter rail operator, which marked its 45th anniversary earlier this year, views the pledge as a way to keep staff focused on customer service. Ontario Premier Dalton McGuinty called for the refund as part of money-back guarantees the province is offering on government services.

The refunds will be credited directly into the accounts of commuters using Presto electronic cards, while people who use tickets or monthly passes will have to apply for them.

There's a lot involved in running trains on time, but GO has been getting better at it. It posted a 95 per cent on-time rate during 2011. "Of the 54,000 train trips GO Transit had last year, 640 trips were delayed 15 minutes or more," spokesman Mark Ostler said. "Of the 640 delayed train trips, 565 trips would have qualified for the service guarantee."

The average ride on GO is about 45 minutes.

GO is also striving to cancel or delay less than 1 per cent of its 180 weekly train trips. It has been averaging close to 0.7 per cent.

GO now owns 65 per cent of the tracks on which it operates, Ostler said. "That ownership puts GO Transit in a better position to manage its infrastructure, improve service, better control operations, plan future service growth and move toward control of train dispatching and operations."

It's the first Canadian commuter rail operator to offer a service guarantee, although several U.S. lines do including Metrolink in Los Angeles, SEPTA in Philadelphia and Virginia Railway Express. In developing its plan, GO also looked at service guarantees provided by WestJet and various courier companies.

GO's growth in ridership has been quite remarkable since the first train departed Oakville Station for Toronto's Union Station in May 1967. Back then, GO served just 8,000



GO has been adding new locomotives and cars to improve the quality of its services.

riders a day. Today it's more than 219,000, with the growth in ridership running at 8 per cent a year.

"GO Transit continues to provide the greater Toronto and Hamilton area with a reliable, comfortable and safe travelling experience," said Gary McNeil, president of GO Transit, a division of the provincial agency Metrolinx.

It began with a single rail line along the shore of Lake Ontario and now operates a network of seven lines with 444 kilometres of track. It also runs a regional bus service that connects 16 terminals and runs on 2,784 kilometres of roads.

Without its commuter services, the greater Toronto and Hamilton area would need four more Gardiner Expressways and four new Don

Valley Parkways to accommodate its car traffic. The region already has one of the longest daily road commutes in North America.

Bruce McCuaig, president and CEO of Metrolinx, said, "GO has an exciting future. We have an ambitious capital expansion program to move from a peak-hour commuter service to a regional rapid transit service providing all-day two-way service."

About 75 per cent of GO's annual 62 million passengers travel by rail and 25 per cent by bus. GO figures that during rush hours one full 10-coach GO Train replaces more than 1,400 single-occupant car trips, while one 12-coach train replaces 1,670.

The Passenger Charter has its origin in public complaints to GO and the Ontario government three years ago about the poor on-time performance and crowding on the commuter trains. The charter promised more punctual service and since then GO has improved its on-time rate from 87 per cent to 95 per cent. It has also been adding new locomotives and cars and rehabilitating older ones to improve the quality of its services.

It hopes the introduction of Presto fare cards will be another step. Electronic readers on its trains and buses will check the cards at boarding, which will speed loading.



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GO installed its first real-time train-arrival electronic signage at the Pickering, Aldershot and Burlington stations. But it will be about a year before the information telling riders the length of a train delay is available at stations along the entire Lakeshore line.

GO said keeping its trains running is a daily maintenance challenge because of all the electrical and mechanical components that can break down.

As well, GO has to cope with the fact that service is sufficiently popular that there are often more riders than seats and whenever an additional car is added, it quickly fills up.

Another daily trip on the Milton line was added in June and the Richmond Hill and Stouffville lines are slated to get longer, 12-coach trains later this year.

GO is considering installing vending machines on platforms so riders can grab a drink or snack while waiting, and is studying what kind of wireless Internet service would be possible in stations and on trains.

Earlier this year, Metrolinx acquired two rail lines from CN for \$310.5 million. They included a portion of CN's Bala Subdivision, where GO's Richmond Hill service operates, from approximately Rosedale Valley Road north through the



Don Valley to CN's main east-west freight line north of Steeles Avenue near the Toronto-York Region border.

Metrolinx also acquired a segment of CN's Oakville Subdivision from a point near 30th Street in the Etobicoke area of Toronto and terminating just west of the Fourth Line in Oakville.

Luc Jobin, CN executive vice-president and chief financial officer, said the deal enabled "Metrolinx to further its future service objectives, while protecting CN's operating rights to ensure continued service to its freight customers. CN has a strong partnership with Metrolinx and we will continue to support commuter rail as a sustainable mode of transport in the Greater Toronto Area." ■

Earlier this year, Metrolinx acquired two rail lines from CN for \$310.5 million.



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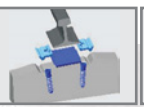
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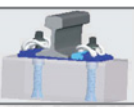
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Canadians prefer rail to meet growing transportation needs

Findings of a national survey conducted by the Railway Association of Canada (RAC) show Canadians have overwhelmingly positive sentiments towards rail in comparison to other forms of transportation and that they clearly view rail transportation as one of the nation's best return-on-investment options for creating a less congested, environmentally friendly national logistics network.

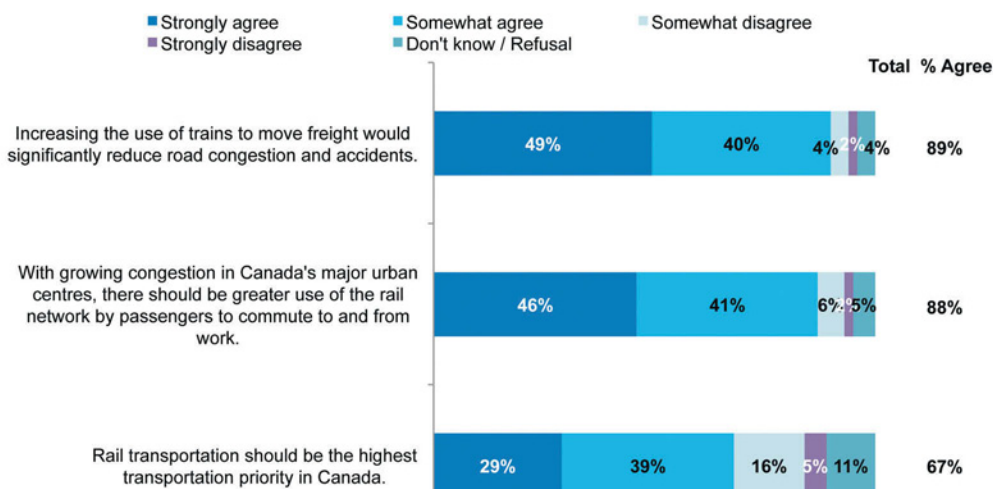
"The RAC's national survey revealed that Canadians overall envision rail transportation as a growing component to the nation's future transportation system and that they embrace an increased presence of rail in the economy and in their commuter habits," said Michael Bourque, president/CEO, Railway Association of Canada. "The consensus that Canada should continue to grow stronger as a rail nation reflects a common sense approach to sustainable growth, one in which commuters, the economy and the environment all benefit simultaneously."

The survey polled across a variety of categories, including the importance of rail compared with other transportation methods, the role of rail in the Canadian economy, the role of the federal government in supporting rail transport and the awareness of safety efforts made by the rail industry.

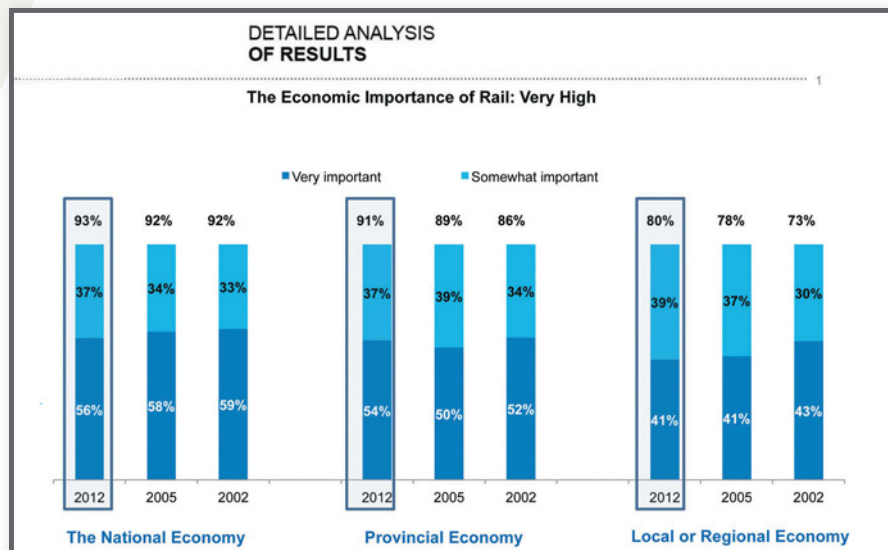
No less than 93% of Canadians believe that the railway sector is important to the economy of the country.

DETAILED ANALYSIS OF RESULTS

Rail Transportation: A Bright Future According to Canadians



The vast majority of Canadians believe that increasing the use of rail transportation would help reduce road congestion and accidents and this for both freight and passengers.



Rail and the Economy

Canada's economy is reliant on a robust combination of transportation modes which together play a critical role in making Canada the world's 10th largest economy with a GDP of more than \$1.7 trillion.

Canada has the fifth-largest rail transport network in the world, enabling it to rank among the world's top 10 GDP nations despite having the smallest population.

Canadians' views on the industry as it relates to the economy showed:

- 93 per cent viewed freight and passenger rail transportation as important to the national economy;
- 91 per cent viewed it as important to provincial economies; 80 per cent viewed it as important to local or regional economies; and
- 87 per cent believe it should be a priority for the federal government to maintain and



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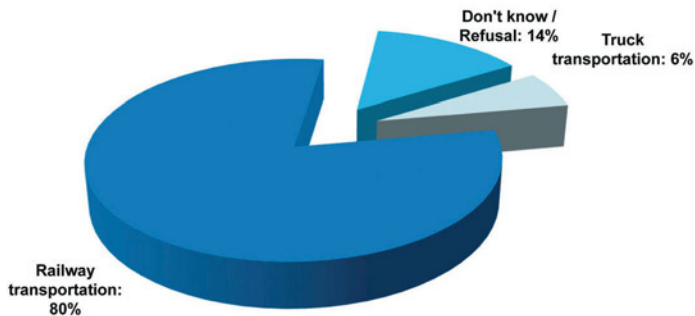
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DETAILED ANALYSIS OF RESULTS

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Rail and Safety

Rail transport is by far the safest mode of ground transportation in Canada. In 2010, only 77 passenger accidents were reported out of an estimated 73 million commuter uses of passenger rail – an incident rate of approximately one in 1 million. By contrast there were more than

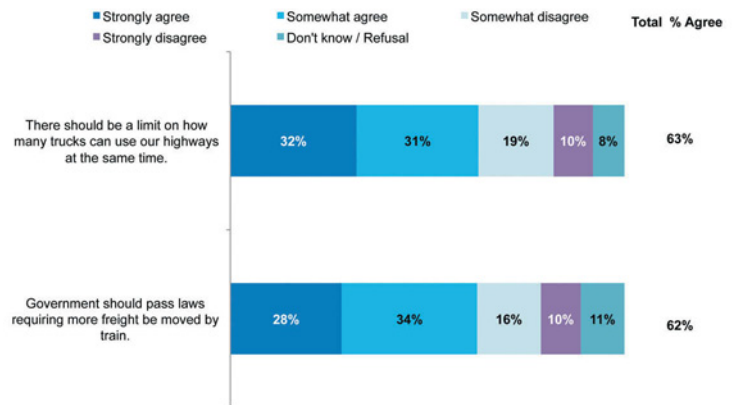
170,000 injuries and 2,200 fatalities related to motor vehicle traffic collisions in 2009.

Rail and the Government

The federal government has played an active role in supporting the growth of rail in Canada, including allocating \$590 million in 2005 and \$410 million in 2007 toward expanding the road and rail infrastructure in Western Canada with the Asia-Pacific Gateway and Corridor Initiative

DETAILED ANALYSIS OF RESULTS

Directions for Government Regulation



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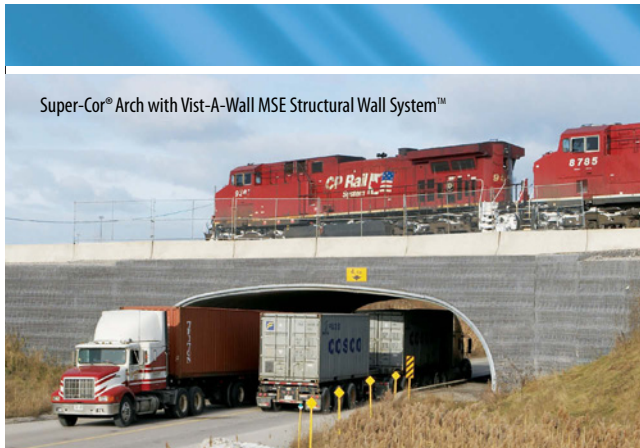
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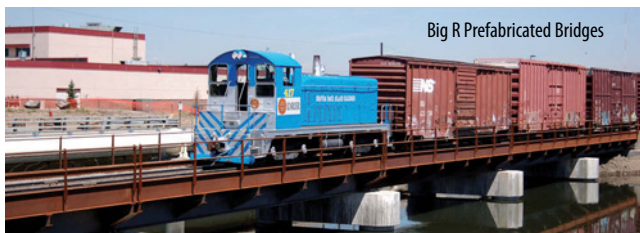
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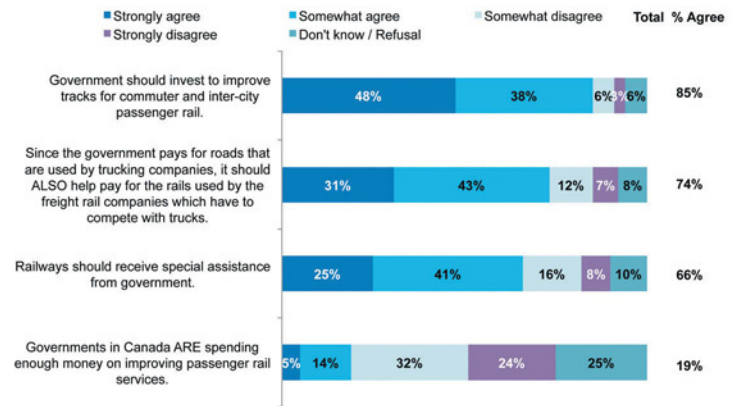
And the Survey Says...

...continued from page 45

Improving rail transportation is seen as a key priority for government because of its perceived economic and social benefits.

DETAILED ANALYSIS OF RESULTS

Should Governments Spend More on Rail? Clearly, Yes.



(APGCI) and major capital upgrades to VIA Rail for intercity travel.

The maintenance and upgrading of Canada's rail system is attained predominantly through annual investments of more than \$1.7 billion from the sector itself.

Canadians' views regarding the federal government's support of rail showed:

- 85 per cent felt the government should invest to improve tracks for commuter and inter-city passenger rail;
- 74 per cent agreed that if the government pays for the roads that trucking companies utilize, they should also help pay for the nation's railway tracks;
- 62 per cent felt that government should pass laws requiring more freight to be moved by train (and even more, 82 per cent, were in favor of providing incentives for businesses to use trains versus trucks to reduce environmental emissions); and
- Only 19 per cent felt that federal and provincial governments were spending enough on improving passenger rail services.

The online survey was conducted by Leger Marketing and randomly polled more than 2,500 Canadians from March 21-27. All data was weighted by age, gender, language, region, level of education and household composition to obtain a representative sample of the Canadian population. The margin of error for the survey was plus/minus 2 per cent, 19 times out of 20. ■



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Rail News

Canada to Host International Rail Safety Conference 2013



*Canada to Host International
Rail Safety Conference 2013.*

The 23rd International Rail Safety Conference (IRSC 2013) will be held Oct. 6-9, 2013 at the Fairmont Hotel Vancouver.

Exclusively devoted to rail safety issues, the International Railway Safety Conference promotes international sharing and cooperation in the field of rail safety. The world's largest gathering of experts in the field, IRSC provides a platform for rail safety professionals from operators,

regulators, accident investigators, trades unions and associations to come together to share and learn from their knowledge and experiences in a single forum.

"It will be an honour to be hosting such a prominent conference on rail safety here in Canada along with our safety colleagues at the Transportation Safety Board of Canada and Transport Canada – Rail Safety. Canadian railways

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boast one of the best safety performance records for freight and passenger rail operations in the world,” said Mike Lowenger, co-chair of IRSC 2013 and VP of RAC. “We are especially proud that Canada is a recognized leader and innovator in rail safety. This conference presents a unique opportunity for Canadian and international delegates to share new knowledge and experiences with a global emphasis.”

With the theme of “Enhancing Railway Safety through Innovation, Community Partnerships and Effective Safety Management,” and against the backdrop of Vancouver, the conference will address the state of the art in preparedness for rail safety. The IRSC 2013 program is structured to encourage discussions on specific technical issues and increase background awareness for delegates.

The International Rail Safety Conference’s specialist technical session will bring together top railway managers and specialists in operations, mechanical, maintenance of way and human factors. The program will feature speakers on a range of topics ranging from the components of a robust safety management system; community safety issues near railway property and technological innovations to address railway safety.

IRSC 2013 will also provide highly dynamic opportunities for supplier companies and other organizations to showcase their wares as part of the IRSC trade show. Participating companies will be able to raise their corporate rail safety profiles with a number of industry specific, high-level safety products and materials. The program will be structured to ensure delegates are provided with enough time for appropriate meetings and networking.

Technical tours are being arranged for delegates as well, including a special train trip into the Rockies and visits to local transportation facilities. Finally, the conference is being designed to take advantage of Vancouver’s charm and natural beauty. There will be social tours organized for accompanying persons and a conference dinner at the Vancouver Aquarium.

Keep track of the event at www.irsc2013.org

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CP, U.S. Silica Make Deal

Canadian Pacific and U.S. Silica Holdings Inc. announced a multi-year agreement for the movement of frac sand from U.S. Silica's newest mining and processing facility in Sparta, Wisconsin. U.S. Silica is the second-largest domestic producer of commercial silica, a specialized mineral that is a critical input into oil and gas shale production and various industrial and specialty products.

The company is building a new frac sand facility located on the CP's rail line in Sparta that will produce high-quality Northern White sand for use in shale basins across the United States and Canada. The design of the Sparta facility will allow U.S. Silica to build unit trains of frac sand with a focus on shipments into the Bakken shale in North Dakota to support the area's growing need for proppant. The facility will produce and ship three grades of dry sand and is expected to be fully operational in the first quarter of 2013.

CN to Build on B.C. North Line

CN announced plans to construct five extended sidings on its B.C. North Line in 2012 as part of a multi-year capital program to expand freight train capacity to handle growing freight volumes along its important Edmonton-Prince Rupert corridor. In 2011, more than half a million carloads/intermodal units moved over CN's B.C. North corridor. By 2015, CN traffic on this line could nearly double. CN plans to invest a total of \$1.8 billion in 2012 to maintain and upgrade its overall North American railway network, support growth and productivity initiatives, and continue to provide its customers quality service.

CN to Transport Bitumen to Gulf Coast

Southern Pacific Resource Corp. (TSX: STP) announced completion of a long-term arrangement to transport bitumen to the U.S. Gulf Coast via the rail network of CN. CN expects to commence shipment of Southern Pacific's bitumen from Fort McMurray to Natchez, located on the Mississippi River 135 km (85 miles) north of Baton Rouge, Louisiana,

starting in the fourth quarter of 2012, with volumes ramping up to more than 12,000 carloads per year as production increases.

VIA Rail Continues Modernization, Takes Action

VIA is introducing significant improvements to its operations, including tracks, stations and trains, better interconnectivity with other carriers, enhanced customer experience and e-services to better meet customer demand. This next phase of VIA's

modernization includes adjusting frequencies on specific routes to better reflect customer demand, while maintaining service on all current routes. This is necessary to allow VIA to focus on improving service and attracting more customers on routes where demand is strong and growing. VIA President/CEO Marc Laliberté explained the changes are fostering the VIA of tomorrow, including services that match market demand, safe, efficient and reliable passenger rail transportation and value to customers and taxpayers.

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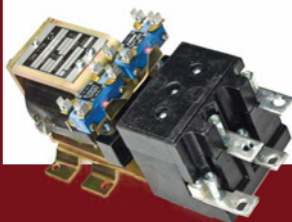
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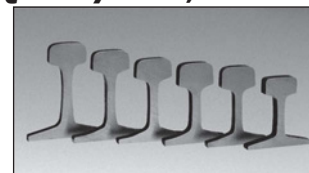


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On the Move

CP

CP appointed Hunter Harrison as president, chief executive officer and a member of the board of directors. With nearly 50 years of railroad experience, Harrison previously served as president and CEO of CN and, prior to that, as president and CEO of Illinois Central Railroad.

CP also announced Paul G. Haggis was elected chairman of the board. Haggis has extensive financial markets and public board experience and is chairman of the Alberta Enterprise Corporation as well as C.A. Bancorp Inc. He serves as a corporate director of other public and crown corporations including Advantage Oil & Gas Ltd. and Liberty Silver Corporation. He continues to serve as an adviser to the Investment Committee of Insurance Corporation of British Columbia (ICBC) after retiring as a director and chair of the Investment Committee this past December. Haggis was previously president and CEO of the Ontario Municipal Employees Retirement System (OMERS) and president and CEO of Alberta Treasury Branches. He served in leadership roles at the Public Sector Pension Investment Board, Manulife Financial and Princeton Developments.

CN

Keith Reardon was appointed vice-president, intermodal services and will oversee all aspects of the company's intermodal activities. Based in Toronto, Reardon was most recently CN vice-president, supply chain solutions.

Vee Kachroo is appointed vice-president, supply chain solutions. Kachroo, based in Montreal, will assume responsibility for all supply chain solution functions as well as for iron ore and automotive. Kachroo was most recently vice-president, industrial products.

Doug MacDonald is appointed vice-president, industrial products. MacDonald, based in Montreal, will lead the industrial products division, which oversees forest products and metals and minerals markets. MacDonald was

previously CN vice-president, corporate marketing.

Fiona Murray joins the marketing executive team as vice-president, corporate marketing. Murray, based in Montreal, will be responsible for all corporate marketing activities. She was most recently assistant vice-president, industrial products.

James Cairns remains CN vice-president, petroleum and chemicals, based in Calgary, and Andy Gonta remains CN vice-president, bulk, based in Edmonton.

Paul Waite, vice-president, intermodal, is retiring after more than 38 years with CN. Waite will serve as senior adviser to CN and its leadership team until year-end.

RailTerm

RailTerm announced a series of promotions within its track & signal department.

Robert Pershick was appointed vice president, track with responsibility for routine maintenance, change of scope and track project support for all VIA Rail Canada's territory presently maintained by RailTerm.

Jason Fries was appointed vice president, signals and communications with continuing responsibility for RailTerm's technology department.

Johanne Frappier was appointed vice president, risk management.

Kevin Garson was appointed manager of signal maintenance with responsibility for all signal maintenance activities on VIA Rail Canada's territory presently maintained by RailTerm.

Paul Rodrigue was appointed manager, track, signals and communications with responsibility for all track and signal activities on AMT's territory presently maintained by RailTerm. ■



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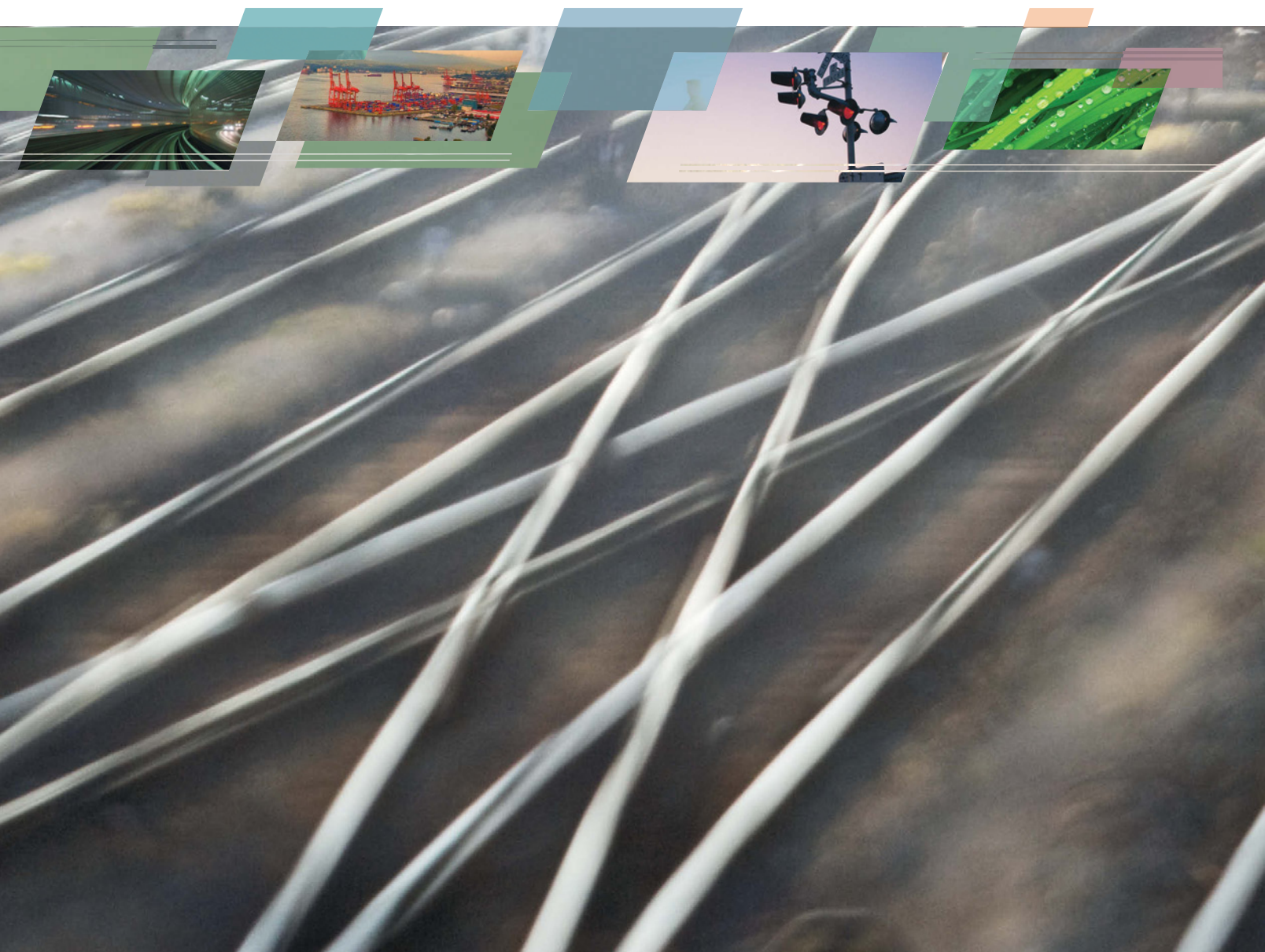
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This 5th edition of the Canadian Railway Atlas illustrates Canada's world class rail network, the third largest rail system in the world, the backbone of the transportation system and a major economic driver.

The member companies of the RAC operate approximately 45,000 miles of main line track (RAC: Rail Trends 2011) and run an average of 1,100 passenger and goods trains every day, often over some of the world's most rugged terrain and in some of the world's worst weather conditions.

Despite this, Canadian rail is the safest in North America and provides by far the safest means of ground transportation in Canada. This safety leadership is the result of programs such as Operation Lifesaver, a public safety education program to reduce highway/railway collisions and trespassing incidents on railway property that is funded jointly with Transport Canada.

The Canadian Railway Atlas is available in complete book format, as well as convenient 27x39" wall maps. All can be purchased using a convenient online order form. The online order form will allow you to choose which product you want to order and will be delivered to your address.

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La 5^e édition de l'Atlas des chemins de fer canadiens présente le troisième réseau ferroviaire en importance au monde et un moteur important de l'économie canadienne.

Au total, les chemins de fer membres exploitent environ 45 000 milles de voie principale (Tendances ferroviaires 2011, publication de l'ACFC), et y font circuler en moyenne 1 100 trains voyageurs et marchandises chaque jour, souvent sur des terrains parmi les plus accidentés au monde et dans des conditions météorologiques parmi les plus difficiles qui soient. Malgré ces difficultés, les chemins de fer canadiens sont les plus sécuritaires en Amérique du Nord et constituent de loin le moyen de transport de surface le plus sûr. La palme de la sécurité et le résultat de programmes tels Opération Gareautrain, programme de prévention des accidents axé sur la réduction du nombre de collisions entre trains et véhicules routiers et d'intrusions sur l'emprise ferroviaire, financé par l'ACFC de concert avec Transports Canada.

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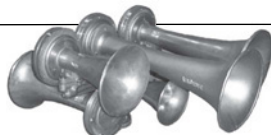


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